



**Agenda Item B.3**  
**DISCUSSION/ACTION ITEM**  
**Meeting Date: May 5, 2020**

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**TO:** Mayor and Councilmembers

**FROM:** Kristy Schmidt, Assistant City Manager  
Luke Rioux, Finance Director

**SUBJECT:** Possible November 2020 Sales Tax Measure to address COVID-19 Impacts, Unmet Needs, and Other Community Priorities

**RECOMMENDATION:**

- A. Receive a presentation from Fairbank, Maslin, Maullin, Metz & Associates, Inc. (FM3 Research) on the results of a February 2020 polling and public opinion research survey related to a possible sales tax measure; and
- B. Consider whether to conduct additional polling to explore the current level of community support and voter priorities related to a possible sales tax, including addressing social and economic impacts of the COVID-19 pandemic; and
- C. Should Council wish to proceed with further consideration of a sales tax measure for November 2020, authorize the City Manager to execute an amendment to Professional Services Agreement No. 2020-011 with FM3 Research, in a format acceptable to the City Attorney and without further action by the City Council, to either:
  - 1) Increase the total contract amount with FM3 to provide for updated polling by FM3 at a cost of \$22,250, a public outreach process by subcontractor Mary Rose and Associates at a not-to-exceed cost of \$18,000 regarding the need for and potential uses of funds related to a sales tax measure, and related printing, mailing and social media outreach expenses of up to \$12,100, for a total contract increase of \$52,350; or
  - 2) Proceed with consideration of a sales tax measure without further polling, and instead increase the total contract amount to provide for a public outreach process by subcontractor Mary Rose and Associates at a not-to-exceed cost of \$18,000 regarding the need for and potential uses of funds related to a sales tax measure, and related printing, mailing and social media outreach expenses of up to \$12,100, for a total contract increase with FM3 of \$30,100.

## **EXECUTIVE SUMMARY:**

In February 2020, before the COVID-19 crisis reached a critical point, polling of City residents indicated voter support for a new 1% sales tax to address various identified community priorities and unmet needs.

Since that polling was conducted, the City of Goleta has been severely impacted by the COVID-19 pandemic. The City's major sources of revenue to deliver municipal services have fallen dramatically. To date, there has been no COVID-19 federal aid for cities our size, and there has been no relief from the state. In fact, through the state's sales tax deferral programs, our revenues will be impacted even further.

At the same time, new community needs have evolved around public safety and sanitation, social programs for those impacted by the disease and its consequences, and economic development and job recovery. These new needs will likely remain an area of focus for the City for the next several years as we play our part in efforts to contain and recover from the pandemic and resulting economic crisis. Without new funding, the City's role will be limited to what it can achieve with reduced revenues.

This changes the landscape in terms of consideration of a possible sales tax. On the one hand, the idea of an additional sales tax is difficult to contemplate with so many people being financially impacted. On the other hand, the need for funding to address both existing and new community challenges has never been greater. Council will need to determine whether to put the question of a 1% sales tax increase to the voters in November and, if a sales tax measure is desired, staff will need to act quickly to meet election deadlines.

Should Council elect to proceed with consideration of the sales tax increase, staff requests authorization to increase the agreement with FM3 to further assess community support and priorities for such a measure. This would include additional polling (recommended by FM3), and/or an outreach process conducted by Mary Rose and Associates to engage residents in further consideration of need for and potential uses of such funds.

## **BACKGROUND:**

### Council Direction and Consideration of Sales Tax Measure

The City's adopted Two-Year Strategic Plan for Fiscal Years 2019-20 and 2020-21 includes the following objective: Explore possible tax measure options to support the future sustainability of the City's budget.

The City Council directed staff to explore new revenue sources to help maintain current service levels and programs while also meeting the demand of the City's growing infrastructure maintenance and improvement needs. This direction is reflected in the Fiscal Year 2019/20 Work Programs for both the City Manager's Office and the Finance Department.

The City of Goleta currently has the lowest sales tax rate of cities in Santa Barbara County.

<b>City of Goleta</b>	<b>7.750%</b>
City of Buellton	7.750%
City of Solvang	7.750%
City of Guadalupe	8.000%
City of Lompoc	8.750%
City of Santa Barbara	8.750%
City of Santa Maria	8.750%
City of Carpinteria	9.000%

(Approved March 2020)

It is important to note that, unlike other cities in the County and the state, Goleta does not receive the full 1% of the 7.75% sales tax. Under the Revenue Neutrality Agreement between Goleta and Santa Barbara County, the County receives 30% of that sales tax revenue. This results in the effective sales tax rate available to the City for operations of just 0.7%.

A sales tax increase would not be subject to the Revenue Neutrality Agreement, so the whole amount would be available for City programs and priorities. A sales tax increase would apply to everyone who purchases retail goods within City limits, including visitors from outside of Goleta. Some items are exempt from sales tax, including sales of certain food products for human consumption (many groceries), sales of prescription medicine and certain medical devices, and sales of items paid for with food stamps

### Long Term Revenue Needs

The City Council is aware of the limitation on revenues caused by the Revenue Neutrality Agreement with the County of Santa Barbara, which permanently diverts revenues that would otherwise be available for City services. Yet, as the City has matured, the public looks to the City to provide a high level of services and investment in the community. In 2011 the loss of the Redevelopment funding seriously impacted available funding for community capital improvements, particularly in Old Town, compounding the problem. Council and staff have been extremely resourceful in meeting needs through aggressively pursuing grants and other sources of one-time funding. However, the fact remains that there are significant unmet public needs, and not having the requisite level of revenue to address identified needs and community priorities impacts the City's ability to address long-term challenges.

In the current 5-year Capital Improvement Program, for example, there are 62 unfunded projects totaling \$34.5 Million. A summary and table showing these projects was included in a presentation to Council by the Finance Director on December 3, 2019 and is excerpted in Attachment 1. For the City to move forward with these projects, we will need to identify funding and staffing to do so.

In addition to these specifically identified capital projects, the City's ability to address other community priorities is limited with existing revenue sources. Some of these one-time and ongoing funding priority needs were also presented to Council in December 2019 and are included in the excerpt in Attachment 1. Examples include investing in maintenance programs to delay further degradation of streets, sidewalks, buildings and other public assets, and supporting the important projects and objectives from the City's various strategic plans and goal-setting documents that either already exist or are currently under development (e.g., the Parks, Facilities and Playgrounds Master Plan; Open Space Management Plans; Recreation Needs Assessment; Homelessness Strategic Plan; Information Technology Strategic Plan; Library Strategic Plan; etc.).

#### Contract for February 2020 Polling

Under the City Manager's authority, staff executed a Professional Services Agreement with Fairbank, Maslin, Maullin, Metz, and Associates, Inc. (FM3 Research) on January 27, 2020, to provide professional polling and public opinion research services related to a possible sales tax measure that would be placed on the November 3, 2020 ballot. This contract resulted from a Request for Proposals (RFP) that was released on November 9, 2019 and closed on November 25, 2019. Three firms submitted proposals which were rated by a staff team that ultimately recommended FM3 Research for the work. The total contract amount with FM3 Research was \$29,650. Refer to Attachment 2 to view the agreement (No. 2020-011). The specific services FM3 performed are detailed in the following section.

#### **DISCUSSION:**

The purpose of this report is to summarize the results of the February 2020 polling effort; consider the changed landscape resulting from the COVID-19 pandemic and how that may impact the City's consideration of a possible November 2020 sales tax measure; and outline next steps should Council wish to continue consideration of a sales tax measure for voter consideration in the November 2020 election.

#### Results of February 2020 Polling

FM3 Research was contracted to conduct a polling and public opinion survey of 400 Goleta registered voters who are likely to vote in the November 2020 General Election. Names and contact information of respondents were pulled from the public voter profile available at the County Registrar of Voters. The survey was administered in two different modes: 1) online through email invitation; and 2) telephone, both landline and cellular. The survey took approximately 20 minutes for respondents to complete and was offered in English and Spanish. The survey questions can be viewed in Attachment 3.

This item includes a presentation from FM3 Research that will detail results of the public opinion survey (Attachment 4). In total, responses were collected from a random sample of 420 respondents, which provides a representative and statistically reliable sample of Goleta's population. According to FM3, the results showed that a sales tax measure had the potential to be supported by City of Goleta voters. As FM3's presentation will show, the results suggested that an effective public outreach and education campaign was advisable to inform the voter population of the financial needs that could be addressed through a sales tax measure.

### Changed Landscape- COVID-19 Pandemic

Since that polling was conducted, the City of Goleta has been severely impacted by the COVID-19 pandemic.

Goleta businesses have struggled with closures and reduced operations, placing many of them in financial crises ranging from serious to critical. Residents have lost their jobs or face reductions in their salaries and work hours. More people are turning to food distribution and other relief programs, whose resources are overwhelmed. Many of the services that residents rely on have become unavailable.

New community needs have evolved. City Staff see the need for the City to expand and enhance City efforts in many areas including, but not limited to, the following broad general categories:

- Public safety, community sanitation, and disaster preparedness and response;
- Support to social programs for Goleta residents that are impacted by the disease and its consequences, including vulnerable and disadvantaged populations;
- Economic development initiatives to support local businesses and local job recovery;
- Serving as a direct economic engine by leveraging federal and state recovery funding for local construction projects.

These needs will likely remain an area of focus for the City for the next several years as we play our part in efforts to contain and recover from the pandemic and resulting economic crisis. City Council and staff are already moving forward with various initiatives, but with the ever-changing landscape of this pandemic, we will need to be nimble into the future in determining where need is the greatest and targeting programs to those needs.

City revenues will determine what role the City can play in community recovery. The City has long recognized that city government is not always the best entity to address all our community needs, and so it has developed direct grant programs to local non-profits addressing housing and homelessness, economic development, and other social supports. However, City government does have a taxing authority, something that these non-profit entities do not have. The City has significant potential to affect recovery through financial support to non-profits, in addition to its own efforts.

Without new funding, however, the City will be limited to what it can achieve. The City's major sources of revenue have fallen drastically. As Finance staff will detail, we are currently expecting a decrease in revenues of \$4.2 million in the current fiscal year (\$3.6 million in the General Fund), and a decrease in expected revenues of at least \$6 million in Fiscal Year 2020/21 (\$5.8 million in the General Fund). To date, there has been no COVID-19 federal aid for cities our size, and there has been no relief from the state. In fact, through the state's sales tax deferral programs, our revenues will be impacted even further.

In February, staff estimated that a 1% sales tax increase would generate an additional \$7.2 million per fiscal year for General Fund programs. This estimate was revised to \$7 million based on the most recent economic data. Given the timing of the election and tax measure implementation, a 1% tax would not be effective until April 1, 2021, with the first full fiscal year experienced in FY 2021/22. However, once a measure passed, staff anticipates that we could begin addressing community priorities immediately in anticipation of those funds.

On the one hand, the idea of an additional sales tax is difficult to contemplate with so many people being financially impacted. On the other hand, the need for funding to address both existing and new community challenges has never been greater. Council will need to determine whether to put the question of a 1% sales tax increase to the voters in November and, if a sales tax measure is desired, staff will need to act quickly to meet election deadlines.

### Next Steps

Should Council elect to proceed with consideration of a sales tax measure, staff requests authorization to increase the agreement with FM3 to further assess community support and priorities for such a measure. This would include additional polling recommended by FM3, and/or an outreach process conducted by Mary Rose and Associates to engage residents in further consideration of need for and potential uses of such funds.

FM3 recommends additional polling of Goleta voters, at a cost of \$22,250 (Attachment 5). The 12-minute survey will examine a random sample of 300 voters' health-related concerns, view of the economy, financial situation, and job status, within the context of decreasing City budget projections and the need for City officials to make tough decisions on how best to use City funds to provide services residents will need. For comparison, the original survey was 20 minutes and surveyed a random sample of 400. There are several reasons for this recommendation to conduct additional polling, all related to the COVID-19 pandemic. First, the polling conducted in February that showed likely support for a sales tax measure cannot be relied on to determine whether voters would still support such a measure. Voters may be more willing or less willing to support a sales tax measure given the COVID-19 crisis. If additional polling determines that there is not public support for a measure, it could save a great deal of staff effort and City funds in readying a measure for the ballot. Additionally, the priorities that polling respondents identified in February for the use of funds could be very different now. Additional polling will allow us to test the public's receptiveness to areas of potential increased City involvement in COVID-19 recovery (e.g., public safety and sanitation, social programs for those impacted by the disease and its consequences, economic development and job recovery, etc.) and to make sure that our planning reflects

those priorities. As a randomized telephone and online poll, it would reach a representative sample of the population, including those that might not be reached through the City's normal communication outlets.

There are arguments against conducting further polling. First, to meet election timelines the polling would need to be done in late May. It is hard to have confidence in the usefulness of feedback collected in May in making predictions about how voters will feel in November with the world changing so fast under the current crisis. Second, one of the goals of polling, to test voter support for various types of City involvement in COVID-19 recovery could also be accomplished through an outreach effort (described below), though perhaps without the level of statistical validity available through polling. Given the cost of repolling, the fairly low overall cost of placing a measure on the ballot (less than the cost of repolling), and the fact that an election itself is the ultimate voter poll, Council may wish to proceed without repolling and run the risk of not having this information when deciding to move forward, and ultimately risk that voters may not pass the measure come November.

Whether or not additional polling is conducted, if the City elects to proceed with consideration of a sales tax measure, staff recommends that we conduct a public outreach effort about the financial needs and potential uses of funds related a sales tax measure. The information about funding needs is important for the public to have, even if a measure were ultimately not included on the ballot this November. Such communication would be consistent with the City of Goleta's ongoing and active communication and engagement efforts with the public. Further, the outreach effort would allow the City to communicate with potential voters about their priorities for using possible additional funds during the COVID-19 recovery.

Staff are recommending that the needed public outreach and education effort be performed by subconsultant, Mary Rose and Associates, under FM3 Research's agreement (Attachment 6). Mary Rose and Associates was one of three consultants contacted on an informal basis for pricing and a scope of services and was selected primarily due to this consultant's local knowledge and experience in the region and pricing. Mary Rose and Associates would assist the City in the outreach campaign by developing an outreach plan and feedback mechanism to allow community members to provide input on what services are most important to them now, review the city's existing outreach channels and make recommendations to enhance this outreach to reach a broader demographic, and perform regular stakeholder identification and communication. Mary Rose and Associates quote of \$30,100 to conduct this work includes up to \$18,000 in professional services and an expense estimate of \$8,000 for one mailer (to be sent week of May 11<sup>th</sup>) to all city voters illustrating the needs for additional revenue and seeking input on funding priorities from a short online survey, and \$4,100 for a social media professional. Mary Rose and Associates recommends a second, more general mailer be sent out in September which would explain the new Vote-By-Mail procedures and describe the City's ballot measure. Should Council choose not to move forward with a ballot measure in June 2020, staff would not expend the full contract amount.

Below is a tentative timeline, including steps that staff will take if Council decides to move forward with the sales tax measure effort.

Dates	Description
February 2020	Polling consultant conducted the baseline public opinion survey from February 11-23, 2020
May 5, 2020	City Council determines whether and how to move forward with possible placement of a sales tax measure on the November 3, 2020 ballot
May 2020	Additional (post-COVID-19) public opinion survey
May-November 2020	Conduct a public outreach effort on the financial need and potential uses of a funds related to a proposed sales tax measure
May 2020	Contract with California Department of Tax and Fee Administration (CDTFA). Cities are required to contract with the CDTFA for administration of the ordinance imposing the
June 16, 2020	Polling results reported to City Council.
June 16, 2020	Draft ballot measure language presented for Council's consideration
June 16, 2020	City Council adopts: 1) Resolution approving the Council-sponsored ballot measure to be submitted to the voters; 2) Resolution calling and giving Notice of Election and whether rebuttal arguments will be permitted, and if so, adoption of Resolution providing for the filing of rebuttal arguments for City measures submitted at Municipal Elections; and 3) Resolution directing the City Attorney to prepare an impartial analysis of the measure to be placed on the November 3, 2020 Presidential General Election
July 7, 2020	Last possible meeting for Council to take action on ballot measure in order for the City Clerk to meet election-related deadlines. This meeting has been cancelled and would need to be reinstated.
August 6, 2020	Deadline to file with the Santa Barbara County Clerk of the Board of Supervisors to Request Consolidation services for the November 3, 2020 Election
November 3, 2020	Election Day

## GOLETA STRATEGIC PLAN:

**City-Wide Strategy:** Enhance revenue by seeking grants and implementing financing strategies that strengthen the City's budget.

**Strategic Goal:** Explore possible tax measure options to support the future sustainability of the City's budget.



## FISCAL IMPACTS:

The City Manager's budget for Fiscal Year (FY) 2019-2020 currently includes \$50,000 intended for these polling and public outreach services. If Council approves both additional polling and an outreach process, the total compensation under the agreement with FM3 will increase from \$29,650 to a not-to-exceed amount of \$82,000 to provide for the additional services (polling and outreach) and related expenses described in this report.

The costs of \$32,000 over the \$50,000 budgeted would be covered through existing budgeted funds initially appropriated for a Finance Department management study which, given the economic crisis, will not occur this fiscal year, and probably not in Fiscal Year 2020/21. No new appropriations are necessary.

## ALTERNATIVES:

Should Council elect to proceed without additional polling, the contract with FM3 would be increased from \$29,650 to a not-to-exceed amount of \$59,750 to cover the outreach effort services and related expenses only, and staff would use only \$9,750 from the funds budgeted for the Finance Department Study.

City Council may choose not to proceed with a sales tax ballot measure, directing staff to table the effort or consider it for a future year. In this case, the contract amendment will not be pursued with FM3 Research. The City Council may also direct staff to research other revenue-raising solutions and return at a future meeting with options.

The City Council could alternatively direct staff to proceed with an outreach and education effort in-house, as opposed to consulting these services out. However, staff recommend that these services be provided by an outside party that is experienced in this subject area. In addition, taking these services on in-house would result in significant workload impacts to the staff in the Community Relations Division.


**Reviewed By:**

**Legal Review By:**

**Approved By:**

  
Kristine Schmidt  
Assistant City Manager

  
Michael Jenkins  
City Attorney

  
Michelle Greene  
City Manager

## ATTACHMENTS:

1. Excerpt from December 2019 Staff Report Detailing Unfunded Capital Improvement Program Projects and Other Priority Funding Needs
2. Agreement No. 2020-011 with FM3 Research
3. Polling and Public Opinion Research Survey Questions
4. Presentation of Survey Results from FM3 Research

5. Polling Services Quote from FM3 Research
6. Outreach Services Quote from Mary Rose & Associates & FM3

## **ATTACHMENT 1**

Excerpt from December 2019 Staff Report Detailing Unfunded Capital Improvement  
Program Projects and Other Priority Funding Needs

Capital Improvement Program Projects:

In total, there are 62 projects included in the Five Year CIP Budget. The following table is a list of the City's CIP projects identified in the recent budget with estimated amounts that have funding sources to be determined. The amounts are reflective of the five-year budgeted amounts, totaling approximately \$34.5 million. To see the amounts allocated over each fiscal year, see Attachment 2. These estimates and funding sources are updated annually during the budget process and subject to change as more information is known and other funding sources may become available. Depending on grants, future development impact fee revenues, or the type of project or liability, other funding sources may be available. Included in the list a column identifying other potential funding sources, though will require further analysis.

Staff met internally on October 24, 2019 to discuss future projects. The summary notes on those projects are provided in the table below. Public Works will be reviewing and reprioritizing its priority list of critical projects. Projects will be evaluated from a safety and maintenance perspective, and discussed at a future workshop. Additionally staff will be bringing back to the Finance Committee and Council to formally adopt a Capital Planning and Budgeting Policy as recommended by the Government Finance Officers Association (GFOA). The current list below should be for review only and is listed by project number, in no order of priority.

*See CIP Projects table on next page.*

CIP Projects (Next Five Years)	Est. Amount	Current Funding	Adj. Est. Amount	Other Potential Sources
9001-Hollister Avenue Complete Streets Corridor Plan	\$ 1,509,600	\$ -	\$ 1,509,600	Grants, DIF, IBank
9006-San Jose Creek Bike Path - Southern Extent	\$ 2,998,320	\$ -	\$ 2,998,320	Grants, DIF, IBank
9007-San Jose Creek Bike Path - Middle Extent	\$ 3,422,840	\$ -	\$ 3,422,840	Grants, DIF, IBank
9009-San Jose Creek Improvements and Fish Passage	\$ 379,300	\$ -	\$ 379,300	TBD
9025-Fire Station No. 10	\$ 4,275,176	\$ -	\$ 4,275,176	DIF, IBank
9053-Cathedral Oaks Crib Wall Interim Repair Project	\$ 6,692,436	\$ -	\$ 6,692,436	TBD
9064-Reclaimed Water Service to Evergreen Park	\$ 306,300	\$ -	\$ 306,300	DIF, IBank
9065-Reclaimed Water Service to Bella Vista Park	\$ 226,900	\$ -	\$ 226,900	DIF, IBank
9067-Goleta Community Center Upgrade	\$ 725,293	\$ -	\$ 725,293	Grants, IBank, Revenue Bond
9069-Miscellaneous Facilities Improvements	\$ 743,650	\$ -	\$ 743,650	TBD
9077-Recreation Center/Gymnasium	\$ 1,938,585	\$ -	\$ 1,938,585	DIF, IBank, Revenue Bond
9078-Rancho La Patera Improvements	\$ 2,981,650	\$ -	\$ 2,981,650	DIF, IBank
9081-Covington Drainage System Improvements	\$ 3,683,350	\$ -	\$ 3,683,350	IBank
9083-Traffic Signal Upgrades	\$ 114,775	\$ -	\$ 114,775	IBank
9085-Goleta Storm Drain Master Plan	\$ 520,600	\$ -	\$ 520,600	TBD
9086-Vision Zero Plan	\$ 283,650	\$ -	\$ 283,650	TBD
9096-Orange Avenue Parking Lot	\$ 294,135	\$ -	\$ 294,135	DIF, IBank
9097-Fairview Corridor Study (Fowler Road to Calle Real)	\$ 361,250	\$ -	\$ 361,250	DIF, Measure A
9100-Hollister Avenue/Fairview Avenue Roundabout (Intersection Improvements)	\$ 555,550	\$ -	\$ 555,550	DIF, IBank
9101-City Hall Purchase & Improvements	\$ 350,000	\$ -	\$ 350,000	DIF, IBank
TBD-02-Citywide School Zones Signage & Striping Evaluation	\$ 242,500	\$ -	\$ 242,500	Measure A
TBD-03-Citywide Evaluation of Existing Traffic Signals	\$ 242,500	\$ -	\$ 242,500	Measure A
TBD-04-Ellwood Beach Drive Drainage Infrastructure Replacement	\$ 226,725	\$ -	\$ 226,725	TBD
TBD-05-Phelps Ditch Flood Control Channel Trash Control Structure	\$ 667,050	\$ -	\$ 667,050	TBD
TBD-06-Old Town South Fairview Avenue, High Flow Trash Capture Devices	\$ 320,800	\$ -	\$ 320,800	TBD
TBD-08-Ward Drive Sidewalk Infill	\$ 388,006	\$ -	\$ 388,006	TBD
<b>Total</b>	<b>\$ 34,450,941</b>	<b>\$ -</b>	<b>\$ 34,450,941</b>	

Notes: The following are revised estimates that are not reflective in the CIP budget:

Goleta Community Center Upgrade (ADA, Parking Lot, Seismic Updates) -\$1.5 million – from previous study, cost estimates subject to increase, at this time estimating \$6-\$8 million; US 101 Overcrossing is anticipated to costs between \$20-\$30 million; Cathedral Oaks Dip -\$100,000; Fairview/Stow Canyon Traffic Signal; \$800,000, San Jose Creek Multi-Purpose Path; \$5 million; Hollister Avenue Bridget Match \$2 million; and San Jose Creek Annual Cleanout -\$200,000(ongoing maintenance)

In summary, total CIP project budget funding sources to be identified are \$10.1 million over the next two years or \$34.45 million over the next five years, if the CIP projects stay on their current project delivery time frames (does not include revised estimates). CIP project budgets are updated annually through the budget adoption process.

### **Options and Strategies to Address CIP Projects:**

#### **CIP Project Budgets**

In the current fiscal year approximately \$1.9 million of CIP project budgets were identified as funding to be determined, and in FY 20/21 that figure is estimated to be \$7.8 million, if project timing and revenue sources remain unchanged. Additional details can be found in Attachment 2 and in the adopted CIP budget available on the website. Each project will need to be further evaluated, and confirmation made if no alternative funding source is available. Depending on the type of project, grants and alternative financing options may be available. Staff has included a preliminary analysis of other financing sources in the table above. For example, staff has reached out to IBank and they have indicated Fire Station No. 10 would be an appropriate project to finance if additional funding is needed in the future. More analysis on this option is need, but preliminary discussions have begun.

Additionally, Public Works will be reprioritizing its project list, from a critical safety and maintenance need perspective, and will be discussed at a future workshop. Finance staff will also be developing and implementing recommended best practices from the GFOA as they relate to capital budgeting and multi-year planning.

### **Other Priority Funding Needs:**

The following table is a list of other City priority funding needs and is not complete. The list provides information of other priorities such as pavement maintenance and other unanticipated costs the City may experience in the future related to ongoing programs or projects that should be considered before taking on new work efforts. Actual funding needs will require additional analysis, and will be dependent on the activity. The list is separated in two sections, identified as one-time and ongoing. “One-time” uses of funds do not create ongoing annual budget expenses for the City. Such expenditures are for projects or programs that are completed within the fiscal year. While there may be some future maintenance costs for some of these items, such costs are relatively minor when measured against the General Fund as a whole. “Ongoing” uses of funds, on the other hand, demand continuing expenditures in future years. The most obvious example is the addition of a new employee. Salary, benefits, and support costs, such as training and equipment, will affect every future budget for as long as the new position remains in the budget. Because there are future cost increases to which the City may be committed, extreme care needs to be exercised so that current year commitments do not overwhelm future year resources. While most of the projects funded by the General Fund will not create new expenditure commitments, some of the projects funded from other sources will have that effect—particularly new parks (as compared to improvement of existing

parks) and new public buildings. On the other hand, many projects, especially street maintenance and park rehabilitation projects, should help control future costs by minimizing the need for emergency repairs.

Other Priority Funding Needs:	Est. Amount	Notes
One-Time: (Funding for one-time projects should be funded by one-time revenue sources.)		
Other Improvement Needs after City Hall Purchase	TBD	Includes entire building, possible improvements based on space needs analysis, and use of additional space.
Future Write-Offs	TBD	Varies year to year. Funds should be set aside to address possibility of write-offs. Anticipated \$175,000.
Future Property Acquisitions	TBD	Current balance is \$830,108. Ongoing costs may occur, depends on project.
Sustainability Efforts	TBD	Current balance is \$292,500. Possible ongoing funding efforts to be considered.
Ranger House	TBD	Needs further analysis.
Other CIP Projects with funding to be determined, such as Hollister Complete Streets implementation	TBD	Current five-year CIP budget identifies \$34.1 million. Other priority projects in future years, or new critical projects may arise  Needs further analysis. Costs associated with future one-time projects identified. Constructed projects or new programs may result in ongoing maintenance and operating expenditures. IT Strategic Plan Implementation has approximately \$400k set-aside.
Parks Master Plan Implementation	TBD	
Bike/Ped Master Plan Implementation	TBD	
ADA related improvements	TBD	
IT Strategic Plan Implementation (approx. \$400k set-aside)	TBD	
Other study implementations	TBD	
Ongoing: (Funding for ongoing expenditures will need a dedicated source of revenue. A measure of City's capacity for ongoing expenditures is the net operation revenue)		
Other ongoing expenses with new space acquired	TBD	Depends on use of additional space after acquisition of building. Such costs increases may be experienced: utilities, new personnel, office equipment and software licensing, etc.
Affordable Housing Functions	TBD	Needs further analysis. Proposal of adding a Senior Housing Analyst to the Planning Department is being drafted for Council consideration
Computer Equipment Replacement Reserve	TBD	Best practice calls for replacement of computers every three years. Funding should be set aside to match schedule of implementation. Needs further analysis. City currently annually budgets this during the budget process.
Future Personnel (Public Works Phase 1)	TBD	Council received personnel updates - phase 1 during recent budget adoption. Future personnel needs to address workloads and department responsibilities. Needs further cost analysis.
Additional Pavement Budget to help maintain PCI Levels and backlog of Pavement Rehabilitation Needs	TBD	To maintain current PCI of 63 over the next 5 years, it would be average cost of \$6.9 million. To get to the multi-tier City goal average PCI of 67, it would be an average of \$8.4 million a year. Total funds available for FY 19/20 and FY 20/21 (not including carryovers) is \$2.5 million. General Fund is budgeting approximately \$710,000 directly for pavement rehabilitation. An additional \$6 million would be needed on an ongoing basis. Needs further analysis.
Backlog of concrete repair	TBD	Needs further analysis. The City currently annually appropriates funding.

Backlog of public tree maintenance	TBD	<i>Needs further analysis. The City currently annually appropriates funding.</i>
New ongoing maintenance as result of capital project completion or plan document implementation	TBD	<i>Maintenance costs varies. Ongoing efforts to develop a system to capture estimates of future ongoing maintenance impacts.</i>
Sustainability maintenance	TBD	<i>Needs further analysis. Dependent upon future sustainability infrastructure.</i>
Increased funding for Library	TBD	<i>Library DIF funds estimated to be depleted by next fiscal year. Supports book acquisitions. General Fund or special revenue funds - fund balance (if available) will need to support. Any changes or increase in programs or personnel, will need additional funding to support ongoing costs.</i>
New programs or personnel	TBD	<i>Depends on program and personnel. Funding needed to support ongoing personnel, office equipment, and other related costs. Needs further analysis.</i>

While the information in this report overall may not be complete, it highlights the City's current unfunded liabilities, projects with funding sources to be determined and other funding priority needs to be considered in the future. The City addresses these priorities through its two-year strategic plan, annual work programs, two-year operating budget, and five-year CIP budget. If an unanticipated event happens or additional expenditures are needed during the fiscal year, the City maintains prudent reserve balances to address these one-time issues.



## **ATTACHMENT 2**

Agreement No. 2020-011 with FM3 Research

Project Name: Polling and Public Opinion Research Services

**AGREEMENT FOR PROFESSIONAL SERVICES  
BETWEEN THE CITY OF GOLETA  
AND  
FAIRBANK, MASLIN, MAULLIN, METZ & ASSOCIATES, INC. dba FM3 RESEARCH**

This AGREEMENT FOR PROFESSIONAL SERVICES (herein referred to as "AGREEMENT") is made and entered into this 27 day of January, 2020, by and between the **CITY OF GOLETA**, a municipal corporation (herein referred to as "CITY"), and **FAIRBANK, MASLIN, MAULLIN, METZ & ASSOCIATES, INC. dba FM3 RESEARCH** (herein referred to as "CONSULTANT").

**WHEREAS**, the CITY has a need for professional polling and public opinion research services for a possible tax measure; and

**WHEREAS**, the CITY does not have the personnel able and/or available to perform the services required under this AGREEMENT, and therefore, the CITY desires to contract for professional services to accomplish this work; and

**WHEREAS**, the CITY procured these services in compliance with Goleta Municipal Code Section 3.05.240 by issuing a Request for Proposals; and

**WHEREAS**, the City Manager approved this AGREEMENT pursuant to Goleta Municipal Code section 3.05.240.

CITY and CONSULTANT agree as follows:

**1. RETENTION AS CONSULTANT**

CITY hereby retains CONSULTANT, and CONSULTANT hereby accepts such engagement, to perform the services described in Section 2. CONSULTANT warrants it has the qualifications, experience, and facilities to properly and timely perform said services.

**2. DESCRIPTION OF SERVICES**

The services to be performed by CONSULTANT are as follows:

Professional polling and public opinion research services in conjunction with a possible sales tax measure that would be placed on the 2020 ballot. Services shall generally include conducting a dual mode survey of a sample of City of Goleta registered voters including translation services, data analysis, and recommendations on communication strategies to the public, as more particularly set forth in the Scope of Work, attached as Exhibit "A," and incorporated herein.

CONSULTANT shall deliver to CITY the deliverables defined in Exhibit "A."

### **3. COMPENSATION AND PAYMENT**

(a) **Maximum and Rate.** The total compensation payable to CONSULTANT by CITY for the services under this AGREEMENT **SHALL NOT EXCEED** the sum of \$29,650 (herein "not to exceed amount"), and shall be earned as the work progresses on the following basis:

Hourly at the hourly rates and with reimbursement to CONSULTANT for those expenses set forth in CONSULTANT's Schedule of Fees marked Exhibit "B," attached and incorporated herein. The rates and expenses set forth in that exhibit shall be binding upon CONSULTANT until December 31, 2020, after which any change in said rates and expenses must be approved in writing by CITY's Project Manager as described in Section 5 (CITY is to be given 60 days notice of any rate increase request), provided the not to exceed amount is the total compensation due CONSULTANT for all work described under this AGREEMENT.

(b) **Payment.** CONSULTANT shall provide CITY with written verification of the actual compensation earned, which written verification shall be in a form satisfactory to CITY's Project Manager, as described in Section 5. Invoices shall be made no more frequently than on a monthly basis, and describe the work performed (including a list of hours worked by personnel classification). All payments shall be made within 30 days after CITY's approval of the invoice.

### **4. EXTRA SERVICES**

CITY shall pay CONSULTANT for those CITY authorized extra services, not reasonably included within the services described in Section 2, as mutually agreed to writing in advance of the incurrence of extra services by CONSULTANT. Unless CITY and CONSULTANT have agreed in writing before the performance of extra services, no liability and no right to claim compensation for such extra services or expenses shall exist. The applicable hourly rates for extra services shall be at the hourly rates set forth in the compensation exhibit. Any compensation for extra services shall be part of the total compensation and shall not increase the not to exceed amount identified in Section 3.

### **5. CITY PROJECT MANAGER AND SERVICES BY CITY**

The services to be performed by CONSULTANT shall be accomplished under the general direction of, and coordinate with, CITY's "Project Manager", as that staff person is designated by CITY from time to time, and who presently is Luke Rioux. Project Manager shall have the authority to act on behalf of the CITY in administering this AGREEMENT but shall not be authorized to extend the term of the AGREEMENT or increase the not to exceed amount.

**6. TERM, PROGRESS AND COMPLETION**

The term of this AGREEMENT is from the date first written above to December 31, 2020, unless term of this AGREEMENT is extended, or the AGREEMENT is terminated as provided for herein.

CONSULTANT shall not commence work on the services to be performed until (i) CONSULTANT furnishes proof of insurance as required by Section 10 below, and (ii) CITY gives written authorization to proceed with the work provided by CITY's Project Manager.

**7. OWNERSHIP OF DOCUMENTS**

All drawings, designs, data, photographs, reports and other documentation (other than CONSULTANT's drafts, notes and internal memorandum), including duplication of same prepared by CONSULTANT in the performance of these services, are the property of CITY. CITY shall be entitled to immediate possession of the same upon completion of the work under this AGREEMENT, or at any earlier or later time when requested by CITY. CITY agrees to hold CONSULTANT harmless from all damages, claims, expenses, and losses arising out of any reuse of the plans and specifications for purposes other than those described in this AGREEMENT, unless written authorization of CONSULTANT is first obtained.

**8. PERSONAL SERVICES/NO ASSIGNMENT/SUBCONTRACTOR**

This AGREEMENT is for professional services which are personal to CITY. Richard Bernard is deemed to be specially experienced and is a key member of CONSULTANT's firm, and shall be directly involved in the performance of this work. This key person shall communicate with, and periodically report to, CITY on the progress of the work. Should any such individual be removed from assisting in this contracted work for any reason, CITY may terminate this AGREEMENT. This AGREEMENT may not be assigned or subcontracted without the City Manager's prior written consent.

**9. HOLD HARMLESS AND INDEMNITY**

(a) **Hold Harmless for CONSULTANT's Damages.** CONSULTANT holds CITY, its elected officials, officers, agents, and employees, harmless from all of CONSULTANT's claims, demands, lawsuits, judgments, damages, losses, injuries or liability to CONSULTANT, to CONSULTANT's employees, to CONSULTANT's contractors or subcontractors, or to the owners of CONSULTANT's firm, which damages, losses, injuries or liability occur during the work required under this AGREEMENT, or occur while CONSULTANT is on CITY property, or which are connected, directly or indirectly, with CONSULTANT's performance of any activity or work required under this AGREEMENT.

**(b) Defense and Indemnity of Third Party Claims/Liability.** CONSULTANT shall investigate, defend, and indemnify CITY, its elected officials, officers, agents, and employees, from any claims, lawsuits, demands, judgments, and all liability including, but not limited to, monetary or property damage, lost profit, personal injury, wrongful death, general liability, automobile, infringement of copyright/patent/trademark, or professional errors and omissions arising out of, directly or indirectly, an error, negligence, or omission of CONSULTANT or any of CONSULTANT's officers, agents, employees, representatives, subconsultants, or subcontractors, or the willful misconduct of CONSULTANT or any of CONSULTANT's officers, agents, employees, representatives, subconsultants, or subcontractors, in performing the services described in, or normally associated with, this type of contracted work. The duty to defend shall include any suits or actions concerning any activity, product or work required under this AGREEMENT, and also include the payment of all court costs, attorney fees, expert witness costs, investigation costs, claims adjusting costs and any other costs required for and related thereto.

**(c) No Waiver.** CITY does not waive, nor shall be deemed to have waived, any indemnity, defense or hold harmless rights under this section because of the acceptance by CITY, or the deposit with CITY, of any insurance certificates or policies described in Section 10.

## **10. INSURANCE**

CONSULTANT shall, at CONSULTANT's sole cost and expense, provide insurance as described herein. All insurance is to be placed with insurers authorized to do business in the State of California with an A.M. Best and Company rating of A- or better, Class VII or better, or as otherwise approved by CITY.

Insurance shall include the following (or broader) coverage:

- a) Insurance Services Office Commercial Liability coverage "occurrence" form CG 00 01 or its exact equivalent with an edition date prior to 2004 and with minimum limits of \$1,000,000 per occurrence and \$2,000,000 general aggregate.
- b) Insurance Services Office form number CA 00 01 or equivalent covering Automobile Liability, including hired and non-owned automobile liability with a minimum limit of \$1,000,000 per accident. If the Service Provider owns no vehicles, this requirement may be satisfied by a non-owned and hired auto endorsement to Service Provider's commercial general liability policy.
- c) Workers' Compensation insurance complying with California worker's compensation laws, including statutory limits for workers' compensation and an Employer's Liability limit of \$1,000,000 per accident or disease.

- d) Professional liability insurance that covers the services to be performed in connection with this agreement, in the minimum amount of \$1,000,000 per claim.

Liability insurance policies required to be provided by CONSULTANT hereunder shall contain or be endorsed to contain the following provisions:

- a) CITY, its employees, officials, agents and member agencies shall be covered as additional insureds. Coverage shall apply to any and all liability arising out of the work performed or related to the contract. Additional insured status under the general liability requirement shall be provided on Insurance Services Office Form CG 20 10, with an edition date prior to 2004, or its equivalent. Additional insured status for completed operations shall be provided either in the additional insured form or through another endorsement such as CG 20 37, or its equivalent.
- b) General and automobile liability insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability. Coverage will not be limited to CITY's vicarious liability.
- c) Professional liability insurance policies inception date, continuity date, or retroactive date must be before the effective date of this agreement. CONSULTANT agrees to maintain continuous coverage through a period no less than three years after completion of the services required by this agreement.
- d) Liability coverage shall be primary and non-contributing with any insurance maintained by CITY.
- e) Evidence of coverage (including the workers' compensation and employer's liability policies) shall provide that coverage shall not be suspended, voided, canceled or reduced in coverage or in limits except after 30 days' prior written notice has been given to CITY. Such provision shall not include any limitation of liability of the insurer for failure to provide such notice.
- f) No liability insurance coverage provided to comply with this AGREEMENT shall prohibit CONSULTANT, or CONSULTANT's employees, or agents, from waiving the right of recovery prior to a loss. CONSULTANT waives its right of recovery against CITY.
- g) CONSULTANT agrees to deposit with CITY within fifteen days of Notice to Proceed of the Contract certificates of insurance and required endorsements.

- h) There shall be no recourse against CITY for payment of premiums or other amounts with respect to the insurance required to be provided by CONSULTANT hereunder. Any failure, actual or alleged, on the part of CITY to monitor compliance with these requirements will not be deemed as a waiver of any rights on the part of CITY. CITY has no additional obligations by virtue of requiring the insurance set forth herein. In the event any policy of insurance required under this AGREEMENT does not comply with these requirements or is canceled and not replaced, CITY has the right but not the duty to obtain the insurance it deems necessary and any premium paid by CITY will be promptly reimbursed by CONSULTANT or CITY will withhold amounts sufficient to pay premium from CONSULTANT payments.
- i) CONSULTANT agrees to provide immediate notice to CITY of any claim or loss against CONSULTANT arising out of the work performed under this AGREEMENT. CITY assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve CITY.

#### **11. RELATIONSHIP OF CONSULTANT TO CITY**

The relationship of the CONSULTANT to CITY shall be that of an independent contractor and that in no event shall CONSULTANT be considered an officer, agent, servant or employee of CITY. CONSULTANT shall be solely responsible for any workers compensation insurance, withholding taxes, unemployment insurance, and any other employer obligations associated with the described work.

#### **12. CORRECTIONS**

In addition to the above indemnification obligations, CONSULTANT shall correct, at its expense, all errors in the work that may be disclosed during CITY's review of CONSULTANT's report or plans. Should CONSULTANT fail to make such correction in a reasonably timely manner, such correction shall be made by CITY, and the cost thereof shall be charged to CONSULTANT or withheld from any funds due to CONSULTANT hereunder.

#### **13. TERMINATION BY CITY**

CITY, by notifying CONSULTANT in writing, may upon 10 calendar days notice, terminate without cause any portion or all of the services agreed to be performed under this AGREEMENT. If termination is for cause, no notice period need be given. In the event of termination, CONSULTANT shall have the right and obligation to immediately assemble work in progress for the purpose of closing out the job. All compensation for actual work performed and charges outstanding at the time of termination shall be payable by CITY to CONSULTANT within 30 days following submission of a final statement by CONSULTANT unless termination is for cause. In such event, CONSULTANT shall be compensated only to the extent required by law.

**14. ACCEPTANCE OF FINAL PAYMENT CONSTITUTES RELEASE**

The acceptance by CONSULTANT of the final payment made under this AGREEMENT shall operate as and be a release of CITY from all claims and liabilities for compensation to CONSULTANT for anything done, furnished, or relating to CONSULTANT'S work or services. Acceptance of payment shall be any negotiation of CITY's check or the failure to make a written extra compensation claim within 10 calendar days of the receipt of that check. However, approval or payment by CITY shall not constitute, nor be deemed, a release of the responsibility and liability of CONSULTANT, its employees, subcontractors, agents and CONSULTANTS for the accuracy and competency of the information provided and/or work performed; nor shall such approval or payment be deemed to be an assumption of such responsibility or liability by CITY for any defect or error in the work prepared by CONSULTANT, its employees, subcontractors, agents and consultants.

**15. AUDIT OF RECORDS**

At any time during normal business hours and as often as it may deem necessary, CONSULTANT shall make available to a representative of CITY for examination of all its records with respect to all matters covered by this AGREEMENT and will permit CITY to audit, examine and/or reproduce such records. CONSULTANT will retain such financial records, time sheets, work progress reports, invoices, bills and project records for at least two years after termination or final payment under this AGREEMENT.

**16. WAIVER; REMEDIES CUMULATIVE**

Failure by a party to insist upon the strict performance of any of the provisions of this AGREEMENT by the other party, irrespective of the length of time for which such failure continues, shall not constitute a waiver of such party's right to demand strict compliance by such other party in the future. No waiver by a party of a default or breach of the other party shall be effective or binding upon such party unless made in writing by such party, and no such waiver shall be implied from any omissions by a party to take any action with respect to such default or breach. No express written waiver of a specified default or breach shall affect any other default or breach, or cover any other period of time, other than any default or breach and/or period of time specified. All of the remedies permitted or available to a party under this AGREEMENT, or at law or in equity, shall be cumulative and alternative, and invocation of any such right or remedy shall not constitute a waiver or election of remedies with respect to any other permitted or available right of remedy.

**17. CONFLICT OF INTEREST**

CONSULTANT is unaware of any CITY employee or official that has a financial interest in CONSULTANT'S business. During the term of this AGREEMENT and/or as a result of being awarded this AGREEMENT, CONSULTANT shall not offer, encourage



or accept any financial interest in CONSULTANT'S business by any CITY employee or official.

**18. CONSTRUCTION OF LANGUAGE OF AGREEMENT**

The provisions of this AGREEMENT shall be construed as a whole according to its common meaning of purpose of providing a public benefit and not strictly for or against any party. It shall be construed consistent with the provisions hereof, in order to achieve the objectives and purposes of the parties. Wherever required by the context, the singular shall include the plural and vice versa, and the masculine gender shall include the feminine or neutral genders or vice versa.

**19. MITIGATION OF DAMAGES**

In all situations arising out of this AGREEMENT, the parties shall attempt to avoid and minimize the damages resulting from the conduct of the other party.

**20. GOVERNING LAW**

This AGREEMENT, and the rights and obligations of the parties, shall be governed and interpreted in accordance with the laws of the State of California. Should litigation occur, venue shall be in Superior Court of Santa Barbara County.

**21. NONDISCRIMINATION**

CONSULTANT shall not discriminate on the basis of race, color, gender, gender identity/expression, pregnancy, sexual orientation, disability, marital status, or any other characteristic protected under applicable federal or state law.

**22. TAXPAYER IDENTIFICATION NUMBER**

CONSULTANT shall provide CITY with a complete Request for Taxpayer Identification Number and Certification, Form W-9 (Rev. October 2018), as issued by the Internal Revenue Service.

**23. NON-APPROPRIATION OF FUNDS**

Payments due and payable to CONSULTANT for current services are within the current budget and within an available, unexhausted and unencumbered appropriation of CITY funds. In the event CITY has not appropriated sufficient funds for payment of CONSULTANT services beyond the current fiscal year, this AGREEMENT shall cover only those costs incurred up to the conclusion of the current fiscal year.

**24. MODIFICATION OF AGREEMENT**

The tasks described in this AGREEMENT and all other terms of this AGREEMENT may be modified only upon mutual written consent of CITY and CONSULTANT.

**25. USE OF THE TERM "CITY"**

Reference to "CITY" in this AGREEMENT includes City Manager or any authorized representative acting on behalf of CITY.

**26. PERMITS AND LICENSES**

CONSULTANT, at its sole expense, shall obtain and maintain during the term of this AGREEMENT, all appropriate permits, licenses, and certificates that may be required in connection with the performance of services under this AGREEMENT.

**27. CAPTIONS**

The captions or headings in this AGREEMENT are for convenience only and in no other way define, limit or describe the scope or intent of any provision or section of the AGREEMENT.

**28. AUTHORIZATION**

Each party has expressly authorized the execution of this AGREEMENT on its behalf and bind said party and its respective administrators, officers, directors, shareholders, divisions, subsidiaries, agents, employees, successors, assigns, principals, partners, joint venturers, insurance carriers and any others who may claim through it to this AGREEMENT.

**29. ENTIRE AGREEMENT BETWEEN PARTIES**

Except for CONSULTANT'S proposals and submitted representations for obtaining this AGREEMENT, this AGREEMENT supersedes any other agreements, either oral or in writing, between the parties hereto with respect to the rendering of services, and contains all of the covenants and agreements between the parties with respect to said services.

**30. PARTIAL INVALIDITY**

If any provision in this AGREEMENT is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

**31. NOTICES**

Any notice required to be given hereunder shall be deemed to have been given by depositing said notice in the United States mail, postage prepaid, and addressed as follows:

TO CITY: Attention: Michelle Greene, City Manager  
City of Goleta  
130 Cremona Drive, Suite B  
Goleta, CA 93117

TO CONSULTANT: Attention: Richard Bernard  
FM3 Research  
12100 Wilshire Boulevard, Suite 350  
Los Angeles, CA 90025

32. **COUNTERPARTS AND ELECTRONIC/FACSIMILE SIGNATURES**

This Agreement may be executed in several counterparts, which may be facsimile or electronic copies. Each counterpart is fully effective as an original, and together constitutes one and the same instrument.

**In concurrence and witness whereof**, this AGREEMENT has been executed by the parties effective on the date and year first above written.

**CITY OF GOLETA**

\_\_\_\_\_  
Michelle Greene, City Manager

**CONSULTANT**

DocuSigned by:



35557524ACE04E3

\_\_\_\_\_  
Dr. Richard Bernard, Partner

**ATTEST**

\_\_\_\_\_  
Deborah Lopez, City Clerk

DocuSigned by:



06E050FAE0B5417

\_\_\_\_\_  
John Travale, Controller

**APPROVED AS TO FORM**

\_\_\_\_\_  
Winnie Cai, Assistant City Attorney

In concurrence and witness whereof, this AGREEMENT has been executed by the parties effective on the date and year first above written.

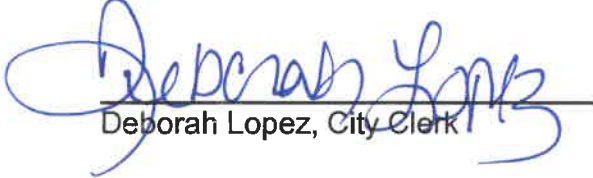
**CITY OF GOLETA**

  
Michelle Greene, City Manager

**CONSULTANT**

By: \_\_\_\_\_ Title: \_\_\_\_\_

**ATTEST**

  
Deborah Lopez, City Clerk

By: \_\_\_\_\_ Title: \_\_\_\_\_

**APPROVED AS TO FORM**

  
Winnie Cai, Assistant City Attorney

**Exhibit A**  
**Scope of Work**

# Request for Proposals for Professional Polling/Public Opinion Research Services for the City of Goleta



Fairbank, Maslin, Maullin, Metz &  
Associates (FM3)  
12100 Wilshire Boulevard, Suite 350  
Los Angeles, CA 90025  
Phone: (310) 828-1183 Ext. 1  
Fax: (310) 453-6562

Contact:  
Richard Bernard  
Partner



OPINION  
RESEARCH  
& STRATEGY

November 25, 2019

921-5417

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November 25, 2019

Luke Rioux  
Finance Director  
City of Goleta  
Finance Department  
130 Cremona Drive, Suite B  
Goleta, CA 93117

Dear Mr. Rioux,

Fairbank, Maslin, Maullin, Metz & Associates, Inc. (FM3 Research) is pleased to present this proposal to provide public opinion research on behalf of the City of Goleta.

The finance measure research FM3 conducts for our local public agency clients is designed to inform the drafting of the most compelling 75-word ballot label summary statements possible. The research is also tailored to our clients' unique needs and priorities to identify which educational themes resonate strongest among their constituents when conducting community outreach to inform and engage the public. FM3's work will determine the feasibility of a potential finance measure and provide a communications roadmap to help the City achieve its strategic objectives. The efficacy of this approach is demonstrated by our firm's **success rate of over 95 percent** since its 1981 inception – with a total of **534 local finance measures approved for California agencies** in every region of the state—more than any other research firm—including 66 on the November 2018 ballot alone. Local finance measures in California secured by agencies utilizing FM3's research and consulting services include **144 sales taxes**, 46 parcel taxes, 41 utility user taxes (UUTs), and 23 transient occupancy taxes (TOTs), as well as tax and bond measures of other types.

We believe working with FM3 offers the City a number of specific advantages for this project. These include:

1. **FM3 has a proven ability to provide research that helps secure City of Goleta voters' approval for local finance measures**, as demonstrated in 2016 by our work on behalf of the Santa Barbara Unified School District for the District's successful \$135 million high school G.O. bond, Measure I (among other projects).
2. **FM3 is a leading provider of research for successful public finance ballot measures in California at both the state and local levels**, with a total of **534 local finance measures approved for California agencies** (including **143 sales taxes**, 46 parcel taxes, 41 utility user taxes [UUTs], and 23 transient occupancy taxes [TOTs] among other finance measure types,) and a **success rate greater than 95 percent**. This record includes a total of **119 successful local finance measures for California cities, counties, and special districts over the last three years** alone.

3. **FM3 has a comprehensive familiarity with the local electorate and issues landscape of Goleta and Santa Barbara County, as well as a perspective from helping pass hundreds of millions of dollars of local finance measures in Santa Barbara County that will provide additional value for this project.**
4. **FM3 stays abreast of the latest issues facing local governments through its work as the public opinion research firm for the League of California Cities, including working recently with the League to help preserve local authority over land-use and housing issues from encroachment by Sacramento.**
5. **FM3 is an industry leader in conducting research using innovative digital methodologies, such as our dual-mode internet & telephone interviewing methodology (featuring text messaging) which we recommend for this project. Further, FM3's in-house Data Processing and Graphic Design Departments enable us to provide airtight data security by minimizing the need to transmit your data to anyone but you.**
6. **FM3 possesses in-house Spanish language capability and provides some of the highest-quality English-Spanish bilingual research available, befitting your City's 20 percent Latino electorate.**
7. **FM3 delivers personalized client service, and every FM3 survey is unique and customized for our client. I will work with FM3 Vice President Adam Sonenshein and Research Associate Laura Covarrubias to design, interpret, and present every aspect of your research and its findings, and we will remain available and involved with your project right up until Election Day (and beyond, as needed) – including presenting research results to stakeholders at no additional charge.**
8. **FM3 is prepared to begin work on this research immediately, and can complete the project within an expedited timeline if desired. We fully recognize the urgency of completing this research swiftly, as starting a sales tax measure planning process earlier is likely to contribute to your success by providing additional time for educating and engaging your voters, stakeholders, and community.**
9. **FM3 features a local presence & accessibility, with all the benefits that these provide. Although FM3 regularly conducts opinion research in communities throughout California, the United States, and overseas, our firm is headquartered a relatively short drive from Goleta in the City of Los Angeles. Our team is always willing to make the drive up to Goleta to meet with you in person to discuss your project, present results, and help you leverage our research to achieve your goals.**

FM3 has reviewed, and will comply with, all terms and conditions specified by the City's Standard Professional Services Agreement. We also confirm that we have the required insurance. As an FM3 Partner, I am authorized to contractually obligate and negotiate on behalf of our firm. If FM3 is fortunate enough to be selected as the vendor for this project, I will be delighted to be the Project Manager for the research we conduct for the City.

Our team would be very pleased to work with the City of Goleta to help ensure the success of this important project. If you have any questions regarding this proposal or would like any additional information, please do not

hesitate to contact me directly. We appreciate your time evaluating our submission, and we thank you very much for your consideration.

Sincerely,



**Richard Bernard, Ph.D., Partner**  
Fairbank, Maslin, Maullin, Metz & Associates (FM3)  
12100 Wilshire Boulevard, Suite 350  
Los Angeles, CA 90025  
Phone: (310) 828-1183 Ext. 1  
Fax: (310) 453-6562  
Email: [Bernard@FM3Research.com](mailto:Bernard@FM3Research.com)

## 1 TEAM QUALIFICATIONS AND EXPERIENCE

### 1.1 About FM3

Fairbank, Maslin, Maullin, Metz & Associates (FM3 Research or FM3) is a California-based company with 22 full-time employees located in our Oakland and Los Angeles offices. We have been conducting public policy-oriented opinion research since 1981 on issues of major economic and social concern, such as budgetary issues and taxation; public safety; constituent satisfaction with public services and support for policy proposals; education; transportation; health care; growth and property development; environmental protection; natural resource conservation and development; communications technology; energy development; and organizational branding.

In any given year, FM3 conducts hundreds of surveys and focus groups (as well as other types of opinion research), which we use to provide strategic insights and advice to our clients. All key FM3 staff members have advanced degrees in public policy, research methods, and/or extensive experience working in state and local government; and every FM3 project is personally led by one of our firm's Partners, each of whom is a nationally-respected authority on public opinion research in their own right.

FM3 stays on top of the latest issues facing local governments through its work as the public opinion research firm for the League of California Cities. FM3 has served as the League's primary pollster for many years, and our research has contributed to numerous victories for the League and its member agencies, both in the legislature and on the statewide ballot. In this capacity, we regularly conduct research at the statewide level as well as in dozens of communities throughout the state. Most recently, FM3 worked closely with the League to help preserve local authority over land-use and housing issues from encroachment by Sacramento and to shore up support for former Governor Brown's transportation funding package, Senate Bill 1. Our team also regularly conducts seminars and forums with the League to inform city leaders on how public opinion research can be used to address the concerns, needs and priorities of their residents, and to provide additional funds for city services.

Additionally, while our firm is not so big that you will wonder whom to call with your questions, we are big enough to have our own in-house data analysis/processing team and graphic design resources. This means we can provide our clients with a level of personal attention and service from firm partners and other senior staff more often associated with much smaller organizations, while also providing rapid project turnaround, airtight data security, and more sophisticated data analysis and presentations tailored to client needs, as one might expect from larger firms.

Furthermore, FM3 utilizes a variety of research tools designed to address each client's unique circumstances. Some of these tools are quantitative, such as surveys; some are qualitative, such as focus groups; and others fall somewhere in between. Additionally, we continue to develop and utilize newly evolving online and digital research approaches. Part of this involves FM3 actively monitoring methodological developments through our industry's trade association – the American Association for Public Opinion Research (AAPOR) – in order to provide our clients with the best tools to meet their research needs.

More detailed information about our company, services, and clients may be found on our website, [www.fm3research.com](http://www.fm3research.com).

## 1.2 Relevant Experience

### 1.2.1 Municipal Finance Measure Experience in California

**FM3 is a recognized leader in conducting research that helps California cities objectively evaluate the viability of passing local ballot measures to secure additional revenue.** We have worked successfully in over 140 California cities to develop strategies on local measures. Our research identifies **the feasibility of a potential ballot measure**; the tax rate and revenue mechanism (sales tax, transient occupancy tax, utility user tax, bond measure, etc.) with the greatest support; **how voters would prefer additional revenue to be used**; and **how to phrase the ballot label language**. Our municipal clients represent a diverse cross-section of large and small cities, including suburban, urban, and rural communities. Furthermore, we work with cities throughout the Central Coast, the Central Valley, the Bay Area, Southern California, and Northern California. We make it a priority to work closely with each city and local stakeholders to design the research because we know every community is different and requires a customized approach that addresses its own unique characteristics and needs.

As mentioned above, one focus of our research is on voter preferences for use of the funds raised. This provides our clients with a **greater understanding of the public's priorities**, allowing each city to craft its measure armed with knowledge of their residents' specific preferences and needs in order to ensure the greatest level of support. We have adapted our experience in this field to the needs of local governments that seek voter approval for both capital and operational budget increments.

Further, the finance measure research that FM3 conducts for our clients not only assists in drafting the most compelling 75-word ballot label possible, but also quantitatively identifies which unique, legally permissible messages will resonate most among that city's constituents when engaging in community outreach and education, thus **providing a thematic and communications roadmap to securing the required level of support**. The efficacy of this approach is demonstrated by our firm's **success rate of over 95 percent** since its 1981 inception – with a total of **533 local finance measures approved for California agencies (including 143 sales taxes, 46 parcel taxes, 41 utility user taxes [UUTs], and 23 transient occupancy taxes [TOTs] among other finance measure mechanisms, all listed in Appendix A to this proposal)** in every region of the state, more than any other research firm.

The following 124 California cities have engaged FM3's research and consulting services since 2008 and received voter approval on ballot measures to fund city services and programs (13 Central Coast cities are underlined): **Alameda, Antioch, Arcadia, Arvin, Bakersfield, Bellflower, Benicia, Berkeley, Big Bear Lake, Burbank, Capitola, Carson, Carpinteria, Canyon Lake, Cathedral City, Chowchilla, Clearlake, Cloverdale, Coachella, Commerce, Compton, Covina, Culver City, Daly City, Delano, Desert Hot Springs, Diamond Bar, Dinuba, Downey, East Palo Alto, El Monte, Fountain Valley, Galt, Gardena, Garden Grove, Gilroy, Glendale, Grover Beach, Hawthorne, Healdsburg, Hemet, Hercules, Hollister, Huntington Beach, Indio, Inglewood, Kingsburg, La Puente, Lakeport, Lakewood, Laguna Beach, La Mesa, La Habra, Lathrop, Larkspur, Lawndale, Long Beach, Los Angeles, Los Banos,**

La Quinta, Lynwood, Marina, Martinez, Menifee, Merced, Milpitas, Monterey, Moreno Valley, Mountain View, National City, Norco, Norwalk, Oakland, Orinda, Oxnard, Pacific Grove, Palo Alto, Palm Desert, Palm Springs, Paramount, Pasadena, Pittsburg, Pomona, Porterville, Redondo Beach, Reedley, Riverside, Rohnert Park, Roseville, Sacramento, San Anselmo, San Bernardino, San Francisco, San José, San Luis Obispo, Sanger, Santa Ana, Santa Clara, Santa Cruz, Santa Fe Springs, San Juan Capistrano, Santa Barbara, Santa Monica, Santa Paula, Santa Rosa, Sausalito, Seal Beach, Seaside, Selma, South El Monte, South Gate, South Pasadena, Stanton, Stockton, St. Helena, Sunnyvale, Temecula, Vallejo, Ventura, Visalia, Wasco, West Hollywood, Westminster, and Wildomar.

In the most recent statewide general election in November 2018, FM3’s research helped 37 California cities, including Alameda, Antioch, Bakersfield, Burbank, Carpinteria, Canyon Lake, Chowchilla, Covina, Culver City, Daly City, Diamond Bar, Garden Grove, Glendale, Hemet, La Puente, Lawndale, Los Banos, Martinez, Milpitas, Monterey, Moreno Valley, Mountain View, Norco, Palo Alto, Pasadena, Pomona, Porterville, Roseville, Sacramento, San Francisco, San José, San Luis Obispo, Santa Ana, Santa Fe Springs, Santa Paula, Sunnyvale, and Wildomar pass ballot measures to provide funding for local public services.

#### California City, County, and Special District Finance Measure Surveys Conducted over the Last Three Years

FM3 conducts nearly 200 surveys on average each year. Therefore, Figure 1 presents FM3’s most relevant survey experience over the last three years: successful revenue measure surveys conducted on behalf of local cities, counties, and special districts in California. Projects on which members of FM3’s proposed City of Goleta project team have worked are noted in the last column under “team members.” Other projects were led by other FM3 Partners and staff. FM3 would be happy to provide contact information for public agency project managers at the City’s request.

Figure 1: FM3 California Municipal Finance Measure Experience 2016-Present (Last Three Years)<sup>1</sup>

Measure	Revenue Type	Rate Change	Date	Team members
City of West Hollywood (CA), Measure Y	Gross Receipts Tax	7.5% on gross receipts (cannabis)	March 2019	Bernard
City of Canyon Lake (CA), Measure S	Utility Users Tax	No rate change	November 2018	Sonenshein Covarrubias
City of Desert Hot Springs (CA), Measure C	Utility Users Tax	No rate change	November 2017	-
City of Alameda (CA), Measure K1	Utility Users Tax	No rate change	November 2016	-
City of Sunnyvale (CA), Measure N	Utility Users Tax	No rate change	November 2016	-
City of Carson (CA), Measure C	Utility Users Tax	No rate change	June 2016	- Sonenshein
City of Arcadia (CA) Measure A	General Purpose Sales Tax	¾ Cent Sales Tax	June 2019	- Sonenshein



Measure	Revenue Type	Rate Change	Date	Team members
Santa Cruz County (CA), Measure G	General Purpose Sales Tax	½ Cent Sales Tax Extension	November 2018	-
Humboldt County (CA), Measure O	General Purpose Sales Tax	½ Cent Sales Tax Extension	November 2018	-
Yuba County (CA), Measure K	General Purpose Sales Tax	1 Cent Sales Tax	November 2018	-
City of Wildomar (CA), Measure AA	General Purpose Sales Tax	1 Cent Sales Tax	November 2018	Bernard
City of Santa Fe Springs (CA), Measure Y	General Purpose Sales Tax	1 Cent Sales Tax	November 2018	-
City of Santa Ana (CA), Measure X	General Purpose Sales Tax	1.5 Cent Sales Tax	November 2018	-
City of Sacramento (CA), Measure U	General Purpose Sales Tax	1 Cent Sales Tax Extension & Increase	November 2018	-
City of Roseville (CA), Measure B	General Purpose Sales Tax	½ Cent Sales Tax	November 2018	-
City of Porterville (CA), Measure I	General Purpose Sales Tax	1 Cent Sales Tax	November 2018	Bernard Covarrubias
City of Pomona (CA), Measure PG	General Purpose Sales Tax	¾ Cent Sales Tax	November 2018	Sonenshein
City of Pasadena (CA), Measure I	General Purpose Sales Tax	¾ Cent Sales Tax	November 2018	Bernard Sonenshein Covarrubias
City of Norco (CA), Measure R	General Purpose Sales Tax	1 Cent Sales Tax	November 2018	-
City of Martinez (CA), Measure X	General Purpose Sales Tax	½ Cent Sales Tax	November 2018	-
City of Los Banos (CA), Measure H	General Purpose Sales Tax	½ Cent Sales Tax	November 2018	-
City of Lawndale (CA), Measure L	General Purpose Sales Tax	¾ Cent Sales Tax	November 2018	Covarrubias
City of La Puente (CA), Measure LP	General Purpose Sales Tax	½ Cent Sales Tax	November 2018	-
City of Glendale (CA), Measure S	General Purpose Sales Tax	¾ Cent Sales Tax	November 2018	-
City of Garden Grove (CA), Measure O	General Purpose Sales Tax	1 Cent Sales Tax	November 2018	Covarrubias
City of Culver City (CA), Measure C	General Purpose Sales Tax	¾ Cent Sales Tax	November 2018	-
City of Covina (CA), Measure CC	General Purpose Sales Tax	¾ Cent Sales Tax	November 2018	-
City of Carpinteria (CA), Measure X	General Purpose Sales Tax	1.25 Cent Sales Tax	November 2018	Sonenshein Covarrubias

Measure	Revenue Type	Rate Change	Date	Team members
City of Burbank (CA), Measure P	General Purpose Sales Tax	¾ Cent Sales Tax	November 2018	Bernard Sonenshein Covarrubias
City of Bakersfield (CA), Measure N	General Purpose Sales Tax	1 Cent Sales Tax	November 2018	Sonenshein Covarrubias
City of Antioch (CA), Measure W	General Purpose Sales Tax	1 Cent Sales Tax Extension	November 2018	-
City of Alameda (CA), Measure F	General Purpose Sales Tax	½ Cent Sales Tax	November 2018	-
City of El Monte (CA), Measure EM	General Purpose Sales Tax	½ Cent Sales Tax Extension	November 2017	-
City of Hawthorne (CA), Measure HH	General Purpose Sales Tax	¾ Cent Sales Tax	November 2017	Sonenshein
City of Larkspur (CA), Measure B	General Purpose Sales Tax	¾ Cent Sales Tax Extension & Increase	November 2017	-
City of Santa Barbara (CA), Measure C	General Purpose Sales Tax	1 Cent Sales Tax	November 2017	Bernard Sonenshein
City of Palm Springs (CA), Measure D	General Purpose Sales Tax	½ Cent Sales Tax	November 2017	Bernard Sonenshein
City of Seaside (CA), Measure L, Seaside Vital City Services Measure	General Purpose Sales Tax	½ Cent Sales Tax	June 2017	-
City of Delano (CA), Measure U	General Purpose Sales Tax	1 Cent Sales Tax Extension	November 2016	-
City of Santa Paula (CA), Measure T	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	Bernard
City of Ventura (CA), Measure O, Clean Water/Beaches/Street Repairs/Safety	General Purpose Sales Tax	½ Cent Sales Tax	November 2016	Bernard
City of Visalia (CA), Measure N	General Purpose Sales Tax	½ Cent Sales Tax	November 2016	Bernard
City of Vallejo (CA), Measure V, Sales Tax Measure	General Purpose Sales Tax	1 Cent Sales Tax Extension	November 2016	-
City of Santa Rosa (CA), Measure N, City Services Measure	General Purpose Sales Tax	¾ Cent Sales Tax Extension	November 2016	-
City of East Palo Alto (CA), Measure P	General Purpose Sales Tax	½ Cent Sales Tax	November 2016	-
City of Hollister (CA) Measure W, Public Safety/Essential Services	General Purpose Sales Tax	1 Cent Sales Tax Extension	November 2016	-
City of Temecula (CA), Measure S, 911 Emergency Response & Vital Services	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	Sonenshein
City of La Quinta (CA), Measure G	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	Sonenshein
City of Menifee (CA), Measure DD, Public Safety/Traffic Congestion/Vital Services	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	-



Measure	Revenue Type	Rate Change	Date	Team members
City of Indio (CA), Measure X, Neighborhood Safety/Essential City Services	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	Sonenshein
City of Hemet (CA), Measure U, Public Safety & City Services Measure	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	Sonenshein
City of Riverside (CA), Measure Z, Public Safety/Vital City Services	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	Sonenshein
City of Fountain Valley (CA), Measure HH, 911/Police/Fire/Essential Services	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	Sonenshein
City of Westminster (CA), Measure SS, Police/911/Essential City Services	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	Sonenshein
City of St. Helena (CA), Measure D	General Purpose Sales Tax	½ Cent Sales Tax	November 2016	-
City of Wasco (CA), Measure X	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	-
City of Lynwood (CA), Measure PS, Public Safety & Vital City Services Protection	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	-
City of Downey (CA), Measure S, Transactions & Use Tax	General Purpose Sales Tax	½ Cent Sales Tax	November 2016	Sonenshein
City of Lakeport (CA), Measure Z, Public Safety/Essential City Services Measure	General Purpose Sales Tax	1 Cent Sales Tax	November 2016	-
City of Compton (CA), Measure P	General Purpose Sales Tax	1 Cent Sales Tax	June 2016	-
City of San José (CA), Measure B	General Purpose Sales Tax	¼ Cent Sales Tax	June 2016	-
City of Long Beach (CA), Measure A	General Purpose Sales Tax	1 Cent Sales Tax	June 2016	-
City of Pittsburg (CA), Measure M	General Purpose Sales Tax	½ Cent Sales Tax Extension	June 2016	-
Sonoma County (CA), Measure M, Parks & Conservation Sales Tax	Dedicated Sales Tax	1/8 Cent Sales Tax	November 2018	-
City of Chowchilla (CA), Measure N, Chowchilla Public Safety Sales Tax	Dedicated Sales Tax	1 Cent Sales Tax	November 2018	-
City of Monterey (CA), Measure S, Street & Infrastructure Sales Tax	Dedicated Sales Tax	1 Cent Sales Tax Extension	November 2018	-
Santa Cruz County (CA), Transportation Sales Tax, Measure D	Dedicated Sales Tax	½ Cent Sales Tax	November 2016	-
Santa Clara County (CA), Transportation Sales Tax, Measure B	Dedicated Sales Tax	½ Cent Sales Tax	November 2016	-
Los Angeles County (CA), Traffic Improvement Plan, Measure M	Dedicated Sales Tax	1 Cent Sales Tax Ext & Increase	November 2016	Bernard Sonenshein
City of Clearlake (CA), Measure V, Transactions & Use Tax for Road Maintenance	Dedicated Sales Tax	1 Cent Sales Tax	November 2016	-
City of Sanger (CA), Measure S, Public Safety Sales Tax Extension	Dedicated Sales Tax	¾ Cent Sales Tax Extension	November 2016	Sonenshein

Measure	Revenue Type	Rate Change	Date	Team members
Los Angeles County Flood Control District (CA), Measure W	Parcel Tax	2.5 cents per square foot	November 2018	Bernard Sonenshein
Southern Marin Fire Protection District (CA), Measure I	Parcel Tax	\$200 per parcel	November 2018	-
City of Orinda (CA), Measure J, Library Parcel Tax	Parcel Tax	\$39 to \$69 Parcel Tax Increase	June 2018	-
City of Desert Hot Springs (CA), Measure B	Parcel Tax	Renew existing \$103-\$267.60 per parcel	November 2017	-
Mountain Communities Healthcare District/Trinity Hospitals (CA), 24 Hr. Emergency Room Parcel Tax, Measure G	Parcel Tax	Renew existing \$30-\$114 per parcel	November 2016	-
Apple Valley Fire Protection District (CA), Measure A	Parcel Tax	\$126.90 per parcel	November 2016	-
Monterey Peninsula Regional Park District (CA), Measure E	Parcel Tax	\$25.26 per parcel	November 2016	-
City of Culver City (CA), Safe/Clean Water Protection Measure, Measure CW	Parcel Tax	\$99 per parcel	November 2016	-
Los Angeles County (CA), Safe, Clean Neighborhood Parks, Open Space, Beaches, Rivers Protection, and Water Conservation, Measure A	Parcel Tax	1.5 cents per square foot	November 2016	Bernard
Rodeo-Hercules Fire Protection District (CA), Measure O	Parcel Tax	\$216 per parcel	November 2016	-
San Francisco Bay Restoration Authority (CA), Clean & Healthy Bay, Measure AA	Parcel Tax	\$12 per parcel	June 2016	-
Fair Oaks Recreation & Park District (CA), Bond Measure J	Bond Measures	\$26.9 Million Bond	November 2018	-
City of San Jose (CA) Public Safety & Infrastructure Bond, Measure T	Bond Measures	\$650 Million Bond	November 2018	-
City of San Francisco (CA), Embarcadero Seawall Improvement Bond, Prop. A	Bond Measures	\$425 Million Bond	November 2018	-
Bay Area Rapid Transit District (CA), Measure RR	Bond Measures	\$3500 Million Bond	November 2018	-
City of Orinda (CA), Road and Storm Drain Repair Bond, Measure L	Bond Measures	\$25 Million Bond	June 2016	-
City of San Francisco (CA), Public Health and Safety Bond, Proposition A	Bond Measures	\$350 Million	June 2016	-
City of Diamond Bar (CA), Measure Q	Transient Occupancy Tax	10% to 14% Increase	November 2018	Bernard Covarrubias
City of Daly City (CA), Measure VV	Transient Occupancy Tax	10% to 13% Increase	November 2018	Sonenshein
City of Sunnyvale (CA), Measure K	Transient Occupancy Tax	10.5% to 12.5% Increase	November 2018	Covarrubias

Measure	Revenue Type	Rate Change	Date	Team members
City of Palo Alto (CA), Measure E	Transient Occupancy Tax	14% to 15.5% Increase	November 2018	-
City of Milpitas (CA), Measure R	Transient Occupancy Tax	10% to 14% Increase	November 2018	-
Mariposa County (CA), Measure M	Transient Occupancy Tax	10% to 12% Increase	November 2018	Sonenshein
Calaveras County (CA), Measure G	Transient Occupancy Tax	6% to 12% Increase	November 2018	Bernard
Sonoma County (CA), Measure L	Transient Occupancy Tax	9% to 12% Increase	November 2016	-
City of Moreno Valley (CA), Measure L	Transient Occupancy Tax	8% to 13% Increase	November 2016	Bernard
City of Palm Desert (CA), Measure T	Transient Occupancy Tax	9% to 11% Increase	November 2016	-
City of Laguna Beach (CA), Measure LL	Transient Occupancy Tax	10% to 12% Increase	November 2016	Sonenshein
City of Mountain View (CA), Measure P	Other	Per Employee Tax	November 2018	-
City of Daly City (CA), Measure BB	Other	Business License Tax	November 2018	Sonenshein
Metropolitan Transportation Commission (CA), Regional Measure 3	Other	\$3 Bridge Toll Increase	June 2018	-
City of Long Beach (CA), Measure M	Other	Utility Funds Transfer	June 2018	-
City of Carson (CA), Measure C	Other	Petroleum Business Tax	November 2017	Sonenshein
City of San José (CA), Measure G	Other	Business License Tax	November 2016	-
City of East Palo Alto (CA), Measure O	Other	Landlord Business Tax	November 2016	-
City of Marina (CA), Measure U	Other	Business License Tax	November 2016	-

### 1.2.2 Sales Tax Experience

**FM3 is the industry leader in providing research for successful local sales tax measures in California.** Our research has aided California cities in securing voter approval for **117 local sales tax measures** as well as a further **27 successful sales tax measures at the county level**. These successes include both general-purpose and special tax measures which established new local sales taxes, extended existing ones, or increased rates in communities where a city sales tax was already in effect. Our municipal clients who have successfully secured voter approval for local sales tax measures represent a cross section of the state, including communities on the Central Coast and



throughout Southern California, the Bay Area, the Central Valley, the Inland Empire, the Sierras, and Coastal Northern California.

FM3's proficiency with this funding mechanism is further demonstrated by the fact that our research has aided our California local agency clients with a total of 29 successful sales tax measures in the previous 12 months alone (from August 2018 to August 2019), as illustrated by **Figure 2** below. (A complete listing of FM3's successful local sales tax measures in California is provided in the **Appendix** to this proposal.)

**Figure 2: FM3 Successful Local Sales Tax Measures in CA (2018-Present)**

Agency	Measure	Type	Tax Rate	Election Date
City of Arcadia	Measure A	General Purpose	¾-Cent	June 2019
City of Chowchilla	Measure N	Dedicated Public Safety	1-Cent	November 2018
City of Monterey	Measure S	Dedicated Roads & Stormwater	1-Cent	November 2018
City of Norco	Measure R	General Purpose	1-Cent	November 2018
City of Wildomar	Measure AA	General Purpose	1-Cent	November 2018
City of Santa Fe Springs	Measure Y	General Purpose	1-Cent	November 2018
City of Santa Ana	Measure X	General Purpose	1.5-Cent	November 2018
City of Sacramento	Measure U	General Purpose	1-Cent	November 2018
City of Roseville	Measure B	General Purpose	½-Cent	November 2018
City of Porterville	Measure I	General Purpose	1-Cent	November 2018
City of Pomona	Measure PG	General Purpose	¾-Cent	November 2018
City of Pasadena	Measure I	General Purpose	¾-Cent	November 2018
City of Martinez	Measure X	General Purpose	½-Cent	November 2018
City of Los Banos	Measure H	General Purpose	½-Cent	November 2018
City of Lawndale	Measure L	General Purpose	¾-Cent	November 2018
City of La Puente	Measure LP	General Purpose	½-Cent	November 2018
City of Glendale	Measure S	General Purpose	¾-Cent	November 2018
City of Garden Grove	Measure O	General Purpose	1-Cent	November 2018
City of Culver City	Measure C	General Purpose	¾-Cent	November 2018
City of Covina	Measure CC	General Purpose	¾-Cent	November 2018
City of Carpinteria	Measure X	General Purpose	1.25-Cent	November 2018
City of Burbank	Measure P	General Purpose	¾-Cent	November 2018
City of Bakersfield	Measure N	General Purpose	1-Cent	November 2018
City of Antioch	Measure W	General Purpose	1-Cent	November 2018
City of Alameda	Measure F	General Purpose	½-Cent	November 2018
County of Sonoma	Measure M	Dedicated Parks	1/8-Cent	November 2018
County of Santa Cruz	Measure G	General Purpose	½-Cent	November 2018
County of Humboldt	Measure O	General Purpose	½-Cent	November 2018
County of Yuba	Measure K	General Purpose	1-Cent	November 2018

### 1.2.3 Goleta and Santa Barbara County Experience

FM3 has a rich history of conducting research in Goleta and on behalf of government jurisdictions, which often include oversampling of City of Goleta residents/voters. **This rich institutional knowledge and extensive library of Goleta residents'/voters' opinions places FM3 in a position to hit the ground running in drafting a thoughtful Goleta-centric survey questionnaire.**

In both 2014 and 2009, FM3 conducted surveys on behalf of Santa Barbara County and the **City of Goleta** to test the viability of an increase in the current Goleta Library Parcel Tax to maintain and restore services and perform needed building repairs. In both surveys, the results showed that support fell short of the required two-thirds threshold for passage, resulting in the City and County delaying placing the measure before voters while additional work was done to inform the public about the financial needs of the library.

The 2014 City of Goleta Library study surveyed Goleta voters as well as those in Service Area 3, and explored use of the library, perception of need for more funds for the library, importance of specific library services and features, support/opposition for a special part tax measure, reaction to a sunset clause, different tax rates, and response to educational messages. Furthermore, the study assessed the electoral context, including Goleta voters' perceptions of the direction of the City, satisfaction with City services (including maintaining parks and open space, fire and police protection services, and maintaining streets and roads). The 2009 study focused on a potential library measure included similar areas of focus.

Also in 2014, FM3 conducted survey research for the **City of Goleta** among voters in **Santa Barbara County's 2<sup>nd</sup> Supervisorial District** to assess local voter support for various proposed changes to the City of Goleta's Revenue Neutrality Agreement with Santa Barbara County. The research included a telephone based survey of 602 registered voters in the City of Goleta, the City of Santa Barbara, and residents of unincorporated areas who were likely to vote in the November 2014 statewide election. The survey included assessments of Goleta voters' opinion of their City Council and City government generally, perception of the need for more City funding, and opinions (and awareness) of the Revenue Neutrality Agreement (NRA)—and Goleta being the only city required to make additional payments and reasons for supporting ending the requirement (highlighting voter perception of City funding needs and desire for local control of funds) and opposing doing so. The survey also looked at how Goleta residents would funds redirected to the City instead of the county to be used, including for youth and community recreation programs; fixing potholes and repairing streets and improving traffic flow; improving neighborhood parks and recreation areas and preserving open space and natural areas; restoring library hours; promoting economic growth by redeveloping Old Town Goleta, and other city services and infrastructure needs.

Our experience working with and in the City of Goleta gives us a greater understanding of the City which will inform and benefit our work on your behalf.

In addition to the research we have done, FM3 frequently conducts research throughout Santa Barbara County as well as for an array of business, nonprofit, advocacy, and political clients that includes a significant subsample of

City of Goleta voters and residents. This broad portfolio of work affords FM3 a current perspective on local public opinion in these dynamic and rapidly-evolving times—an advantage we will leverage to improve the quality of the research we design and conduct for the City.

- In August of this year, FM3 conducted a dual-mode survey of 1,019 registered voters in the **South Coast Flood Zone** who are likely to vote in the November 2020 election to assess the viability of a funding measure. The survey examined support for a possible parcel tax measure that would provide additional revenue to pay for the Santa Barbara Flood Control and Water Conservation Districts to maintain and upgrade related infrastructure and provide services to prepare for future flooding, mudslides and other associated natural disaster events.

This study included a representative sample of voters in the South Coast Flood Zone, but also included oversamples—meaning larger samples than what would be randomly selected in the survey—in some cities, including Goleta. This was done to get a more accurate representation of voters in Goleta and other cities that make up a smaller proportion of the South Coast Flood Zone.

- In 2013 and in 2011, FM3 conducted countywide research for Santa Barbara County’s **Project Clean Water** to assess voters’ awareness of storm water pollution and to measure behaviors that contribute to the contamination of local rivers, lakes, streams, beaches, and bays. The research was also used to help determine the viability of a countywide Clean Water, Clean Beaches revenue measure to fund stormwater and other water quality improvement projects throughout the County’s unincorporated communities, and helped inform a public relations campaign to educate voters about the need for additional funds to protect local water resources.
- For more than a decade, FM3 has provided quarterly public image tracking research for **Southern California Edison**, Santa Barbara County’s electric utility provider, within Santa Barbara County and the balance of SCE’s service area.
- In 2009, the firm conducted survey research on behalf of **Santa Barbara County** to determine the feasibility of a Jail Expansion ballot measure to address overcrowding issues. Within the survey, voters were asked to assess funding priorities for various government programs given limited public resources.
- In 2008, FM3 conducted baseline survey research on behalf of the **Santa Barbara County Association of Governments (SBCAG)** for the renewal of a one-half cent sales tax for transportation maintenance and enhancements throughout the County (**Measure A**). The County’s previous attempt to renew the dedicated sales tax had failed two years prior (only receiving 54.47% support). FM3 was retained to provide a fresh look at public opinion relating to the measure. The firm’s research was used to develop an expenditure package of transit, freeway, and road improvements that would satisfy both North and South County voters, as well as an educational outreach plan which helped secure passage of the measure with almost 79 percent of the vote in November 2008. FM3’s research identified projects and services valued

by North and South County voters. In many cases, there was universal support for certain specific activities such as repairing potholes and increasing public transit access for seniors and the disabled. However, there were also clear regional differences within the County; those in South County assigned much greater importance than North County voters to preventing polluted toxic runoff from entering storm drains and flowing into County waterways and onto beaches. Further, specific regional projects were tested exclusively in the area they most affected in order to determine whether those voters would be willing to pay for such projects. In the case of North County voters, repairing and widening the Highway 101 Santa Maria River Bridge was one such highly valued project. Similarly, large percentages of South County voters were willing to pay to improve safety on rural highways such as the 166 and 246.

- In 2008, FM3 was retained to conduct survey research among City of Santa Barbara voters and voters in surrounding zip codes to measure support for the **University of California, Santa Barbara's** expansion plans and their attitudes towards the plans' projected impact on County services.
- In addition to our extensive portfolio of work for public agencies throughout Santa Barbara County, FM3 has also served as campaign pollster for a variety of Santa Barbara County elected officials, including Congressman **Salud Carbajal** (during his tenure as a Santa Barbara County Supervisor), Supervisors **Das Williams** and **Joan Hartmann**, and former Supervisor **Doreen Farr**.

Our experience in Santa Barbara County also includes focus groups on behalf of **The Nature Conservancy** to understand sentiments regarding the restoration of Santa Cruz Island. Additionally, our firm provided survey and focus group research to the **Milken Foundation** to gauge support for the creation of a museum complex in Santa Barbara County. We have also conducted countywide research on energy issues for **Breitbart Energy** and others.

FM3 also has a track record of providing exceptionally-accurate voter opinion research for other communities and public agencies throughout Santa Barbara County—research that, in many cases, our clients have successfully utilized to secure voter approval for local finance measures.

- In 2018, FM3 provided survey research for the **City of Carpinteria** which assessed support for a local sales tax ballot measure. Based on our recommendation, the City placed a 1.25-cent sales tax, **Measure X**, on the November 2018 ballot, where it was approved with 56 percent support.
- In 2017, FM3 conducted focus group and survey research on behalf of the **City of Santa Barbara** that assessed support for a revenue generating ballot measure. Our recommendation was that voters were likely to support a full one-cent transaction and use tax increase, with strict accountability and no sunset clause. The Santa Barbara City Council acted on our recommendation, placing the sales tax on the November 2017 ballot as **Measure C**, where it was approved with 56 percent support.
- In 2016, FM3 provided research for the **Santa Barbara Unified School District** in support of SBUSD's two successful bond measures on the November 2016 ballot - **Measure I** and **Measure J**. Measure I, a \$135

million bond which is focused on improving the District's high schools, was approved with more than 69 percent support; Measure J, a \$58 million bond that provides funding for improvements to elementary schools, received more than 71 percent support.

- In 2014, FM3 provided research for the **Carpinteria Unified School District** that informed the District's decision-making process in the drafting of **Measure U**, the District's \$90 million local school bond measure that was approved with more than 66 percent of the vote in the November 2014 election.
- In 2012, FM3 conducted research for the **City of Carpinteria** to gauge the viability of a measure that would raise the City's transient occupancy tax (TOT, or hotel bed tax) from 10 to 12 percent. The resulting measure, **Measure E** was approved by 77.8 percent of Carpinteria voters in November 2012.
- Also in 2008, FM3 conducted survey research on behalf of the **City of Santa Barbara** that helped pass a ballot measure (**Measure G**) reauthorizing and modernizing its Utility User Tax (UUT) ordinance. The survey results suggested that, although 72 percent supported the simple majority measure, intensity of support was somewhat soft. The City, after consultation with FM3, decided to reduce the tax rate from 6% to 5.75% while modernizing and reauthorizing its UUT. The measure was approved with 70.79 percent support in the November 2008 Presidential Election—a result well within the +/-4.4% margin of error of FM3's survey.
- FM3 conducted a **City of Santa Barbara General Plan** community survey in 2008 to test residents' awareness of and concerns about various general plan issues. The research also examined support for a number of general plan update proposals to help elected officials and city planners revise and update Santa Barbara's general plan. The research helped city planners quantify public attitudes expressed in community meetings and determine strategies to engage more residents in the general plan update process.
- In 2000, FM3 provided research for the **City of Santa Barbara** to assess the type of local finance measure—what mechanism, and whether a general or special tax—that would be most viable to address the City's need for an ongoing source of funding for local creek protection and clean water programs. Our research determined that support was strongest for a transient occupancy (hotel) special tax measure, and the City responded by placing **Measure B**, a special tax increasing the City's TOT tax rate from ten to 12 percent, on the November 2000 Presidential Election ballot. Measure B was approved by Santa Barbara voters with more than 70 percent of the vote.

A complete listing of the successful local finance measures that have been passed in Santa Barbara County using FM3's research is provided by



Figure 3 below.

Figure 3: FM3 Successful Local Finance Measures in Santa Barbara County

Agency	Measure Name	Mechanism	Election
City of Carpinteria	Measure X	1.25-Cent Sales Tax	November 2018
City of Santa Barbara	Measure C	1-Cent Sales Tax	November 2017
Santa Barbara USD	Measure I	\$135 Million Bond	November 2016
Santa Barbara USD	Measure J	\$58 Million Bond	November 2016
Carpinteria USD	Measure U	\$90 Million Bond	November 2014
City of Carpinteria	Measure E	2% TOT Increase	November 2012
Santa Barbara CAG	Measure A	½-Cent Sales Tax	November 2008
City of Santa Barbara	Measure G	UUT Modernization	November 2008
City of Santa Barbara	Measure B	2% TOT Increase	November 2000

In addition to the agencies shown in

Figure 3, FM3 is also proud to have provided research for Santa Barbara County public agencies including the Goleta Union School District, Santa Maria-Bonita School District, Montecito Union School District, the City of Santa Barbara Creeks Division, and the Carpinteria-Summerland Fire Protection District, among others.

#### 1.2.4 Spanish-language Experience

**FM3 possesses in-house Spanish language capability and provides some of the highest-quality English-Spanish bilingual research available.** Our firm has conducted surveys bilingually in English and Spanish for more than three decades, and doing so is another one of our firm’s longstanding strengths. We are extremely sensitive to details such as the geographic and national differences in Spanish vocabulary and pronunciation, and we conduct hundreds of surveys and dozens of focus groups in Spanish every year. We understand the nuances of how Latino voters react – in aggregate terms – to local finance measures. Our survey design carefully accounts for the reality that Latino voters are not a monolithic group; rather, we seek to find the messages that resonate most strongly to earn their support based upon variables including (but not limited to) gender, age, political party, primary spoken language, nation of birth, and national or ethnic community of origin. We have long-term relationships with call centers that employ regular, full-time bilingual interview staff members who have the strongest fluency in both English and Spanish. FM3 will leverage the experience and methodologies we have acquired and developed over three decades of conducting the highest quality English-Spanish bilingual survey research to enhance the research we conduct for the City.

### 1.3 Project Team

FM3’s proposed project team consists of firm Partner **Richard Bernard** in the role of Project Manager; Vice President **Adam Sonenshein** as Assistant Project Manager; Research Associate **Laura Covarrubias** as research team member; and Partner & Chief Technology Officer **Renato Villacorte** as Lead Statistician. FM3’s proposed team routinely works together to produce highly-accurate voter opinion research for our municipal clients throughout California. See **Figure 4** for a list of project team members, titles, roles on the team, and key responsibilities.

The primary FM3 Goleta team will be assisted by no less than five additional FM3 staff matters in areas including data analysis and quality control, field management and operations, and graphic design presentation, to name a few areas.

**Figure 4: Key FM3 Team Members & Responsibilities**

Team Member	Title	Role on the Team	Key Responsibilities
Richard Bernard	FM3 Partner	Project Manager	Supervision of full project, drafting of questionnaire, lead analyst of results, presentation of findings

Adam Sonenshein	Vice President	Assistant Project Manager	Assistance with drafting of materials, analysis, and reporting
Laura Covarrubias	Research Associate	Research Team Member	Assistance with drafting of materials, analysis, and reporting
Renato Villacorte	Partner and Chief Technology Officer	Lead Statistician	Lead and manage statistical analysis

FM3 takes great pride in the superior service we provide to our clients, including the time and attentiveness provided by firm partners and other senior personnel. Consistent with this policy, Dr. Bernard, Mr. Sonenshein, Ms. Covarrubias, and Mr. Villacorte will each remain attached and committed to this project through Election Day, and will remain available to the City of Goleta to conduct additional analysis of the research results, provide advice, or address other needs upon request.

Brief resumes of the key FM3 staff members assigned to this project are provided on the following pages.

#### **Dr. Richard Bernard, Partner—Project Manager**



Dr. Richard Bernard joined FM3 after being on the faculty at the University of Toronto from 1999 to 2002. Richard has written surveys; conducted focus groups and one-on-one interviews; and routinely provides strategic advice for a diverse set of clients including cities, counties and special districts, K-12 and community college districts, non-profit groups, and for-profit firms.

Richard has also been the lead researcher on projects examining resident satisfaction with local government services, and branding and marketing public agencies, non-profit organizations and development projects. His work provides a road map to help clients communicate with populations of interest.

Richard's public opinion research efforts have helped ballot measure campaigns raise billions of dollars for cities, counties, schools, transportation improvements; clean water and open space protection; libraries; and public safety funding initiatives. Recently, his research led to the passage of the largest local annual water quality and water supply parcel tax, local transportation sales tax measure, and local park and open space parcel tax measure in U.S. history. His successful efforts reflect an extensive expertise facilitating voter approval of ballot measures involving such finance mechanisms as bonds, sales and parcel taxes, utility user taxes, transient occupancy taxes, and property owner fees.

Throughout his tenure at FM3, Dr. Bernard has helped ballot measure campaigns raise billions of dollars for California cities and other local government agencies. Some of his successful sales tax efforts have occurred in the cities of Santa Barbara, Burbank, Palm Springs, Pasadena, Porterville, Tulare, Santa Monica, Ventura, Visalia, and Wildomar; as well as for the counties of Santa Barbara, Fresno, Los Angeles, and Tulare. Some of Dr. Bernard's

other municipal clients have included or currently include the cities of Alhambra, Agoura Hills, Bellflower, Beverly Hills, Calabasas, Coronado, Diamond Bar, Fresno, Folsom, Hemet, Goleta (Library Survey), Grover Beach, Hermosa Beach, Huntington Beach, Lakewood, La Mesa, Los Angeles, Long Beach, Moreno Valley, Morro Bay, Norwalk, Palo Alto, Pomona, Ranch Palos Verdes, Riverside, San Diego, San Juan Capistrano, San Luis Obispo, Santa Margarita, Santa Paula, Signal Hill, South El Monte, Torrance, Vista, Walnut, and West Hollywood.

In Santa Barbara County, Dr. Bernard served as FM3's Project Manager for Santa Barbara Flood Control and Water Conservation District, the County of Santa Barbara's Project Clean Water, and the Santa Barbara County Association of Governments (SBCAG).

While at the University of Toronto, he taught research methods and statistics, and within his research dealt frequently with issues related to cities, employment, ethnicity, and families. He has published in such journals as East Asian Pacific Migration Journal, International Migration Review, and the Canadian Journal of Sociology. Prior to joining the faculty at University of Toronto, Richard was a Sloan Foundation post-doctoral fellow at The University of Chicago where he both designed and tested quantitative and qualitative research related to family, work and educational issues.

**Education:** Richard received an Honors B.A. at York University, a M.A. at McGill University and a Ph.D. at UCLA in Sociology. He is former City of West Hollywood Transportation Commissioner. He may be reached at FM3's Los Angeles office at (310) 828-1183, or via email at [Bernard@FM3research.com](mailto:Bernard@FM3research.com).

**Adam Sonenshein, Vice President — Assistant Project Manager**

Adam Sonenshein joined FM3 following over a decade of experience working on behalf of non-profit organizations and political candidates in California. He has conducted opinion research and provided strategic advice for dozens of clients including cities, counties, K-12 school and community college districts, special districts, non-profit organizations, business associations, candidates for political office, and ballot measure campaigns.



Mr. Sonenshein's current and recent clients include the cities of Adelanto, Bellflower, Carson, Fountain Valley, Fortuna, Grover Beach, Hemet, Highland, Laguna Beach, La Quinta, Paramount, Temecula, Upland, Santa Monica, Temple City, West Hollywood, and Westminster; the San Bernardino Associated Governments (SANBAG), Imperial County, and Los Angeles County; the Anaheim Union High School District, Bakersfield City School District, Central School District, Chino Valley Unified School District, Sanger Unified School District, Santa Barbara Unified School District, Snowline Joint Unified School District, Yucaipa-Calimesa Joint Unified School District, Mt. San Jacinto Community College District, MiraCosta Community College District, Irvine Ranch Water District and West Basin Municipal Water District; the National Association for the Education of Young Children, L.A. Care Health Plan, Los Angeles Universal Preschool, and the Southern California Association of Governments, among many others. He also conducted research for the City of Santa Barbara on the feasibility of a revenue-generating ballot measure.

Prior to joining FM3, Mr. Sonenshein spent eight years with Los Angeles Universal Preschool (LAUP), a county-wide nonprofit organization which focuses on building public will for expanding access to quality preschools. He was responsible for developing the organization's public policy, advocacy, and community involvement strategies. He also worked closely with elected officials, community leaders, non-profit partners, and grassroots stakeholders by directly advocating for public policy changes at the city, school district, county, state, and national levels.

In 2013, Mr. Sonenshein was an advisor for the Pat Brown Institute/Cal State LA Los Angeles Public Opinion Poll, providing input on survey design and analysis. Previously, he supported the Los Angeles City Neighborhood Council Review Commission by conducting a comparative analysis of community input structures around the country, along with other research. Further, he has served as a consultant for political campaigns, coalitions, and public awareness campaigns in the San Francisco Bay Area.

**Education:** Adam Sonenshein received a B.A. in Political Science from Tufts University in 1998 and an M.P.P. from the UCLA Luskin School of Public Affairs in 2005 with awards for Outstanding M.P.P. Student of the Year and Outstanding Academic Achievement.



### **Laura Covarrubias, Research Associate — Project Team Member**



Laura Covarrubias joined FM3 in 2017 as a Research Associate. Her prior experience includes providing research and analysis on local economic issues for the City of Glendale's Economic Development Division and conducting an impact and needs assessment on Los Angeles Mayor Eric Garcetti's 10,000 Strong Veterans Hiring Initiative for the Los Angeles Veteran Coalition. As a native and fluent Spanish-speaker, Laura helps ensure the quality of our Spanish translations and materials and provides additional analysis when cultural and language differences are present.

At FM3, Laura has worked with clients such as the Los Angeles Department of Water and Power, Los Angeles County Waterworks, City of Santa Barbara Creeks Division, Port of Los Angeles, and Port of San Diego on a variety of policy issues, including water and environmental conservation, and pollution. Additionally, she has worked to successfully pass revenue-generating ballot measures with a number of municipal governments including the cities of Burbank, Canyon Lake, Diamond Bar, Garden Grove, Lawndale, Pasadena, Porterville, San Luis Obispo, and Sunnyvale; school districts including Hemet USD, El Monte UHSD, South Monterey County JUHSD, and Tahoe-Truckee USD; and community colleges including Chaffey CCD, and Mt. San Antonio CCD. Furthermore, Laura has worked on a variety of policy topics including education, public safety, and housing with several additional cities and local school districts, counties, special districts, and other public agencies, as well as non-profit and advocacy organizations.

**Education:** Laura holds a Master's in Public Policy from the Sol Price School of Public Policy at the University of Southern California, and a Bachelor of Arts in Political Science with minors in Public Affairs and Geography from UCLA.

### **Renato Villacorte, Partner & Chief Technology Officer — Lead Statistician**

Partner & Chief Technology Officer Renato G. Villacorte joined FM3 Research in 2002 as a Senior Statistician and consultant on research methodologies and advanced data analyses. Renato started his career in academia in Experimental Psychology where he developed expertise in data collection technologies, statistical programming, and predictive modeling. He taught Descriptive Statistics and other lower division Psychology courses at Cal State University, Los Angeles before entering a doctoral program at the University of California in 1996. At Cal, he pursued research in Psychophysics and conducted several studies with human subjects before taking his talents into the market research industry in 2000.



Prior to joining FM3, Renato was the Database Programming Manager and a Senior Market Research Analyst for Jackson National Life Insurance, a major financial services company. He analyzed and prepared reports based on financial transaction data and data collected from employee and sales

associate surveys. As the Senior Analyst, he helped create and manage the company's Market Research Department and earned recognition as a SAS Certified Professional Programmer. Renato's technical expertise and leadership skills ultimately earned him the position of Database Programming Manager where he trained and supervised several programmer/analysts.

Renato is now charged with developing and maintaining the research technologies of FM3 Research. The Researchers of FM3 depend on Renato's team to coordinate and organize the collection of qualitative and quantitative opinion research data, prepare analytical reports on collected data, and conduct advanced statistical investigations in support of research objectives. Renato is one of the principal liaisons between FM3 and market research service subcontractors. He advises FM3 Researchers on the latest techniques in data collection and sampling methodologies. He also manages the training and development of FM3's Statistical Analysts and Data Processing Manager—a team that is vital in providing rapid and accurate analyses of quantitative data. Renato also leads the team that conducts advertisement and marketing material testing with Perception Analyzer, a system that collects data using dials in a group setting. This technology has supported dozens of high budget campaigns in evaluating the persuasiveness of television advertisements on the electorate.

With more than two decades of experience in data analysis and survey research methods, Renato remains active in the professional communities of the American Association of Public Opinion Researchers and the SAS Software Programming organizations. He continues his professional education through annual seminars and conferences and has presented papers and tutorials to fellow analysts and researchers.

**Education:** Renato Villacorte received his cum laude B.A. and M.A. in Psychology from California State University, Los Angeles and pursued a Ph.D. in Psychophysics from the University of California, Berkeley.

## 2 EXAMPLE OF MOST RECENT WORK AND REFERENCES

### 2.1 References

**Dave Durflinger, City Manager**  
City of Carpinteria, California  
5775 Carpinteria Avenue, Carpinteria, CA 93013  
(805) 755-4400 | [daved@ci.carpinteria.ca.us](mailto:daved@ci.carpinteria.ca.us)

In January 2018, FM3 conducted research for the City of Carpinteria to evaluate the viability of a local sales tax measure. Working directly with the City's staff, FM3's team was able to create a questionnaire that addressed several key issues in the community, including wildfires and mudslides and the City's unique tourist-based local economy, and helped identify the best methodology that would result in the most accurate data representative of Carpinteria's residents. Our research assisted in the successful passage of **Measure X2018**, which increased the



City's sales tax by 1.25% to fund general city services—a significant victory given the large sales tax rate increase. **FM3's graphic presentation of survey results from this project is provided as Appendix B to this proposal.**

**Paul Casey, City Administrator/Clerk/Treasurer**  
City of Santa Barbara, California  
735 Anacapa Street, Santa Barbara, CA 93101  
(805) 564-5305 | [pcasey@santabarbaraca.gov](mailto:pcasey@santabarbaraca.gov)

In March 2017, FM3 conducted qualitative and quantitative research on behalf of the City of Santa Barbara. First, FM3 conducted two focus groups among City of Santa Barbara registered voters who were likely to vote in the November 2017 Municipal Election to better understand resident opinions on Santa Barbara as a place to live; the most prominent issues (cost of housing, growth, homelessness, and traffic); awareness and opinions of City leadership; and priorities for infrastructure improvements and investments in City services. The findings were used to inform the drafting of the survey to assess the viability of a funding measure for infrastructure and city services and quantify voter priorities. The dual mode survey, which sampled 799 2017 Municipal Election likely voters, found that the measure was in a solid position to pass with a strong and sustained education effort, a focus on key priorities of voters, and the inclusion of strict accountability provisions as well as local control of all funds. Indeed, City of Santa Barbara Measure C passed in the November 2017 election. **FM3's graphic presentation of survey results from this project is provided as Appendix A to this proposal.**

**Justin Hess, Assistant City Manager**  
City of Burbank, California  
275 East Olive Avenue, P.O. Box 6459, Burbank CA 91510  
(818) 238-5810 | [jhess@burbankca.gov](mailto:jhess@burbankca.gov)

In 2017 and 2018, FM3 conducted a pair of voter surveys for the City of Burbank which evaluated the viability of a ballot measure to establish a new  $\frac{3}{4}$ -cent general fund municipal sales tax. The research indicated that the measure was viable, and that Burbank voters expected strict accountability provisions included in the measure but were less inclined to support a sales tax with a sunset clause than a similar measure that levied the tax indefinitely. Additionally, the research suggested that Burbank voters were largely satisfied with the level and quality of the City services they received, and placed a higher priority on maintaining, rather than improving, existing City service levels. Information about the City's aging infrastructure and a potential reduction in police officer staffing resonated strongly with voters, who went on to approve the City's sales tax, **Measure P**, in the November 2018 election. **FM3's graphic presentation of survey results from this project is provided as Appendix C to this proposal.**

### 3 WORK PLAN AND SCHEDULE

For this project, FM3 recommends conducting a 15- to 20-minute bilingual (English and Spanish), **dual-mode** (online and telephone—both landline and cellular) survey of 300-400 City of Goleta voters who are likely to participate in the November 2020 Presidential Election. A 15-minute survey will allow for approximately 40-50 unique questions, while a 20-minute survey will allow for approximately 60 to 75 unique questions. A sample size of 300 will provide a margin of error of +/- 5.7% and a sample size of 400 will provide a margin of error of +/-4.9%.

#### 3.1 Dual-Mode Methodology

**FM3 recommends conducting the City's survey using our firm's dual-mode telephone (landline + cellular) and internet data collection methodology.** This approach will provide voters with the greatest number and variety of opportunities to participate in the survey.

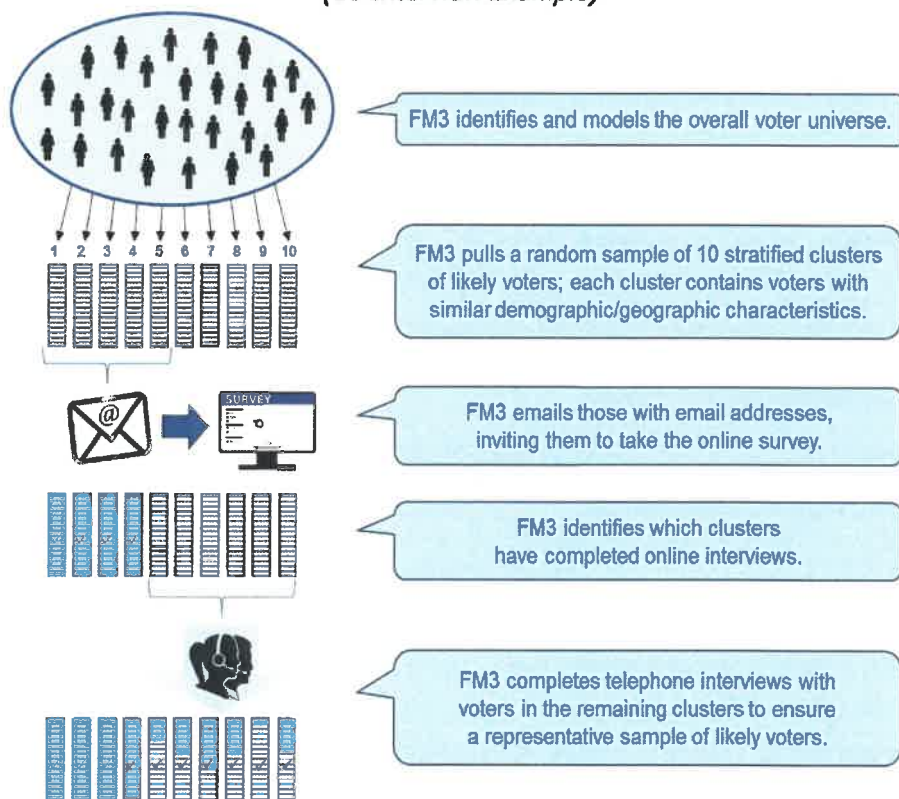
The last few years have seen significant changes in the ways many Americans use telephones and other communications technology. In particular, the use and prevalence of the Internet has exploded as an increasingly greater proportion of the population has access through their smartphone or another mobile device. These changes have had a significant impact on the discipline of public opinion research. While the traditional methodology of conducting randomized telephone surveys continues to provide highly-accurate data on public sentiments in a cost-effective manner, the rise of call-screening behavior presents growing challenges for survey projects attempting to achieve generalizable results.

The contemporary approach for gathering statistically-reliable data is to employ the traditional telephone survey methodology alongside the latest online survey applications. While many respondents are willing to offer their opinions through a telephone survey, there are several identifiable segments of the population who are more likely to respond to an online version of the survey. Combining the telephone and online survey data produces an all-inclusive, representative sample of the City's voters. Though a relatively recent innovation, FM3's dual mode surveys have demonstrated their precision throughout the course of the 2016, 2017, and 2018 election cycles, providing accurate information on **more than 100 successful local ballot measures throughout California – with the final results for nearly every measure falling within the margin of sampling error designated by our survey.**

**Figure 5** below depicts the basic steps involved when FM3 conducts a dual-mode voter survey. To simplify the graphic, it depicts a hypothetical 10-interview survey.

Figure 5: Dual-Mode Voter Survey Methodology

## Dual-Mode Voter Survey Example (10 Interview Example)



Using this dual-mode survey methodology, FM3 collects survey data in two phases:

### Phase I: Online Interviews

During this phase, FM3 will pull a randomized sample of City of Goleta voters. FM3 will collect email addresses for respondents in this sample from three sources:

- The voter file records maintained by the Santa Barbara County Registrar of Voters
- The City's own records (if available)
- Matching the names of those who do not have an email address on file with the Registrar(s) of Voters against a list of email addresses obtained from commercially available consumer records

Once FM3 has identified email addresses for the desired number of respondents, an invitation will be sent to the individuals for whom an email address is available. To encourage the greatest level of participation in the survey, we recommend using the City's actual electronic seal or logo for this email invitation, with the invitation

electronically “signed” by the City Manager, explaining that the City has hired an independent public opinion research firm to conduct a survey about local issues that are relevant to its residents. The email invitation will provide a link for the voter to take the survey online. Three to four days after this initial email invitation is sent, a second reminder email will be directed to recipients who have not yet taken the survey, requesting that they do so.

**In addition to sending out invitations by e-mails, our firm will also be prepared to send out invitations via text messages in the event that response rates by email are low.** Sometimes, in smaller communities such as Goleta, response rates online can be low. However, in many cases, voters’ main access to the internet is through their smartphones. During the matching process, our firm is also able to identify cellular numbers, and can program an invitation to participate in the survey via text by providing a link to the online questionnaire. Recipients of the text message invitations will then be able to complete the survey through their smartphones. This approach is especially helpful in smaller communities, such as Goleta, in order to ensure the survey is more wide-reaching, and is able to capture the opinions of a representative sample of the voters living in the area.

#### **Phase II: Telephone Interviews:**

Within a week of the initial email’s distribution, FM3 will conduct a thorough examination of the demographic characteristics of those who have taken the survey online. By comparing the demographic characteristics of those who have completed the survey online with the attributes of the City’s likely voter population as a whole, FM3 will note specific subsets that are either overrepresented or underrepresented in the online sample. In many communities, those who opt to take a survey online tend to be younger, more recent voter registrants, and have higher incomes than the broader electorate. **To control for attitudinal differences between voters who are more likely to respond to a survey online and those who prefer to participate via telephone, FM3 will take care to ensure a 50%-50% balance among the sample of 300-400 respondents between online and telephone respondents to the survey.**

FM3 will then conduct further interviews with additional respondents by telephone after matching the names of potential respondents with their current telephone numbers (cellular and landline) acquired from consumer records. The telephone interviews will be conducted primarily among respondents who were underrepresented in the online sample, thereby producing an overall survey sample using both methodologies (online and telephone) that mirrors the City’s likely voter population.

Given the composition of those who generally opt to take surveys online, it is likely that telephone interviews will be heavily concentrated among respondents ages 50 and over, and other groups that are less likely to have an email address on public record. FM3 will conduct a smaller number of telephone interviews among individuals whose demographic profile matches that of the online survey participants (but for whom no email address is available) to ensure the accuracy of the data produced by the initial, online portion of the survey.

### 3.2 Questionnaire Design

In designing the research for this project, FM3 will draw from its knowledge of public opinion survey methodology, our comprehensive review of the City of Goleta's past survey research (including **tracking past questions when available and appropriate**); the City's current and future objectives and needs; and our own vast library of research for other municipalities. The process will begin with an initial kickoff meeting (either in-person or via conference call) between the FM3 team and City staff members assigned to this project, during which we will hold a comprehensive discussion of major issues or challenges that should be explored in the survey. FM3 will then present a first draft of the questionnaire to the City for review and comment. After collecting feedback on the first draft, we will revise and refine the survey.

We foresee proceeding through several drafts, incorporating feedback from City staff before each revision, to develop a research instrument that will obtain all the information desired. Before interviewing commences, FM3 will secure approval from the appropriate City representative on the final version of the questionnaire.

Our approach to municipal finance measure surveys has been developed over the course of several decades. While the final list of questions will be developed after consultation with all team members involved, FM3 anticipates some of the areas of inquiry will include the themes listed below.

- ✓ Do voters believe that the City of Goleta is headed in the **right direction**, or do they see the City as off on the wrong path?
- ✓ How do voters **rate the City's performance** on a number of metrics, potentially including, but not limited to the following:
  - Managing the City budget
  - Providing law enforcement services
  - Providing fire protection services
  - Maintaining City infrastructure and services
- ✓ What do voters see as the **most pressing challenges** facing the City (potentially including, but not limited to the following:):
  - Homelessness
  - Parks
  - Public Safety
  - Traffic congestion
  - The cost of housing
  - The physical condition of City streets
- ✓ Do voters believe that the City has a **need for additional funding** to provide the level of services that residents need and want? (This is typically a reasonable generic proxy for finance measure support.)
- ✓ Do voters **trust the City to spend taxpayers' money efficiently** and as promised?

- ✓ What are voters' impressions of recent City actions that influence perceptions of local government, potentially including the purchasing of a new City Hall building, reaction to Southern California power shutoffs and area fires and fire risk, and response to homelessness in Goleta.
- ✓ How do voters feel about the current **level of taxation** in the city?
- ✓ What is the starting level of **support and opposition for a sales tax measure** using legally-permissible potential ballot label language? How do voters respond to wording alternatives for the ballot label and summary?
- ✓ How do voters **prioritize using funds** levied by a tax measure?
- ✓ How do various **accountability features and/or ballot language** — such as requiring citizen oversight, annual independent audits, and keeping all funds local — affect voter support for a sales tax measure?
- ✓ Which legally-permissible, non-advocacy **informational themes and messages** are most effective at building and solidifying support for a sales tax measure?
- ✓ Which, among various anti-tax measure messages likely to be utilized by opponents, presents the greatest **threat to support for a measure**? What specific communication steps can the City and other supporters take to **inoculate voters** from the impact of these negative arguments?
- ✓ What are voters' **sources of information on local city news**? Who do they perceive as trusted messengers on local issues?
- ✓ What are the demographic, geographic, and socioeconomic characteristics of the measure's **supporters, opponents**, and of those who are **undecided**?

In addition, the survey will ask a variety of relevant demographic questions such as **race/ethnicity, age, education, family type** (does the respondent have children, and if so, what age(s) and do they live with them), and **household income**, among others. Geographic data (the home address each respondent provided to the Santa Barbara County Registrar of Voters when they registered to vote), as well as partisan affiliation will be provided by the voter file.



### 3.3 Survey Length and Sample Design

As stated above, FM3 proposes to conduct a 15- to 20-minute dual mode survey of 300-400 randomly selected City of Goleta registered voters likely to vote in the 2020 November General Election. FM3 will make every effort and leverage our considerable expertise in surveying jurisdictions with modestly sized populations to complete the largest number of survey interviews possible, as a larger sample size will provide a greater degree of accuracy for the survey results.

FM3 will utilize Political Data, Inc. (PDI) as its sample vendor. FM3 has worked with PDI, the leading voter sample vendor in California, for the last two decades. PDI provides the most up-to-date lists of voter names, addresses, telephone numbers (listed, unlisted, and cell phones), email addresses, voter party registration, and past voter history (in which past elections individuals have voted). The voter sample will consist of email addresses as well as landline and cellular telephone numbers provided by City of Goleta residents when they registered to vote in the City.

Additionally, **FM3 will work with third-party vendors to match names and addresses with other commercial vendor lists to ensure all phone numbers and email addresses are up-to-date.** FM3 is one of few public opinion research firms to use this technique to ensure that all eligible voters have the same likelihood of being contacted, regardless of whether they have changed their phone number or email address since registering to vote.

### 3.4 Translation

Given that approximately 20 percent of likely November 2020 voters in the City of Goleta are of **Latino/Hispanic origin, we recommend translating the survey into Spanish** to allow respondents who would prefer taking the survey in Spanish the opportunity to do so. Kandi Reyes of Reyes & Associates (a woman-owned small business) will translate the questionnaire into Spanish. Ms. Reyes' native language is Spanish; she is certified as a translator by the State of California, the Los Angeles County Metropolitan Transportation Authority (L.A. Metro), and the National Autonomous University of Mexico (UNAM), and she has translated hundreds of survey instruments for FM3 over the last 25 years.

Based upon FM3's experience, as well as industry-wide best practices, we recommend conducting telephone interviews in both English and Spanish, and online interviews in English only. Our experience and best practices suggest that conducting online interviews in Spanish is not usually cost-effective because very few eligible Spanish-dominant participants prefer to respond online in their respective language. However, we will be happy to provide costs to conduct online interviews in Spanish if the City so desires.

### 3.5 Survey Pre-Testing (Telephone Interviewing Only)

Once approved for fielding, the survey questionnaire will be pre-tested with a sufficient number of respondents to assure ease of administration and flow. Such testing will also verify the length of the questionnaire and the clarity and comprehensibility of survey questions. The results of the pre-test will be reviewed with City staff to determine whether any adjustments need to be made before interviewing proceeds.

### 3.6 Interviewing

FM3 will subcontract internet hosting and emailing services, as well as telephone interviewing services, to one of the country's leading firms in the field of public opinion data collection. FM3's online interviewing platform is optimized to enable respondents to easily take the survey from either a personal computer or tablet/smartphone device, providing respondents with enormous flexibility regarding when and how they can participate.

Our vendor's telephone facilities have well-established procedures to supervise the interviewing process and to verify that interviews are conducted according to specifications. Among these procedures is the monitoring of actual interviews by on-site supervisors, identification of each interview by interviewer, and the use of a regularly-employed staff of professional, full-time interviewers. There is an established protocol for callbacks of busy or "not-at-home" numbers designed specifically to maintain the randomness of interviewee selection.

FM3 proposes to review its procedures with City representatives to ensure satisfaction with all technical aspects of the interviewing process.

### 3.7 Data Analysis

Response data will be analyzed by FM3's Data Processing and Analysis Department staff using Survey System and SAS software, both well-documented and widely used data analysis software packages. As needed, FM3 may augment Survey System and SAS with its own custom-designed statistical analysis program to report the tabulation and cross-tabulation of data. Our Data Processing and Analysis Department staff employs a data checking and editing system to eliminate errors and document the handling of data received from the interviewers.

Once interviewing has been completed, FM3 will deliver an e-mail with the draft aggregate "topline" results of the survey, showing the percentage of voters who selected each response for every question in the survey. FM3 will also provide the City with a comprehensive set of draft cross-tabulated results, which will include a table for each question or demographic variable in the survey, with a series of up to 200 columns indicating how various subgroups of voters responded to that question. The cross-tabulated results will make it possible to detect how responses differ, if at all, among various subsets of the population. For example, it will be possible to compare answers provided by men and women, voters of various age categories and income levels, responses based on ethnicity/race, homeowners and renters, and many more subgroups of the population.

It is worth noting that in previous research efforts, we have used an array of statistical analysis techniques to help our clients identify populations with distinct opinion characteristics and/or appropriate target audiences for public communications. These include factor analysis, cluster analysis, logistic regression, stepwise regression analysis, and Total Unduplicated Reach and Frequency (or TURF) analysis.

Finally, FM3's custom-designed data processing software package can convert the raw electronic data to ASCII format or virtually any other format commonly used. This will enable us to electronically transmit the actual results of the survey, including responses to open-ended questions, to the District at the conclusion of the study if requested.



### 3.8 Reports and Presentations

Results of the survey will be presented both in person and in writing based on the City's scheduling needs and preferences. This report will at a minimum take the form of a detailed PowerPoint presentation, but can take additional forms depending upon the City's needs. We would be happy to present the findings to the City Manager, Finance Director, City Council or other City representatives and key stakeholders at the request of the City.

In addition to an explanation of the survey methodology, the report will provide a summary of key findings and clear recommendations regarding how to use survey results to achieve your objectives, including an assessment of the measure's viability, voter priorities for use of funding and how to communicate most effectively with the public regarding a potential tax measure. As stated in the RFP, FM3 will provide a draft report to the City Manager and Finance Director and other staff as determined by the City Manager. Once staff comments have been incorporated into the draft report, a final report will be produced.

After FM3's report and presentation have been completed, FM3 will remain available to answer follow-up questions from the City and present results to key stakeholders. We view the responses to the survey as an ongoing data resource; if the need arises, FM3 can do further analysis to provide answers to follow-up questions that may be posed by the City or other interested parties. And, as mentioned earlier, should the City move forward with placing a ballot measure on the November ballot, FM3 will utilize the survey findings to help in developing the ballot language.

### 3.9 Project Timeline

FM3 is prepared to begin work on this project immediately. We would approach the task of conducting the survey research in three distinct phases: research design, data collection, and data analysis and reporting. As shown in **Figure 6**, the entire process would take approximately five to eight weeks to complete from kick-off—allowing us to complete the research well within the timeframe stated in the RFP. However, we would be happy to extend or compress the timeline to best meet your needs. Furthermore, at the conclusion of Phase 3, FM3 would remain available for ongoing consultation and any further analysis and presentation of the research, as needed.

**Figure 6: Dual-mode Survey Research Phases & Timeline**

**Phase 1 - RESEARCH DESIGN - (2-3 weeks)**

- Kick-off meeting/confirmation of research specifications
- Review necessary background materials
- Draft, refine, and finalize survey questionnaire
- Draft, refine, and finalize invitation email
- Finalize sample parameters and order/prep sample
- Translate telephone survey questionnaire
- Program and test survey questionnaire

**Phase 2 - DATA COLLECTION - (1-2 weeks)**

- Send email invitations and email reminders (as necessary)
- Analyze demographics of online survey respondents
- Sent out text messages (if applicable)
- Initiate and conduct telephone interviews
- Continually review responses and sample quotas
- Begin development of cross-tabulated report

**Phase 3 - DATA ANALYSIS & REPORTING - (2-3 weeks)**

- Generate topline survey results
- Generate cross-tabulated results
- Conduct statistical analysis
- Generate PowerPoint presentation of key findings, conclusions, and actionable recommendations and next steps
- Present findings

### 3.10 Deliverables

Upon conclusion of the survey project, the City will have received from FM3 each of the documents listed below. All documents can be provided in hard copy (including four copies of the report) or electronic form (or both), depending on the City's preference.

- ✓ **Final survey questionnaire**
- ✓ **Topline survey results** (the survey questionnaire filled in with the percentages having chosen each response)
- ✓ **Full cross-tabulated results** (responses to every survey question, broken down by dozens of demographic, geographic, and attitudinal subgroups of the electorate)
- ✓ **PowerPoint presentation** (graphic presentation of topline results, additional key survey findings, conclusions, and actionable recommendations)
- ✓ **In-person presentation of results to City staff & elected officials**
- ✓ **Raw data from the survey in electronic form** (if requested)

FM3 will also be available for ongoing consultation and any further analysis of the research.

## 4 COST PROPOSAL/SCHEDULE OF FEES

As the City is likely aware from your prior work with us, FM3 does not bill using hourly rates but rather by project, utilizing costs that are informed by the specifications of the research being conducted. For example, our costs for survey research are informed by factors that include the number of interviews completed, the average interview length, the interviewing methodology used (dual-mode, telephone, online, intercept, etc.), the type of sample being utilized (such as likely voters, all registered voters, all adult residents, etc.), and the language(s) in which interviews are conducted. The exact cost of the research FM3 would conduct for the City of Goleta will therefore be determined by the interview length option selected by the City. Costs for each option are provided by Figure 7 below.

**Figure 7: City of Goleta Dual-Mode Bilingual Voter Survey Costs by Length and Sample Size**

Survey Length	N=300	N=400
15 Minutes	\$26,500	\$28,300
20 Minutes	\$27,850	\$29,650

The cost figures provided in the figure above are all-inclusive, and reflect all charges for questionnaire development, sample acquisition, survey hosting and emailing, Spanish translation, telephone interviewing (including in Spanish), data entry, cross-tabulation, data analysis, and preparation and presentation of survey results. In addition, the costs listed in the figure represent a **commitment by FM3 to remain on call to the City, as needed, for the remainder of your revenue measure project, including assisting in drafting the 75-word ballot title and measure summary should the City choose to move forward with the measure.** Of course, any number of alternative survey structures are possible, which may result in higher or lower costs. FM3 is committed to working with the City of Goleta to tailor the research plan to fit your budget and meet your research needs.

A breakdown of FM3's costs by task, staff member, and vendor for the 400-interview, 20-minute survey option is provided by **Figure 8** below. FM3 will be happy to provide similar cost breakdowns for survey(s) of different specifications at the request of the City.

**Figure 8: Task/Hour Breakdown for  
400-interview, 20-minute Dual-Mode Bilingual City of Goleta Likely Voter Survey**

Scope: Dual Mode (N=400, 20 Minutes)	Labor Categories	Estimated Hours	Hourly Rates	Extended Rate
General Consultation	Partner	3	\$110	\$330.00
Pre Survey Kick-Off/Authorization discussion with Client for Survey Information	Partner	3	\$110	\$330.00
Pre Survey Kick-Off/Authorization discussion with Client for Survey Information	Vice President	3	\$95	\$285.00
Pre Survey Kick-Off/Authorization discussion with Client for Survey Information	Research Associate	3	\$70	\$210.00
Survey Questionnaire: Draft / Revisions	Partner	12	\$110	\$1,320.00
Survey Questionnaire: Draft / Revisions	Vice President	12	\$95	\$1,140.00
Survey Questionnaire: Draft / Revisions	Research Associate	12	\$70	\$840.00
Meeting with the Internal Team and/or client to review drafts	Partner	2	\$110	\$220.00
Logistical Coordination between FM3 and All Subcontracted Vendors	Operations	2	\$60	\$120.00
Coordinate with Phone Bank on Survey Length	Partner	3	\$110	\$330.00
Work with Phone Bank re: Survey Components	Vice President	2	\$95	\$190.00
Work with Phone Bank re: Survey Components	Research Associate	2	\$70	\$140.00

Scope: Dual Mode (N=400, 20 Minutes)	Labor Categories	Estimated Hours	Hourly Rates	Extended Rate
Online Interviewing	Vendor	N/A	N/A	\$5,075.00
Telephone Interviewing	Vendor	N/A	N/A	\$8,080.00
Voter Sample	Vendor	N/A	N/A	\$1,600.00
Spanish Translation	Vendor	N/A	N/A	\$2,500.00
Daily Phone Bank Coordination to check on Survey Progress	Operations	2	\$60	\$120.00
Data Processing: Create Programming for Questionnaire/ Cross Tabulation Tables	Statistician	8	\$110	\$880.00
Data Processing: Cleaning & Preparing data for analysis	Statistician	7	\$110	\$770.00
Review Partial/Topline Data Daily	Partner	4	\$110	\$440.00
Create Cross Tabulation Request	Vice President	3	\$95	\$285.00
Create Cross Tabulation Request	Research Associate	3	\$70	\$210.00
Review Final Data When Telephone Interviewing has Finished: Weighted & Unweighted Results	Partner	3	\$110	\$330.00
Office Clerical Support	Office Clerical	1	\$50	\$50.00
Results Initial Debriefing/ Ongoing Updates	Partner	3	\$110	\$330.00
Results Initial Debriefing/ Ongoing Updates	Vice President	3	\$95	\$285.00
Results Initial Debriefing/ Ongoing Updates	Research Associate	3	\$70	\$210.00
Develop PowerPoint Graph Request	Vice President	2	\$95	\$190.00
Develop PowerPoint Graph Request	Research Associate	2	\$70	\$140.00
Create PowerPoint Graphic Presentation	Graphics Designer	8	\$90	\$720.00
Review Graph Presentation	Partner	3	\$110	\$330.00
Write Report/Memo/Graph Content	Partner	3	\$110	\$330.00



Scope: Dual Mode (N=400, 20 Minutes)	Labor Categories	Estimated Hours	Hourly Rates	Extended Rate
General Editing of Materials Throughout the Process	Vice President	4	\$95	\$380.00
General Editing of Materials Throughout the Process	Research Associate	4	\$70	\$280.00
Review Drafts of PowerPoint Presentation & Written Report With Client/Present Results	Partner	3	\$110	\$330.00
Review of Reports and Presentation/present results	Partner	3	\$110	\$330.00
ALL	ALL	129	N/A	\$29,650.00
<b>TOTAL PROJECT COST: \$29,650</b>				

## **5 PROFESSIONAL SERVICE AGREEMENT AND INSURANCE**

### **5.1 Professional Services Agreement**

**LETTER OF AGREEMENT**  
**[PROJNAME]**  
**PROJECT [PROJNUM]**  
**CLICK OR TAP TO ENTER A DATE.**

It is agreed that Fairbank, Maslin, Maullin, Metz & Associates, Inc. (FM3) will provide public opinion research services (Services) for the [CLIENTNAME](Client) for a total cost not to exceed \$ [TOTALNTECOST].

These Services include: [specific research details]

Both parties will reach a mutual agreement on the contents of the research instruments. Client agrees that, when its approval is called for hereunder, it will promptly review and approve all such matters in good faith and in consultation with FM3, and that its approval will not be unreasonably withheld or delayed.

As compensation for Services under this Agreement, Client agrees to pay FM3 the final cost agreed upon by both parties in writing upon completion of the agreed upon scope of work. Invoices are due and payable upon receipt and will be considered past due fifteen (15) days after each invoice's date.

When FM3's Services conclude, all unpaid charges owed shall become immediately due and payable, according to the terms in the preceding paragraph.

This Letter of Agreement will take effect when Client returns a signed copy of this Letter of Agreement.

The prevailing party in any action or proceeding to interpret or to enforce any provision of this Letter of Agreement will be awarded reasonable attorney's fees and costs incurred in that action or proceeding or in any efforts to negotiate the matter. Each party to pay their own attorney fees.

This Letter of Agreement shall be binding upon and inure to the benefit of the successors and assigns of each of the parties hereto. This Letter of Agreement cannot be assignable without prior written approval by Client.

This Letter of Agreement is deemed to have been entered into in the County of Los Angeles, State of California, and shall be governed by the laws of the State of California. Any action or proceeding with respect to this Letter of Agreement or any matter arising therefrom shall be maintained exclusively in the Superior Court in the County of Los Angeles, California, as the jurisdiction and venue of which each party hereby specifically consents.

This Letter of Agreement contains the entire agreement and understanding concerning the subject matter hereof between the parties, and supersedes and replaces all prior negotiations, proposed agreements, written or oral.

This Letter of Agreement may be signed in one or more counterparts, each of which shall be deemed an original and shall be effective when the other parties have executed a counterpart.

The individuals executing this Letter of Agreement on behalf of each of the parties hereby represent and warrant that each is duly authorized to do so.

It is understood and agreed that Client is and shall be solely responsible for the use of the public opinion research provided by FM3 under this Letter of Agreement. It is understood and agreed that FM3 is solely responsible for the results of the public opinion research provided pursuant to this Letter of Agreement. FM3 shall at all times comply with state and federal law, and any statute, rule, regulation or order from any governmental or regulatory agency. In the event that any state and/or federal, regulatory agency or any other person and/or entity shall make a claim against Client or its' agents, employees, or affiliates which is in any manner related to this Letter of Agreement, the services of FM3, or the results of any public opinion research provided by FM3, FM3 shall indemnify and hold harmless included but not limited to costs and attorney fees incurred by Client in defense of such matter.

All notices, demands, requests or approvals to be given under this Agreement, shall be given in writing and conclusively shall be deemed served when delivered personally or on the third business day after deposit in the United States mail, postage prepaid, registered or certified, addressed as follows:

A.All notices, demands, requests or approvals from FM3 to Client shall be addressed to:

[NAME]  
[CLIENTADDRESS]  
[CLIENTCITYSTATEZIP]  
Telephone: [CLIENTPHONE]  
E-mail: [CLIENTEMAIL]

B.All notices, demands, requests or approvals from Client to FM3 shall be addressed to:

[FM3REP]  
Fairbank, Maslin, Maullin, Metz & Associates, Inc.  
1999 Harrison Street, Suite 2020  
Oakland, CA 94612  
Telephone: 510-451-9521  
E-mail: @FM3Research.com



---

**[CLIENTSIGNER]**  
**[CLIENTNAME]**

---

**Date**

---

**[FM3SIGNER]**  
**Fairbank, Maslin, Maullin, Metz & Associates, Inc.**

---

**Date**

## 5.2 FM3 Insurance



### FM3 RESEARCH INSURANCE COVERAGES AND LIMITS

(Updated June 3, 2019)

This document is intended to assist those drafting a contract or letter of agreement with Fairbank, Maslin, Maullin, Metz & Associates, Inc. (FM3) by providing pertinent details about the kinds of insurance FM3 maintains.

#### INSURANCE (PROPERTY AND BUSINESS LIABILITY)

<b>Carrier:</b>	Sentinel Insurance Company LTD (The Hartford Group)
<b>Rating:</b>	A XV
<b>Broker:</b>	O'Kane & Tegay Insurance Brokers
<b>Commercial</b>	\$1,000,000 (each occurrence)
<b>General Liability:</b>	\$10,000.00 Medical Expense (any one person) \$1,000,000 Personal and Advertising Injury \$1,000,000 Damages to Rented Premises (fire, lightening, explosion) \$2,000,000 General Aggregate (per policy period) \$2,000,000 Products/Completed Operations Aggregate
<b>Automobile Liability:</b>	\$1,000,000 Hired/Non-Owned Auto Liability (We do not own our own vehicles, and therefore, do not have "owned" auto liability insurance)
<b>Umbrella/Excess Liability:</b>	\$2,000,000 (each occurrence) \$2,000,000 Aggregate (per policy period)

#### INSURANCE (PROFESSIONAL LIABILITY, AKA ERRORS AND OMISSIONS)

<b>Carrier:</b>	Indian Harbor Insurance Company
<b>Rating:</b>	A
<b>Broker:</b>	O'Kane & Tegay Insurance Brokers
<b>Professional Liability Standard Form</b>	\$2,000,000 (each occurrence) \$2,000,000 (annual aggregate) \$25,000 (deductible)
<b>Policy Limits</b>	

12100 Wilshire Boulevard, Suite 350 | Los Angeles, CA 90025  
 Phone: (310) 828-1183 | Fax: (310) 453-6562

1999 Harrison St., Suite 2020 | Oakland, CA 94612  
 Phone: (510) 451-9521 | Fax: (510) 451-0384

FM3 Research Insurance Coverages and Limits Effective 6-3-2018

**INSURANCE (WORKERS COMPENSATION)**

---

<b>Carrier:</b>	Hartford Casualty Insurance Company
<b>Broker:</b>	O'Kane & Tegay Insurance Brokers
<b>Rating:</b>	A-
<b>Policy Limits:</b>	\$1,000,000 Bodily Injury by Accident (each accident) \$1,000,000 Bodily Injury by Disease (policy limit) \$1,000,000 Bodily Injury by Disease (each employee)

(And see attached sample certificate of workers compensation insurance)

**Exhibit B**  
**Schedule of Fees**

Task/Hour Breakdown for  
400-interview, 20-minute Dual-Mode Bilingual City of Goleta Likely Voter Survey

Scope: Dual Mode (N=400, 20 Minutes)	Labor Categories	Estimated Hours	Hourly Rates	Extended Rate
General Consultation	Partner	3	\$110	\$330.00
Pre Survey Kick-Off/Authorization discussion with Client for Survey Information	Partner	3	\$110	\$330.00
Pre Survey Kick-Off/Authorization discussion with Client for Survey Information	Vice President	3	\$95	\$285.00
Pre Survey Kick-Off/Authorization discussion with Client for Survey Information	Research Associate	3	\$70	\$210.00
Survey Questionnaire: Draft / Revisions	Partner	12	\$110	\$1,320.00
Survey Questionnaire: Draft / Revisions	Vice President	12	\$95	\$1,140.00
Survey Questionnaire: Draft / Revisions	Research Associate	12	\$70	\$840.00
Meeting with the Internal Team and/or client to review drafts	Partner	2	\$110	\$220.00
Logistical Coordination between FM3 and All Subcontracted Vendors	Operations	2	\$60	\$120.00
Coordinate with Phone Bank on Survey Length	Partner	3	\$110	\$330.00
Work with Phone Bank re: Survey Components	Vice President	2	\$95	\$190.00
Work with Phone Bank re: Survey Components	Research Associate	2	\$70	\$140.00
Online Interviewing	Vendor	N/A	N/A	\$5,075.00
Telephone Interviewing	Vendor	N/A	N/A	\$8,080.00

<b>Scope: Dual Mode (N=400, 20 Minutes)</b>	<b>Labor Categories</b>	<b>Estimated Hours</b>	<b>Hourly Rates</b>	<b>Extended Rate</b>
<b>Voter Sample</b>	<b>Vendor</b>	<b>N/A</b>	<b>N/A</b>	<b>\$1,600.00</b>
<b>Spanish Translation</b>	<b>Vendor</b>	<b>N/A</b>	<b>N/A</b>	<b>\$2,500.00</b>
<b>Daily Phone Bank Coordination to check on Survey Progress</b>	Operations	2	\$60	\$120.00
<b>Data Processing: Create Programming for Questionnaire/ Cross Tabulation Tables</b>	Statistician	8	\$110	\$880.00
<b>Data Processing: Cleaning &amp; Preparing data for analysis</b>	Statistician	7	\$110	\$770.00
<b>Review Partial/Topline Data Daily</b>	Partner	4	\$110	\$440.00
<b>Create Cross Tabulation Request</b>	Vice President	3	\$95	\$285.00
<b>Create Cross Tabulation Request</b>	Research Associate	3	\$70	\$210.00
<b>Review Final Data When Telephone Interviewing has Finished: Weighted &amp; Unweighted Results</b>	Partner	3	\$110	\$330.00
<b>Office Clerical Support</b>	Office Clerical	1	\$50	\$50.00
<b>Results Initial Debriefing/ Ongoing Updates</b>	Partner	3	\$110	\$330.00
<b>Results Initial Debriefing/ Ongoing Updates</b>	Vice President	3	\$95	\$285.00
<b>Results Initial Debriefing/ Ongoing Updates</b>	Research Associate	3	\$70	\$210.00
<b>Develop PowerPoint Graph Request</b>	Vice President	2	\$95	\$190.00
<b>Develop PowerPoint Graph Request</b>	Research Associate	2	\$70	\$140.00
<b>Create PowerPoint Graphic Presentation</b>	Graphics Designer	8	\$90	\$720.00
<b>Review Graph Presentation</b>	Partner	3	\$110	\$330.00
<b>Write Report/Memo/Graph Content</b>	Partner	3	\$110	\$330.00
<b>General Editing of Materials Throughout the Process</b>	Vice President	4	\$95	\$380.00

Scope: Dual Mode (N=400, 20 Minutes)	Labor Categories	Estimated Hours	Hourly Rates	Extended Rate
General Editing of Materials Throughout the Process	Research Associate	4	\$70	\$280.00
Review Drafts of PowerPoint Presentation & Written Report With Client/Present Results	Partner	3	\$110	\$330.00
Review of Reports and Presentation/present results	Partner	3	\$110	\$330.00
ALL	ALL	129	N/A	\$29,650.00
TOTAL PROJECT COST: \$29,650				

### **ATTACHMENT 3**

#### **Polling and Public Opinion Research Survey Questions**





## CITY OF GOLETA COMMUNITY PRIORITIES/BUDGET SURVEY

220-5664

N=

FINAL DRAFT

**CONSULTANT WORKING DRAFT. NOT FOR PUBLICATION.  
CA GOV'T CODE 6254.**

Hello, I'm calling from \_\_\_\_\_, a public opinion research company. **(IF RESPONDENT REPLIES IN SPANISH, FOLLOW THE ESTABLISHED PROCEDURE FOR HANDING OFF TO AN INTERVIEWER WHO SPEAKS SPANISH.)** I am not trying to sell you anything or ask for a donation of any kind. We are conducting a public opinion survey about issues that may concern residents of the City of Goleta. May I speak with \_\_\_\_\_? **(MUST SPEAK WITH VOTER LISTED. VERIFY VOTER LIVES AT THE ADDRESS LISTED -- OTHERWISE TERMINATE.)**

- A. Before we begin, I need to know if I have reached you on a cell phone, and if so, are you in a place where you can talk safely without endangering yourself or others?

Yes, cell and can talk safely ----- 1  
 Yes, cell but cannot talk safely ----- **TERMINATE**  
 No, not on cell ----- 2  
**(DON'T READ) DK/NA/REFUSED----- TERMINATE**

1. Ok, let's begin. Would you say that things in the City of Goleta are generally headed in the right direction or do you feel that things are off on the wrong track?

Right direction ----- 1  
 Wrong track ----- 2  
**(DON'T READ) DK/NA/REFUSED----- 3**

2. I am now going to mention some organizations that are active in the Goleta community. After hearing each one, please tell me if you have an overall favorable or unfavorable opinion of that organization. If you have never heard of the organization, or don't know enough about it to have an opinion, you can tell me that too. **(IF FAVORABLE/UNFAVORABLE, ASK: "Is that very FAVORABLE/UNFAVORABLE or just somewhat?") (ALWAYS ASK a. FIRST AND RANDOMIZE ALL OTHER ITEMS)**

	<u>VERY</u> <u>FAV</u>	<u>SMWT</u> <u>FAV</u>	<u>SMWT</u> <u>UNFAV</u>	<u>VERY</u> <u>UNFAV</u>	<u>NEVER</u> <u>HEARD OF</u>	<u>CAN'T</u> <u>RATE</u>
--	---------------------------	---------------------------	-----------------------------	-----------------------------	---------------------------------	-----------------------------

**(ASK ALL RESPONDENTS)**

- |       |                               |         |         |         |         |           |
|-------|-------------------------------|---------|---------|---------|---------|-----------|
| [ ]a. | The City of Goleta City       |         |         |         |         |           |
|       | Government overall -----      | 1 ----- | 2 ----- | 3 ----- | 4 ----- | 5 ----- 6 |
| [ ]b. | The Goleta City Council-----  | 1 ----- | 2 ----- | 3 ----- | 4 ----- | 5 ----- 6 |
| [ ]c. | Santa Barbara County          |         |         |         |         |           |
|       | Government -----              | 1 ----- | 2 ----- | 3 ----- | 4 ----- | 5 ----- 6 |
| [ ]d. | The Santa Barbara Sherriff    |         |         |         |         |           |
|       | Department servicing the City |         |         |         |         |           |
|       | of Goleta -----               | 1 ----- | 2 ----- | 3 ----- | 4 ----- | 5 ----- 6 |

3. (T) Next, in your personal opinion, do you think the City of Goleta has a great need for additional funding, some need, a little need or no real need for additional funds to provide the level of City services that Goleta residents need and want?

Great need----- 1  
 Some need----- 2  
 A little need ----- 3  
 No real need ----- 4  
 (DON'T READ) DK/NA ----- 5

4. I'd now like to ask you about a potential local measure called the City of Goleta General Municipal Services, Infrastructure Upgrades 1¢ Sales Tax Measure, which may read as follows:

Shall an ordinance be adopted establishing a 1¢ sales tax, until ended by voters, that raises approximately \$7,200,000 annually to be used locally to fund general municipal services in Goleta such as supporting sheriff and 9-1-1 response; preparing for natural disasters; addressing homelessness; repairing streets/potholes; supporting library and other general services and requires annual independent financial audits?

If the election were held today, do you think you would vote "yes" in favor of this measure or "no" to oppose it? (IF YES/NO, ASK: "Is that definitely or just probably YES/NO?") (IF UNDECIDED, DON'T KNOW, NO ANSWER, ASK: "Do you lean toward voting yes or no?")

Definitely yes----- 1  
 Probably yes ----- 2  
 Undecided, lean yes ----- 3  
 Undecided, lean no ----- 4  
 Probably no ----- 5  
 Definitely no ----- 6  
 (DON'T READ) DK/NA----- 7

5. What if the ballot measure that I just described to you was for a \_\_\_\_\_ (READ, RECORD), instead of one-cent which would raise approximately \$7.2 million annually? If that were the case, would you vote "yes" in favor of this measure or "no" to oppose it? (IF YES/NO, ASK: "Is that definitely or just probably YES/NO?") (IF UNDECIDED, DON'T KNOW, NO ANSWER, ASK: "Do you lean toward voting yes or no?")

	UNDEC.,	UNDEC.,					
DEF	PROB	LEAN	LEAN	PROB	DEF	(DK/	
<u>YES</u>	<u>YES</u>	<u>YES</u>	<u>NO</u>	<u>NO</u>	<u>NO</u>	<u>NA</u>	

(ASK SPLIT SAMPLE C ONLY)

- a. one-half cent sales tax,  
 raising approximately  
 \$3.6 million annually----- 1----- 2----- 3----- 4----- 5----- 6----- 7

	<u>DEF</u> <u>YES</u>	<u>PROB</u> <u>YES</u>	<u>UNDEC.,</u> <u>LEAN</u> <u>YES</u>	<u>UNDEC.,</u> <u>LEAN</u> <u>NO</u>	<u>PROB</u> <u>NO</u>	<u>DEF</u> <u>NO</u>	<u>(DK/</u> <u>NA)</u>
--	--------------------------	---------------------------	---	--	--------------------------	-------------------------	---------------------------

**(ASK SPLIT SAMPLE D ONLY)**

- b. one-quarter cent sales tax, raising approximately \$1.8 million annually----- 1----- 2----- 3----- 4----- 5----- 6----- 7

**(RESUME ASKING ALL RESPONDENTS)**

6. Next, I am now going to read you a list of possible projects, features, and provisions that might be included in this local ballot measure. Regardless of how you feel about this measure, as I read each one, please tell me how important it is to you personally that each provision or use of funds is included in the measure: extremely important, very important, somewhat important, or not too important.

**(RANDOMIZE)**

	<u>EXT</u> <u>IMP.</u>	<u>VERY</u> <u>IMP.</u>	<u>S.W.</u> <u>IMP.</u>	<u>NOT</u> <u>TOO</u> <u>IMP.</u>	<u>(DK/</u> <u>NA)</u>
--	---------------------------	----------------------------	----------------------------	---	---------------------------

**(ASK ALL RESPONDENTS)**

- [ ]a. Protecting long-term financial stability ----- 1----- 2----- 3----- 4----- 5

**(ASK SPLIT SAMPLE A ONLY)**

- [ ]b. Supporting essential city services ----- 1----- 2----- 3----- 4----- 5
- [ ]c. Maintaining city infrastructure ----- 1----- 2----- 3----- 4----- 5
- [ ]d. Addressing homelessness ----- 1----- 2----- 3----- 4----- 5
- [ ]e. Replacing aging playground equipment----- 1----- 2----- 3----- 4----- 5
- [ ]f. Supporting Goleta Valley Library services and hours ----- 1----- 2----- 3----- 4----- 5
- [ ]g. Easing traffic flow ----- 1----- 2----- 3----- 4----- 5
- [ ]h. Improving safe routes to schools ----- 1----- 2----- 3----- 4----- 5
- [ ]i. Preparing for wildfires, floods, and other natural disasters ----- 1----- 2----- 3----- 4----- 5
- [ ]j. Restoring local trees damaged by recent droughts ----- 1----- 2----- 3----- 4----- 5
- [ ]k. Increasing the use of recycled water to irrigate parks and fields ----- 1----- 2----- 3----- 4----- 5
- [ ]l. Earthquake retrofitting essential public buildings ----- 1----- 2----- 3----- 4----- 5
- [ ]m. Supporting Sheriff and 9-1-1 emergency response ----- 1----- 2----- 3----- 4----- 5
- [ ]n. Building an additional fire station to improve response times ----- 1----- 2----- 3----- 4----- 5
- [ ]o. Providing funds for youth programs ----- 1----- 2----- 3----- 4----- 5
- [ ]p. Helping prevent crimes ----- 1----- 2----- 3----- 4----- 5
- [ ]q. Preserving open space and natural areas ----- 1----- 2----- 3----- 4----- 5
- [ ]r. Helping protect local creeks and coastal waters from pollution----- 1----- 2----- 3----- 4----- 5
- [ ]s. Offering free wi-fi to residents and businesses----- 1----- 2----- 3----- 4----- 5
- [ ]t. Improving pedestrian and bike safety ----- 1----- 2----- 3----- 4----- 5
- [ ]u. Repairing streets and potholes ----- 1----- 2----- 3----- 4----- 5
- [ ]v. Preserving Old Town's historic character----- 1----- 2----- 3----- 4----- 5

NOT

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<u>EXT</u>	<u>VERY</u>	<u>S.W.</u>	<u>TOO</u>	<u>(DK/</u>
<u>IMP.</u>	<u>IMP.</u>	<u>IMP.</u>	<u>IMP.</u>	<u>NA)</u>

**(ASK SPLIT SAMPLE A ONLY, CONTINUED)**

[ ]w.	Preventing polluted stormwater runoff from entering local storm drains -----	1	-----	2	-----	3	-----	4	-----	5
[ ]x.	Requiring annual independent financial audits-----	1	-----	2	-----	3	-----	4	-----	5
[ ]y.	Requiring all funds benefit Goleta residents-----	1	-----	2	-----	3	-----	4	-----	5
[ ]z.	Supporting neighborhood Sheriff patrols -----	1	-----	2	-----	3	-----	4	-----	5
[ ]aa.	Helping restore local creeks and streams -----	1	-----	2	-----	3	-----	4	-----	5
[ ]bb.	Building a new community pool -----	1	-----	2	-----	3	-----	4	-----	5

**(ASK SPLIT SAMPLE B ONLY)**

[ ]cc.	Improving essential city services-----	1	-----	2	-----	3	-----	4	-----	5
[ ]dd.	Improving city infrastructure -----	1	-----	2	-----	3	-----	4	-----	5
[ ]ee.	Keeping public areas safe and clean -----	1	-----	2	-----	3	-----	4	-----	5
[ ]ff.	Helping ensure children have safe places to play-----	1	-----	2	-----	3	-----	4	-----	5
[ ]gg.	Improving Goleta Valley Library services and hours -----	1	-----	2	-----	3	-----	4	-----	5
[ ]hh.	Improving traffic safety-----	1	-----	2	-----	3	-----	4	-----	5
[ ]ii.	Upgrading and repairing sidewalks -----	1	-----	2	-----	3	-----	4	-----	5
[ ]jj.	Replacing dying trees -----	1	-----	2	-----	3	-----	4	-----	5
[ ]kk.	Helping prevent polluted stormwater runoff from entering local creeks and coastal waters -----	1	-----	2	-----	3	-----	4	-----	5
[ ]ll.	Installing solar panels to improve energy reliability -----	1	-----	2	-----	3	-----	4	-----	5
[ ]mm.	Improving water conservation -----	1	-----	2	-----	3	-----	4	-----	5
[ ]nn.	Improving fire, paramedic and 9-1-1 emergency response -----	1	-----	2	-----	3	-----	4	-----	5
[ ]oo.	Providing funds for after school programs-----	1	-----	2	-----	3	-----	4	-----	5
[ ]pp.	Providing funds for senior services -----	1	-----	2	-----	3	-----	4	-----	5
[ ]qq.	Helping prevent crimes, like thefts and burglaries-----	1	-----	2	-----	3	-----	4	-----	5
[ ]rr.	Supporting park maintenance -----	1	-----	2	-----	3	-----	4	-----	5
[ ]ss.	Restoring and maintaining the Goleta Butterfly Grove -----	1	-----	2	-----	3	-----	4	-----	5
[ ]tt.	Protecting local walking, hiking and biking trails -----	1	-----	2	-----	3	-----	4	-----	5
[ ]uu.	Helping ensure more affordable housing-----	1	-----	2	-----	3	-----	4	-----	5
[ ]vv.	Improving energy efficiency -----	1	-----	2	-----	3	-----	4	-----	5
[ ]ww.	Synchronizing traffic signals-----	1	-----	2	-----	3	-----	4	-----	5
[ ]xx.	Upgrading the Goleta Valley Community Center -----	1	-----	2	-----	3	-----	4	-----	5
[ ]yy.	Preparing for natural disasters -----	1	-----	2	-----	3	-----	4	-----	5
[ ]zz.	Requiring a citizen's oversight committee-----	1	-----	2	-----	3	-----	4	-----	5
[ ]aaa.	Requiring all funds used locally -----	1	-----	2	-----	3	-----	4	-----	5
[ ]bbb.	Helping restore local habitat and wildlife corridors -----	1	-----	2	-----	3	-----	4	-----	5
[ ]ccc.	Increasing access to affordable childcare and preschool-----	1	-----	2	-----	3	-----	4	-----	5

**(RESUME ASKING ALL RESPONDENTS)**

7. Now, I am going to read you some statements from people who may support this potential Goleta ballot measure. After hearing each statement, please tell me if this makes you more inclined to vote Yes on this measure. If you do not believe the statement, or if it has no effect on your thinking one way or the other, please tell me that instead. **(IF MORE INCLINED, ASK: Is that much more or just somewhat?) (RANDOMIZE) (DON'T READ LESS INCLINED OR DK/NA)**

			(DON'T		(DON'T
MUCH	SMWT	READ)			
MORE	MORE	LESS	DON'T	NO	READ)
<u>INCL.</u>	<u>INCL.</u>	<u>INCL.</u>	<u>BELIEVE</u>	<u>EFFECT</u>	<u>DK/NA</u>

**(ASK ALL RESPONDENTS)**

- [ ]a. **(ACCOUNTABILITY)** This measure includes tough accountability provisions such as public disclosure of all spending and annual independent financial audits and ensures that all funds remain in the City of Goleta and cannot be taken by Sacramento or the County. These fiscal safeguards will ensure that funds from this measure will be used efficiently, effectively and as promised. ----- 1----- 2----- 3----- 4----- 5----- 6
- [ ]b. **(HOMELESS)** There continues to be over 100 homeless individuals in Goleta. This measure will help the City address homelessness by providing individuals, including seniors and veterans, access to homeless prevention services including local drug and alcohol counseling, health and social services, and emergency short-term housing. This will also ensure our neighborhoods, business districts, parks and other public areas are safe and secure for everyone.----- 1----- 2----- 3----- 4----- 5----- 6

**(ASK SPLIT SAMPLE A ONLY)**

- [ ]c. **(QUALITY OF LIFE)** Well-maintained streets, the quality of local parks, safe and clean neighborhoods, and rapid 9-1-1 response strengthens our community, improves property values and keeps it a more desirable, safe place to live, do business and raise a family. ---- 1----- 2----- 3----- 4----- 5----- 6
- [ ]d. **(STREETS)** Independent road engineers have recently rated two-thirds of Goleta's streets and roads as "fair," "poor," or "failed." It is time we fund these essential safety repairs to our infrastructure before it gets even worse and becomes more expensive in the future.----- 1----- 2----- 3----- 4----- 5----- 6

			(DON'T		(DON'T
MUCH	SMWT	READ)			
MORE	MORE	LESS	DON'T	NO	READ)

INCL.   INCL.   INCL.   BELIEVE   EFFECT   DK/NA

**(ASKING SPLIT SAMPLE A ONLY CONTINUED)**

- [ ]e. **(SUSTAINABLE COMMUNITY)** This measure provides funds that will help the City achieve its goal of becoming a more sustainable community by ensuring less congested roads, alternative transportation options, and the investment in services and infrastructure projects that focus on the protection of our land, air and water for current residents and future generations. ----- 1----- 2----- 3----- 4----- 5----- 6
- [ ]f. **(LOCAL CONTROL)** In the last several years, Goleta has lost millions of dollars from Sacramento money grabs. This measure requires that all funds raised stay in Goleta for the essential local services you rely on and not a penny can be taken by Sacramento. ----- 1----- 2----- 3----- 4----- 5----- 6
- [ ]g. **(DISASTER PREPAREDNESS)** The recent Cave Fire, and the potential after-effects including the increased risk of flooding and debris flow, demonstrate that our community is vulnerable to extreme weather patterns and other natural disasters. This measure will help upgrade and maintain our roads so that emergency vehicles can respond to calls quickly, improve local drainage systems to reduce flooding, and establish alternative clean power sources in case electric companies cut local power.----- 1----- 2----- 3----- 4----- 5----- 6

**(ASK SPLIT SAMPLE B ONLY)**

- [ ]h. **(A NICE PLACE TO LIVE)** Many of us live in Goleta, rather than in neighboring cities along the Central Coast, because of its small-town character, high quality of life, and the City services we receive. Passing this measure will help maintain such City services as public safety, road maintenance, and parks and recreation services, and ensures our community continues to be a great place to live, do business and raise a family. ----- 1----- 2----- 3----- 4----- 5----- 6

		MUCH MORE INCL.	SMWT MORE INCL.	(DON'T READ) LESS INCL.	DON'T BELIEVE	NO EFFECT	(DON'T READ) DK/NA
<b>(ASK SPLIT SAMPLE B ONLY, CONTINUED)</b>							
[ ]i.	<b>(YOUTH)</b> Passing this measure will protect funding for thousands of Goleta children and youth who rely on City-funded after school, summer and library programs; and ensures frequent Sheriff patrols, safety officers and crossing guards at neighborhood schools. These programs keep our community's kids off the streets, safe and out of trouble.	1	2	3	4	5	6
[ ]j.	<b>(INFRASTRUCTURE)</b> The City of Goleta does not have adequate funds to maintain and upgrade our aging infrastructure. This measure invests in such infrastructure projects to improve our drainage system to prevent flooding; update aging playground equipment to keep play areas safe, and upgrade some of the major city streets to improve safety and traffic flow because they were originally designed in the early part of the twentieth century when the population was less than twelve thousand.	1	2	3	4	5	6
[ ]k.	<b>(OUT-OF-TOWNERS)</b> A sizeable portion of the funding for this measure will be paid by people who do not live here in Goleta. This measure will capture millions of dollars paid by visitors and commuters from Isla Vista and Santa Barbara who work in Goleta or shop at our Costco, Home Depot, Target and other stores, so that they can contribute to maintaining our local roads and keeping our community safe.	1	2	3	4	5	6
[ ]l.	<b>(CRIME)</b> Last year, there were more than 460 thefts and burglaries in Goleta. This measure will help provide the resources needed to maintain and improve neighborhood, school and business patrols, improve response times, solve crimes and make our city safer.	1	2	3	4	5	6



**(RESUME ASKING ALL RESPONDENTS)**

8. Now that you have heard more about it, let me ask you again about the potential City of Goleta General Municipal Services, Infrastructure Upgrades 1¢ Sales Tax Measure. Again, it may read as follows:

Shall an ordinance be adopted establishing a 1¢ sales tax, until ended by voters, that raises approximately \$7,200,000 annually to be used locally to fund general municipal services in Goleta such as supporting sheriff and 9-1-1 response; preparing for natural disasters; addressing homelessness; repairing streets/potholes; supporting library and other general services and requires annual independent financial audits?

If there were an election today, do you think you would vote “Yes” in favor of it or “No” to oppose it? **(IF YES/NO, ASK: “Is that definitely or just probably?”)** **(IF UNDECIDED, ASK: “What are you leaning towards, voting YES, or voting NO?”)**

Definitely yes ----- 1  
 Probably yes ----- 2  
 Undecided, lean yes ----- 3  
 Undecided, lean no ----- 4  
 Probably no ----- 5  
 Definitely no ----- 6  
**(DON'T READ)** DK/NA/Refused ----- 7

9. I am now going to read some statements made by people who oppose the **proposed measure** we have been discussing. After hearing each statement, please tell me if it makes you more inclined to vote no to oppose such a measure. If you do not believe the statement, or if it has no effect on your thinking one way or the other, please tell me that instead. **(IF MORE INCLINED, ASK: “Is that much more or just somewhat?”)** **(RANDOMIZE)**

**MUCH MORE INCL**    **SMWT MORE INCL**    **(LESS INCL)**    **DON'T BEL**    **NO EFFECT**    **(NO OPIN)**

- [ ]a. **(TAXES)** California homeowners are going to get hit hard by the new federal tax law, statewide taxes are going up and the gas tax just went up. Enough is enough! Residents should reject this new tax increase because we simply cannot afford to pay higher taxes right now. ----- 1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6

**(ASK SPLIT SAMPLE A ONLY)**

- [ ]b. **(CITY HALL)** The City just spent 11 million dollars to purchase City Hall. The City should have used that money to pay for the services and infrastructure projects this measure is supposed to cover instead, and not tax us more. ----- 1 ----- 2 ----- 3 ----- 4 ----- 5 ----- 6

<u>MUCH MORE INCL</u>	<u>SMWT MORE INCL</u>	<u>(LESS INCL)</u>	<u>DON'T BEL</u>	<u>NO EFFECT</u>	<u>(NO OPIN)</u>
-------------------------------	-------------------------------	------------------------	----------------------	----------------------	----------------------

**(ASK SPLIT SAMPLE A ONLY, CONTINUED)**

- [ ]c. **(DEVELOPERS)** The City would have enough money to fund the services and infrastructure improvements it says it needs if City elected officials would take a more balanced approach to growth and development. ----- 1----- 2----- 3----- 4----- 5----- 6
- [ ]d. **(HAVE THE FUNDS)** With Costco, Target, Home Depot and other national retail stores in Goleta, the City already receives significant sales tax revenue to pay for many of the services and infrastructure projects for which it claims it needs voters to raise our sales tax. Voting No on this measure sends the message that city politicians and bureaucrats should live within their means. ----- 1----- 2----- 3----- 4----- 5----- 6

**(ASK SPLIT SAMPLE B ONLY)**

- [ ]e. **(COUNTY RENEGOTIATION)** Our City is not getting its fair share of funding from the County because of a deal that was struck in 2002 when the City of Goleta incorporated. If the City just focused on renegotiating this outdated Revenue-Neutrality Agreement so that Goleta could keep more of its property and sales taxes local, we would not need to raise our sales tax. ----- 1----- 2----- 3----- 4----- 5----- 6

<u>MUCH</u>	<u>SMWT</u>				
<u>MORE</u>	<u>MORE</u>	<u>(LESS</u>	<u>DON'T</u>	<u>NO</u>	<u>(NO</u>
<u>INCL</u>	<u>INCL</u>	<u>INCL)</u>	<u>BEL</u>	<u>EFFECT</u>	<u>OPIN)</u>

**(ASK SPLIT SAMPLE B ONLY CONTINUED)**

- [ ]f. **(LOCAL BUSINESSES)** Shoppers visit Goleta because our sales tax is among the lowest in the County. Raising the sales tax by one full cent will make it as high as the City of Santa Barbara – the highest in the County. This is a shortsighted measure because it will simply scare away shoppers and hurt local businesses.----- 1----- 2----- 3----- 4----- 5----- 6
- [ ]g. **(WASTE)** The City of Goleta has plenty of taxpayer money. The real problem is that City government is riddled with waste and inefficiency, and does not make smart choices with our tax dollars. We should vote no on this measure because we cannot trust the City with our hard-earned money.----- 1----- 2----- 3----- 4----- 5----- 6

**(RESUME ASKING ALL RESPONDENTS)**

10. Now that you know more, I would like to ask you one last time about the City of Goleta General Municipal Services, Infrastructure Upgrades 1¢ Sales Tax Measure. Again, it may read as follows:

Shall an ordinance be adopted establishing a 1¢ sales tax, until ended by voters, that raises approximately \$7,200,000 annually to be used locally to fund general municipal services in Goleta such as supporting sheriff and 9-1-1 response; preparing for natural disasters; addressing homelessness; repairing streets/potholes; supporting library and other general services and requires annual independent financial audits?

If there were an election today, do you think you would vote “Yes” in favor of it or “No” to oppose it? **(IF YES/NO, ASK: “Is that definitely or just probably?”)** **(IF UNDECIDED/DK/NA, ASK: “What are you leaning towards, voting YES, or voting NO?”)**

Definitely yes ----- 1  
 Probably yes ----- 2  
 Undecided, lean yes ----- 3  
 Undecided, lean no ----- 4  
 Probably no ----- 5  
 Definitely no ----- 6  
**(DON'T READ) DK/NA/REFUSED ----- 7**

<p align="center"><b>THE FOLLOWING ARE MY FINAL QUESTIONS, WHICH ARE JUST FOR CLASSIFICATION PURPOSES.</b></p>
--

11. Please stop me when I come to the category that best describes the ethnic or racial group with which you identify yourself. Is it...? **(READ RESPONSE CHOICES)**

Hispanic or Latino ----- 1  
 African-American ----- 2  
 Chinese ----- 3  
 Another Asian/Pacific Islander group ----- 4  
 Caucasian/white ----- 5  
 Another group, or mixed ----- 6  
 (DON'T KNOW/NA) ----- 7

12. I don't need to know the exact amount but I'm going to read you some categories for household income. Would you please stop me when I have read the category indicating the total combined income for all the people in your household before taxes in 2019?

\$30,000 and under ----- 1  
 \$30,001 - \$50,000 ----- 2  
 \$50,001 - \$75,000 ----- 3  
 \$75,001 - \$100,000 ----- 4  
 \$100,001 - \$125,000 ----- 5  
 More than \$125,000 ----- 6  
 (DON'T READ) Refused/DK/NA ----- 7

**(ONLINE ONLY)**

QX. What is your gender?

Male ----- 1  
 Female ----- 2  
 Non-binary ----- 3  
 Prefer not to say ----- 4

**THANK AND TERMINATE**

**SEX (BY OBSERVATION):**

Male ----- 1  
 Female ----- 2

**LOI (BY OBSERVATION):**

English ----- 1  
 Spanish ----- 2

**REGISTRATION:**

Democrat ----- 1  
 Republican ----- 2  
 No Party Preference ----- 3  
 Other ----- 4

**FLAGS**

P10 ----- 1  
 G10 ----- 2  
 P12 ----- 3  
 G12 ----- 4  
 P14 ----- 5  
 G14 ----- 6  
 P16 ----- 7  
 G16 ----- 8  
 P18 ----- 9

G18 ----- 10  
 BLANK ----- 11

**VOTE BY MAIL**

1 ----- 1  
 2 ----- 2  
 3+ ----- 3  
 BLANK ----- 4

**PERMANENT ABSENTEE**

Yes ----- 1

No----- 2

### **AGE**

18-24----- 1  
 25-29----- 2  
 30-34----- 3  
 35-39----- 4  
 40-44----- 5  
 45-49----- 6  
 50-54----- 7  
 55-59----- 8  
 60-64----- 9  
 65-74----- 10  
 75+----- 11  
 BLANK----- 12

### **HOUSEHOLD PARTY TYPE**

D1----- 1  
 D2+----- 2  
 R1----- 3  
 R2+----- 4  
 I1+----- 5  
 Mixed----- 6

### **NORTH/SOUTH OF 101**

North----- 1  
 South----- 2

### **DATE OF INTERVIEW**

Feb XX----- 1  
 Feb XX----- 2  
 Feb XX----- 3  
 Feb XX----- 4  
 Feb XX----- 5  
 Feb XX----- 6

### **A/B SPLIT SAMPLE**

Split A----- 1  
 Split B----- 2

### **MODE OF INTERVIEW**

Online----- 1  
 Phone----- 2

## **ATTACHMENT 4**

Presentation of Survey Results from FM3 Research

# City of Goleta Community Priorities/ Budget Survey

*Survey Conducted February 11-23, 2020*



OPINION  
RESEARCH  
& STRATEGY



# Survey Methodology



Conducted a Dual Mode Survey, online, by cell, and landline between February 11-23, 2020

Contacted by e-mail and telephone

Surveys were completed among a random sample of 420 City of Goleta registered voters who are likely to vote in the November 2020 General Election

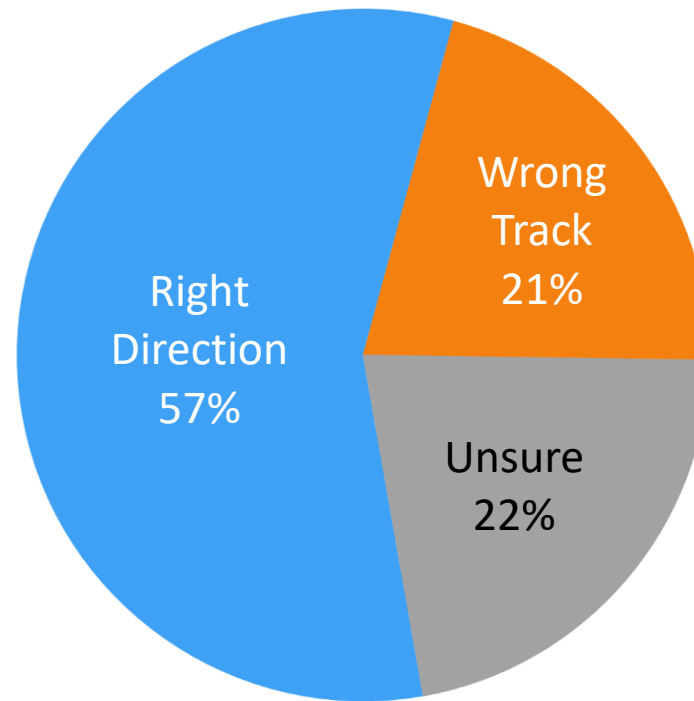
Overall margin of error: +/-4.9% full sample; +/-6.9% for half sample

Some percentages may not sum to 100% due to rounding

# Mood of the Electorate

# Close to 6-in-10 voters have a favorable view of the direction of the City of Goleta.

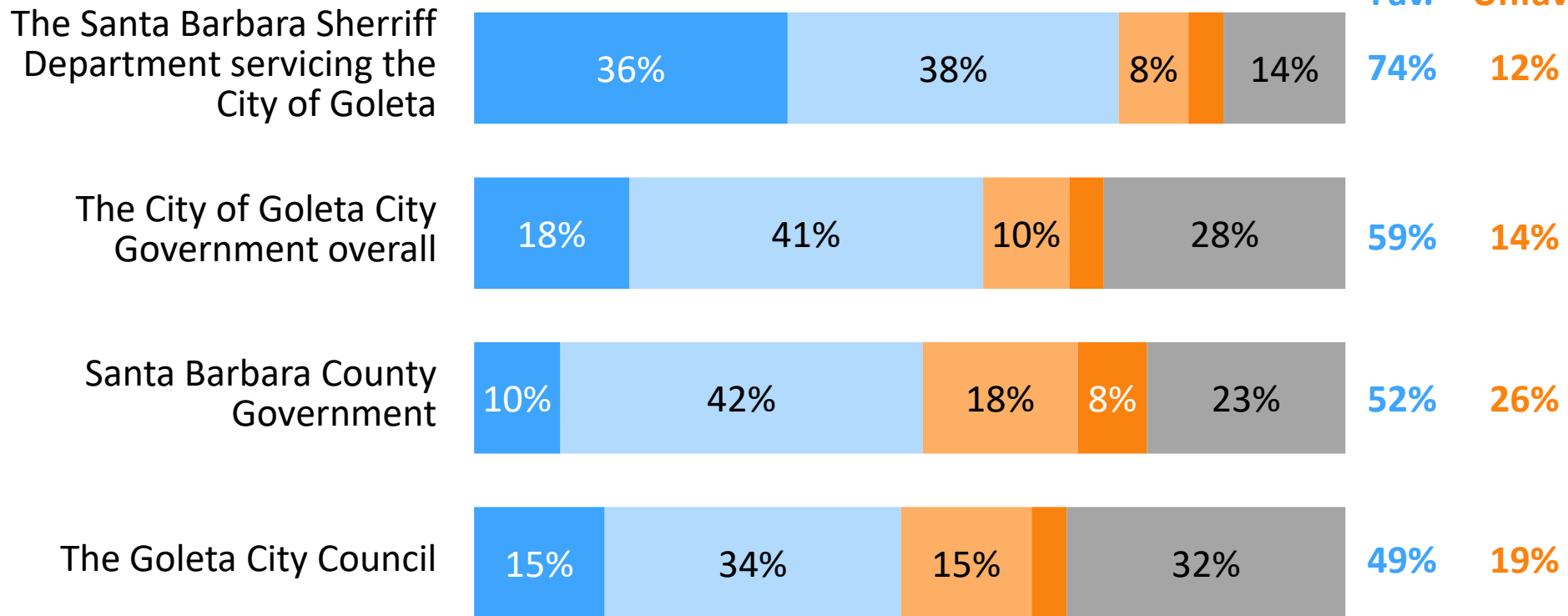
*Would you say that things in the City of Goleta are generally headed in the right direction or do you feel that things are off on the wrong track?*



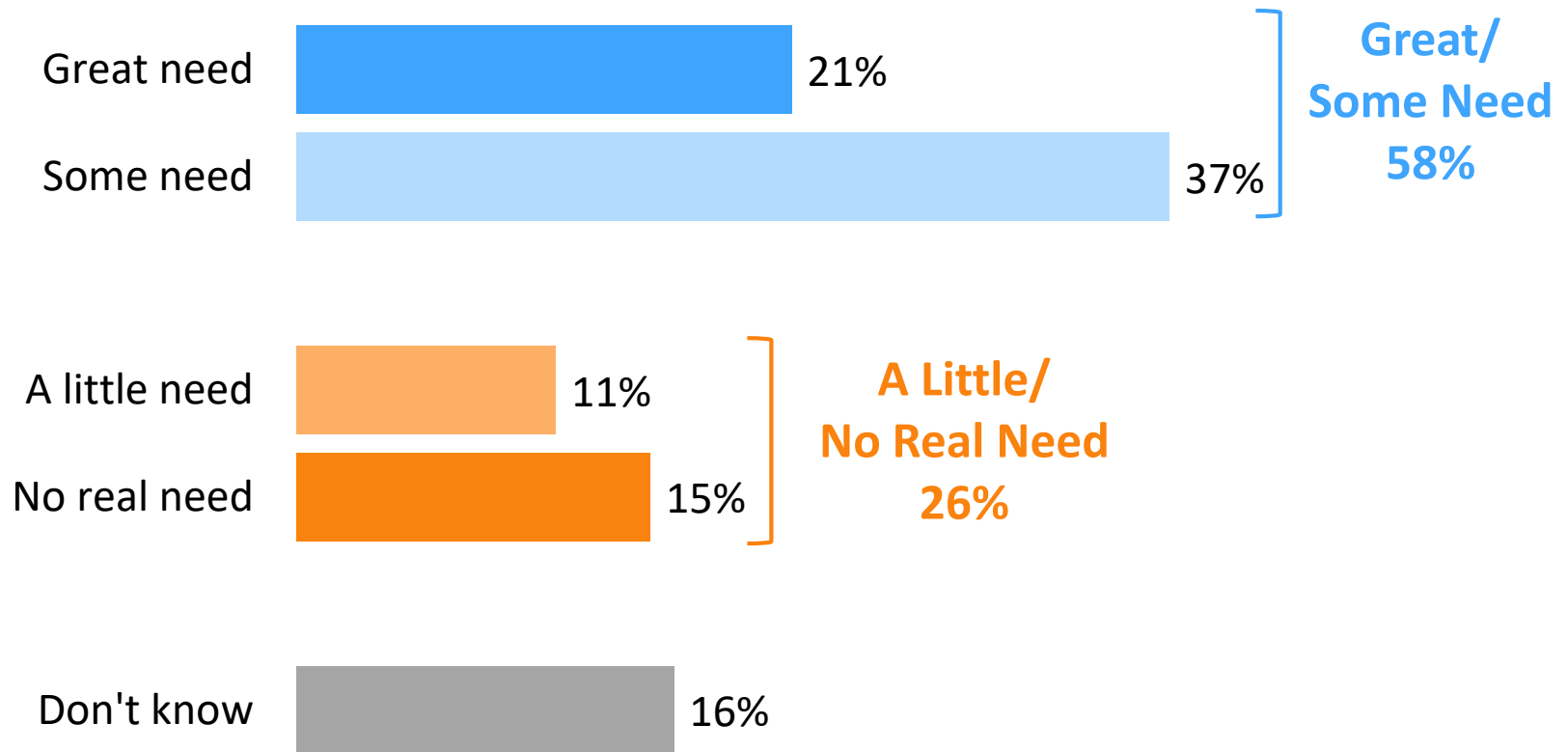
# More than 7-in-10 have favorable views of the County Sheriffs serving the City; with other local and county government agencies or organizations receiving majority favorable ratings.

(Ranked by Total Favorable)

■ Very Fav.
■ Smwt. Fav.
■ Smwt. Unfav.
■ Very Unfav.
■ NHO/Can't Rate
Total Fav.
Total Unfav.



# Slightly less than 6-in-10 perceive the City has a need for additional funds for City services, with 21% saying the need is great.



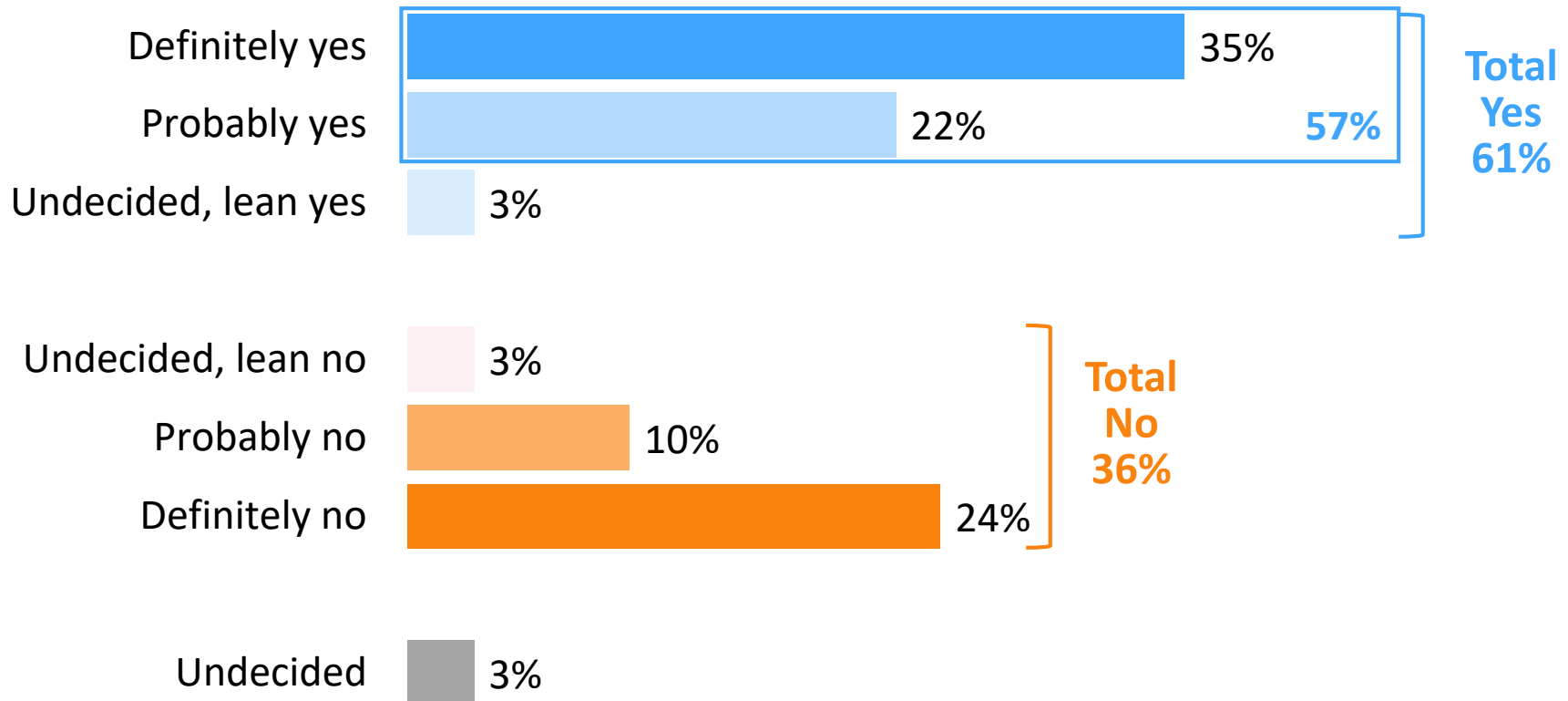
# Ballot Measure

# Ballot Title and Summary

## City of Goleta General Municipal Services, Infrastructure Upgrades 1¢ Sales Tax Measure

Shall an ordinance be adopted establishing a 1¢ sales tax, until ended by voters, that raises approximately \$7,200,000 annually to be used locally to fund general municipal services in Goleta such as supporting sheriff and 911 response; preparing for natural disasters; addressing homelessness; repairing streets and potholes; supporting library and other general services and requires annual independent financial audits?

# Roughly 6-in-10 initially support the 1-cent measure with a simple majority threshold, with 35% saying they would definitely vote yes.

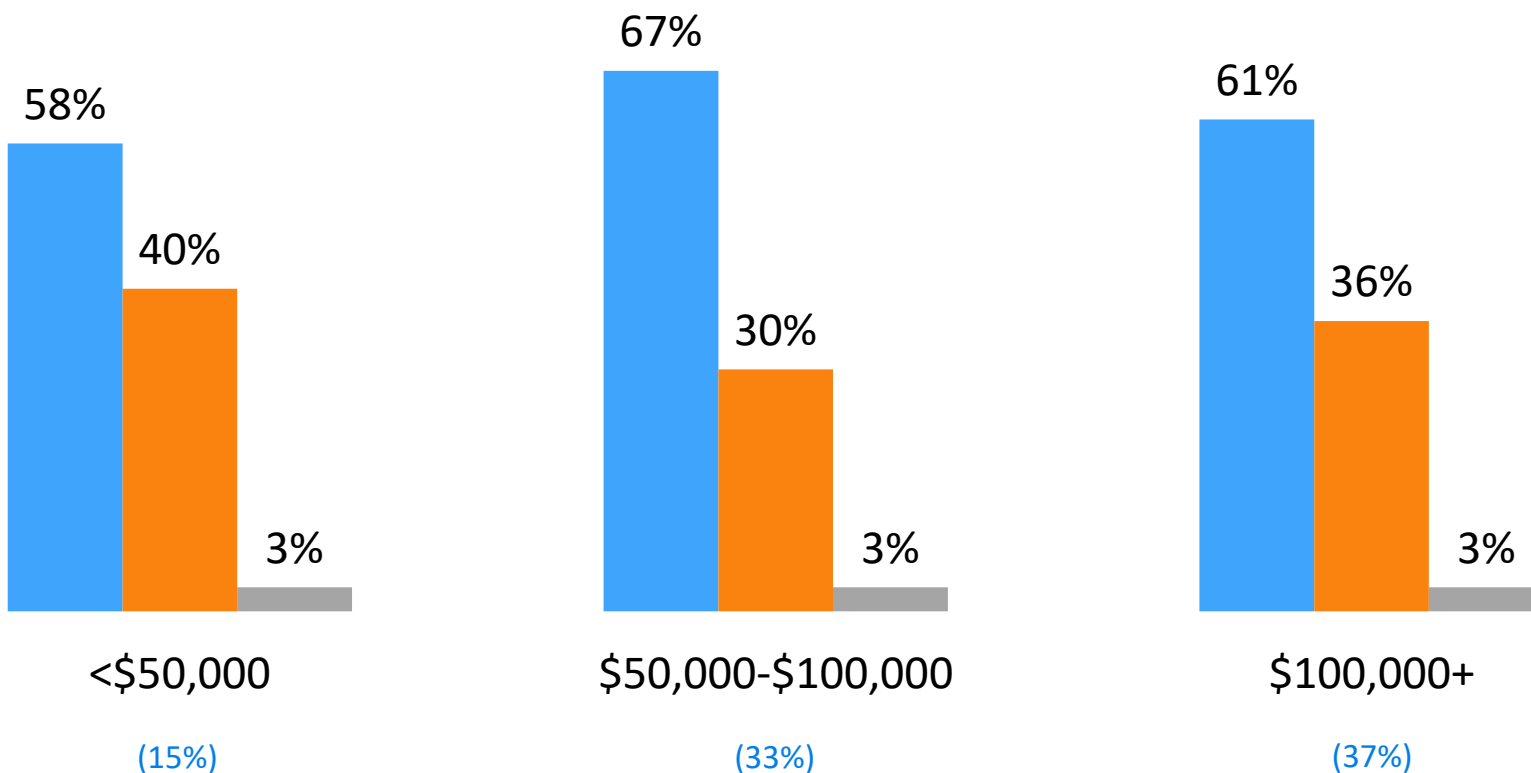




# Support is above the threshold needed to pass the measure across household income groupings.

*Initial Vote on 1-cent Sales Tax Measure by Household Income*

■ Total Yes ■ Total No ■ Undecided

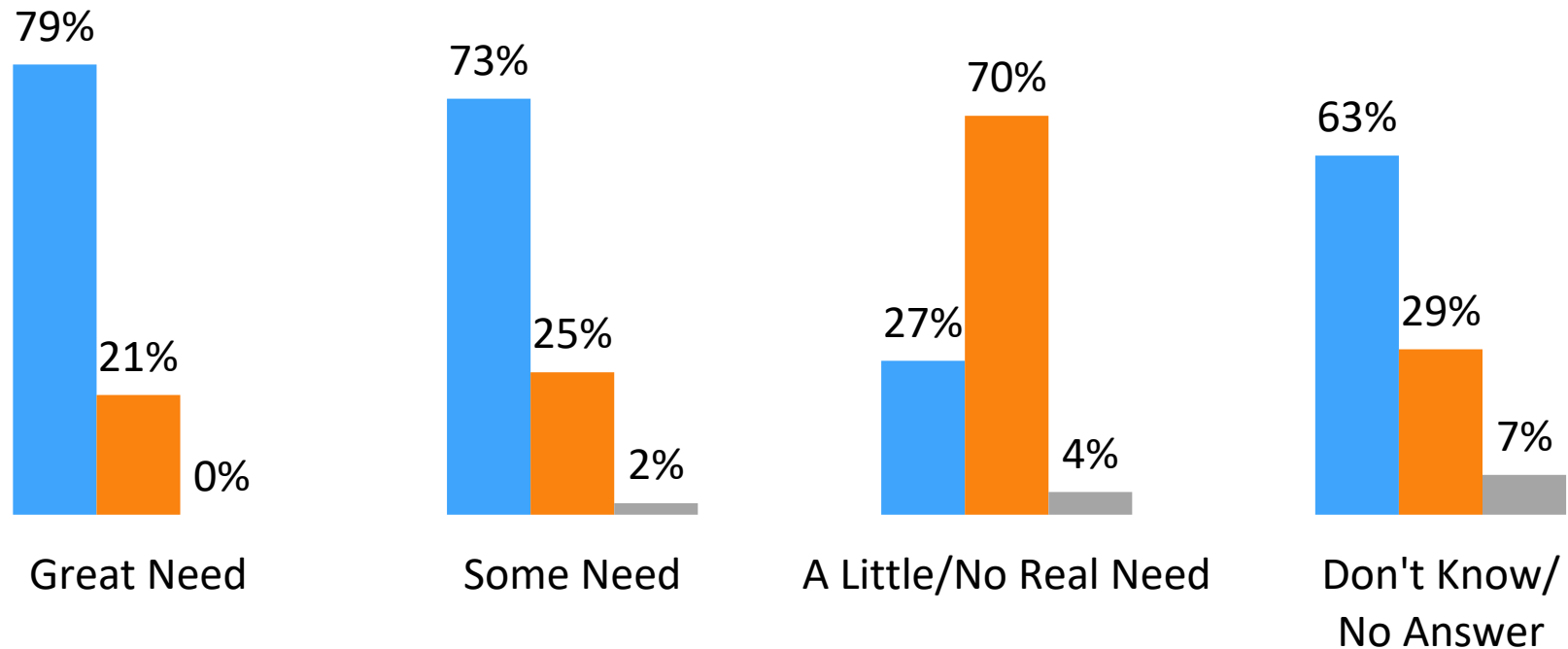


(% of  
Sample)

# The more one perceives there is a need for additional funds for City services the more one is likely to vote yes on the measure.

*Initial Vote on 1-cent Sales Tax Measure by Need for Funding*

■ Total Yes ■ Total No ■ Undecided



(% of  
Sample)

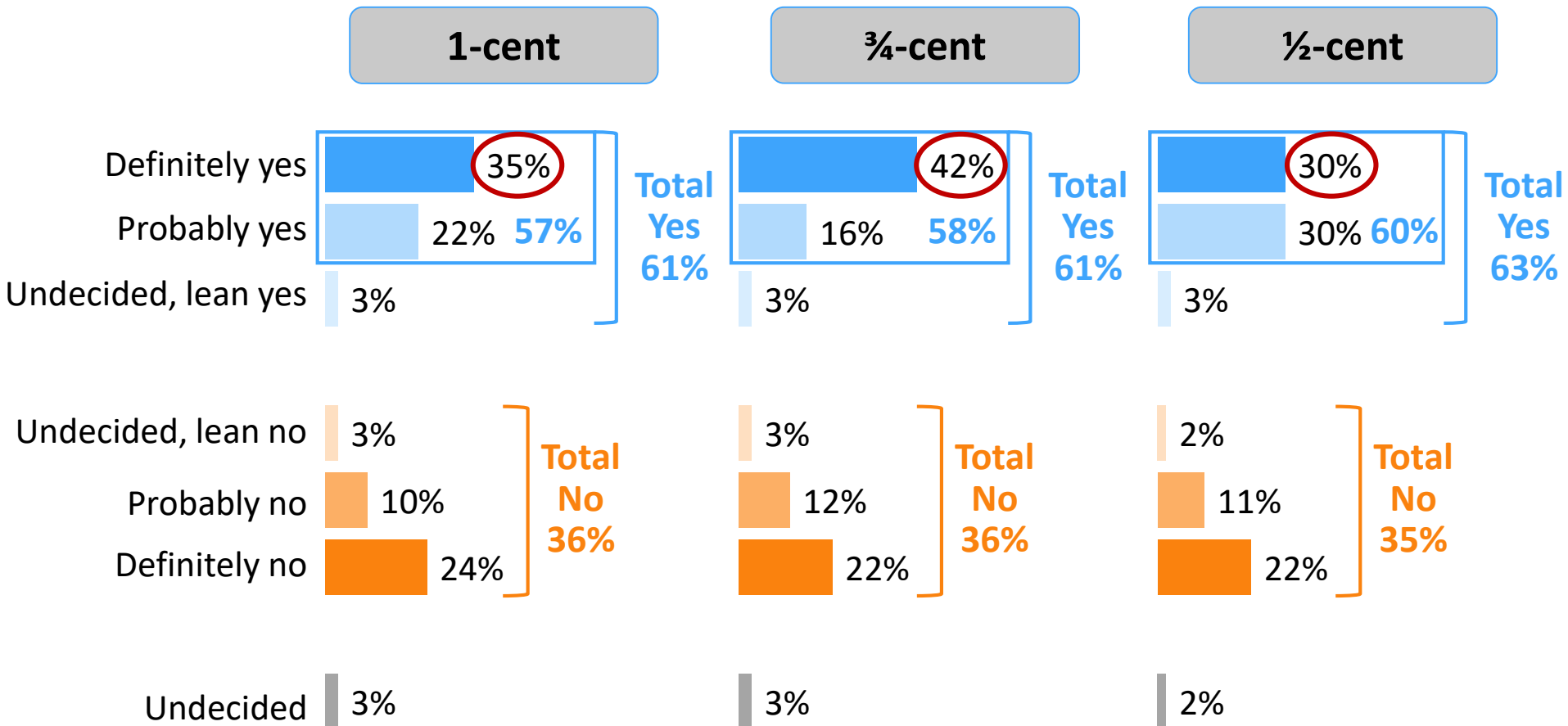
(21%)

(37%)

(26%)

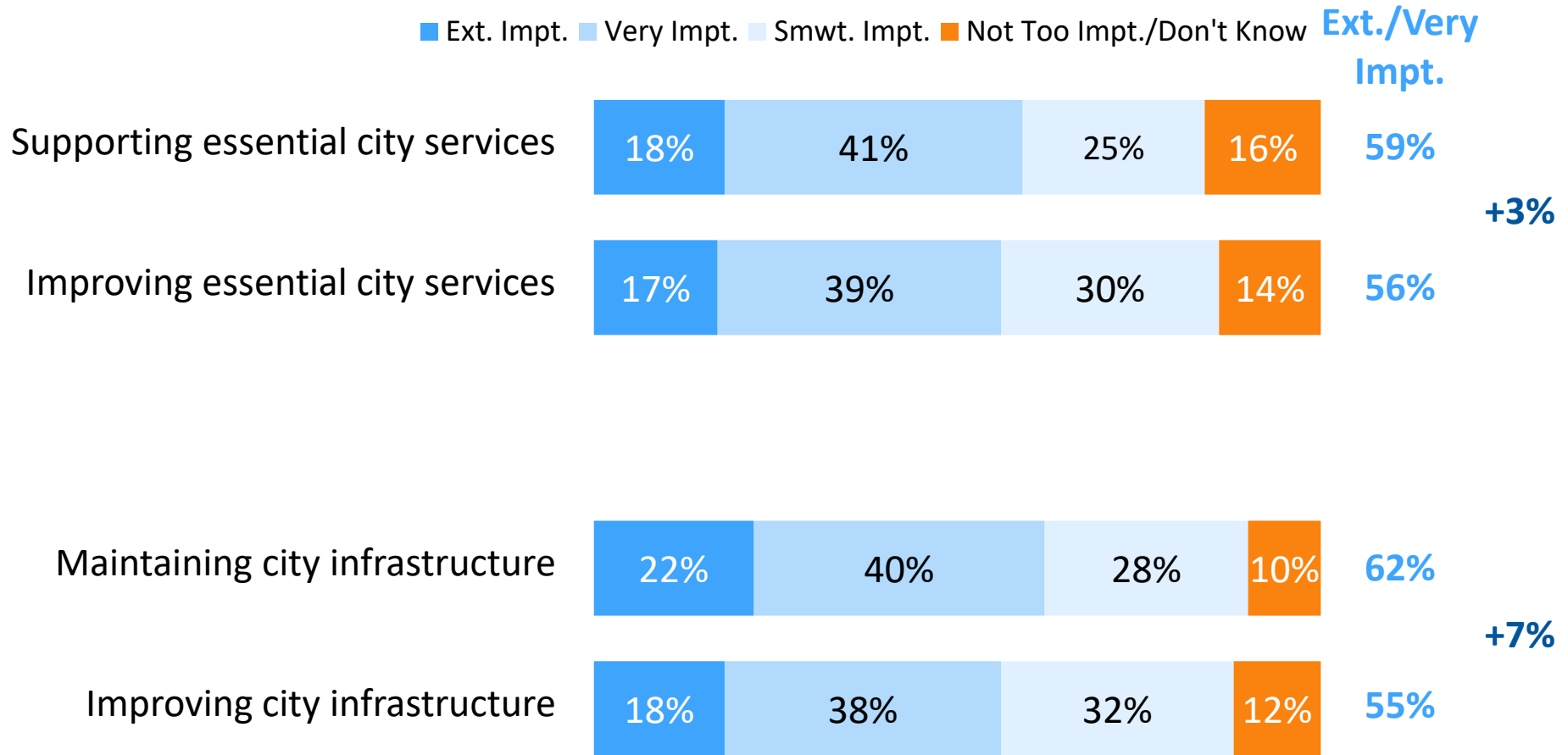
(16%)

**There is no significant difference in overall support for the one-cent, half-cent and one-quarter cent sales tax, but those who said they would definitely vote yes is greater for the three-quarter-cent sales tax.**



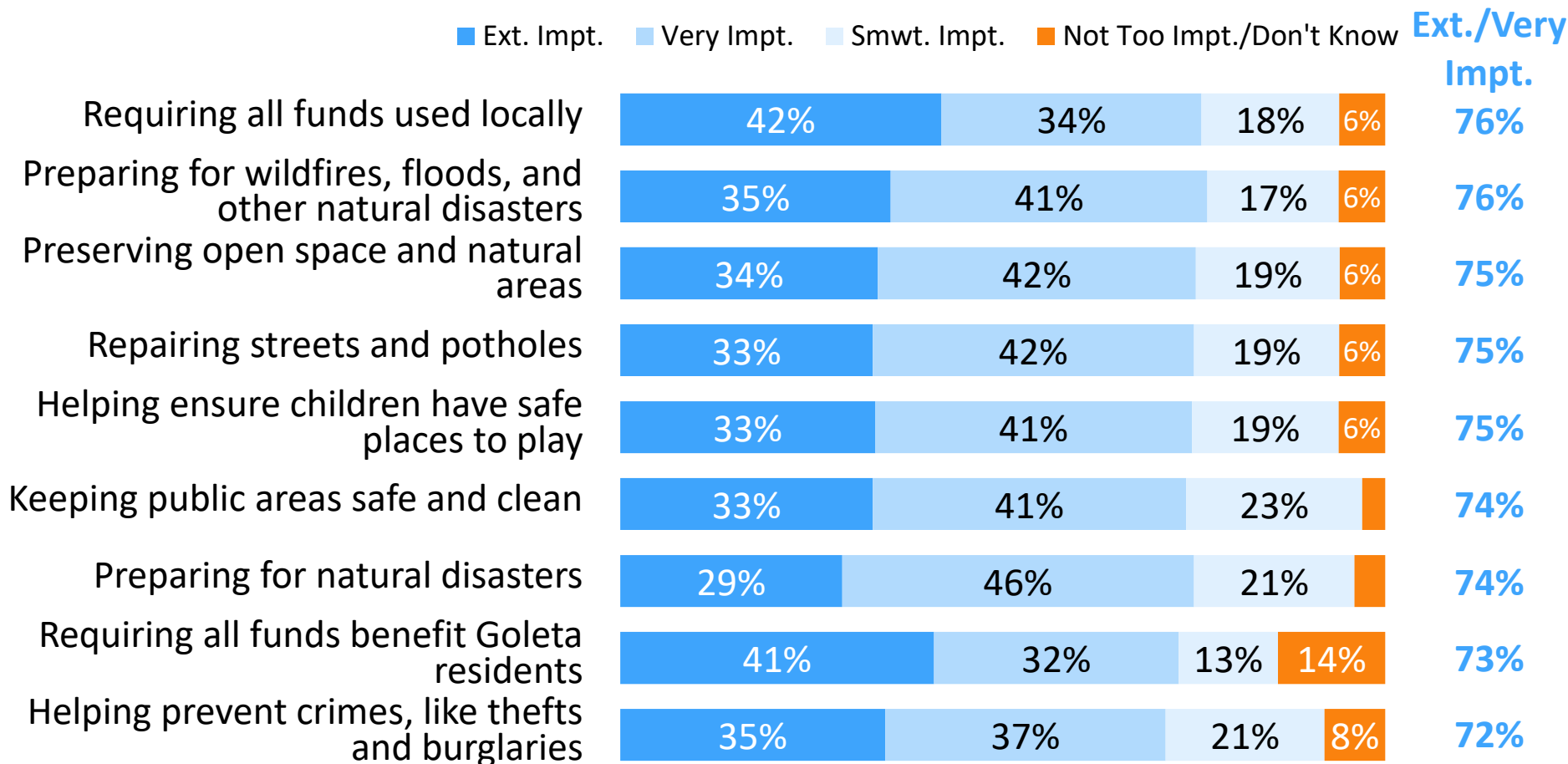
# Voter Priorities

# Voters rate supporting and maintaining services and infrastructure somewhat similarly to improving services and infrastructure.



# Preparing for wildfires, floods/other natural disasters; requiring all funds used locally; preserving open space/natural areas and repairs streets and potholes are among top priorities for a potential ballot measure.

(Ranked by Extremely/Very Important)

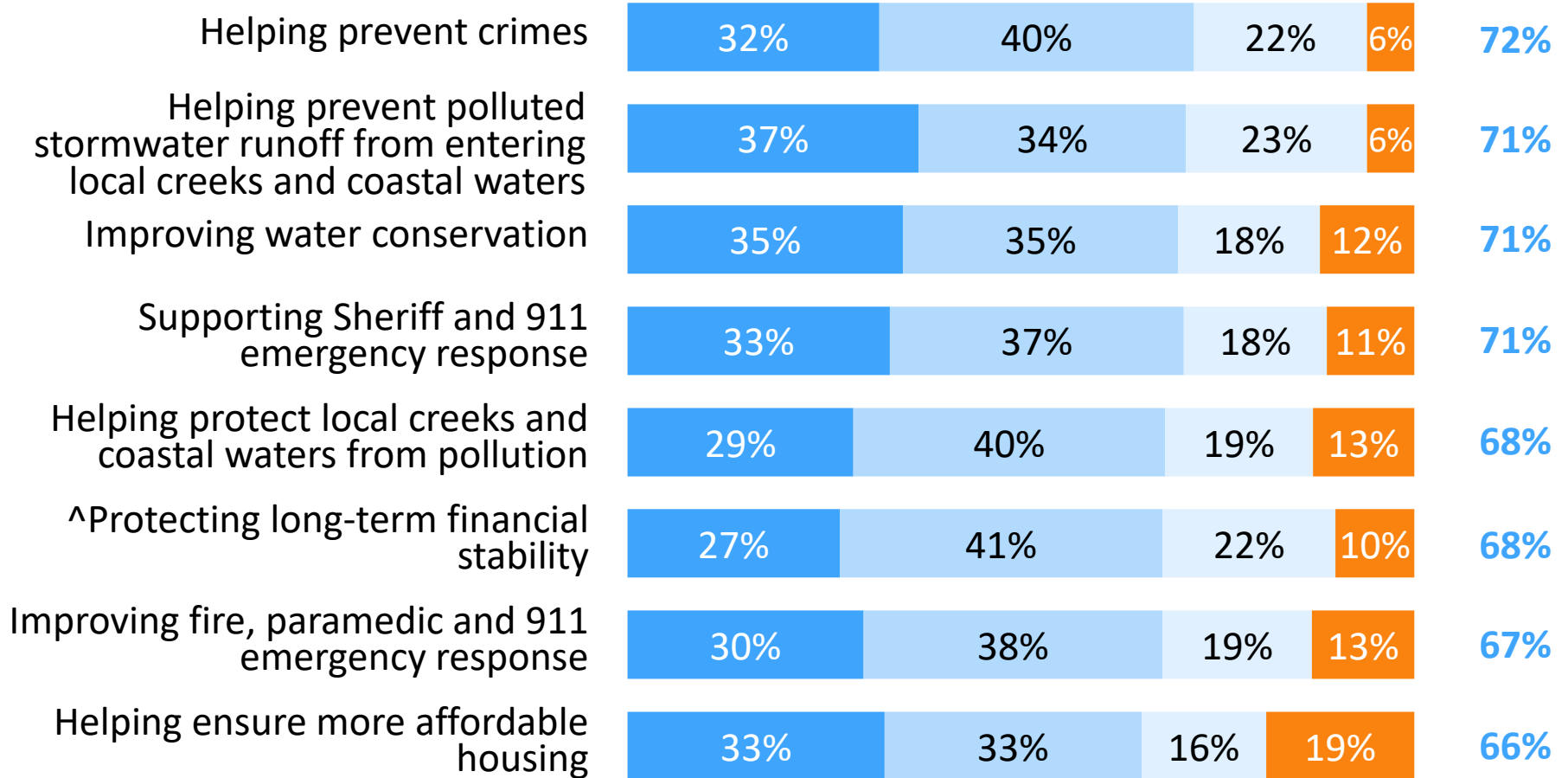


# Continued

(Ranked by Extremely/Very Important)

■ Ext. Impt. ■ Very Impt. ■ Smwt. Impt. ■ Not Too Impt./Don't Know

Ext./Very  
Impt.

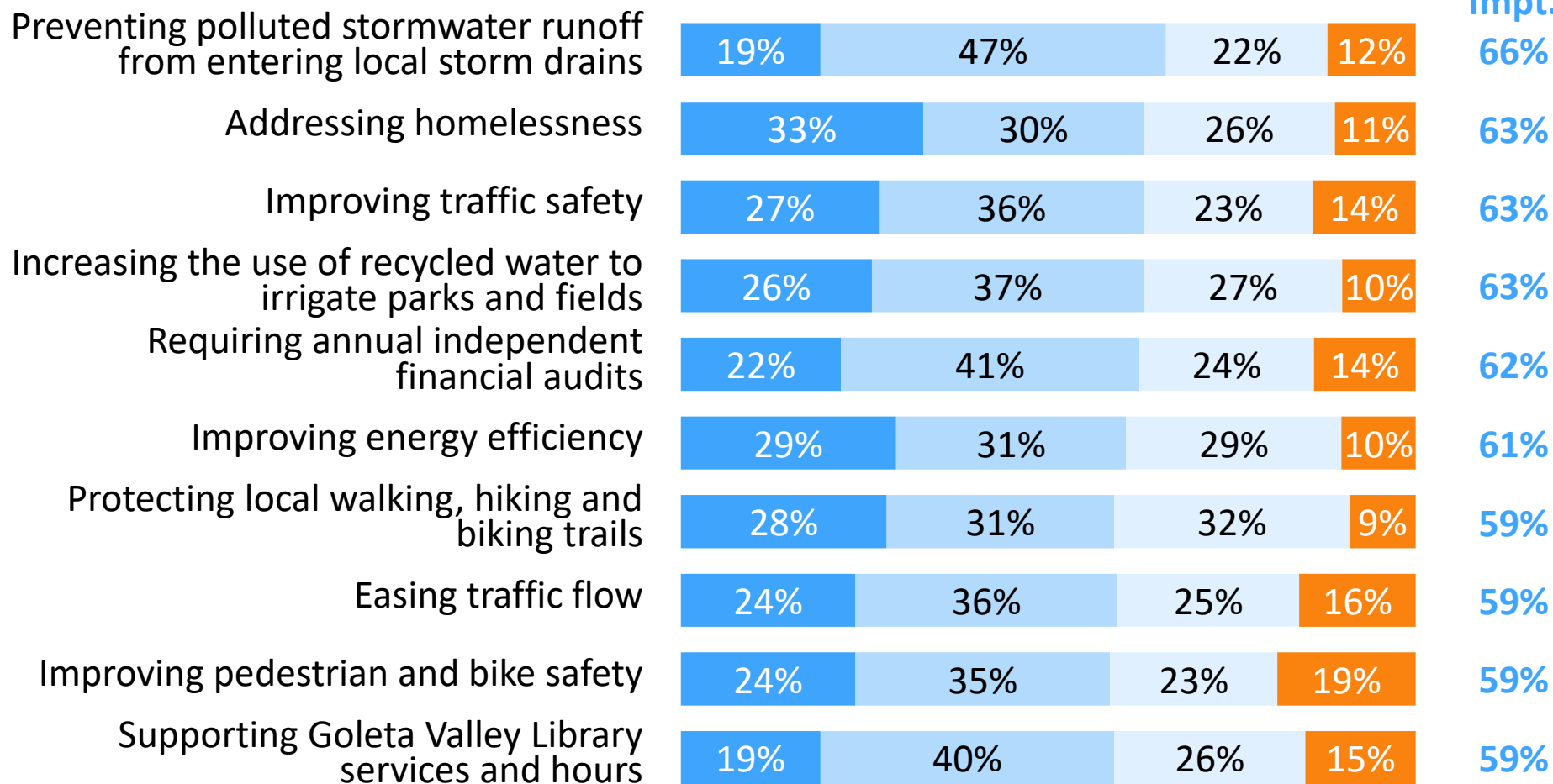


# Continued

(Ranked by Extremely/Very Important)

■ Ext. Impt. ■ Very Impt. ■ Smwt. Impt. ■ Not Too Impt./Don't Know

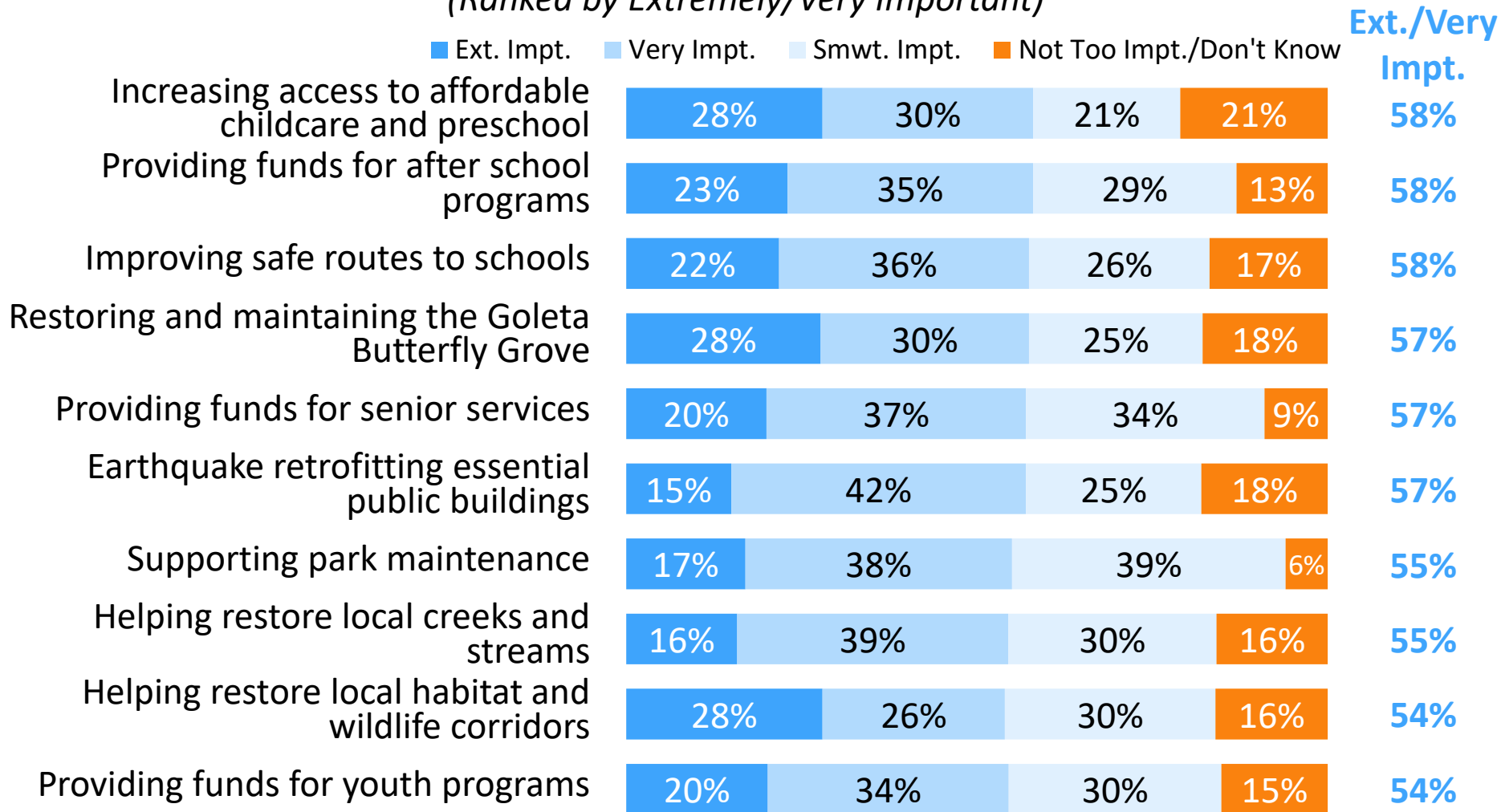
Ext./Very  
Impt.





# Continued

(Ranked by Extremely/Very Important)



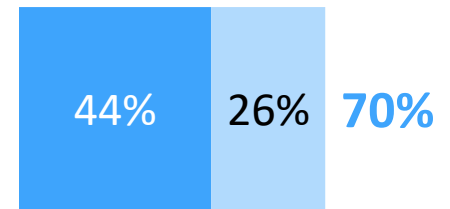
# Educational Outreach

# Ensuring that the funds are locally controlled, the need to repair City streets, and requiring strict accountability provisions in the measure are among the lead reasons to vote yes on the potential measure.

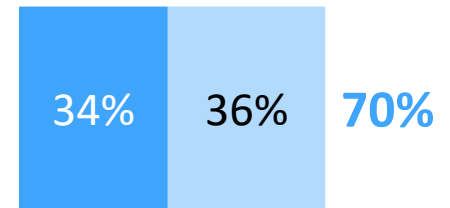
(Ranked by Total More Inclined to Vote Yes)

■ Much More Incl. ■ Smwt. More Incl.

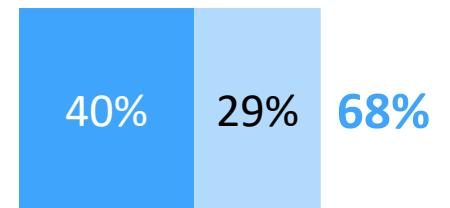
**(LOCAL CONTROL)** In the last several years, Goleta has lost millions of dollars from Sacramento money grabs. This measure requires that all funds raised stay in Goleta for the essential local services you rely on and not a penny can be taken by Sacramento.



**(STREETS)** Independent road engineers have recently rated two-thirds of Goleta's streets and roads as "fair," "poor," or "failed." It is time we fund these essential safety repairs to our infrastructure before it gets even worse and becomes more expensive in the future.



**^(ACCOUNTABILITY)** This measure includes tough accountability provisions such as public disclosure of all spending and annual independent financial audits and ensures that all funds remain in the City of Goleta and cannot be taken by Sacramento or the County. These fiscal safeguards will ensure that funds from this measure will be used efficiently, effectively and as promised.

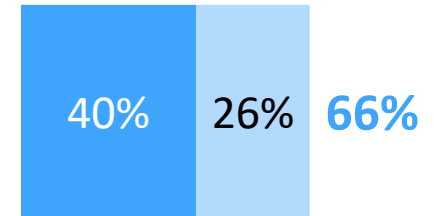


# Continued

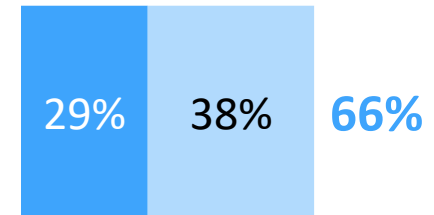
*(Ranked by Total More Inclined to Vote Yes)*

■ Much More Incl. ■ Smwlt. More Incl.

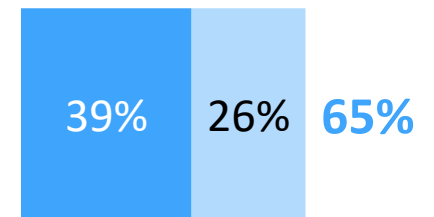
**(OUT-OF-TOWNERS)** A sizeable portion of the funding for this measure will be paid by people who do not live here in Goleta. This measure will capture millions of dollars paid by visitors and commuters from Isla Vista and Santa Barbara who work in Goleta or shop at our Costco, Home Depot, Target and other stores, so that they can contribute to maintaining our local roads and keeping our community safe.



**(INFRASTRUCTURE)** The City of Goleta does not have adequate funds to maintain and upgrade our aging infrastructure. This measure invests in such infrastructure projects to improve our drainage system to prevent flooding; update aging playground equipment to keep play areas safe, and upgrade some of the major city streets to improve safety and traffic flow because they were originally designed in the early part of the twentieth century when the population was less than 12,000.



**(YOUTH)** Passing this measure will protect funding for thousands of Goleta children and youth who rely on City-funded after school, summer and library programs; and ensures frequent Sheriff patrols, safety officers and crossing guards at neighborhood schools. These programs keep our community's kids off the streets, safe and out of trouble.

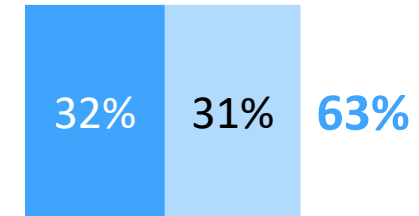


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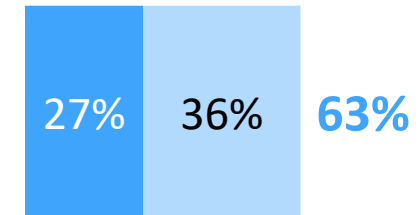
*(Ranked by Total More Inclined to Vote Yes)*

■ Much More Incl. ■ Smwt. More Incl.

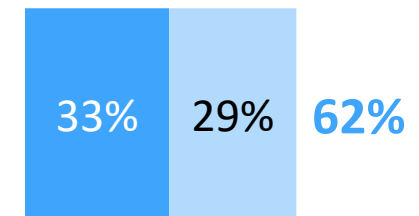
**(DISASTER PREPAREDNESS)** The recent Cave Fire, and the potential after-effects including the increased risk of flooding and debris flow, demonstrate that our community is vulnerable to extreme weather patterns and other natural disasters. This measure will help upgrade and maintain our roads so that emergency vehicles can respond to calls quickly, improve local drainage systems to reduce flooding, and establish alternative clean power sources in case electric companies cut local power.



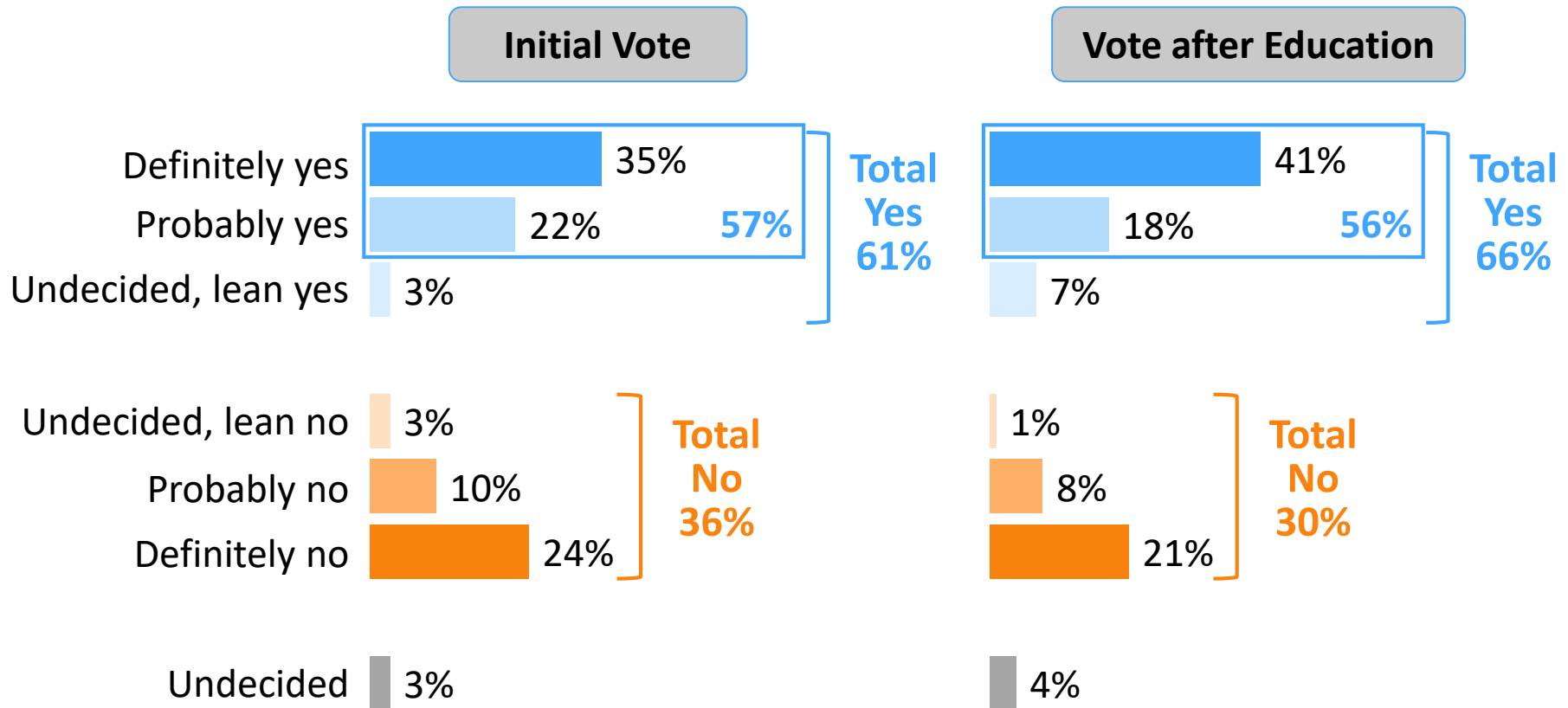
**(CRIME)** Last year, there were more than 460 thefts and burglaries in Goleta. This measure will help provide the resources needed to maintain and improve neighborhood, school and business patrols, improve response times, solve crimes and make our city safer.



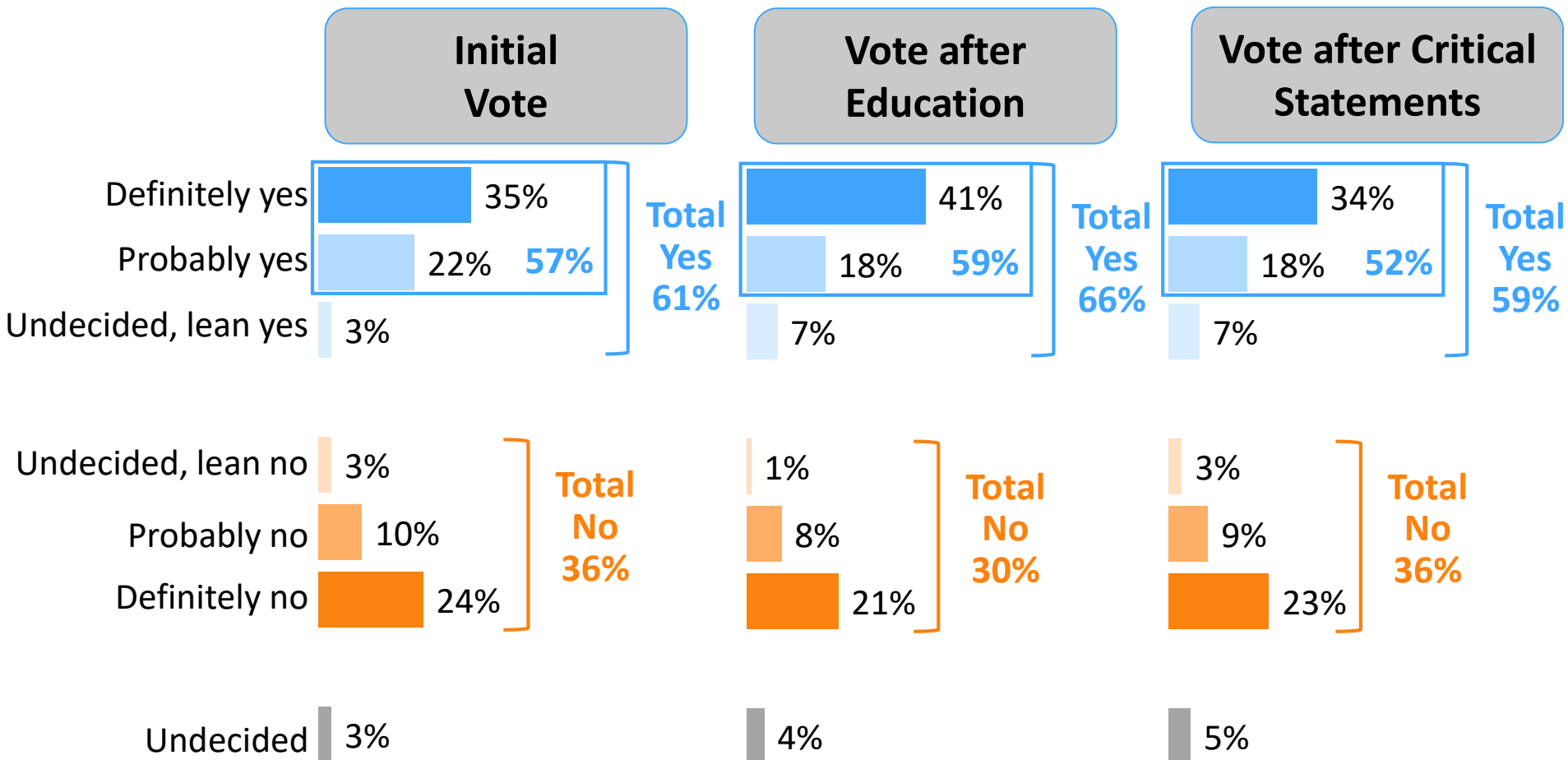
**^(HOMELESS)** There continues to be over 100 homeless individuals in Goleta. This measure will help the City address homelessness by providing individuals, including seniors and veterans, access to homeless prevention services such as local drug and alcohol counseling, health and social services, and emergency short-term housing. This will also ensure our neighborhoods, business districts, parks and other public areas are safe and secure for everyone.



**After education, overall support for the measure increases 5 percentage points, and those having said they would definitely vote yes increases by 6 percentage points.**



**After critical statements, overall support for the measure drops 7 percentage points, with only slightly over a third indicating they would definitely vote yes, but remains viable above the margin of error for passage.**



# Conclusions



# Conclusions

- ✓ A majority of respondents believe the City of Goleta is headed in the right direction, and have favorable views of the Sheriff's department in the City, and the City's government overall.
- ✓ Over half of respondents believe the City has a need for additional funding, although only two-in-ten believe that need is great.
- ✓ Roughly six-in-ten respondents initially support a potential one-cent sales tax measure with a simple majority threshold. Support for the measure does not significantly change at lower rates.
- ✓ Respondents prioritize funding to prepare for wildfires and other natural disasters; requiring that all funds are used locally; preserving open spaces and natural areas; and repairing streets and potholes. There is also a slight preference for maintaining city infrastructure over improving it.

# Conclusions, cont.

- ✓ Educational statements that discuss how the measure will ensure funds are locally controlled, the need to repair City streets, and the measure's accountability measures are most likely to make respondents support the measure.
- ✓ After receiving educational statements, support for the measure increases to two-thirds, with four-in-ten indicating they would definitely support the measure.
- ✓ After hearing all information, overall support does drop back down to 59 percent, but remains above the required simple-majority threshold and above the margin of error, indicating viability.

# City of Goleta Community Priorities/ Budget Survey

*Survey Conducted February 11-23, 2020*



OPINION  
RESEARCH  
& STRATEGY

## **ATTACHMENT 5**

Polling Services Quote from FM3 Research



**TO** Kristy Schmidt and Ryan Kintz  
City of Goleta

**FROM** Richard Bernard and Laura Covarrubias  
FM3 Research

**RE:** Proposal to Conduct a City of Goleta Follow-Up Survey

**DATE** April 23, 2020

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Fairbank, Maslin, Maullin, Metz & Associates (FM3) is pleased to submit this proposal to conduct a 12- to 15-minute dual-mode (online and by telephone – cellular and landline) survey among a random sample of 300 City of Goleta residents likely to vote in the upcoming November 2020 General Election to examine the current level of support for a potential sales tax revenue measure. While the City’s February baseline survey indicated that a majority of Goleta voters would consider voting yes for a sales tax to support City services and improve its infrastructure, the survey was conducted prior to the onset of the Coronavirus Pandemic.

The proposed shorter follow-up survey will be able to “track” public opinion over time by re-asking questions to determine if and to what extent the views of your voters have shifted given the new circumstances in which residents and the City find themselves. More broadly, the survey will examine voters’ health-related concerns, view of the economy, their own financial situation and job status all within the context of declining City budget projections and the need for City officials to make tough decisions on how best to use City funds to provide services residents will need now and in the near future.

The remainder of this memo details FM3’s proposed research specifications for the City of Goleta and associated costs.

## PROPOSED RESEARCH SPECIFICATIONS AND ESTIMATED COSTS

<b>Research Methodology</b>	Dual-mode voter survey
<b>Data Collection Mode</b>	Telephone and online interviews
<b>Respondent Contact Method</b>	Telephone calls and Email invitations

<b>Sample</b>	300 Likely November 2020 General Election City of Goleta voters
<b>Margin of Sampling Error</b>	±5.7 percent in 95 out of 100 cases for a sample of 300 interviews
<b>Questionnaire</b>	12- to 15-minute survey, featuring between 30 and 55 unique questions (including battery question items and demographic questions)
<b>Language</b>	Telephone interviews will be conducted in English and Spanish. Online interviews will be conducted in English only.
<b>Deliverables</b>	<p>Following the completion of the survey, we will provide:</p> <ul style="list-style-type: none"> <li>• A questionnaire for easy reference</li> <li>• A complete analysis of survey results in PowerPoint</li> <li>• A presentation of the survey results</li> </ul> <p>FM3 will also be available for ongoing consultation and any further analysis of the research.</p>
<b>Cost</b>	<p><b>Figure 1</b> below shows the total estimated costs for this research. These prices are comprehensive, and include all costs for questionnaire design, Spanish translation, sample matching for current phone numbers and email addresses, programming, email invitations, survey hosting, bilingual telephone interviewing, data entry and analysis, and reporting.</p>

**Figure 1: Dual-Mode Bilingual Voter Survey Costs for a Sample of 300**

Survey Length	300 Interviews
12 Minutes	\$22,250
15 Minutes	\$23,250

We would welcome the opportunity to work with you on this research. If you have any questions or if there is any further information we can provide, please do not hesitate to contact us. Thank you for your consideration, my contact information is as follows:

**Richard Bernard, Ph.D., Partner**

Fairbank, Maslin, Maullin, Metz & Associates (FM3)  
 12100 Wilshire Boulevard, Suite 350  
 Los Angeles, CA 90025  
 (310) 428-1809 (cell)  
[Bernard@FM3Research.com](mailto:Bernard@FM3Research.com)

**Laura Covarrubias, Research Associate**

Fairbank, Maslin, Maullin, Metz & Associates (FM3)  
 12100 Wilshire Boulevard, Suite 350  
 Los Angeles, CA 90025  
 (310) 433-6241 (cell)  
[Laura@FM3Research.com](mailto:Laura@FM3Research.com)

## **ATTACHMENT 6**

Outreach Services Quote from Mary Rose and Associates and FM3 Research

# **MARY ROSE** **& ASSOCIATES**

Date: April 28, 2020

From: Mary Rose

To: Kristy Schmidt, City of Goleta  
Ryan Kintz, City of Goleta

Re: Public Information Services Related to Possible Ballot Measure on Infrastructure Funding – Revised (2)

Mary Rose & Associates (MRA) is pleased to provide this proposal to assist the City of Goleta develop and implement a public outreach/public education campaign regarding a potential sales tax measure to be placed on the November 2020 ballot, in conjunction with FM3 Research.

## **SCOPE OF WORK**

- 1) MRA will review the results of the public opinion survey prepared by Fairbank, Maslin, Mullin & Associates (FM3) conducted February 11 -23, 2020, and review the City's existing outreach channels and make recommendations regarding enhancing outreach (if necessary) to ensure that all voters are included.
- 2) MRA will develop and assist the city with implementation of a public outreach campaign with a feedback mechanism or additional polling by FM3 (if authorized by Council) to gain insight into where city voters are today. Because of the current climate requiring social distancing this will require greater use of social media and technology, including a telephone or video town hall using existing City video resources and/or on-line survey. This will allow the city leadership to provide information on what resources the city has available today, and gain information on what services are most important to people now. Some examples of possible changing priorities may be to enhance or shift funding to opening parks in a safe manner – which may include greater cleaning/sanitation staffing costs; economic development support for small businesses; greater support for libraries, child care or social safety net programs, etc.)
- 3) Work with staff to maintain consistent messages across all city communication platforms.
- 4) Regular and special project meetings and preparation,
- 5) Stakeholder identification and communication,
- 6) Assist with the implementation of public information plan,
- 7) Presentation graphics that may be incorporated into existing communication channels (newsletter, website, etc).

Total for items 1-7 above shall not exceed \$18,000, without prior written authorization.

PO Box 90610  
PHONE: 805.965.3952

SANTA BARBARA, CA 93190  
FAX: 805.966.1306



Additionally, we recommend the following:

- 8) Social Media Campaign Outreach Campaign targeted to City residents over 18 years of age (through voter file matching and geo-fencing), consisting of 6 to 8 “call to action” posts/advertisements. MRA will work with Brian Adams of Trusted Messenger Marketing to implement this program.  
Timing: Week of May 11 and June 30  
Cost: \$4,100.00
- 9) Creation of one mailer to all city voters (approximately 10,263 households) illustrating the city’s needs for additional revenue and seeking input on funding priorities; development of a short survey instrument (survey monkey or equivalent) available on-line); and analysis.  
Timing: to be mailed week of May 11, 2020. (prior to FM3 survey).  
Cost Estimate: \$8,000.00 (printing, postage, list, mail house, survey monkey or equivalent).
- 10) Creation and development of an additional mailer to be produced by the City using existing budgeted resources, explaining new Vote-By-Mail procedures, and describing the City’s Ballot measure.  
Timing: to be mailed week of September 12, 2020 (approximately 45 days pre-election).  
Cost: Existing City outreach budget.

Total for all recommended tasks (1-10) not to exceed: \$30,100.00

Upon signing this contract, Mary Rose will immediately set a planning meeting with the designated representatives of the City. Within one week of the meeting, we will present at timeline with specific recommendations for your review and approval. Following acceptance of the plan, MRA will begin development of materials, including mailers and fact sheets.

Services will begin immediately upon acceptance of this agreement and will terminate when the City Council determines that a ballot measure should or should not be placed on the ballot, public information services will no longer be needed, and the contract services will end.

Unless indicated, all work shall be performed by Mary Rose, Principal Consultant at a rate of \$225.00 per hour, and her graphic design staff at the rate of \$90 per hour. MRA will bill monthly for time spent on project, with payment due within 30 days. Either party may terminate this agreement without cause by giving 10 business days written notice or immediately for cause.

All costs will be billed at net. There will be no mark-up on materials production, printing, mailing, or other costs.