

MEETING DATE: 10/8/07

AGENDA ITEM: Discussion and Consideration of Public Education Activities Related to the Proposed Modernization of the Utility Users' Tax Provisions in the Culver City Municipal Code; and Consideration of Approval of a Professional Services Agreement with True North Research and Tramutola LLC for Public Opinion Research and Public Education Advisory Services.

ATTACHMENTS

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PROPOSAL TO PROVIDE
VOTER RESEARCH AND PUBLIC EDUCATION SERVICES

PRESENTED TO THE
CITY OF CULVER CITY

SEPTEMBER 5, 2007

True North
RESEARCH

TEAMING
WITH

TRAMUTOLA
THE DISCIPLINE OF WINNING

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C O V E R L E T T E R

True North Research, Inc. (True North), together with Tramutola LLC, is pleased to present this proposal to provide voter opinion research and public education services to the City of Culver City. Based on the RFP as well as our experience conducting similar studies for public agencies throughout California, True North and Tramutola understand that the City is interested in using the survey to produce an unbiased, statistically reliable evaluation of voters' interest in updating and renewing the City's utility user tax (UUT) ordinance, as well as identify how to structure a renewal measure so that it is consistent with the electorate's priorities and sensitivities. As noted in the RFP, an important component of the project will be to use the survey results and related secondary data/expertise to advise the City on both the need for a public education program associated with a renewal measure, as well as the content and structure of said program.

The team of True North and Tramutola has the unique set of skills and experiences required to overcome the challenges and successfully meet the objectives of this project. Although our experience is discussed in greater detail in the *Qualifications & Experience* section of this proposal, it is worth noting at the outset that our team combines industry-leading experience in each of the disciplines needed for this project to be successful: survey research, public education, and strategic consulting related to local tax measures. True North's Project Manager for this study (Dr. Timothy McLarney) is a recognized expert in survey research methodology who has personally designed and conducted over 400 survey research studies for public agencies during his career, including more than 150 revenue measure feasibility studies like the one proposed. Tramutola, meanwhile, is widely recognized as the nation's leading expert in developing and implementing community outreach, education, and mobilization strategies that ultimately lead to successful local tax measures. Of the hundreds of measures that have gone to ballot based on True North's and/or Tramutola's recommendation, more than 90% have been successful. To date, the research and public education programs conducted by the firms have led to over \$36 billion in successful local revenue measures.

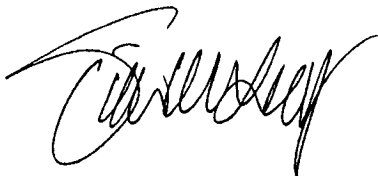
The scope of services that we propose to perform for the City includes all tasks associated with designing, conducting, analyzing and presenting the survey, as well as translating the survey results into an insightful and actionable public education program. Briefly, the scope of services includes:

- Meet with the City to thoroughly discuss the research objectives and methodology for the study, as well as discuss potential challenges, concerns and issues that may surround the study.
- Conduct an initial voter file analysis for the City which will play an important role in understanding the 'political landscape' for the April 2008 election, as well as alternative election dates in 2008. This task will shape how the sample will be selected.
- Using our proven sampling methodology, develop a stratified and clustered sample of 400 voters who—based on their voting history and registration status—are likely to participate in the election(s) of interest.
- Develop a draft questionnaire for the City's review and make revisions as needed until all parties approve of the instrument.
- Pre-test the survey instrument to ensure its integrity.

- CATI (Computer Assisted Telephone Interviewing) program the finalized survey instrument to ensure accurate and reliable data collection using live telephone interviewers.
- Professionally translate the survey into Spanish, as appropriate.
- Collect quality telephone interviews according to the sampling plan and a strict interviewing protocol. Interviewers will be professional, high quality interviewers. It is expected that the average interview will last 15 minutes.
- Process the data, which includes conducting validity checks, cleaning, recoding, coding open-end responses, and adjusting for strategic oversampling (if used) through a statistical procedure known as 'weighting'.
- Within three days of completing the interviews, prepare an initial topline report which presents the overall findings of the survey.
- Within two weeks of completing the interviews, prepare a thorough report on the findings, including a detailed question-by-question analysis, description of the methodology, an executive summary of the key findings and conclusions/recommendations, as well as a comprehensive set of crosstabulations showing how the answers varied by subgroups of respondents. The report will include extensive full-color graphics displaying the findings, as well as insightful narrative discussion of the results and their implications.
- Prepare three (3) full-color hard copies of the final report, as well as an electronic copy to allow the City to reproduce the report as needed.
- Within three weeks of completing the interviewing, detail a recommended public education program that outlines the scope, nature, and content of communications related to the measure that will help voters to make an educated decision at the ballot box.
- Prepare a PowerPoint presentation of the results and present the results to the City.
- Provide a CD that includes the report, final PowerPoint presentation, and all data and documentation associated with the study.
- Be available to assist and provide advice to the City throughout the pre-electoral period.

The team of True North and Tramutola is eager to partner with the City of Culver City on this important study. We think that you will find our qualifications, our attention to client service, and our interest in this project to be exceptional. Should you have any questions, please do not hesitate to contact me at 760.632.9900 or via E-mail at mclarney@tn-research.com.

Sincerely,



Timothy McLarney, Ph.D.
President

WORK PLAN & TIME LINE

The following tables outline a work plan that will meet the City's goal of having the research stages of the project completed by November 1, 2007. For the City's reference, we also present an extended schedule that lists the main tasks/events associated with preparing a measure for the April 2008 ballot.

TABLE 1 PROJECT AND EXTENDED TIME LINE

Month	Tasks
September 2007	• Meet with City Staff and Stakeholders • Gather and Assess: • City of Culver City plans • Previous public opinion surveys if available • City communications if available • Media coverage/clippings focused on City of Culver City • Obtain local voter data, electoral history and voter history • Conduct stakeholder interviews/calls • Provide results and take-aways from community stakeholder interviews • Begin drafting survey questionnaire
October 2007	• Review financial needs against identified community interests • Develop and execute community survey • Revise and finalize questionnaire • Place community survey "in the field" • Prepare report and review results • Presentation of poll results to City Council • Review poll results w/ select community stakeholders • Complete Demographic Assessment of City of Culver City voters • TRAMUTOLA develops and presents outline for public information program and community engagement strategy including: • Volunteer community outreach • 2-way mail program • Opinion Leader coalition-building • Media Strategy—aligned to activities • Budget for public information program and outline of possible campaign related costs
November 2007	• Execute public information program • Review upcoming ballots and provide analysis of possible competing measures, races • TRAMUTOLA presents recommendations and conclusions of feasibility analysis • Overall viability of measure • Timing/ballot selection • Identification of essential elements of a successful measure <i>Assuming City elects to move forward with a measure:</i> • City Council moves to place a measure on the ballot and targets specific Election Day • TRAMUTOLA works with Los Angeles County Registrar of Voters and City of Culver City Clerk on corresponding election calendar

TABLE 2 PROJECT AND EXTENDED TIME CONTINUED

Assuming April 8, 2008 Election Date Polling Place Election		
Month	City of Culver City	Suggested Campaign Activities/ Relevant Deadlines
December 2007	Stakeholder Communication and Public Information continues	- Recruit Campaign Leadership - Treasurer opens bank account, applies for PAC status with State Begin Fundraising Build Volunteer Base - Identify Headquarters, office equipment, phone lines, etc.
January 2008	- Stakeholder Communication and Public Information continues - TRAMUTOLA works with City Council and Legal Advisors to draft Resolution and Ballot Language - Vote to place measure on the ballot January 11th: Deadline for City Council action to submit Resolution to County Registrar of Voters <u>Provide Public Information Only</u>	Keep raising \$\$\$ - Develop Campaign Strategy and implementation plan - Continue gathering endorsements/support - Recruit volunteers for voter contact January 21st: Deadline to submit Argument in favor of measure January 31st: Deadline to submit Rebuttal Argument (if Argument Against is filed)
February 2007	<u>Provide Public Information Only</u>	Keep raising \$\$\$ - Early campaign mail goes out - Gather endorsements. Build support
March 2008	<u>Provide Public Information Only</u>	Complete fundraising! - Begin voter contact - Track voter contact results - Gather endorsements March 3rd: Absentee ballots mailed - Targeted mail to voters goes out - Training for GOTV (Get Out The Vote) March 24th: Deadline to register to vote April 1st: Deadline to register to vote absentee
April 2008	<u>Provide Public Information Only</u>	- GOTV April 8th: Election Day

Q U A L I F I C A T I O N S & E X P E R I E N C E

The following paragraphs provide additional details about our team's qualifications and experience with respect to survey research, public education, and strategic consulting related to revenue measures. For simplicity, True North's and Tramutola's information is presented separately, although it should be noted that the firms have worked collaboratively together on dozens of similar projects in the past including a current UUT measure for the City of Ventura.

True North True North Research, Inc. is a full-service survey research firm that is dedicated to providing public entities with a clear understanding of the values, priorities and concerns of their constituents and voters. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, performance management, measuring community priorities, packaging revenue measures for success, and developing effective public information campaigns.

General Experience Since founding True North in 2002, as well as in their previous positions as the Director of Research and Associate Research Director at Godbe Research, Dr. McLarney and Mr. Sarles have designed and conducted over 400 survey research studies for public agencies—including cities, counties, school districts, special districts, councils of government and planning agencies. Cities for which Dr. McLarney and Mr. Sarles have personally designed and conducted survey research studies include the cities of Agoura Hills, Aliso Viejo, Azusa, Brea, Burbank, Campbell, Cerritos, Chino, Claremont, Clayton, Costa Mesa, Dana Point, Encinitas, Folsom, Fontana, Fremont, Gilroy, Glendale, Half Moon Bay, Hesperia, Huntington Beach, Irvine, La Canada-Flintridge, Laguna Beach, Laguna Niguel, Lake Forest, La Mesa, Lathrop, La Verne, Lompoc, Long Beach, Los Gatos, Malibu, Manhattan Beach, Mission Viejo, Moorpark, Murrieta, Newport Beach, Norwalk, Oxnard, Palmdale, Pico Rivera, Rancho Palos Verdes, Rancho Santa Margarita, Redondo Beach, Riverside, Rocklin, San Clemente, San Diego, San Jose, San Marino, Santa Clarita, Santa Monica, Temecula, Truckee, Upland, San Buenaventura, WestLake Village, Watsonville, Whittier and Yorba Linda.

Revenue Measure Experience Using innovative research methods developed by the Principals at True North and proven through more than 150 revenue measure studies, True North helps its clients move with confidence when measuring community priorities and packaging revenue measures for success. During their careers, True North's Principals (Dr. McLarney and Mr. Sarles) have *personally* designed and managed more than 150 revenue measure feasibility studies. Of the measures that have gone to ballot based on Dr. McLarney's recommendation, more than 90% have been successful. In total, the research that Dr. McLarney has conducted has led to over \$17 billion in successful local revenue measures using all types of funding mechanisms—including utility taxes, general obligation bonds, parcel taxes, sales taxes, user fees, and Prop. 218 benefit assessments.

Tramutola Established 22 years ago by Larry Tramutola, TRAMUTOLA LLC is today California's leading firm specializing in public information and outreach, tax election feasibility, planning, and campaign management. TRAMUTOLA's clients are public agencies—cities, counties, educational institutions, hospitals and healthcare organizations, transit agencies, and others—seeking specialized services relating to educational outreach and engagement that will

build lasting community support for a variety of public causes and benefits. Our approach—a blend of community and stakeholder engagement, sophisticated research, compelling communications, and effective political strategy—has proven to be successful in delivering winning results.

TRAMUTOLA is a firm of ten professionals. While we have worked with more than 400 communities throughout the state and passed over 200 tax measures, we only take on as many clients as can be effectively served. Each client is assigned a skilled team of professionals with extensive backgrounds in public and stakeholder communications, grassroots mobilization, and political strategy to help you develop and execute an effective public information and community engagement strategy. The following paragraphs outline what differentiates Tramutola from others in the industry.

Exceptional Community Engagement and Public Information Strategy Our primary goal is to engage and provide information to the public in clear, simple, and compelling ways. We produce effective communications appropriate for the community you serve. We work collaboratively with you to develop your unique plan and materials. Given the changes in how people receive information today, we utilize traditional forms of communication including 2-way mail, radio and TV (where appropriate), community meetings and workshops, house meetings and combine them with new media sources such as email, blogs, and websites to develop an active dialogue between you and the various constituencies you serve.

Candor Our job is to provide you with candid advice and local residents with candid, straightforward information. Our goal is to help you achieve your electoral goals. We will do that by creating a relationship that is honest and direct.

Work Ethic Our success for 22 years has been achieved because we work hard for our clients and we strive to be 100% accessible. We demand the best from ourselves and from all the people involved in the project. We work hard to inspire and bring out the best in everyone associated with the projects we guide.

Client Satisfaction When you are successful, we are successful. We have taken the deliberate step of making client satisfaction a top priority at the firm. We do this to continuously improve, find ways to make our process more user-friendly, and maximize our efforts to be in alignment with your expectations. As a small firm, this is a significant and critical investment. We are accessible and responsive while helping you maintain focus. Over 80% of our clients are either repeat clients or referrals from satisfied clients. We are disciplined in building commitment, teamwork, results, and long term satisfied clients.

Relevant Experience The following table provides an overview of city and county clients that TRAMUTOLA has worked with to successfully generate (or maintain) needed operational and/or capital funding. Where we had the opportunity to work with a city or county prior to a measure being placed on the ballot, a well organized community outreach and engagement program was critical in the eventual success of the measure.

TABLE 3 TRAMUTOLA CLIENTS

TRAMUTOLA SUCCESSFUL TAX MEASURES FOR CITIES AND COUNTIES			
Client	Tax Measure Type	Tax Rate/ Amount	% Voter Approval
AC Transit District	Parcel Tax	\$24/5 years	68.00
AC Transit District	Parcel Tax	\$48/10years	71.90
Alameda Library	GO Bond	\$10,600,000	74.80
City of Colton (Police & Fire)	Utility Users	2% increase	53.80 (majority required)
City of El Cajon (Police & Fire)	Sales Tax	½ cent/10 ys	68.52
City of Piedmont	Parcel Tax	\$319/5 years	79.60
City of Richmond	Utility Users	2% increase	54.80 (majority required)
City of San Rafael (Police & Fire)	Sales Tax	½ cent	69.41
City of San Rafael (Paramedic)	Parcel Tax	\$85/4 years	77.63
City of Sausalito (Police & Fire)	GO Bond	\$15,500,000	81.50
Marin County (Transportation)	Sales Tax	½ cent	70.83
Oakland Clean Water - Lake Merritt	GO Bond	\$198,250,000	80.20
Oakland Crime Prevention (Police)	Parcel Tax	\$88/10years	69.40
Oakland Library (1994)	Parcel Tax	\$36/15 years	73.50
Oakland Library (1996)	GO Bond	\$45,000,000	77.60
Oakland Library (2004)	Parcel Tax	\$75/15 years	77.20
Oakland Museum, Zoo, Space Center	GO Bond	\$59,000,000	75.10
Oakland Wildfire District (Fire)	Assessment	\$68/10 years	74.38
Santa Clara County Libraries	Parcel Tax	\$34/10 years	72.04
Santa Cruz County Library	Transaction & Use	¼ cent	70.20

REFERENCES

The following references are for True North and/or Tramutola LLC. Having collectively worked on over 300 revenue measure projects that have raised over \$36 billion in successful local measures, we're confident in our abilities to provide the City with objective, reliable data and sound, strategic advice regarding the proposed measure and associated public education program.

City of Ventura

Rick Cole, City Manager

Jay Panzica, Chief Financial Officer

Ph: (805) 654-7812

Project: UUT update measure on the November 2007 ballot

Don H. Maynor

Expert Legal Counsel on UUT issues

Ph: (650) 327-2894

Project: Consulted with Don on several current UUT renewal efforts

City of Rancho Palos Verdes

Dennis McLean, Finance Director

Ph: (310) 377-0360

Project: User Fee (\$89) passed with 51% (majority required)

City of Claremont

Matthew Hawkesworth, Finance Manager

Ph: (909) 399-5346

Project: Tested bond, parcel and assessment. Bond passed with 70%

City of La Verne

Martin Lomeli, City Manager

Ph: (909) 596-8726

Project: Tested parcel, bond and assessment for sports complex in 2005—recommended not go to ballot. Testing public safety bond measure currently.

City of Colton

Dilu De Alwis, Finance Director

Ph: (909) 370-5171

Project: New 5% UUT measure passed with 53% (majority required)

City of San Rafael

Ken Nordhoff, City Manager

Ph: (415) - 485-3055

Project: \$85 Parcel Tax passed with 77.63%; ½ cent sales tax passed with 69.41%

City of Poway

Rod Gould, City Manager (former City Manager, City of San Rafael)

Ph: (415) 507-1761

Project: \$85/4 year parcel tax passed with 77.6%

PROJECT ORGANIZATION & STAFF

FIGURE 1 ORGANIZATIONAL CHART FOR STUDY

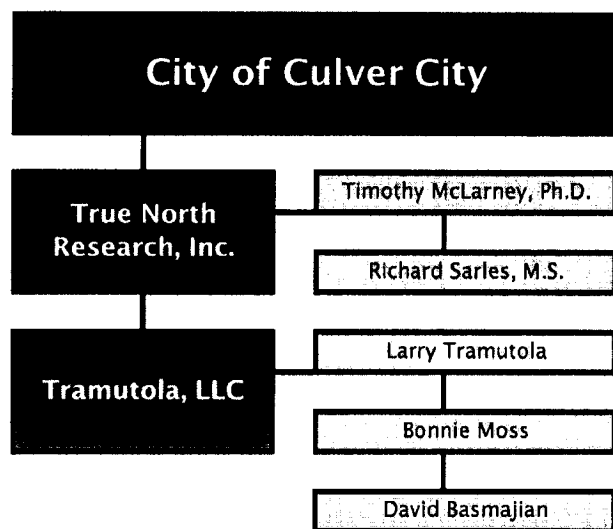


Figure 1 presents the organizational chart for the proposed study. True North Research will serve as prime contractor at the direction of the City of Culver City. Dr. Timothy McLarney (President of True North) will be the Project Manager for the project and will be assisted by Richard Sarles (Principal Researcher at True North) for certain survey tasks. Dr. McLarney will also be the individual responsible for representing the team during negotiations.

Tramutola will serve as a subcontractor to True North and will lead the development of the public education plan. Bonnie Moss (Executive VP) will take

the lead in managing the development of the program, with support and insights contributed by both Larry Tramutola (President) and David Basmajian (VP and Sr. Project Manager).

For the City's reference, the following paragraphs provide additional information about each team members experience and educational backgrounds.

Project Manager

Timothy McLarney, Ph.D., will serve as the Project Manager for this study. As President of True North, he is responsible for the design, management and analysis of True North's qualitative and quantitative research projects, including those that address community needs assessments, revenue measures, public policy and strategic planning issues. Dr. McLarney's work to date has provided California cities, counties, special jurisdictions, transportation planning agencies, councils of government, school districts, corporations, and political campaigns with research to address their often complex marketing, planning and/or performance measurement needs. During his career, Dr. McLarney has occupied a key role in over 400 research studies and has helped raise over \$17 billion through successful revenue measures.

Dr. McLarney is a published author and a recognized expert in survey research methodology, sampling theory, weighting and the use of statistical methods to generalize survey results. His research has been recognized at numerous national and state conferences, has been published in academic journals, and has earned him honors including the title of Visiting Scholar at the Institute of Governmental Studies at UC Berkeley. He has also served as an independent expert witness in survey research methodology for California legal cases.

Prior to co-founding True North Research in 2002, Dr. McLarney was the Director of Research at Godbe Research and a consultant for Quest. Dr. McLarney holds an M.A. and Ph.D. in Government from Cornell University, as well as a Bachelor's degree in Politics from the University of California, Santa Cruz.

Principal Researcher

Richard Sarles, M.S., will assist Dr. McLarney at several stages of this study. As Principal Researcher and co-founder of True North Research, Mr. Sarles applies his expertise in statistics, sampling, weighting and analysis to a wide variety of research studies. Public and private clients throughout California rely on Mr. Sarles' research to help guide them with public outreach efforts, identify their existing and potential markets, and prioritize services.

Prior to co-founding True North Research, Mr. Sarles was employed as Associate Research Director at Godbe Research. A published author, Mr. Sarles received his M.S. in Experimental Psychology from Illinois State University with magna cum laude honors. He also received his B.S. in Psychology from Illinois State University, graduating with summa cum laude honors.

*Lead Public Information
Advisor*

Bonnie Moss (Executive Vice President) will lead the City's Public Education process. Bonnie has 20+ years experience in community and local government relations, campaigns and elections, marketing, and public relations. Over her nearly 20-year association with TRAMUTOLA—first as a candidate and local elected official, then as a corporate client, and now as a TRAMUTOLA team member—Bonnie has become a passionate advocate of the firm's public mobilization model. A graduate of Wellesley College she has guided dozens of successful campaigns in communities throughout California and the nation using the TRAMUTOLA model.

*Public Information
Advisor*

David Basmajian (Vice President and Senior Project Manager) will provide additional senior level support to the project. David has extensive experience on tax campaigns for cities, health care and hospital districts, school districts, and local government agencies, as well as candidate campaigns at the local and city level. David also works with TRAMUTOLA's non-profit and corporate clients to provide public communications and political strategy. Since joining TRAMUTOLA, David has managed dozens of successful campaigns. After graduating from Penn State University with a degree in International Politics, David worked in Washington, D.C. as an aide to a U.S. Senator. Immediately prior to joining TRAMUTOLA in 2001, David spent six years working in the Internet and software industries in sales, product marketing and international market development.

Strategic Advisor

Larry Tramutola (President and CEO) provides expertise and strategic guidance to every TRAMUTOLA project bringing more than 30 years of unmatched experience and creativity in local elections and community organizing. A graduate of Stanford University, he is widely regarded as the country's leading expert in passing difficult tax measures and winning local elections. He has worked at local, state, national, and international levels and has trained hundreds of community leaders and elected officials. Often quoted in the San Jose Mercury, San Francisco Chronicle, Los Angeles Times and the Bond Buyer for his political insight and expertise, he is also the author of *Sidewalk Strategies - Seven Winning Steps for Candidates, Causes and Communities*.



PUBLIC OPINION RESEARCH AND ADVISORY SERVICES PROPOSAL

September 6, 2007

Nick Kimball, Senior Management Analyst
City of Culver City
Budget & Finance Division
9770 Culver City Boulevard
Culver City, CA 90232-0507

Dear Mr. Kimball,

Competitive Edge Research is pleased to present this proposal to conduct voter research for the City of Culver City and advise it on prospective tax measures. The following proposal is based on Competitive Edge Research's understanding that the City is interested in using survey research to gather vital feedback from voters regarding the possible modernization of the City's Utility Users' Tax ordinance. The proposal details the experience, expertise, and desire of Competitive Edge Research to work with the City on this research project.

One purpose of the proposed study is to determine the public's disposition towards a ballot measure to modernize the City's current Communications Users' Tax (CUT). CERC will test various aspects of the possible ballot language to find out which language is most effective. The polling will also identify opportunities to enhance public education regarding the proposed ballot measure. This information will be critical to evaluating the City's campaign needs and making recommendations as to how to effectively move forward.

For this very important project, I will serve as the project manager and be assisted by Research Manager Tracy Duben, Brian Lewis (Research Associate) and the full Competitive Edge interviewing team. All work will be performed from our San Diego headquarters and you are encouraged to visit our facilities.

CERC's two decades of public opinion polling makes us the prime candidate for Culver City's research needs. Our 20-year history has given us a breadth of experience on tax ballot measures that will aid Culver City in solving the challenges confronting it. I am confident that our research will help the City make the wisest decisions possible.

If you have any questions or require additional information, please do not hesitate to contact me at (619) 702-CERC or john@cerc.net.

Sincerely,

John Nienstedt, President



Strategic Planning • Public Opinion Research • Public Affairs • Political Consulting



September 5, 2007

Mr. Nick Kimball
Senior Management Analyst
City of Culver City
9770 Culver Boulevard
Culver City, CA 90232

Dear Mr. Kimball:

Thank you for the opportunity to offer the services of the Davis Group and Public Opinion Strategies to the City of Culver City to assist with public opinion research and public education planning for your proposed ballot measure related to the City's communications portion of the Utility Users Tax (UUT).

Our team has extensive experience in developing public opinion research programs and implementing public information campaigns related to local ballot measures for several Southern California cities. More specifically we have worked on numerous UUT measures and we are currently working on a Communications Users Tax (CUT).

CAPABILITIES AND EXPERIENCE

By selecting our team you will receive the dual benefits of our experience: 1) our expertise in creating a research program that will assist you in developing a ballot measure that can gain the support of the voters in Culver City; 2) our expertise in developing public education campaigns that have proven successful in educating voters as illustrated by our record of winning 9 of 9 of these types of ballot measures.

In the City of Norwalk we have successfully managed two public information campaigns, both of which began with public opinion research.

The first in September 2003 resulted in their Utility Users Tax (UUT) being reaffirmed with nearly 70% of the vote. Based on the research we conducted we identified three key elements that needed to be a part of the ballot measure: 1) that this was an existing tax that the voters were being asked to reaffirm due to technical changes in the law; 2) that the UUT accounts for a significant portion of the City budget which will severely impact City services if eliminated; 3) the existing Senior Citizen Exemption was very popular with that demographic who are very high propensity voters.

The second research program and public information campaign in Norwalk was in April 2006 when the City put their Transient Occupancy Tax (TOT) on the ballot. As was the case with the UUT, the TOT was reaffirmed by an overwhelming margin. However this might not have been the case without the public opinion research we conducted. Due to provisions of Proposition 218 the City had to place the TOT on the ballot and was considering increasing the tax rate. Our research found that that support for reaffirming the TOT dropped from nearly 60% to just over 50%. The City chose to maintain the tax rate at the current level which proved to be successful. The other key elements we learned from the research was that voters didn't understand the term "Transient" and that the TOT is a tax paid by visitors to their city not the residents. Based on this information the ballot measure language and the public education information referred to the TOT as a "hotel visitor's tax that is not paid by the residents but by visitors."

In November 2004 our worked with the City of Huntington Park to develop, manage and implement a public information program for a property tax assessment for street lighting that required two-thirds voter approval. The measure was approved by over 68% of the vote.

The City of Huntington Park is currently experiencing the same issues with the communications component of their UUT that the City of Culver City is experiencing. Our team has been retained again by the City of Huntington Park to assist them with developing a ballot measure for the February 2008 ballot and implementation of a public education campaign to gain voter approval to reaffirm their UUT.

In Palm Springs in 2002, a hostile citizens group qualified six initiatives for the ballot that were designed to eliminate many of the City's revenue sources including their UUT, TOT and parking fees. Our team conducted research and ran an extensive public information campaign that resulted in the defeat of all of the initiatives.

The Davis Group and Public Opinion Strategies work as a team on survey research projects specializing in political, corporate and public policy research. Our team has completed nearly 7,000 research projects and interviewed nearly 2.6 million Americans across the United States. The projects have ranged in scope from neighborhood studies to national samples in all 50 states. Internationally, we have completed research projects in Albania, Australia, Bulgaria, Canada, Guam, Kenya, Mexico, Mongolia, New Zealand, Poland, Russia, Venezuela, South Africa, and the United Kingdom. As our roots are in political campaign management, our research is focused on producing information that compels decisions—and then results.

Our team has a vast experience in conducting research in Southern California. We have conducted numerous survey research projects in dozens of Cities in the Counties of Los Angeles, Imperial, Orange, Riverside, San Bernardino, and Ventura as well as in various other communities included therein. We feel that the quantity of research we have done in Southern California makes us more familiar with this area than any other survey research firm, and that the lessons we have learned in our past research will bring a greater depth of knowledge to your project team. Simply put, we believe we have the experience you need to get the job done right.

Proposal for Public Opinion Survey: **City of Culver City**

Prepared by:
EMC Research, Inc.

September 2007



City of Culver City
Attn: Nick Kimball, Senior Management Analyst
Budget & Finance Division
9770 Culver Blvd
Culver City, CA 90232

Dear Mr. Kimball;

Thank you for this opportunity to submit our proposal for public opinion research and advisory services. EMC Research, Inc. (**EMC**) is a full service opinion research and strategic consulting firm serving a broad range of corporate, political and institutional clients. Founded in 1989, EMC has been involved in thousands of public opinion studies, ranging from political and public policy strategy polls to extensive market share, customer satisfaction, and organizational membership surveys.

EMC will help the City of Culver City to gauge public support for the Communications Users' Tax ballot measure, to determine the likelihood that the measure will pass, and to establish the most effective language for presentation of the measure on the ballot.

EMC has extensive experience with projects of this nature. We have assisted numerous public clients with public outreach and research to determine the level of satisfaction with services and the feasibility of different funding mechanisms. EMC has researched voter support for ballot measures reauthorizing the Utility Users' Taxes in a number of cities including The City of Emeryville, The City of Vallejo, and the City of Hercules. We have expertise in helping cities and public agencies measure the needs and the desires of the public, and we know how to translate the findings into financial arrangements which meet the agencies' needs and which will be approved by the voters.

If you have any questions about our proposal, please contact me directly at 510-844-0680 ext. 312, or by email at ruth@emcresearch.com.

Sincerely,

Ruth Bernstein
Principal, EMC Research





*Fairbank,
Maslin,
Maullin &
Associates*

*Opinion Research &
Public Policy Analysis*

September 5, 2007

City of Culver City
Attn: Nick Kimball, Senior Management Analyst
Budget & Finance Division
9770 Culver Boulevard
Culver City, CA 90232

VIA EMAIL TRANSMISSION

Dear Mr. Kimball and the City of Culver City:

Our team is pleased to submit the following proposal to the City of Culver City as it prepares for an April 2008 modernization measure for a Communications Users' Tax (CUT).

Our team's unparalleled track record of success in winning tough Municipal Revenue Measures for California cities means that we are uniquely qualified to serve the City of Culver City's needs.

Our organizations have passed a combined total of approximately \$30 Billion in California finance measures with a 92% success rate, many of which have succeeded at the more difficult, two-thirds requirement level.

Because of our success in the municipal finance election arena, experts from our firms are frequently sought after trainers for the League of California Cities, California Municipal Treasurers Association, Local Government Commission, Institute for Local Governments, and other public agency advocate organizations. Our experts were the lead trainers for the League of California Cities 2006 California Ballot Measure Academy workshops on how to win Municipal Finance Measures. Catherine Lew, LEG President & CEO, and John Fairbank, FMM&A founding Partner, are co-authors of the League's 2007 *Countdown to Success – How to WIN your City Finance Measure*, a "How-To" manual for local communities seeking ballot box financing. A complimentary copy of this manual will be sent to you this week.

Our experts are enthusiastic, readily accessible to our clients, and experienced in serving the needs of local cities, which expect and deserve nothing short of outstanding professional service.

CAPABILITIES & EXPERIENCE

Firms on the Team

The team of The Lew Edwards Group (LEG) and Fairbank, Maslin, Maullin & Associates (FMM&A) offers the following to the City of Culver City:

- ✓ Extensive experience and electoral success on municipal finance measure campaigns, Utility Users Tax (UUT) campaigns and CUT modernization programs;
- ✓ Experience throughout the greater Southern California region, with an understanding of the social, demographic, and political context of cities like Culver City; and
- ✓ Team members with decades of professional experience in the areas of public opinion research, strategic advisory services, public education, and winning tough elections.

The Lew Edwards Group (Lead Consultant -- Advisory Services & Public Education)

The Lew Edwards Group (LEG), established in 1997, is a California leader in providing public communications, public education, finance, and strategic advisory services to public agencies throughout California.

Our firm specializes in preparing public agencies and cities for difficult tax, bond or finance elections within a Public Education/Advisory (nonadvocacy/nonpartisan) context. Our clients include cities, counties, school districts, community college districts, fire districts, and library districts in jurisdictions throughout California and Southern California.

The Lew Edwards Group is the California leader in directing public agency Education Programs within a nonadvocacy context. Our firm prides itself on providing individualized, quality service to each of our clients. Our talented group of consultants have decades of experience in media relations, community

outreach, government affairs, election campaigns, and grassroots organizing and offer a strong understanding of today's political and financial climate. Direct mail produced by The Lew Edwards Group has been recognized by the American Association of Political Consultants in its prestigious annual Pollie Awards for excellence and creativity. A hallmark of LEG's approach has been its citizen-engaged Public Education and information efforts.

To ensure that the City of Culver City is effectively positioned for a CUT Modernization Measure, LEG will provide overall strategic Advisory leadership and Project Management for the City's planning and implementation of the Public Education program. LEG's typical scope of services includes:

- Providing critical Strategic Advisory services and Project Management in implementing the City's overall Assessment and Public Education CUT Program
- Working with the City to finalize a timeline and project budget for the City's nonpartisan Public Education Program
- Assisting the City in identifying other professionals as needed for your team
- Assisting in the development of the public opinion research survey to be conducted by the polling firm (FMM&A)
- Development of legally-permissible Public Education activities to expand community awareness of the City's fiscal and service needs within the context of a UUT/CUT
- Conceiving, writing and producing Public Education (nonadvocacy) materials, including brochures, letters, and mailers as appropriate
- Working with the City Attorney on the ballot question and other submittals during all phases of project planning, to ensure that effective communication as well as legal requirements are met (note that professional protocols require that the City Attorney has final review and responsibility for all legal requirements)
- Identifying and training City staff and other community/city stakeholders on the focused Public Education Messages that should be utilized
- Developing an Earned (nonpaid) Media plan for balanced, effective press coverage of the City's planning and needs

Having overseen hundreds of successful election campaigns over the course of our firm's ten-year history, LEG is particularly proud of our demonstrated track record of success on municipal finance measures, a firm specialty.



GODBE RESEARCH
Gain Insight

**PROPOSAL TO CONDUCT A
COMMUNICATIONS USERS TAX
MEASURE FEASIBILITY STUDY**

Presented to the City of Culver City

September 6, 2007

COVER LETTER

September 6, 2007

Mr. Nick Kimball
Senior Management Analyst
Budget and Finance Division
9770 Culver Blvd.
Culver City, CA 90232

Dear Mr. Kimball:

Godbe Research is pleased to submit this proposal to conduct voter research for Culver City to provide direction for the modernization of a communication users' tax (CUT) on the April 2008 ballot. Since our founding in 1990, Godbe Research has worked diligently to become a recognized State leader in public opinion research and has vast experience in conducting public opinion and polling research for hundreds of cities, counties, parks and recreation districts, libraries, school districts, and other public agencies. With a staff of highly trained and experienced researchers (all Master's or Ph.D. level) and a commitment to providing superior quality research and client services, we trust you will find our qualifications exceptional.

The RFP specified that Culver City wishes to gauge voter support for the modernization of an existing communication users' tax and the funding of specific projects/programs on voter support. Further, the City of Culver City seeks the selected research firm to develop a survey of local registered voters, administer the survey, analyze the data and provide the City with clear and actionable recommendations based on the survey results, including consulting about appropriate public education activities based on survey results and recommendations.

Godbe Research has conducted UUT or utility related voter studies for recognizable clients such as the Cities of El Cerrito, Covina, Menlo Park, Petaluma, Rialto, Santa Paula, and Azusa, as well as the Sonoma County Water Agency, Lake Arrowhead Community Services District, Marin County Flood Control, and Riverside County Flood Control District. Godbe Research also has extensive public utilities and/or services experience having conducted research for private and public sector clients such as Comcast, Pacific Gas & Electric, Southern California Edison, AT&T Broadband, the Los Angeles Cable Operators Association, Southern Orange County Cable Municipalities, Waste Management and many others. Thus, we feel we bring the unique combination of UUT/voter experience, as well as utility issues experience that Culver City is looking for.

Godbe Research has designated Bryan Godbe (President) and Dr. Amelia Caine (Senior Research Manager) as the Co-Project Managers for this study. They will be assisted by Gayatri Kuber (Research Analyst). All work will be performed by Godbe Research's Newport Beach office. If you have any questions or need additional information, please do not hesitate to contact me directly at 650-479-1121 or cwhester@godberesearch.com. I will be the contact throughout the proposal and contracting process and Dr. Caine will be the day to day contact for Culver City, if we are awarded the project.

Regards,

Charles Hester
Director of Business Development