



DEPARTMENT OF FINANCE AND INTERNAL SERVICES

Special Meeting

Council Budget and Finance Committee Meeting

Date: October 9, 2007
Time: 4:00pm – 5:00pm
Room: 4B, City Hall
777 B Street
Hayward CA 94541

AGENDA

Public Comments: (Note: For matters not otherwise listed on the agenda. The Committee welcomes your comments under this section, but is prohibited by state law from discussing items not listed on this agenda. Your item will be taken under consideration and referred to staff.)

1. Discussion of Revenue Strategies -- Next Steps -- *Report to be delivered at meeting*
2. Next meeting date: October 24, 2007

Distribution:

Mayor and City Council	CED Director	Budget Administrator
City Manager	Fire Chief	Daily Review
City Attorney	Human Resources Director	Interested Parties
City Clerk	Library Director	Post
Assistant City Manager	Police Chief	
Finance Director	Public Works Director	

Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans with Disabilities Act of 1990. Interested persons must request accommodations at least 48 hours in advance of the meeting by contacting the Assistant City Manager at (510) 583-4300 or TDD (510) 247-3340.



CITY OF
HAYWARD
HEART OF THE BAY

DATE: October 9, 2007

TO: Budget and Finance Committee

FROM: Fran David, Assistant City Manager

SUBJECT: Selecting Consultants to Conduct Various Surveys and Assist with Community Marketing and Communications

RECOMMENDATION

That the Committee receive, review, and comment on this report and its attachment.

BACKGROUND

The Budget and Finance Committee has been discussing various strategies to meet the fiscal demands of the upcoming two-year budget for FY 2009 and FY 2010. The Committee has identified the following actions and advised staff that these should be considered and included in developing the new budget: expenditure cuts, increased efficiency, improved productivity, and increased revenue. Opportunities for increasing revenue that have been identified thus far include improved cost recovery, more aggressive pursuit of grant funding, appropriate fee increases, and possible ballot items to gain voter approval of new taxes or increases in existing ones.

At the September 26, 2007 meeting of the Committee, staff was asked to set a special meeting date for the Committee to consider progress made in identifying appropriate consultants to perform various community surveys and to assist with maximizing communications with the community during the upcoming development process for the next two-year budget. The Committee also indicated their desire to ask Council to take action on selecting a consultant before the end of October.

DISCUSSION

In preparation for this report, staff contacted most of the cities in California, with emphasis on Northern California, seeking their experiences in the area of community surveys, and asking for their recommendations on both survey consultants and "partner" consultants that could assist the City in assessing the level of satisfaction with the delivery of services presently provided by the City, gathering opinions on selected issues currently facing the community, refining the community's priorities, and ascertaining to which of those priorities, if any, the community would

be willing to allocate additional financial resources, which might possibly come from revenue-raising ballot measure.

As part of the preparation process, staff also developed a preliminary definition of a possible scope of work including: Part I – a community baseline survey designed to help the Council understand what services and facilities the community needs and wants, where, how, and at what level; Part II- a follow up survey based on the first, which seeks to assist Council in determining for which of the identified services or facilities the community is willing to allocate further resources (i.e., pay for); and Part III- the engagement of a communications/marketing consultant to assist the City in formulating the language for a possible ballot measure, and developing clear and concise informational materials on the elements of that possible ballot measure.¹

Firms Considered: Staff made contact with, received indications of interest from, and identified as probable proposers the following firms (red=firms expressing interest; grey=firms declining);

<u>FIRMS</u>	<u>CONTACT</u>
Adler Associates	
Arnold Steinberg	
Barnes, Mosher, Whitehurst & Lautner	Terrance Barnes
B-W Research Partnership	
Center for Community Opinion	Brad Senden
Civic Research	
David Binder Research	Ben Meyers
Evans/McDonough Co	
Fairbank, Maslin, Maulin & Associates	John Fairbank Rick Sklarz
Field Research Corporation	
Gene Bergman and Associates	
Godbe Research	Bryan Godbe Charles Hester
Jaffe PS	Eric Jaffe
Knowledge Networks	Steve Dovel
Larry Tramutola, LLC	Bonnie Moss
Mal Warwick Associates	Mal Warwick
Moore Iacofano Goltzman (MIG)	Daniel Iacofano
National Research Center	
Public Affairs Associates	Don Cecil Ed McGovern
SA Opinion Research	

¹ Any community group formed to advocate for any particular ballot measure may or may not wish to engage the same communications/marketing consultant under separate contract to assist and advise in the advocacy process.

FIRMS	CONTACT
Solem & Associates	John Kaufman
Stanton-Hughes	Mary Hughes
Stearns Consulting	Jim Stearns
Strategy Research Institute	Dr. G. Gary Manross
TBW&B Public Finance Strategies, Inc.	Barry Barnes
	Gloria Ritchie
The Lew-Edwards Group	Catherine Lew
TMG Communications	
True North Research	
Walters & Boigon	
YouGovPolimetrix	Brian Stults

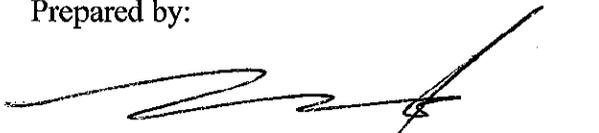
FISCAL IMPACT

No Specific dollar amounts have been identified to date pending response to the City's Request for Proposals. No money has been allocated for this project. Funds would have to be appropriated out of the Unallocated Contingency Reserve.

SCHEDULE (or NEXT STEPS)

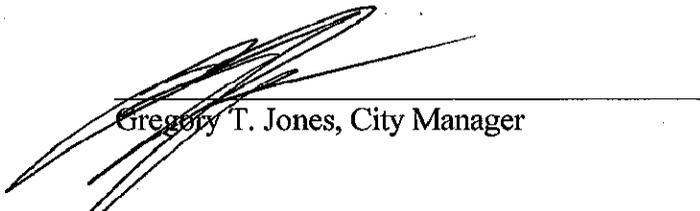
A draft Request for Proposals (RFP) is attached for the Committee's review. It is staff's intent to issue the RFP immediately upon the Committee's concurrence with an expected contract award date no later than November 13, 2007

Prepared by:



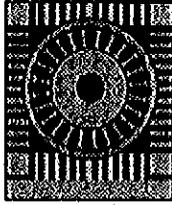
 Fran David, Assistant City Manager

Approved by:



 Gregory T. Jones, City Manager

Attachment: Draft RFP



CITY OF
HAYWARD

HEART OF THE BAY

Community Satisfaction Survey
&
Marketing/Communication Plan

Request for Proposals

Issue Date: October 10, 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 conduct one to two surveys of residents within the City of Hayward. The City last conducted a Community Satisfaction Survey in 1997, related to a ballot measure for the library. Other smaller and more targeted surveys have been conducted in a limited way since then.

The City is also seeking assistance in marketing and communication strategies to best inform and communicate with residents and businesses as the next two-year budget is developed.

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 \$51,1777, which has increased since then at a faster rate than normal.

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. The City Council and the City Manager are seeking information from this survey or surveys which assists them in making the best decisions possible throughout the budget development process; and is seeking assistance in assuring quality communications with residents and businesses during the budget-development process.

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

III. Scope of Services

The first survey is 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. The second survey should be 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, which might possibly come from a revenue-raising ballot measure.

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:

- 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 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
- 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 marketing strategies to assure that residents are fully informed on the details of any potential ballot measure the Council may be considering.
- A final, written report/plan containing the above.

The City is not adamant about the 2-survey approach, and is willing to entertain proposals combining the two surveys provided the proposer can clearly demonstrate that by doing so, the project will still meet or exceed the above defined output, and provide Council with clear information.

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 will entertain responses to this RFP from individual firms on the entire scope of work; individual firms on only the survey/research or marketing/communications portion of the scope; and/or from firms wishing to propose as partners. If proposing on only a portion of the scope of work, please identify your method of working with other firms who might be successful proposers for the other portion of the scope of work.

IV. Project Schedule and Deliverables

Solicitation of Request for Proposals:

RFP posted October 10, 2007

Deadline for RFP Submittals:

October 26, 2007, 4:30 p.m. at Hayward City Hall

Review of Proposals and Interviews of Firms:

October 29-31, 2007

Selection of Consulting Firm:

November 13, 2007

Project Completion:

Anticipate completion of Survey report and public presentation, and receipt of marketing/communication plan, no later than January 22, 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, and fit with the Council and the City Manager.

VI. Contact(s)

- a. Greg Jones, City Manager
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Greg.jones@hayward-ca.gov
- b. Fran David, Assistant City Manager
510.583.4302
Fran.david@hayward-ca.gov