



4

DATE: December 18, 2007
TO: Mayor and City Council
FROM: City Manager
SUBJECT: Authorize the City Manager to enter into a contract with the team of Godbe Research, Inc and Larry Tramutola, LLC

RECOMMENDATION

That Council adopts the Resolution authorizing the City Manager to negotiate and execute a contract with the team of Godbe Research, Inc. and Larry Tramutola, LLC in an amount not to exceed \$60,000 to complete community surveys, and to assist the City in developing a budget communication strategy.

BACKGROUND

The Council authorized the Council Budget and Finance Committee to explore the use of a consultant or consultants to provide community survey and data analysis services for the City to assist the City in understanding community service needs and perspectives, and to assist the City in meeting the challenges of the upcoming two-year budget cycle.

Working with the Council Budget and Finance Committee, staff issued a Request for Proposals (RFP) on October 19, 2007 for a "Community Needs Survey & Communication Strategy". (Attachment A). The RFP was sent to 25 possible firms. A list of firms receiving the RFP is attached as Attachment B.

Nine responses were received. These nine responses were reviewed by staff and four finalists were recommended by staff to be interviewed on December 8, 2007, by a City team composed of the three members of the Council Budget and Finance Committee, the City Manager, Assistant City Manager, and the Director of Finance and Administrative Services (the Proposal Review Team). (Refer to Attachment B). Based on this process, the Team of Godbe Research, Inc and Tramutola, LLC (Consultant Team) was selected and is being recommended to Council.

DISCUSSION

Scope of Services: The Scope of Services for which proposals were solicited are as follows: An initial survey expected to be geared toward assessing the level of satisfaction with the delivery of services presently provided by the City, and to gather opinions on selected issues currently facing the community. A second survey as a follow-up to the first, with the intent of refining the

community's priorities and ascertaining to which of those priorities, if any, the community would be willing to allocate additional financial resources, (focused on the feasibility of possible revenue-enhancement actions.) The final element of the Scope is the development of a communication strategy to assist Council and the City Manager related to the upcoming two-year budget.

The RFP made it clear that the City was open to considering other approaches by proposers on the condition that the approaches provided the City Council and the City Manager with reliable information on the Community's:

1. Perception of current City services: quality, service levels, type, etc.
2. Need/desire for additional or different City services: type, location, levels of service, target population, etc.
3. Perceptions of the major issues facing the community now and in the immediate future.
4. Understanding of resource limitations in a municipal environment.
5. Priorities if budget cuts are necessary in the next two-year budget cycle.
6. Willingness to enter into a partnership with the City to meet the service needs and/or address the perceived community issues.
7. Willingness to pay for maintenance of service levels, increases in service levels, or additional new services, and the identification of the specific services.

Further, the RFP noted that the City Council and City Manager were also seeking assistance with identifying and developing communication strategies to assure that the Council and City Manager are clearly communicating with residents and businesses regarding budget issues throughout the budget-development cycle and beyond. And, that this might include assistance with the wording of a possible ballot measure.

Consultant's Response: Godbe Research, Inc., a California Department of Transportation certified Woman Business Enterprise, was founded in January 1990 with offices in Half Moon Bay and Newport Beach. They are a recognized leader in full-service public opinion research and offer a full range of opinion research approaches and tools. Godbe has many examples of successful community surveys completed in Alameda County and in jurisdictions similar in size, scope, and diversity to Hayward. Since 1990, Godbe has conducted more than 1,000 resident, voter, property owner, and opinion studies for public agencies throughout the western United States. They are capable of utilizing bi-lingual research instruments and have committed to so doing in this contract where appropriate. The Hayward Team will consist of Bryan Godbe and Dr. Alice Chan.

Tramutola, LLC was established 22 years ago with offices in Oakland. They are extremely experienced in Alameda County, and have assisted many surrounding jurisdictions in successfully communicating with their residents, businesses, and neighborhoods; and in assessing possible ballot measures and determining ballot language. Tramutola and Godbe have teamed together in many successful endeavors in the past. Tramutola assists communities like Hayward in determining the intersection of interests between a municipality and their community, identifying mutual priorities, engaging the community in meaningful conversation, and generally assisting staff and Council in preparing for the future. The Hayward contract will be directly managed by Ms. Bonnie Moss, Executive Vice President of Tramutola, LLC.

The Consultant Team presented a proposal encompassing the full Scope of Services. However, the Proposal Review Team decided that it was prudent to only contract for Phase I of the process under

this contract: community survey, stakeholder analysis, and SWOT (strengths, weaknesses, opportunities, and threats) analysis, all of which assist the consultant and the City in developing a plan on which to go forward; and budget communication strategy. Depending on the outcome of Phase I and the consultant's recommendation, staff, working with the Council Budget and Finance Committee, may or may not recommend to Council that the City move forward with additional contracted services as described in the original RFP.

What was clear to all concerned is that this is likely the first step in a longer-term process that will not necessarily conclude with the community survey or even successful efforts to increase City revenue in calendar year 2008. The City's need to understand and better address community demands for service and service priorities, the structural deficit, and the long-term financial needs of the City indicate that we will be involved in a financial planning and resource realignment effort for several years to ensure the long-term financial health of the organization and that community service priorities are clearly and successfully addressed. This approach is consistent with the long range financial planning concepts currently under development by staff.

FISCAL IMPACT

The total amount of this contract will not exceed \$60,000 for completion of the survey(s), for the "feasibility analysis", budget communication strategy, and recommendation/plan on which to move forward. Whether one or two surveys will be conducted will be determined by the Consultant Team and staff, in coordination with Mayor and Council, based on what information is desired from the survey process.

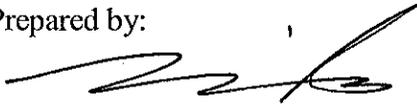
PUBLIC CONTACT

N/A

SCHEDULE

Upon approval of the contract, the Consultant Team will begin immediately to develop and implement the community survey(s) and to conduct the Stakeholder analysis. It is expected that the survey(s) will be complete no later than early February, and the Consultant's first report to Council on outcomes will be on or before February 19, 2008.

Prepared by:



Fran David, Assistant City Manager

Approved by:

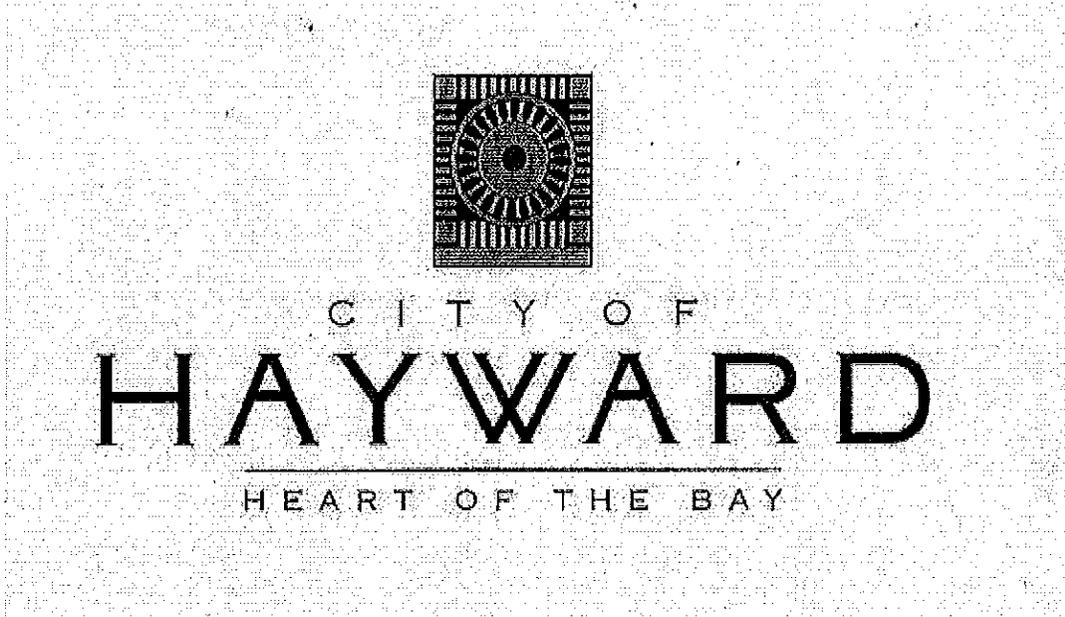

Gregory P. Jones, City Manager

Attachments:

Resolution

Attachment A: Copy of RFP

Attachment B: List of RFP recipients, respondents, and firms selected for interview



Community Needs Survey
&
Communication Strategy

Request for Proposals

Issue Date: October 17, 2007

City Manager's Office
City of Hayward
777 B Street
Hayward CA 94541
(510) 583-4300
www.hayward-ca.gov

I. Introduction

The City of Hayward is soliciting proposals from qualified consulting firms to simultaneously conduct one to two surveys of residents within the City of Hayward and to assist the City with a communication strategy. The City conducted Community Surveys in 1997 (related to a possible new library for the City), and in 2001 (related to an "evaluation" of City services). Other smaller and more targeted surveys have been conducted in a limited way since then.

The City is seeking the assistance in developing a communication strategy to best inform and communicate with residents and businesses as the next two-year budget is developed; and to assist Council in assessing revenue-enhancement possibilities in 2008.

II. Background

The City of Hayward occupies 62.55 square miles and is known as the "Heart of the Bay" because of its central and convenient location in Alameda County – 25 miles southeast of San Francisco, 14 miles south of Oakland, 26 miles north of San Jose and 10 miles west of the valley communities surrounding Pleasanton. Serviced by an extensive network of freeways and bus lines, Hayward has two BART stations (Hayward and South Hayward), an Amtrak station, and the Hayward Executive Airport, with easy access to San Francisco, Oakland, and San Jose airports.

As of July 2006, the median sales price for an existing Single-Family dwelling was \$588,500, and \$452,500 for an existing Condominium according to the Bay East Association of Realtors. Per the 2000 Census, median household income was \$51,177, which has increased since then at a faster rate than might normally be projected.

As of January 1, 2007, Hayward had 147,845 residents broken down according to the 2000 Census as follows:

- African American: 10.6 percent
- Asian/Pacific Islander: 20.5 percent
- Hispanic: 34.2 percent
- White: 29.2 percent
- Other: 0.9 percent
- Two or more Races: 4.6 percent

The City operates on a two-year budget cycle. Budget planning is now beginning for the next 2-year cycle (FY 2009 & FY 2010). The growth of operating costs of the local government structure has out-paced revenues, which have remained flat or decreased slightly, yet remaining relatively strong in comparison to surrounding jurisdictions. The City Council and the City Manager are seeking information from this survey or surveys to assist them in (1) making the best, and most fully informed decisions possible throughout the budget development process; (2) conducting quality communications with residents and businesses during the budget-development process; and (3) assessing revenue-enhancement possibilities in 2008.

Depending in part on the results of the survey, the community of Hayward may choose to go forward with a revenue-enhancement measure on an up-coming ballot, possibly in November 2008.

III. Scope of Services

The specific activities conducted under this Request for Proposals (RFP) will be determined jointly with the successful proposer. However, in general, the Scope of Services for which proposals are being solicited are viewed as follows: An initial survey expected to be geared toward assessing the level of satisfaction with the delivery of services presently provided by the City, and to gather opinions on selected issues currently facing the community. A second survey as a follow-up to the first, with the intent of refining the community's priorities and ascertaining to which of those priorities, if any, the community would be willing to allocate additional financial resources, (focused on the feasibility of possible revenue-enhancement actions.) The final element of the Scope is that of a communication strategy to assist Council and the City Manager in assuring the development of a successful and balanced two-year budget.

The City is open to considering other approaches by proposers on the condition that the approaches provide the City Council and the City Manager with reliable information on the Community's:

1. Perception of current City services: quality, service levels, type, etc.
2. Need/desire for additional or different City services: type, location, levels of service, target population, etc.
3. Perceptions of the major issues facing the community now and in the immediate future.
4. Understanding of resource limitations in a municipal environment.

5. Priorities if budget cuts are necessary in the next two-year budget cycle.
6. Willingness to enter into a partnership with the City to meet the service needs and/or address the perceived community issues.
7. Willingness to pay for maintenance of service levels, increases in service levels, or additional new services, and the identification of the specific services.

The City Council and City Manager are also seeking assistance with identifying and developing communication strategies to assure that Council and City Manager are clearly communicating with residents and businesses regarding budget issues throughout the budget-development cycle and beyond. This may include assistance with the wording of a possible ballot measure.

Specific research services being sought include, but are not limited to:

- Pre-survey strategy and preparation
- Questionnaire design and revisions, including conferring with City staff and incorporating their input, where appropriate, into the process
- Pretest of Questionnaire
- Final Questionnaire preparation
- Statistically valid sample to achieve at least a 95% confidence level.
- Data Processing of responses and production of complete cross tabulation of survey data
- Analysis of data
- Preparation of draft report
- City review of draft report
- Final Report
- Executive Summary and draft of transmission report to Council
- Presentation of findings to City Council

Specific communication services being sought include, but are not limited to:

- A communication plan to assure that clear information is flowing between the residents and the Council during budget development.
- Specific communication and marketing strategies to assure that residents are fully informed on the details of any revenue-

enhancement actions under consideration; and that those actions are developed and presented in a manner so as to ensure the highest possible chance of success.

- A final, written report/plan containing the above.

The City is looking to the proposer(s) for their expertise in defining the best path for the City to achieve its objectives of better understanding community perceptions, needs, and wants; developing a strategy to support the fiscal demands of those perceptions; and in establishing clear and informative communications with all aspects of the Hayward community. The City is expecting that the proposer(s) will accomplish the surveys and the communication strategy in a simultaneous and integrated manner.

The City is not adamant about the two-survey approach. Neither is the City firm about the sequence of activities as defined herein. However, any approach proposed by responders to this RFP must clearly demonstrate that the project will still meet or exceed the above defined output, and provide Council with clear information.

The City will entertain responses to this RFP from individual firms on the entire scope of work or from firms wishing to propose as partners. If proposing as partners, please identify your method and history of working successfully together in similar activities as described herein.

IV. Tentative Project Schedule

Solicitation of Request for Proposals:

RFP posted October 17, 2007

Deadline for RFP Submittals:

November 2, 2007, 4:30 p.m. at Hayward City Hall

Review of Proposals and Interviews of Firms:

November 5-16, 2007

Selection of Consulting Firm:

November 20 or 27, 2007

Project Completion:

Anticipated completion of Survey report and public presentation, and receipt of communication strategy/plan, no later than February 5, 2008

V. SELECTION CRITERIA

The City reserves the right to select the consultant or consultants believed to best suit the needs of the City in this project. Consideration will be given to a balance of cost, reputation, prior success on similar projects in this geographic area, completeness of response to this RFP, quality of work product, and fit with the Council and the City Manager.

VI. References

Please include any references for similar activity conducted in the last three years, with particular emphasis on Northern California, Alameda County, and/or cities of similar size and composition to Hayward. For those proposing as partners, please respond to the above with emphasis on projects on which you have worked together. For each reference, please include name of jurisdiction, contact name, title, phone number, and email address. If revenue-enhancement strategies were part of the project, please indicate what those strategies were, if they were successfully implemented, and the measure you are using to define success.

VII. Contacts

- a. Fran David, Assistant City Manager
510.583.4302
Fran.david@hayward-ca.gov

- b. Greg Jones, City Manager
510.583.4300
Greg.jones@hayward-ca.gov

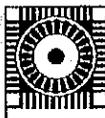
Community Survey RFP Recipients (25)

Jeffrey Adler
President/CEO
Alder Public Affairs
200 Pine Avenue
Suite 300
Long Beach, CA 90802
(562) 435-5551
(562) 435-5735
info@adlerpa.com
www.jaffeps.com

Terrance Barnes
Barnes Mosher Whitehurst Lauter & Partners
660 Mission Street
2nd Floor
San Francisco, CA 94105
(415) 615-0311
(415) 615-0332
info@bmwlandpartners.com
www.bmwlandpartners.com

Mark Bogetich
Managing Member
BGK Strategies LLC
1215 K Street
Suite 2150
Sacramento, CA 95814
(916) 443-1835
(916) 402-8753
(916) 441-2651
mb@bgkstrategies.com
www.bgkstrategies.com

BW Research Partnership
1290 Parkmoor Avenue
San Jose, CA 95126
(760) 730-9325
(760) 730-9688
jwilliams@bwresearch.com
www.bwresearch.com



CITY OF
HAYWARD
HEART OF THE BAY

October 30, 2007

RFP: Community Needs Survey & Communication Strategy

Addendum No. 1

The following changes, additions, deletions, corrections and clarifications hereinafter set forth shall apply to the RFP Documents for this project and shall be made a part thereof and subject to all the requirements thereof, as if originally specified and/or shown.

QUESTION #1:

- How many copies of the proposal does the City of Hayward require?

ANSWER:

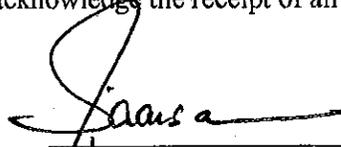
- Submit six (6) copies of the proposals. ALL PROPOSALS MUST BE SUBMITTED AND RECEIVED AT:

Office of the City Manager
777 B Street, 4th Floor
Hayward, CA 94541
By November 2, 2007 @ 4:30 pm PST

Late proposals will be rejected and returned unopened.

End of Addendum

When submitting your RFP, please be sure to acknowledge the receipt of all addenda.



Jasmine R. Gacusan
Purchasing Manager

Department of Finance and Internal Services
Purchasing Division

777 B Street, Hayward, CA 94541-5007
Tel: 510-583-4800 Fax: 510-583-3600



CITY OF
HAYWARD
HEART OF THE BAY

November 1, 2007

RFP: Community Needs Survey & Communication Strategy

Addendum No. 2

The following changes, additions, deletions, corrections and clarifications hereinafter set forth shall apply to the RFP Documents for this project and shall be made a part thereof and subject to all the requirements thereof, as if originally specified and/or shown. Answers to the submitted questions are highlighted and italicized.

Question # 1: Can you tell me what channels the city uses or has used for communicating with residents about issues related to city services, including the budget? For example, public meetings/hearings, talks/speeches (state of the city?), printed newsletters or other printed reports, electronic (email), advertising, etc.

Answer # 1: The City utilizes the standard items mostly related to specific issues or projects: Council work sessions, meetings, public notices, and hearings. There is very little done in the way of general communication with residents. It is hoped that this RFP may eventually lead to those improved communications.

Question # 2: What is the exact timeframe of the project? Should a communications plan/strategy include activities over the full two-year budget process or just those leading into the development of the two-year budget for June 2008?

Answer # 2: The project is envisioned to be rather compact leading to a possible ballot measure in November 2008. However, the City is entering into a new 2-year budget cycle at the same time. It is hoped that the communication strategy identified could be used for both budget development and education and information related to ballot items.

Department of Finance and Internal Services
Purchasing Division

777 B Street, Hayward, CA 94541-5007
Tel: 510-583-4800 Fax: 510-583-3600



CITY OF
HAYWARD
HEART OF THE BAY

Question # 3: The RFP did not explicitly ask for an estimate on cost. Should that be included?

Answer # 3: Yes.

Question # 4: What is your estimated budget for this project?

Answer # 4: We have not identified one yet, but Council has roughly discussed no more than \$50K for total effort.

Question # 5: Are you assuming the data for the surveys would be collected via telephone surveys, given the timeline suggested in the RFP?

Answer # 5: We did not identify and make no assumptions, and are depending on the expertise of the proposers. However, Council is seriously interested in strong statistical reliability.

Question # 6: Would you consider relaxing the timeline if a mailed survey were proposed as an option?

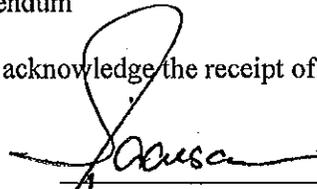
Answer # 6: Yes, with the understanding that we fully recognize we are anxious about being "late" since the target ballot is November 2008.

Question # 7: How much weight will be given to local vendors in the evaluation process (i.e., how much of a preference is it of yours to work with local vendors on this project)?

Answer # 7: None really. Council does have an absolute preference in working with contractors who know this area politically and demographically, and can demonstrate that as well as prove ballot success in the region.

End of Addendum

When submitting your RFP, please be sure to acknowledge the receipt of all addenda.



Jasmine R. Gacusan
Purchasing Manager

Department of Finance and Internal Services
Purchasing Division

777 B Street, Hayward, CA 94541-5007
Tel: 510-583-4800 Fax: 510-583-3600

RECEIVED RFPRESPONDEDINTERVIEWEDSELECTED

<p>Alder Public Affairs 200 Pine Avenue Suite 300 Long Beach, CA 90802 (562) 435-5551 (562) 435-5735 info@adlerpa.com www.jaffeps.com</p>			
<p>Barnes Mosher Whitehurst Lauter & Partners 660 Mission Street 2nd Floor San Francisco, CA 94105 (415) 615-0311 (415) 615-0332 info@bmwlandpartners.com www.bmwland.net</p>	X	X	
<p>BGK Strategies LLC 1215 K Street Suite 2150 Sacramento, CA 95814 (916) 443-1835 (916) 402-8753 (916) 441-2651 mb@bgkstrategies.com www.bgkstrategies.com</p>			
<p>BW Research Partnership 1290 Parkmoor Avenue San Jose, CA 95126 (760) 730-9325 (760) 730-9688 jwilliams@bwresearch.com www.bwresearch.com</p>	X		
<p>David Binder Research 44 Page Street Suite 404 San Francisco, CA 94102 (415) 621-7655 (415) 621-7663 info@db-research.com www.davidbinderresearch.com</p>	X		

RECEIVED RFP**RESPONDED****INTERVIEWED****SELECTED**

EMC Research 436 14th Street Suite 820 Oakland, CA 94612 (510) 844-0680 (510) 844-0690 alex@emcresearch.com www.emcresearch.com	X	X	
Fairbank, Maslin, Maullin & Associates 1999 Harrison Street Suite 1290 Oakland, CA 94612 (310) 828-1183 (510) 451-0384 sklarz@fmma.com www.fmma.com	X	X	
Field Research Corporation 601 California Street San Francisco, CA 94108 (415) 392-5763 (415) 434-2541 info@field.com www.field.com			
Gene Bregman & Associates The Hearst Building #5 Third Street, Suite 328 San Francisco, CA 94103 (415) 957-9700 info@genebregmanandassociates.com www.genebregmanandassociates.com			
Godbe Research 60 Stone Pine Road Half Moon Bay, CA 94109 (650) 479-1121 (650) 479-1122 cwhester@godberesearch.com www.godberesearch.com	X	X	X

RECEIVED RFP**RESPONDED****INTERVIEWED****SELECTED**

<p>Goodwin Simon Victoria Research C/O TBW & B Public Finance Strategies 400 Montgomery Street 7th Floor San Francisco, CA 94104 (415) 291-1894 x235 (415) 291-1894 x228 Barry Barnes (415) 291-0724 gritchie@tbwb.com www.tbwb.com</p>	X	X	
<p>Jaffe PS 1049 Scott Street San Francisco, CA 94115 (415) 235-7822 (415) 962-4161 eric@jaffeps.com www.jaffeps.com</p>	X		
<p>Mal Warwick and Associates, Inc. 2550 Ninth Street Suite 103 Berkeley, CA 94710 (510) 843-8888 (510) 843-0142 inquiry@malwarwick.com www.malwarwick.com</p>			
<p>National Research Center 3005 30th Street Boulder, CO 80301 (303) 444-7863 (303) 444-1145 nrc@n-r-c.com www.n-r-c.com</p>			
<p>Next Generation 1904 Franklin Street Suite 609 Oakland, CA 94612 (510) 444-4710 x309 (510) 444-4743 dlinney@nextgeneration.org www.nextgeneration.org</p>			

RECEIVED RFP**RESPONDED****INTERVIEWED****SELECTED**

<p>Passantino Andersen C/O BW Research Partnership 1290 Parkmoor Avenue San Jose, CA 95126 (760) 730-9325 (760) 730-9688 jwilliams@bwresearch.com www.bwresearch.com</p>	X		
<p>Public Affairs Associates 601 Gateway Boulevard Suite 630 South San Francisco, CA 94080 (650) 794-2000 (415) 999-3262 (650) 794-2005 don@pubaffairs.com www.pubaffairs.com</p>			
<p>Solem & Associates/SA Opinion Research 550 Kearny Street Suite 1010 San Francisco, CA 94108 (415) 788-7788 x119 (415) 296-2019 (415) 788-7858 jon_kaufman@solem.com www.saopinionresearch.com</p>	X		
<p>Staton & Hughes 185 Berry Street Suite 1590 San Francisco, CA 94107 (415) 495-4910 x106 (415) 495-4910 x108 Cliff (415) 495-5733 cliff@statonhughes.com www.statonhughes.com</p>	X		
<p>Stearns Consulting 174 Ripley Street San Francisco, CA 94107 (415) 641-2420 mike@stearnsconsulting.com</p>			

RECEIVED RFP**RESPONDED****INTERVIEWED****SELECTED**

Steinberg & Associates 335 Stunt Road Calabasas, CA 91302 (818) 591-9100 arnoldsteinberg@aol.com			
Strategy Research Institute/SRI 2031 Vista Rosa Fullerton, CA 92631 (714) 449-1810 (909) 239-8757 gmanross@sri-consulting.org www.sri-consulting.org	X		
TBW & B Public Finance Strategies 400 Montgomery Street 7th Floor San Francisco, CA 94104 (415) 291-1894 x235 (415) 291-1894 x228 Barry Barnes (415) 291-0724 gritchie@tbwb.com www.tbwb.com	X	X	
The Lew Edwards Group Rockridge District 5454 Broadway Oakland, CA 94618 (510) 594-0224 (510) 420-0734 info@lewedwardsgroup.com www.lewedwardsgroup.com	X	X	
TMG Communications, Inc. 7095 Indiana Avenue Suite 120 Riverside, CA 92506 (951) 275-5800 (951) 275-5814 cristina@tmgonline.com www.tmgonline.com			

RECEIVED RFP**RESPONDED****INTERVIEWED****SELECTED**

<p>Tramutola LLC 191 Ridgeway Avenue Oakland, CA 94611 (510) 658-7003 (510) 658-7302 info@tramutola.com www.tramutola.com</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>True North Research, Inc. 741 Garden View Court Suite 208 Encinitas, CA 92024 (760) 632-9900 (760) 632-9993 info@tn-research.com www.tn-research.com</p>			

DRAFT

HAYWARD CITY COUNCIL

RESOLUTION NO. 07-

Introduced by Council Member _____

me
12/13/07

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE A CONTRACT WITH GODBE RESEARCH, INC. AND LARRY TRAMUTOLA, LLC TO DEVELOP A BUDGET COMMUNICATION STRATEGY

BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute a contract with Godbe Research, Inc., and Larry Tramutola, LLC to assist the City of Hayward in conducting a community survey and developing a budget communication strategy in an amount not to exceed \$60,000, in a form to be approved by the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2007

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward