

RESOLUTION NO. 2023-21

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARINA APPROVING AN AGREEMENT WITH TBWBH PROPS & MEASURES FOR CONSULTING SERVICES TO ASSIST WITH PUBLIC ENGAGEMENT, COMMUNITY OUTREACH AND MESSAGING MATERIALS FOR A POTENTIAL BOND MEASURE FOR THE CONSTRUCTION OF POLICE/FIRE/COMMUNITY CENTER CITY FACILITIES

WHEREAS, On January 25, 2022, the City Council held a special city council meeting to discuss unmet facilities, infrastructure, public safety and staffing needs and possible funding options and strategies to address these needs.

WHEREAS, At the July 6, 2022, City Council meeting, the Council directed staff to bring back to the Council for approval a \$50 million General Obligation Bond to be placed on the November 8, 2022 ballot.

WHEREAS, the direction from Council also included a discussion to engage a consulting firm to assist with the public engagement and education efforts for the potential General Obligation Bond ballot measure

WHEREAS, The City Council has directed staff to move forward with public engagement efforts regarding constructing new city facilities. The first step would be to hire a consulting firm to lead and assist with this public outreach and development of educational materials.

WHEREAS, it is estimated that a consultant will cost up to \$75,000 depending on the public engagement and education materials and efforts required. This will be funded from unallocated fund balance.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Marina that the City Council does hereby:

1. Approve an agreement with TBWBH Props & Measures for consulting services to assist with public engagement, community outreach and messaging materials for a potential bond measure for the construction of police/fire/community center city facilities; and
2. Authorize the City Manager to execute the agreement on behalf of the city subject to final review and approval by the City Attorney.

PASSED AND ADOPTED by the City Council of the City of Marina at a regular meeting duly held on the 22nd day of February 2023 by the following vote:

AYES, COUNCIL MEMBERS: Visscher, McCarthy, Biala, Medina Dirksen, Delgado

NOES, COUNCIL MEMBERS: None

ABSTAIN, COUNCIL MEMBERS: None

ABSENT, COUNCIL MEMBERS: None

Bruce C. Delgado, Mayor

ATTEST:

Anita Sharp, Deputy City Clerk

January 21, 2022

Item No.

Honorable Mayor and Members
of the Marina City CouncilSpecial City Council Meeting of
January 25, 2022

**CITY COUNCIL DISCUSSION REGARDING UNMET COMMUNITY
FACILITIES, INFRASTRUCTURE, PUBLIC SAFETY & STAFFING
NEEDS AND POSSIBLE FUNDING OPTIONS AND STRATEGIES TO
ADDRESS THESE NEEDS AND PROVIDE DIRECTION TO CITY
STAFF**

REQUEST:

It is requested the City Council consider:

1. Have a discussion regarding unmet community facilities, infrastructure, public safety & staffing needs and possible funding options and strategies to address these needs and provide direction to city staff.

DISCUSSION:

In October 2021, the final budget for fiscal years 2021/22 and 2022/23 was adopted. As part of the budget process, many public meetings and hearings were held including a community survey. In these meetings many unmet community needs were discussed. In adopting the budget which includes a capital improvement program, the City Council ranked/prioritized and funded some of the most important/urgent identified needs of the community which were able to be funded through our existing revenue sources. Attached is this priority list. However, there are other community facilities, road and park infrastructure, public safety and new staffing needs that were identified and discussed, but were not able to be funded due to lack of revenue. The City Council gave direction to staff to schedule a special study meeting to discuss these unmet needs and explore possible funding options to address these needs which may include a future ballot measure for the public to vote.

Facility Needs**City Hall, Community Center, Council Chambers, Community Development Annex**

The current city hall and city council chambers are actually double-wide trailers hooked together that were installed at the civic center site back when the city was incorporated in 1975. The original plan was to start building a city hall within the next year. When the City's General Plan was adopted back in the year 2000, again the building of a civic center was included as a top priority and several sites were identified including Locke Paddon Park.

These buildings are now over 45 years old and need significant maintenance, ADA updates, and repairs over the next five years just to be able to continue to be used. As the city has developed and city staff has grown over the years, the building space is not sufficient to accommodate existing and future needed staff positions. Additionally, with the new work environment changes that will be required to accommodate current and future COVID conditions, the existing space needs to be reconfigured to address safety needs for employees and the public.

The estimated cost just to address the minimum maintenance, ADA, repair and renovations needed to continue to work in these facilities is estimated at \$7 million. This will leave a building that is still 45 years old that will not meet current and future space and staffing needs.

A site has been identified in the City's General Plan at Locke Paddon Park next to the library that can easily accommodate the construction of a new city hall. The very rough estimated cost to do this would be approximately \$20 million dollars. We are working with a consultant to refine the costs better and will have updated costs at our Tuesday meeting.

Most cities across the country are never able to save up funds to build new facilities. If a city is trying to save up funds, usually the increase in construction costs and cost of living outpace your ability to save. Additionally, if a city tries to save up for facilities it often creates inequity in the community. A generation or longer of residents will pay taxes into a savings or reserve fund for a facility or desired need, but they will not be able to experience the quality of life improvement or use of that facility. Most facilities are built by cities by issuing some type of debt or bond issuance.

Police and Fire Facility

The existing police and fire station was built over twenty (20) years ago. It was designed and built to meet the needs of the community at that point in time, but as the city has grown over the past 20 years, the current building and location of the building will not meet the future public safety needs of the community.

In 2020 a fire study was completed that analyzed the city's fire suppression, medical, and rescue operations; assessed the safety needs of the community; and identified hazards, risks, and challenges of the community. The study made recommendations to improve the delivery of fire and emergency services to the community.

The recommended time for a first fire response unit to arrive on the scene of a fire or medical emergency is 5 minutes 20 seconds. This includes dispatch and putting on turnouts time. Actual time driving from a fire station needs to be 4 minutes. The current performance of the Marina fire department is 8 minutes. To meet some of these needed standards a fire department needs to have sufficient staffing, and the departments fire resources (fire engines) need to be located close enough to the required service areas so that effective response times can occur within the identified time frames.

As cities incorporate and begin to grow, a fire station is typically located in the heart or center of the city so that adequate response times can be met. However, as cities develop and spread out, the fire station located in the center of the city, often is no longer able to provide adequate response times to the newly developed areas of the community. This is exactly what is happening to Marina, particularly in the Dunes, Sea Haven and Abrams Park areas. The Presidio of Monterey (POM) Fire Department which is currently located in Seaside on General Jim Moore Blvd is closest to these areas and typically is the first responder to arrive on scene. This station will be closing in 18 months, and after that, the Dunes, Sea Haven and Abrams Park areas will not be able to have adequate fire and medical response times due to the location of fire stations in Marina. The attached graphs show Marina's current areas of 4 minute response time and what these areas will be like when the POM station relocates.

Additionally, the current Marina fire station was built too small and a ladder truck, which is one of the priority needs of the city, cannot fit in this station. It is critical that a new headquarter fire station be built that can house a ladder truck and is located in the area around California Avenue and Imjin Parkway to provide needed fire and medical coverage to the southern areas of Marina including Sea Haven, Dunes, Abrams Park and future annexed areas of the city.

In the near term, the existing headquarters fire station on Palm Avenue needs to be relocated to the north end of the city in the Vince DiMaggio Park area.

EXHIBIT A

The estimated cost of a new fire headquarters station is \$10 – 15 million. In addition to a fire station, a \$ 1.5 million fire ladder truck needs to be purchased.

Police Facility

A new police facility can be build built as part of the new city hall facility and that portion of the cost is estimated to be \$ 12 million.

Other City Facilities

Other needed city facilities that have been identified are:

- Upgrades to community center, teen center, skate park - \$ 1 million
- Senior Center - \$ 3-5 million. This could be included in a city hall building plan
- Sports Center \$ 3.5 – 4 million. Funded from FORA escrow bonds
- Aquatic Center \$ 8 – 10 million
- Arts Village \$ 3 – 5 million
- Hockey Pavillion \$ 3 million

Unmet Current Staffing Needs

While all city departments will need to add staffing as continued growth of the community and service demands increase, as established by city policy, new staff must be funded by ongoing revenue growth and not one-time revenues. This is why economic development and growth of our tax base is so critical to our city.

Currently, we have service level demands from the community that we are unable to meet due to lack of staffing and funding to support that staffing. These current needs include:

- Firefighters (3) to increase staffing from 2nd engine company from 2 firefighters to 3 per engine company - estimated annual cost \$500,000
- Deputy Chief/Fire Marshall – estimated annual cost \$125,000
- Affordable Housing/ Lease/ Grants Manager – estimated annual cost \$150,000
- Human Resources/ Risk Management/ Liability Manager/Director – estimated cost \$200,000
- Public works maintenance workers (4) – estimated cost \$100,000 each
- Associate Engineer – estimated cost \$155,000
- Code Enforcement Officer – estimated cost \$100,000

Street Infrastructure

The city has implemented a pavement management street repair program with a goal of getting the condition of all city streets up to a rating of 70. Under this system a brand new street has a rating of 100 and a street undriveable is rated 0. Currently, the city is allocating \$1.6 million annually from the General Fund, \$600,000 annually from measure X funds, and \$400,000 annually from State road maintenance funds for a total of \$2.6 million annually to repair streets. While we have made significant improvements to our streets with these additional funds to our street programs, with our current funding we are still unable to fix 26 identified streets in the city that over the next three years will need to be completely reconstructed.

To fund the repair of these streets the city will need to issue a bond and pledge the \$600,000 annually from Measure X funds to make the annual debt service payments of this bond. This bond will be approximate \$7 – 8 million dollars. This still will require that the city come up with approximately an additional \$4-5 million to repair these streets.

Additional Fund or Revenue Options

The State of California by law gives cities four primary tax revenue sources in order to operate and meet the service demands and infrastructure needs of their community; sales tax, property tax, transient occupancy tax (TOT, hotel tax) and utility users tax (UUT). The City of Marina has established its sales tax rate at the maximum allowed by State law, it has established its TOT tax at 14%, property tax is established at 1% of assessed value, and the city does not have a utility users tax.

Most cities in the State and every city in Monterey County except one, has a utility user tax. The utility user tax is a primary tax source that other cities use to meet service and infrastructure demands. The City of Marina previously had a utility user tax but the citizens voted this down years ago. The lack of this primary tax source (especially over time) certainly contributes to the unmet facility and infrastructure needs of the city.

The attached exhibit is an estimate of additional revenue the city could generate with a UUT. It also shows the bonding capacity if the city were to pledge this revenue source to a bond. All tax increases must be approved by the voters. With a 6% UUT, the City of Marina would generate another \$1.6 million annually in taxes.

Another revenue source would be issuing a General Obligation Bond. A general obligation bond is paid by increases to property taxes. School districts typically use this funding source to pay for new schools and maintenance and repair of schools. The library in Marina was built by a general obligation bond. The following shows the estimated property tax increase with different levels of a general obligation bond.

- \$30 million GO bond - \$5.25 per month (\$63 annually) per \$100,000 assessed property value
- \$40 million GO bond - \$7.00 per month (\$84 annually) per \$100,000 assessed property value
- \$50 million GO bond - \$8.75 per month (\$105 annually) per \$100,000 assessed property value.

If a home in Marina had an assessed property value of \$600,000 they would pay an additional \$31.50, \$42.00 or \$52.50 per month depending upon the size of the bond.

The city could look at bringing an issue like this to the voters as early as June in a special election or in November at a regular election. While it's difficult to tax about tax increases, especially as we are recovering from the COVID pandemic, if we are ever as a community going to address aging facility and infrastructure needs we must have this discussion.

Respectfully submitted,

Layne P. Long
City Manager
City of Marina



Opinions on Local Funding Options for the City of Marina

Highlights of a Survey of Likely Voters



OPINION
RESEARCH
& STRATEGY

Survey Specifics and Methodology^{EXHIBIT B}

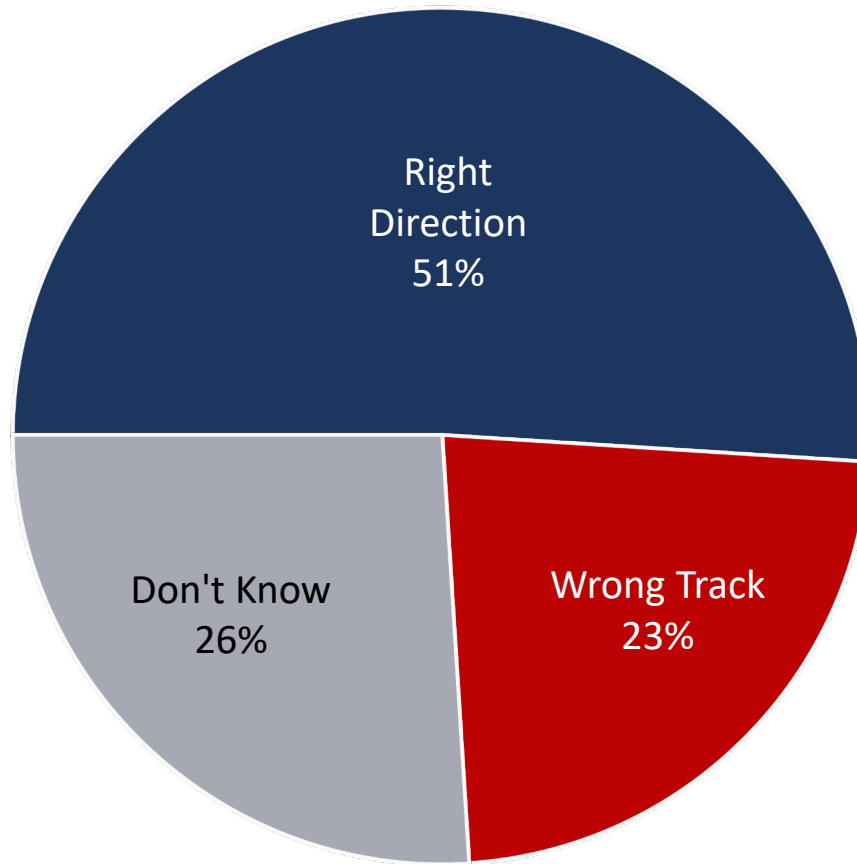
Dates	June 22 - July 7, 2022
Research Population	Likely November 2022 voters in the City of Marina
Total Interviews	301
Margin of Sampling Error	(Full Sample) $\pm 5.7\%$ at the 95% Confidence Level
Contact Method(s)	 Telephone Calls  Email Invitations  Text Invitations
Data Collection Mode(s)	 Telephone Interviews  Online Interviews
Survey Tracking	July 2016

(Note: Not All Results Will Sum to 100% Due to Rounding)

General Community Attitudes

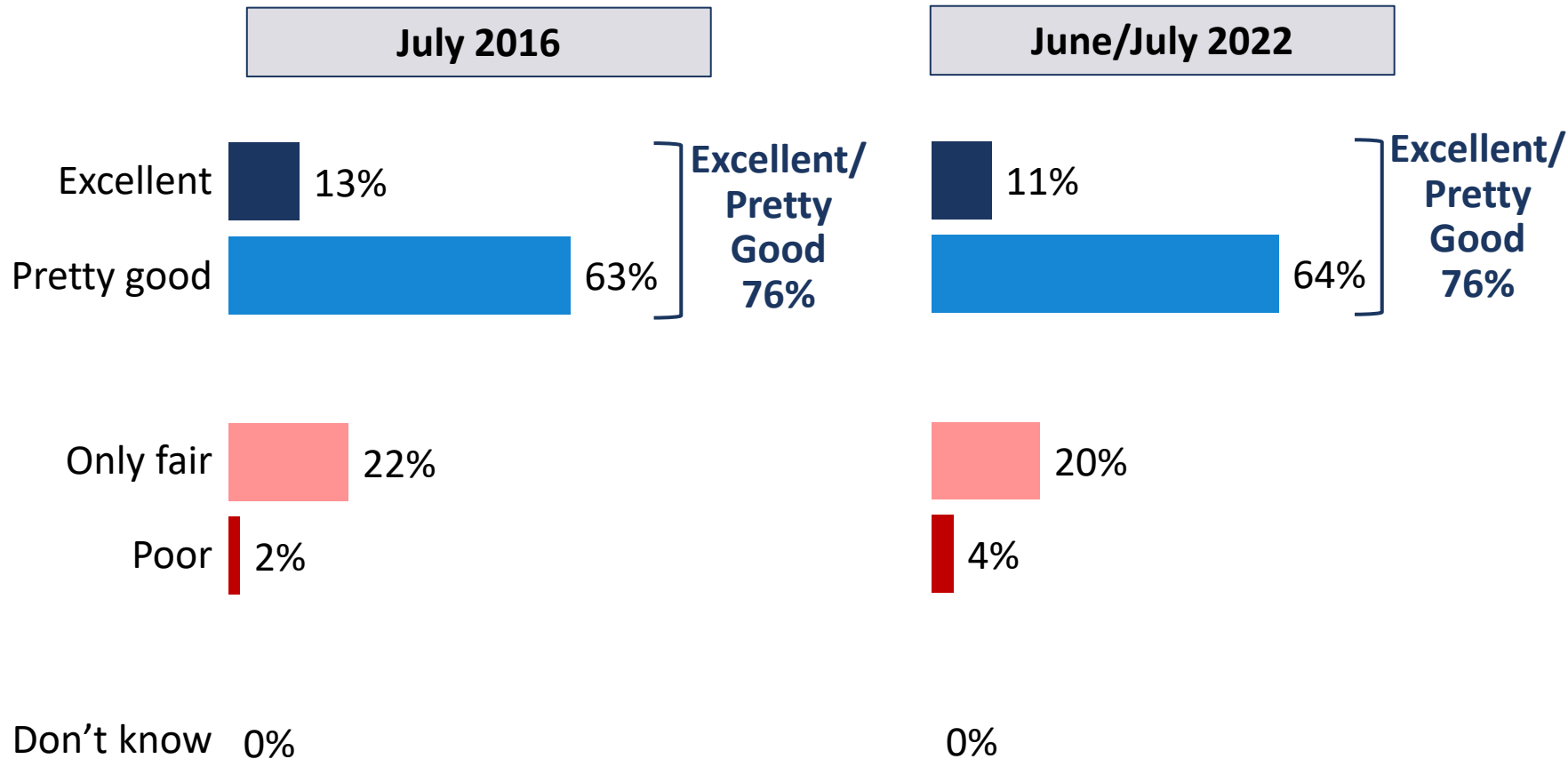
Half of likely voters in the City of Marina think things in the City of Marina are headed in the right direction, a high rating for a California city, and which is backed up by the results of other questions.

Do you think things in the City of Marina are headed in the right direction or are they off on the wrong track?

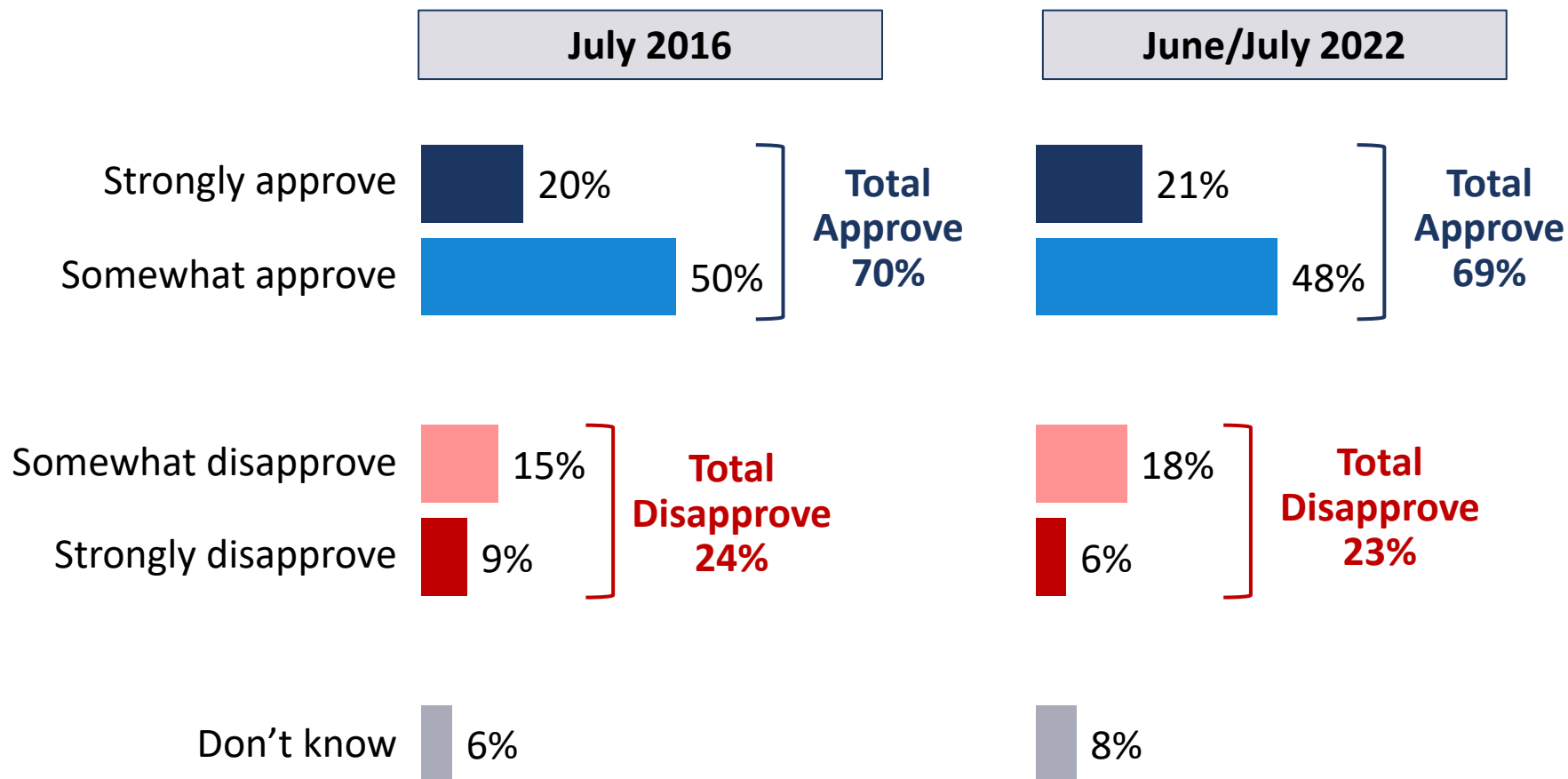


More than three-quarters describe the quality of life in Marina as excellent or pretty good, similar to the 2016 survey.

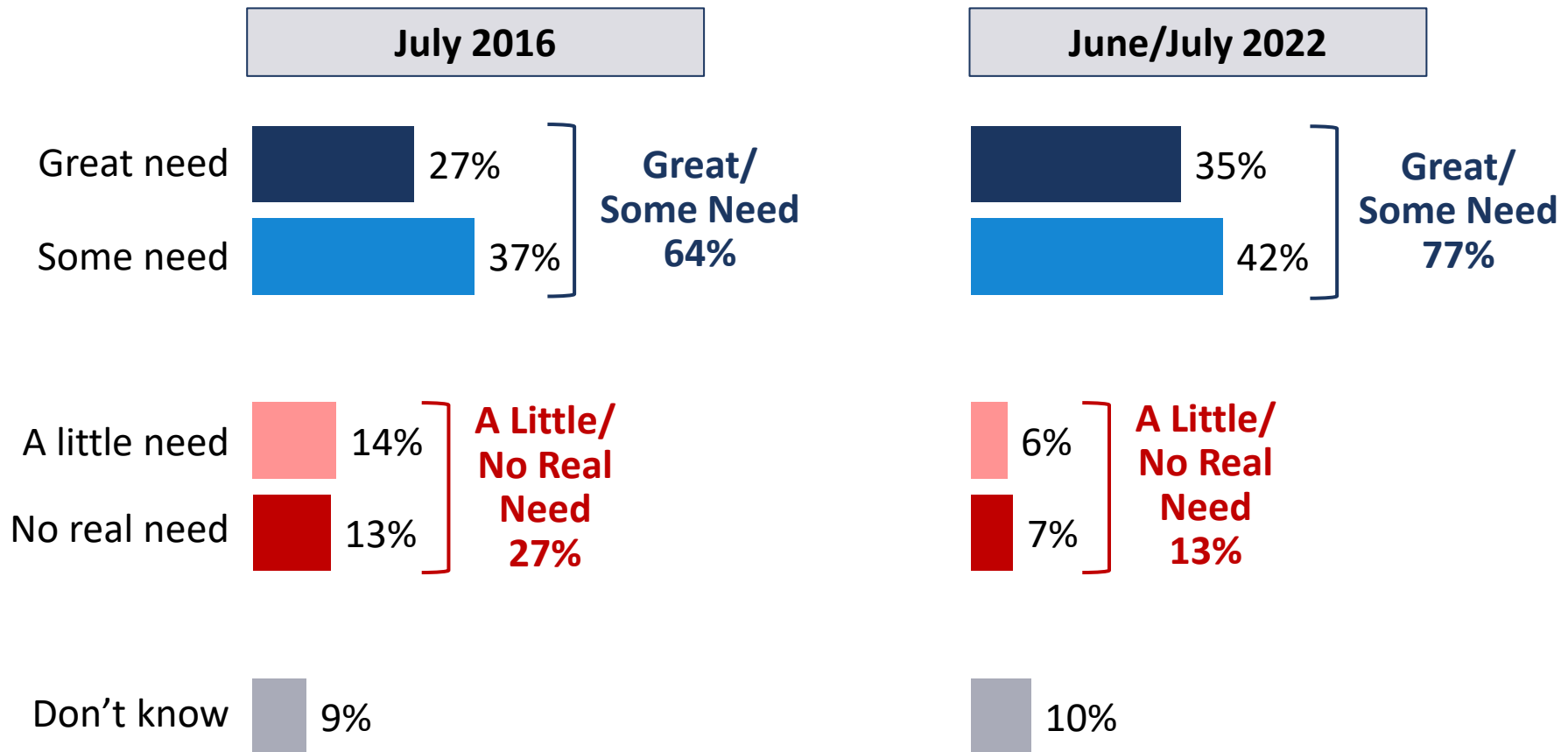
EXHIBIT B



Seven-in-ten voters continue to approve of the job being done by the City of Marina.



More than seven-in-ten voters perceive that the City has at least some need for additional funding, which is up notably from the 2016 survey.



Initial Ballot Measure Opinions

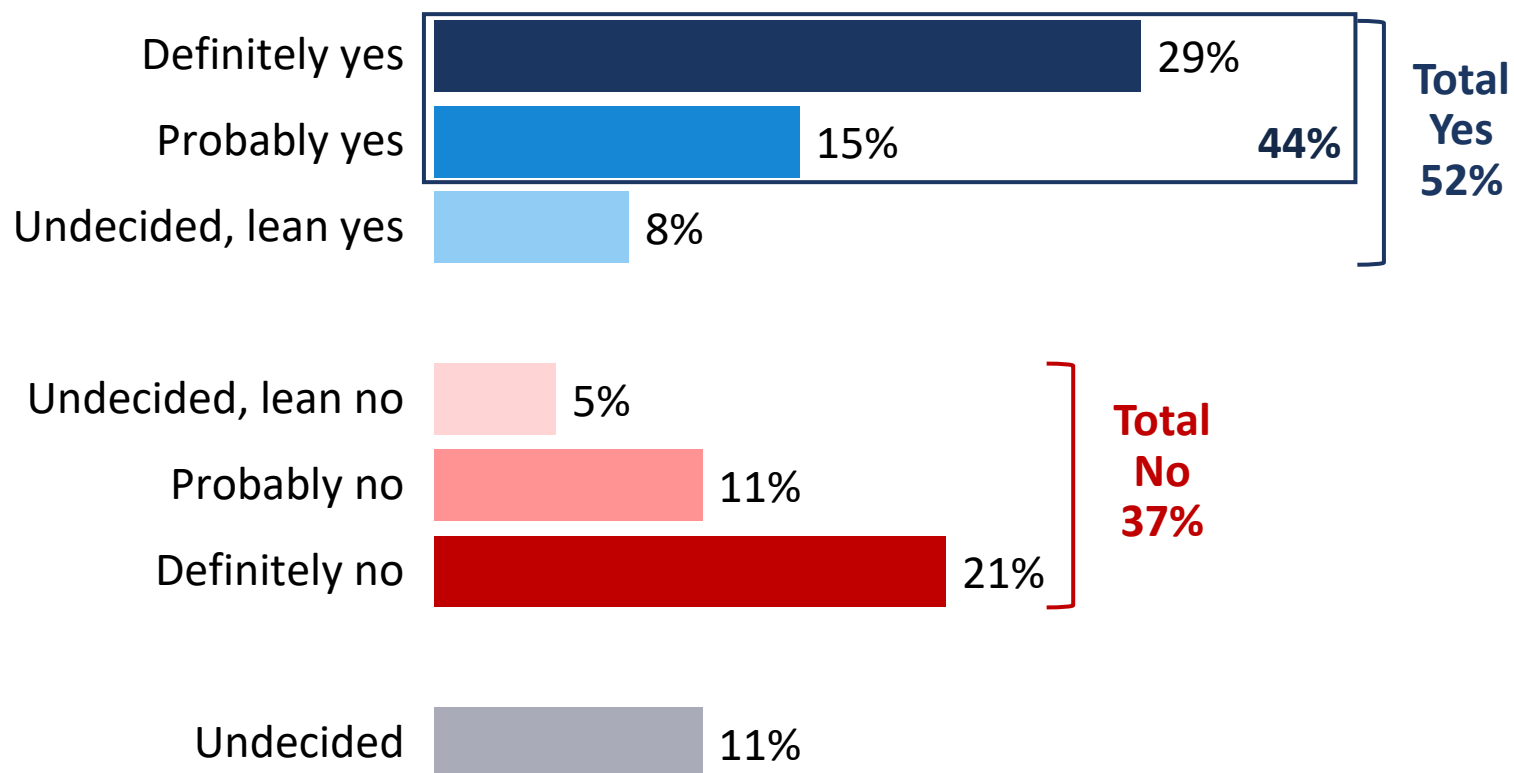
Hypothetical Ballot Question Tested in Survey

EXHIBIT B

MARINA EMERGENCY RESPONSE, PUBLIC SAFETY, ESSENTIAL CITY SERVICES MEASURE

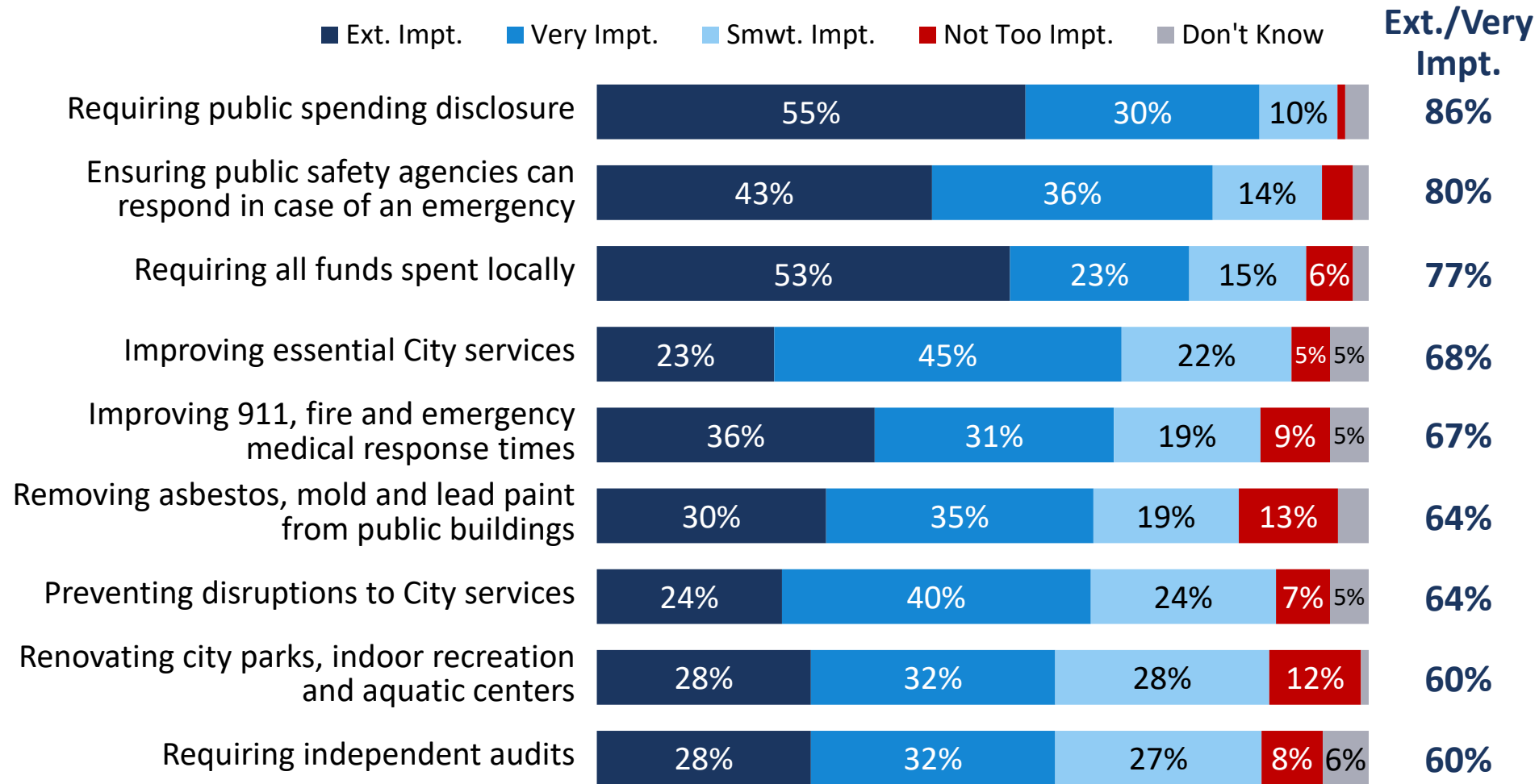
To improve 911 emergency/natural disaster response, public safety by building a fire station, upgrading police station; improve local essential services/senior services by establishing an earthquake-safe Community Center, shall the City of Marina issue \$50,000,000 in bonds at legal rates, levy \$105 per \$100,000 of assessed value, providing \$3,000,000 annually while bonds are outstanding, requiring public spending disclosure, independent oversight, all bond measure funds for Marina?

A majority of voters initially support the measure, but it falls well short of the two-thirds threshold necessary for passage.



The top priorities for the measure include emergency response, improving essential City services, and removing hazardous materials from public buildings, along with fiscal accountability.

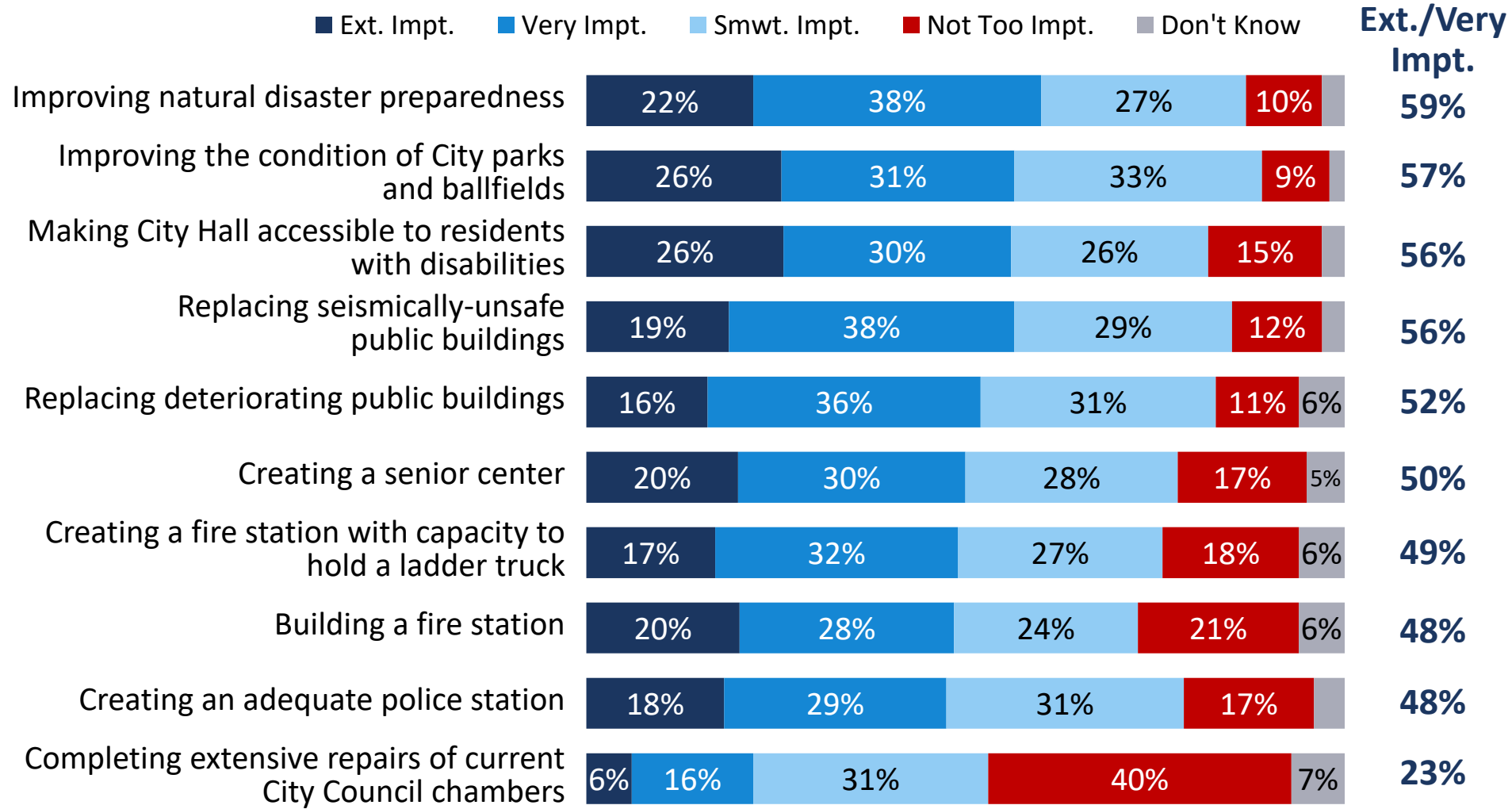
EXHIBIT B



Q6. I am going to read you a list of specific City projects and services that could be funded by, or provisions included in, the measure you just considered. Recognizing that there will not be enough funding for all of these projects, please tell me how important each one is to you: extremely important, very important, somewhat important, or not important.

Voter Priorities, Continued

EXHIBIT B



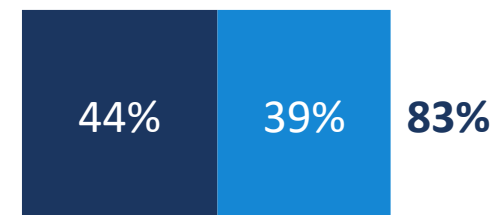
Q6. I am going to read you a list of specific City projects and services that could be funded by, or provisions included in, the measure you just considered. Recognizing that there will not be enough funding for all of these projects, please tell me how important each one is to you: extremely important, very important, somewhat important, or not important.

Impact of Information

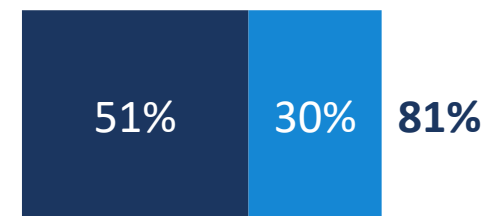
The most compelling themes about the measure include fiscal accountability, the condition of the City Hall offices, and inadequacy of the fire station.

■ Very Conv. ■ Smwt. Conv.

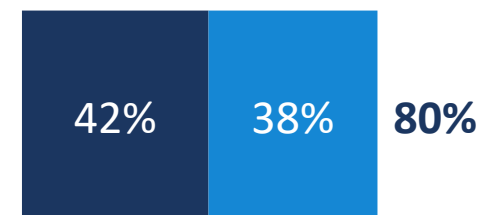
(ACCOUNTABILITY) This measure includes strict accountability provisions to ensure funds are used as promised, such as requiring public disclosure of all spending, independent audits, and a fiscal oversight committee of local residents. And by law, all funds must be used to benefit Marina residents and cannot be taken by the County, State or federal government.



(COMMUNITY CENTER) When Marina first became a city in 1975, a few temporary, portable buildings were set up to operate as the City Hall offices. The plan was to replace them in about six months. But, 47 years later those temporary portable buildings are still being used to house our city services, despite the fact that they are deteriorating, are not accessible for residents with disabilities, have mold, asbestos, leaky roofs, are not earthquake safe, and do not provide adequate space to host our local services. It is beyond time to create a real City Hall to serve all Marina residents.



(FIRE) Over the last eight years the fire service workload has increased by more than 50%. But our City relies on two old, inadequate fire stations with safety concerns, that are in the wrong location to meet response times needed for fire and medical emergencies. What's more the fire station in Seaside which provides backup support in our city is being moved farther away. This measure would help maintain and improve our public safety as Marina grows.



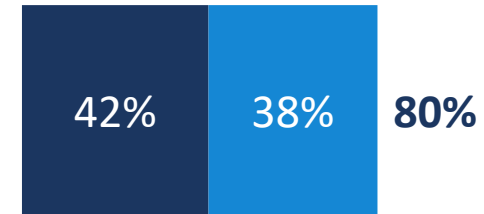
Q7. I am going to read you some statements from both supporters and opponents of the **MARINA EMERGENCY RESPONSE, PUBLIC SAFETY, ESSENTIAL CITY SERVICES MEASURE**. First, I am going to read some statements from people who support the measure. Please tell me whether you find it very convincing, somewhat convincing, or not convincing as a reason to support this measure on a future ballot.

The importance of the measure for emergency medical response times resonates strongly as well.

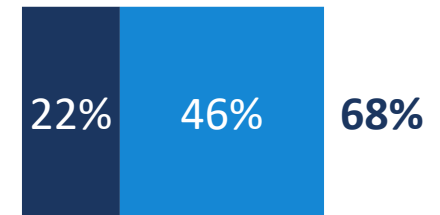
EXHIBIT B

■ Very Conv. ■ Smwt. Conv.

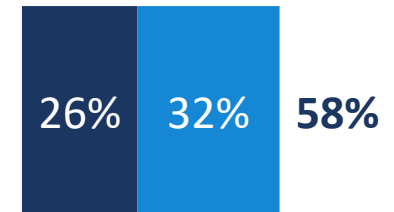
(RESPONSE TIMES - MEDICAL) When you have an emergency, seconds count. In 2021, 80 percent of calls to the Marina Fire Department were related to medical emergencies. But response times for some areas of the city are close to 8 minutes. This measure provides funding to build a much-needed, additional fire station in Marina, so all residents can get the timely 911 response they need.



(QUALITY OF LIFE) Marina is a place where people desire to work, live and raise families. However, we need to invest in our fire and police protection, and community center to be able to provide high-quality essential City services. This measure will help protect residents and maintain our community as a safe, clean place to live.

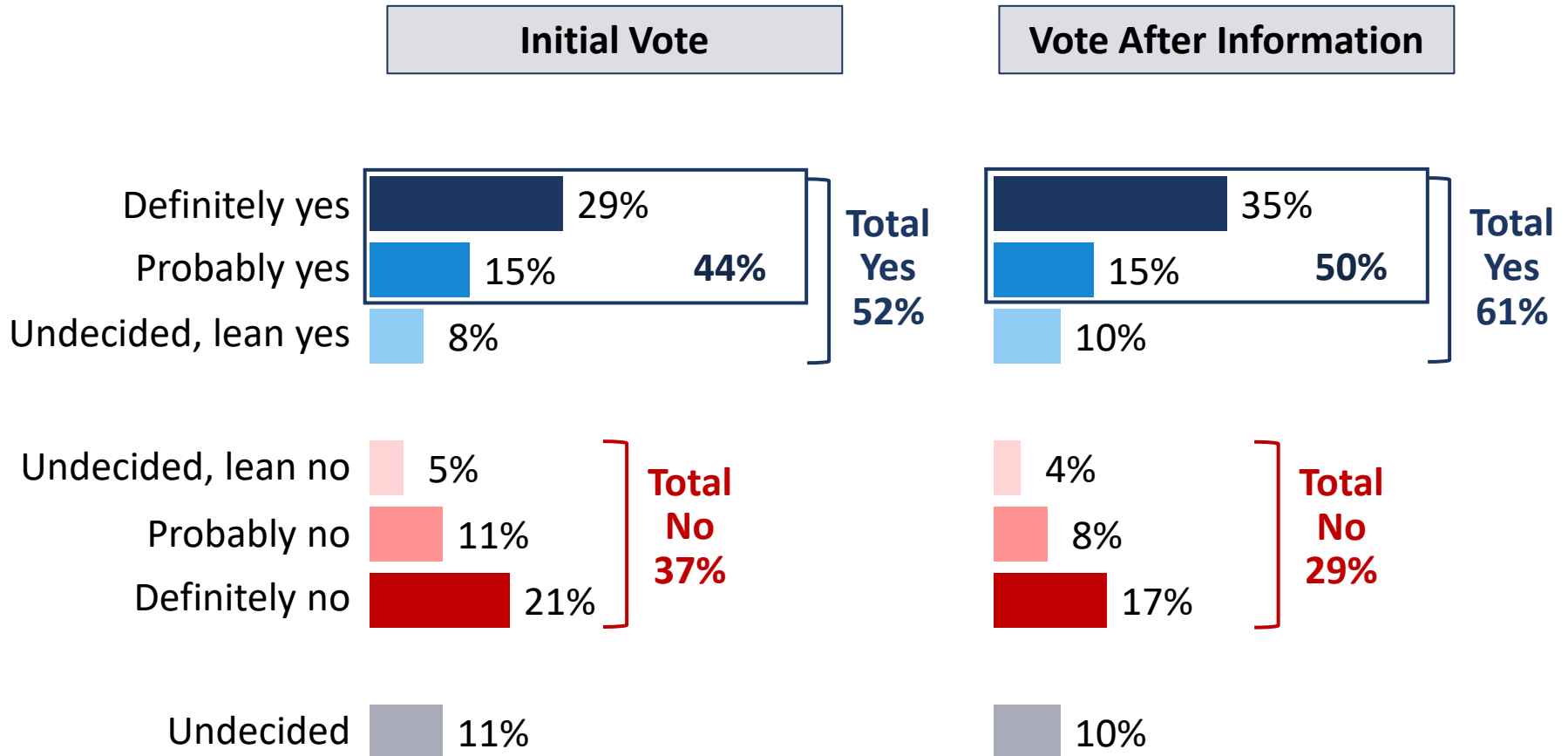


(PROPERTY VALUE) By improving 911 emergency response, fire and public safety capabilities, this measure will help to protect property values for Marina homeowners.



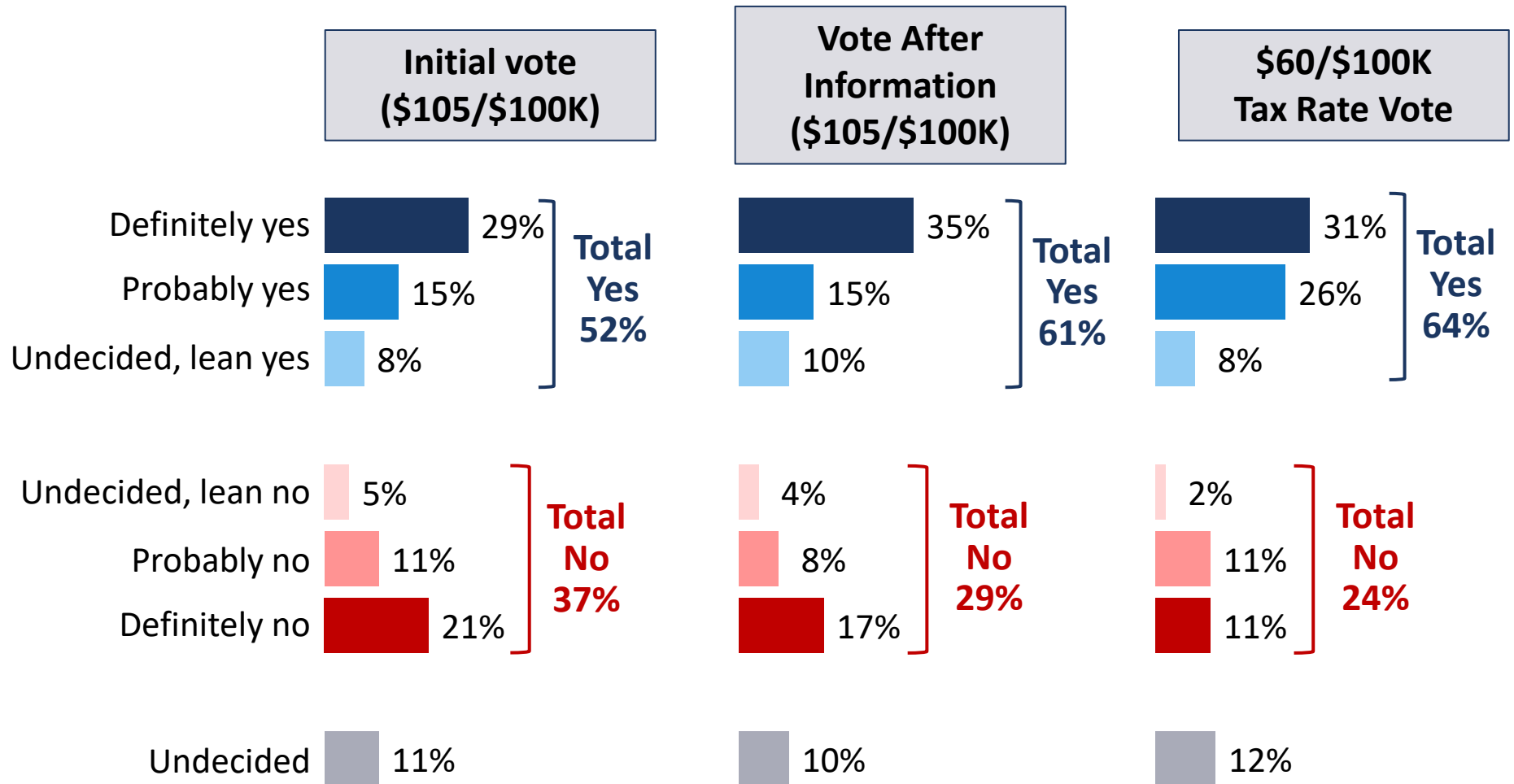
Q7. I am going to read you some statements from both supporters and opponents of the **MARINA EMERGENCY RESPONSE, PUBLIC SAFETY, ESSENTIAL CITY SERVICES MEASURE**. First, I am going to read some statements from people who support the measure. Please tell me whether you find it very convincing, somewhat convincing, or not convincing as a reason to support this measure on a future ballot.

Support for the measure increases substantially after information. ^{EXHIBIT B}



Support also increases when voters consider a lower tax rate for the bond measure.

EXHIBIT B

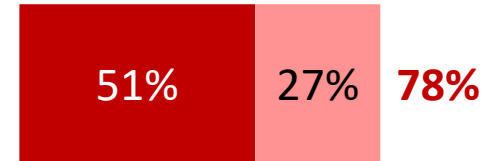


Several opposition statements resonate strongly

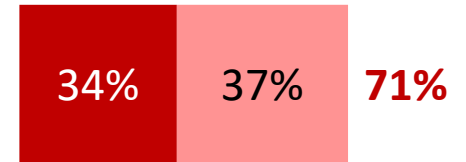
EXHIBIT B

■ Very Conv. ■ Smwt. Conv.

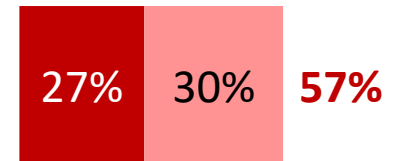
(TAXES) We are being overwhelmed by higher taxes and rising prices for gas, food, healthcare, housing, and other everyday essentials. Passing this bond measure would raise local property taxes by more than \$450 for the average homeowner, hurting those who can least afford it, like working families and seniors on fixed incomes.



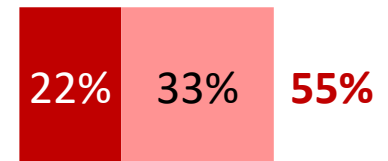
(NO NEED) With all the money the City has raised from land sales, past bond measures, sales taxes, hotel taxes and millions of dollars in new funding from the state and federal government, it should have enough funding without raising even more taxes.



(WASTE) Instead of raising taxes, the City should just cut unnecessary spending. We don't need to raise taxes again and allow bureaucrats and politicians to waste our tax dollars.

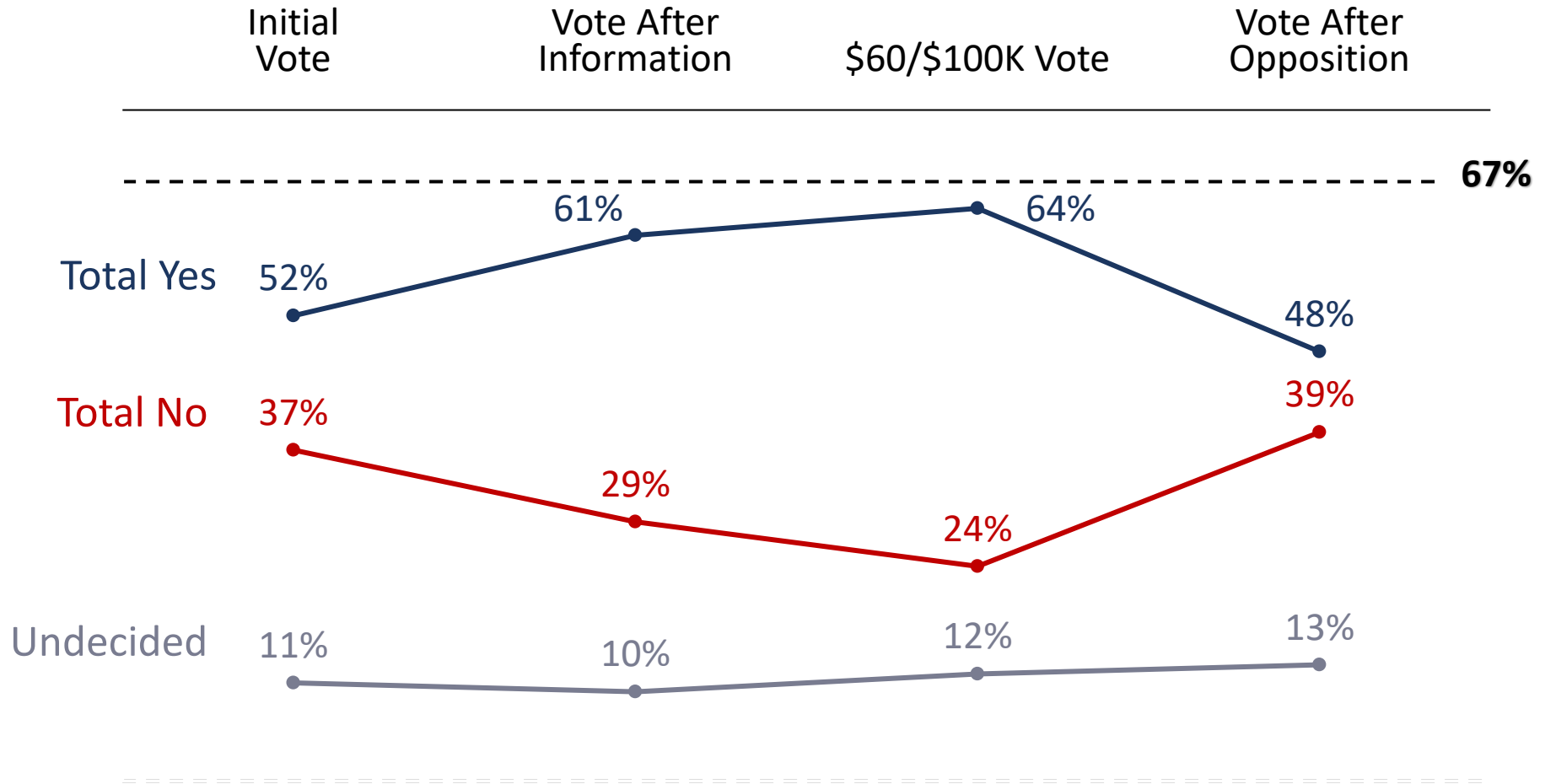


(CITY HALL) Most of the money from this measure is going to build fancy new offices for City employees. This is not a good use of our tax dollars, especially when so many employees can be working from home.



Simulating a robust opposition campaign drops support for the measure very considerably.

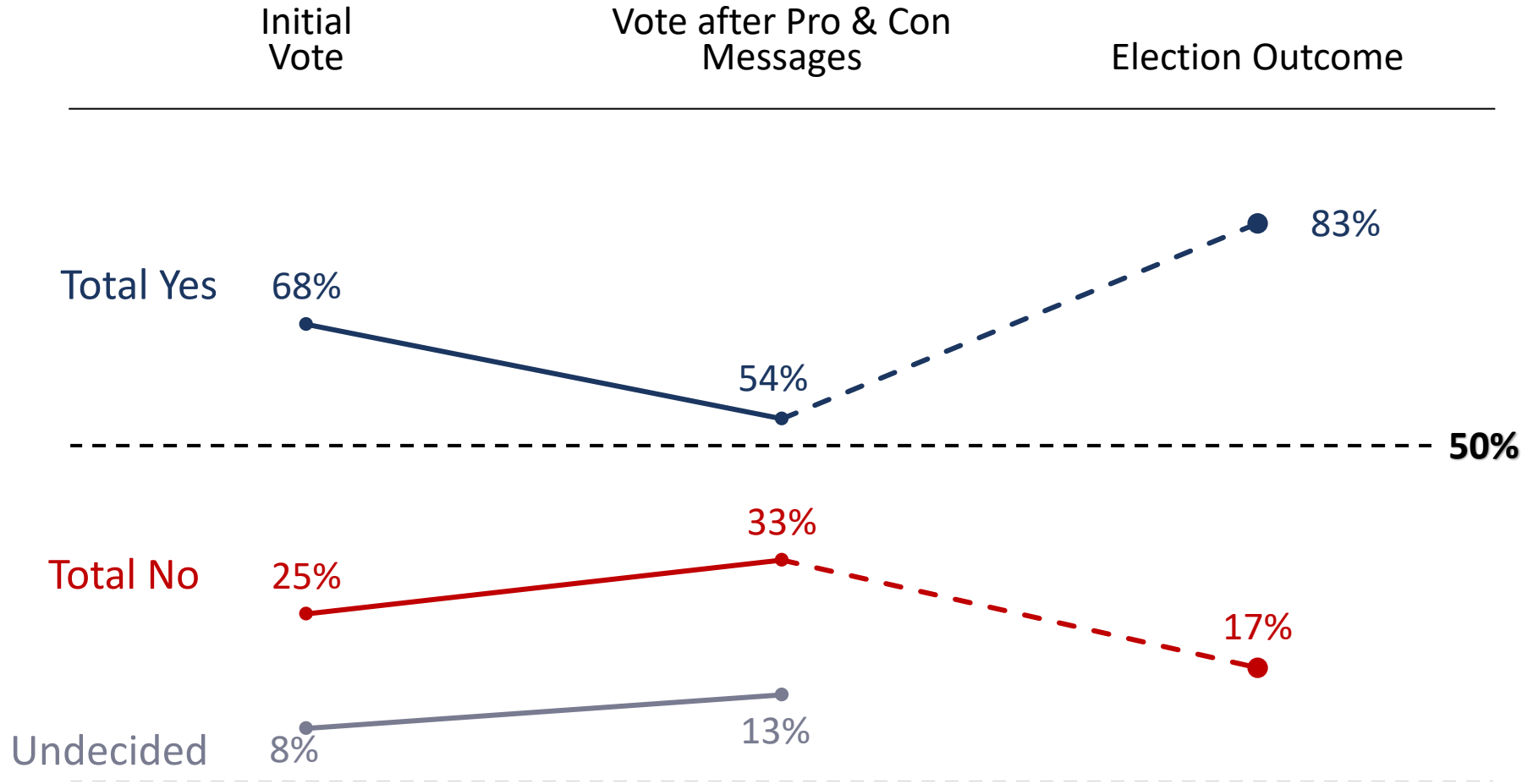
EXHIBIT B



In 2016, support for Marina's business license tax measure exceeded survey results which simulated an equal amount of pro and con messaging; however there was no organized opposition to the measure.

EXHIBIT B

Measure U - Business License Tax (2016)



Conclusions

Conclusions

EXHIBIT B

- Survey results show that approximately half of Marina voters support a \$50 million bond measure for the development of a Community Center and fire station. After information about the reasons the City could pursue the measure, support grows to 61% but remains below the two-thirds threshold necessary for passage of the measure.
- Compared to 2016, there is a lot of consistency on attitudes on the quality of life in Marina and approval of the City's job performance.
- More than three-quarters of voters think the City has a need for additional funding, which is up from the 2016 survey.

Conclusions; Continued

EXHIBIT B

- Voters top priorities for the measure include:
 - Ensuring public safety agencies can respond in case of an emergency
 - Improving essential City services
 - Improving 911, fire and emergency medical response times
 - Removing asbestos, mold and lead paint from public buildings
 - Preventing disruptions to City services
- Voters also value fiscal accountability provisions such as requiring public disclosure of spending and that all funds would be spent locally.

Conclusions; Continued

EXHIBIT B

- Several informational themes resonate with voters including that the current City Hall was set up to be temporary 40 years ago and does not meet current safety/accessibility needs, the need for improved fire station capacity to meet current needs for fire and medical emergencies.
- Support for a smaller bond measure with a lower tax rate (\$60/\$100,000 of assessed value) is somewhat stronger, but still does not quite reach the two-thirds level.
- Simulating a robust opposition campaign knocks down the level of support for the measure below its initial level.



Opinions on Local Funding Options for the City of Marina

Highlights of a Survey of Likely Voters



OPINION
RESEARCH
& STRATEGY



Proposal for Revenue Measure Consulting Services

Prepared for:

City of Marina

December 22, 2022



Layne Long
 City Manager
 City of Marina
 211 Hillcrest Avenue
 Marina, CA 93933

Dear Mr. Long:

Thank you for the opportunity to present this proposal for revenue measure consulting services as you consider a potential bond measure to improve city facilities. Our firm has extensive experience in Monterey County generally and experience in the City of Marina specifically. In 2014 we helped develop campaign messaging materials for the advocacy campaign supporting the Measure E transient occupancy tax and the Measure F sales tax that were both approved by voters by wide margins.

TBWBH PROPS & MEASURES is a strategy and communications consulting firm that specializes in helping cities, counties, school districts, community college districts and other public agencies build public consensus for public finance ballot measures. Our work on over 500 successful revenue measures in communities throughout California has generated billions in voter-approved funding for public agencies. We are proud to be California's leading revenue measure consulting firm.

We believe that our firm's skills, expertise and experience offer a unique fit to help you navigate the challenges associated with this project:

- Unmatched Experience on Voter-Approved Revenue Measures for Cities.** TBWBH PROPS & MEASURES has unmatched experience guiding city tax measures to victory. We've helped prepare and pass 100 different measures for California cities, large and small. In 2022 we helped 15 cities pass local tax measures. In 2020, during the height of the pandemic, we helped pass 18 successful revenue measures for California cities.
- Unmatched Experience in Monterey County.** In addition to our specific experience in Marina, TBWBH PROPS & MEASURES has worked on 15 successful revenue measures in Monterey County, including the 2020 bond measure for Monterey Peninsula College, two successful bond measures for Monterey Peninsula Unified School District, the 2016 parcel tax for Monterey Peninsula Regional Park District and the 2014 sales tax for Monterey Salinas Transit District. We have also passed multiple measures for the City of Salinas, City of Monterey and others. A full listing of our experience is included at the end of this proposal.
- Today's communication tools.** TBWBH PROPS & MEASURES takes full advantage of modern communication tactics, including social media and digital advertising. We are also experts in traditional print media, direct mail and earned media, allowing us to help you efficiently leverage a full array of communication channels to engage voters.
- Customized Approach.** We don't apply a "cookie-cutter" approach to local tax measures. Our prior clients will tell you that our attention to the unique political challenges of your funding measure and the current political environment set us apart from others in our industry.

- **Capacity and Infrastructure to Serve You.** All qualified political firms are busy during election years. Unlike our competitors whose firms are comprised of one or two principal consultants, TBWBH PROPS & MEASURES has a team of professionals to ensure your project receives the attention and service it deserves. Charles Heath, one of TBWBH PROPS & MEASURES' seven practicing partners, will serve as your day-to-day contact throughout the project. TBWBH PROPS & MEASURES' partners are supported by the largest and most experienced staff in our industry. TBWBH PROPS & MEASURES is one of the only firms in our industry that maintains an in-house graphic design department, digital media coordinator and production coordination team to ensure your messaging, media and materials are of the highest quality and delivered on time and on budget.

We are confident that you will find our qualifications, experience and attention to client service are unmatched. The remainder of this proposal provides additional detail about our firms and services. If you have any questions, please do not hesitate to reach out.

Sincerely,



Charles Heath

Partner

cheath@propsandmeasures.com

415-810-8053

About TBWBH Props & Measures

TBWBH PROPS & MEASURES is a non-partisan strategy and communications consulting firm specializing in bond, tax and other public finance ballot measures supporting public programs, services and facilities. TBWBH PROPS & MEASURES (formerly known as TBWB Strategies) launched in 2005 as an offshoot of Terris Barnes & Walters Political Media, which has been winning campaigns in California since 1988.

Building Public Consensus in Communities Throughout California

Successful revenue measures are built upon a foundation of strong community consensus. We work with our clients to identify shared community priorities and values in order to identify the elements of a successful revenue proposal. We have built community consensus for revenue measures in hundreds of communities throughout our home state of California and many communities across the country. We know how to develop successful revenue proposals and communicate with voters in urban, suburban and rural communities.

Revenue Measure Expertise

The partners and consultants at TBWBH PROPS & MEASURES have experience with over 500 successful public finance ballot measures that have raised tens of billions of dollars in voter-approved revenue for public programs, services and facilities. The successful measures include bonds, parcel taxes, sales taxes, transient occupancy taxes, utility users taxes, assessments and fees. We help cities, towns, counties, school districts, community colleges, parks, water and open space districts, fire districts, libraries, healthcare districts, transportation and transit agencies and others.

Commitment to Client Service

We have found that a close partnership with attention to daily details is essential. We know public finance measures, and you know the communities you serve. We also understand that the reputation of your agency is at stake every time you seek funding from your community. It's not enough just to "win," but the measure and the related messaging must help you strengthen your relationship with your community.

Project Leadership

TBWBH PROPS & MEASURES has seven experienced partners with the time and capacity to give your effort the devoted senior-level attention it deserves. Your project will not be handed off to inexperienced staff once the contract is signed. You will work directly with Charles Heath, a Partner in our firm who will oversee all quality control aspects of the project. Our direct and personal "in the trenches" experience guiding recent successful tax and bond measures offers a keen understanding of the nuances in messaging and strategy required for success.

Project Support

All qualified political firms will be busy in an election year. TBWBH PROPS & MEASURES maintains the largest and best-trained support team in our industry. Under the close supervision of the Partner leading the project strategy, messaging and direction, one of TBWBH PROPS & MEASURES' experienced consultants will focus on managing project logistics to ensure the project is completed on time, on budget and with no deadlines missed. One or more of TBWBH PROPS & MEASURES' Associates will be assigned to provide logistical support to the team.

In-House Graphic Design, Digital Media and Production Coordination

Local residents receive their information in a variety of ways. We offer innovative multimedia communication plans that deliver your message through a combination of direct mail, email, online display advertising, pre-roll video advertising and social media advertising to ensure a thorough reach to voters and maximize visibility. TBWBH PROPS & MEASURES has unmatched experience blending traditional and new media strategies to maximize the impact of your message. TBWBH PROPS & MEASURES is one of the few firms in our industry that maintains an in-house Art Department and Production Department. This allows us to produce award-winning, creative concepts and attend to all the details required for efficient and timely delivery of digital media and printed materials.

Project Approach and Work Scope



We have a proven general approach to revenue measures that follows five critical steps. Within each step, we customize a set of strategies and tactics to address the specific challenges, circumstances and nuances for each of our projects.

STEP 1: Feasibility study to determine if and under what conditions your agency can pass a local funding measure.

STEP 2: Build consensus with outreach and awareness-building strategies that position your measure for success.

STEP 3: Build a strong measure by aligning the measure's features with the community's priorities and sensitivities.

STEP 4: Campaign for the win by efficiently getting your message out to persuade voters and mobilize your base of support.*

STEP 5: Bridge to the next election by continuing positive and transparent community dialogue about how voter-approved funding is being utilized.**

The first three steps in this process are typically led by the public agency pursuing the revenue measure as part of the process to evaluate, plan and prepare a measure for the ballot. All publicly funded communication during this phase must be informational and not advocacy. The fourth step in the process, once a measure is on the ballot, must be coordinated by an independent campaign committee using private resources. The fifth and final step may be coordinated by the public agency to facilitate ongoing communication and updates for the public.

Step 1: Feasibility Study

TBWBH PROPS & MEASURES, in collaboration with your selected public opinion pollster, will help you assess the basic viability of a potential revenue measure and identify the strategic elements needed to maximize the chances for success. During the feasibility study we'll help you tackle the most basic strategic questions that must be answered in order to identify a path to success.

TBWBH PROPS & MEASURES will help you answer:

- What are the highest priorities for public funding in the community?
- Is it reasonable to think that a funding measure can be successful with voters? At what vote threshold? At what tax rate?

- What services or projects are voters most likely to fund?
- What is the optimal timing for a measure going to the ballot? What level of voter turnout helps maximize support?
- Does sufficient community awareness of your needs already exist, or is proactive outreach required to build awareness? What are the key messages voters need to hear and what are the most effective channels for communication?
- How might specific exemptions or accountability protections be included in a successful measure?
- What controversies or competing issues must be considered before moving forward?

To answer these questions TBWBH PROPS & MEASURES will work closely with your pollster to develop a voter survey to understand current attitudes and opinions. We'll help you analyze the results and turn the data into an actionable plan for moving forward. We'll also help you interpret and present recommendations to your City Council and other key stakeholders to build consensus around a unified strategic approach to addressing your funding needs.

Step 2: Build Consensus

Based on the findings from the survey and feasibility assessment, TBWBH PROPS & MEASURES will help develop and implement a public information and outreach program to educate the community about your funding needs and build broad community consensus around a revenue solution.

Specifically, TBWBH PROPS & MEASURES will:

- Develop informational messaging and a plan for getting the message out to key audiences
- Provide talking points, answers to frequently asked questions and a message training to key staff, employee groups, commissioners and elected officials
- Provide information to be added to your website, distributed through social media and included in newsletters
- Prepare presentations for community meetings
- Write, design and produce informational mailings and advertising to educate and inform voters
- Develop strategies and plans to inform internal stakeholder groups within your agency
- Develop strategies for managing coverage of this issue in the local press
- Develop strategies and plans to inform external groups including elected leaders, business leaders, neighborhood leaders, faith community leaders and taxpayer groups

TBWBH PROPS & MEASURES has expertise in traditional communication strategies like direct mail, print advertising and earned media. We are also experts in utilizing new media strategies such as social media, online advertising and video. Our in-house graphic design and production capabilities allow us to deliver the highest level of strategic and creative communication for our clients.

Step 3: Build a Strong Measure

Once we know what a viable, winnable ballot measure looks like, TBWBH PROPS & MEASURES will work with you to develop a revenue measure and qualify for the ballot.

During this phase of work, TBWBH PROPS & MEASURES will:

- Work with you and your financial team to finalize amounts, tax rates and the structure of your measure
- Refine the description of your needs and/or expenditure plan to make sure they are written in clear and understandable language featuring projects and programs that are high priorities for voters
- Work with you and your legal counsel to define important taxpayer accountability protections, including any potential independent Citizens' Oversight Committee and public reporting process, if needed
- Work with you and your legal counsel to develop all ordinances/resolutions required for calling the election
- Develop the critical ballot question that will appear on ballots
- Develop and refine the full text of the measure and other materials that will appear in the ballot pamphlet mailed to all voters
- Present recommendations and documents to the City Council for formal approval

Step 4: Campaign for the Win*

The next step in the process is to mount a strategic advocacy campaign to secure the votes needed to win on Election Day. This is the only step in the process that cannot be funded with public dollars. While agencies can continue to provide information to residents about the measure, only a privately funded campaign committee can advocate for the measure. We will work with your agency to understand if volunteers are available and motivated to step forward to run such an effort. Typically, as consultant to volunteer campaign committees, we build campaign plans with the following elements to ensure the best possible chance of success on Election Day:

- **Effective messaging and materials.** Campaign logos, brochures, websites, social media and other materials must be eye-catching and have a local feel in order to persuade and motivate voters effectively.
- **Avoiding controversy and obstacles.** We can't take anything for granted in today's economic and political environment. To win, it is important to run an organized campaign that avoids controversy and neutralizes opposition to the extent possible.
- **Good teamwork.** We strive to build broad coalitions that include support from business, labor and the full-spectrum of political ideologies.
- **Efficient grassroots organizing.** The time and energy of your volunteers are precious resources. We'll work with you to develop a plan that maximizes the impact of their efforts on the outcome of the election.
- **Strong fundraising.** Fundraising for local ballot measures can be a challenge. It takes resources to get your message out to the voters who will determine the outcome of your election. We can help you create a fundraising plan to help you achieve the resources needed to win.

Note: The information provided in Step 4 is intended as information to convey TBWBH PROPS & MEASURES' full range of services available to assist with the tax measure process. The services described here are **not proposed as part of the scope of services for City of Marina.. If a tax measure is placed on the ballot and an independent advocacy committee forms, these services would be offered to that group and privately funded under a separate agreement.*

Step 5: Bridge to the Next Election

After voters have approved your measure, it is important to continue positive and transparent community dialogue about how you are utilizing voter-approved funding and delivering on your promises. When taxpayers hear nothing, they assume the worst and fall back on unfair stereotypes about how government spends money.

We offer a full range of ongoing communication services to our clients:

- Creation of regular updates to highlight progress related to your measure, including messaging for email blasts, websites, social media and newsletters
- Assistance with crafting responses to community or media inquiries regarding a local funding measure
- Assistance with preparing presentations to community groups and oversight bodies
- Regular direct mail updates and advertising to the entire community to ensure broad awareness beyond the most active and engaged citizens

Consultant Biography

Charles Heath, Partner - TBWBH Props & Measures

Over more than 20 years as a strategy and communications consultant, Charles has guided more than 100 ballot measures to victory. With a background in various political projects, Charles has spent the better part of the last decade with a strict focus on working with public agencies to design winning revenue measures for the ballot and execute strategic public information efforts to position his clients for success at the ballot box. Once a measure is on the ballot, Charles works with advocacy campaign committees to run efficient and effective campaigns to achieve voter approval for ballot measures.



Charles has led campaigns in all parts of California — from large urban environments like Oakland, San Jose and Los Angeles to suburban environments like Marin, Riverside and Orange County to rural and agricultural communities like Plumas County, Truckee and Stanislaus County.

Charles has worked with a diverse range of public agencies across the western United States, ranging from school and community college districts to healthcare districts, transportation agencies, cities and counties, park and recreation districts, libraries and fire districts.

Charles became a Partner at Props & Measures in November 2009. Prior to joining TBWBH PROPS & MEASURES, Charles worked at another leading consulting firm for ten years, most recently as Vice President and Senior Consultant.

Before his career in public finance campaigns, Charles worked as a policy analyst for a public policy think tank, as an aide in the California Legislature and as a reporter for a local newspaper.

Charles is a graduate of the University of California at Davis with degrees in Political Science and English, and he earned a Master's Degree from the London School of Economics.

Charles grew up in Southern California and now lives in the East Bay with his wife Eva, his son Alexander and his daughter Lillian. You can reach Charles at TBWBH PROPS & MEASURES' San Francisco office at (415) 810-8053 or cheath@propsandmeasures.com.

References

Monterey Peninsula College

Rebecca “Beccie” Michael
Foundation Executive Director
(831) 655-5506
rmichael@mpc.edu
Notes: 2020 Bond Measure for MPC

Monterey Peninsula Regional Park District

Rafael Payan
General Manager
(831) 372-4181 x104
payan@mprpd.org
Notes: 2016 Parcel Tax for MPRPD

Monterey Salinas Transit/Transportation Authority of Monterey County

Carl Sedoryk
General Manager/CEO
(831) 393-8123
csedoryk@mst.org
Notes: 2014 Sales Tax for MST

City of Salinas

Jim Pia
Assistant City Manager
(831) 758-7201
jimp@ci.salinas.ca.us
Notes: 2014 UUT and Sales Tax, 2012 Sales Tax, 2005 Sales Tax

Town of San Anselmo

David Donery
Town Manager
(415) 258-4652
ddonery@townofsananselmo.org
Notes: Nov 2022 Sales Tax Measure and Library Parcel Tax Measure

City of Santa Rosa

Scott Alonso
Intergovernmental Relations & Legislative Officer
(707) 328-7176
salonso@srcity.org
Notes: Nov 2022 Public Safety Sales Tax, 2020 General Sales Tax, 2018 General Sales Tax

City of Torrance

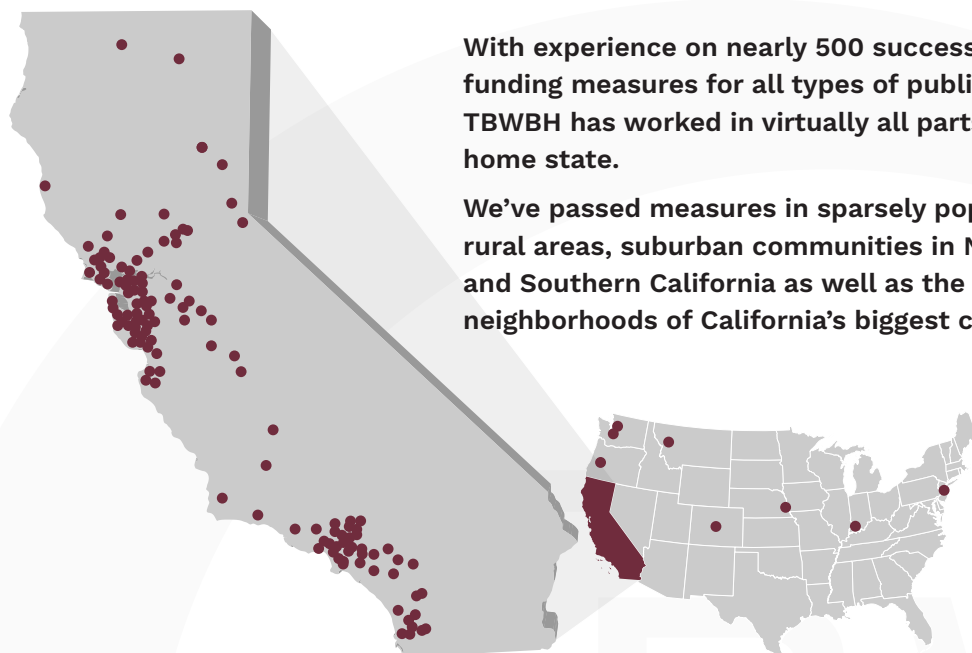
Aram Chaparyan
City Manager
(310) 618.5880
AChaparyan@TorranceCA.Gov
Notes: June 2022 Sales Tax

Fees & Costs

As is the standard in our industry, TBWBH PROPS & MEASURES contracts on a fixed-fee basis. For a city the size of Marina, our standard consulting fee is \$6,500 per month. Reimbursable business expenses will be billed separately along with any other hard costs associated with, printing, postage or advertising for informational materials. Partial months of services would be billed at a prorated amount.

To help you estimate the full cost of the revenue measure planning process, following are estimates of the cost of implementing a public information and outreach program in advance of a revenue measure election. The cost of printing and mailing an 11x17 informational brochure to all voter households in Marina (6,548 households) is approximately \$8,000 per mailing. This price is all inclusive and includes design, photography, pre-press, printing, mailing data, addressing, sorting, post office delivery, sales tax and bulk-rate postage. Once you approve the content and design of each piece, we would handle all details related to production and mailing. We will work with you to develop an appropriate budget for these costs through the development of a public outreach plan. For budget estimating, most cities and towns send two to three informational mailers during the revenue measure planning and outreach process.

COMBINED EXPERIENCE OF TBWBH'S PARTNERS



With experience on nearly 500 successful local funding measures for all types of public agencies, TBWBH has worked in virtually all parts of our home state.

We've passed measures in sparsely populated rural areas, suburban communities in Northern and Southern California as well as the urban neighborhoods of California's biggest cities.

Cities and Counties

Los Angeles County	City of Manteca
Homeless Initiative	City of Merced
Marin County	City of Modesto
Napa County	City of Montebello
Placer County	City of Morgan Hill
San Bernadino County	City of Murrieta
San Mateo County	City of Napa
Santa Clara County	City of Oceanside
Santa Cruz County	City of Ontario
Solano County	City of Orinda
Sonoma County	City of Pacifica
City of Adelanto	City of Palm Springs
City of Alameda	City of Palmdale
City of Arcadia	City of Palo Alto
City of Barstow	City of Paramount
City of Benicia	City of Pleasant Hill
City of Berkeley	City of Pomona
City of Beverly Hills	City of Redlands
City of Burlingame	City of Redwood City
City of Campbell	City of Sacramento
City of Carlsbad	City of Saint Helena
City of Chula Vista	City of Salinas
Town of Corte Madera	Town of San Anselmo
City of Crescent City	City of San Bernardino
City of Del Mar	City of San Bruno
City of Diamond Bar	City of San Mateo
City of Downey	City of San Jose
City of Emeryville	City of San Rafael
City of Fairfield	City of Santa Cruz
City of Foster City	City of Santa Fe Springs
City of Fremont	City of Santa Monica
City of Fullerton	City of Santa Rosa
City of Glendale	City of South Lake Tahoe
City of Goleta	City of South Pasadena*
City of Gustine	City of Suisun City
City of Kerman	City of Torrance
City of Lancaster	Town of Truckee
City of Lafayette	City of Union City
City of Laguna Beach	City of Vacaville
City of La Palma	City of Ventura
City of La Verne	City of Watsonville
City of Livermore	City of Whittier
City of Lomita	Town of Windsor
City of Los Altos	City of Yuba City
City of Madera	

Statewide Measures

Proposition 1 2018 – Veterans and Affordable Housing Act
 Proposition 2 2018 – Homeless Mental Health Housing Act
 Proposition 39 2012 – Close the Oil and Gas Loophole
 The Millionaires Tax 2012 – Restoring California
 Measures 66 & 67 2010 – Oregon

Transportation

BART (Santa Clara County)*
 Caltrain*
 Contra Costa Transportation Authority*
 Fresno County Transportation Authority*
 Madera County Transportation Commission
 Merced County Association of Governments
 Metropolitan Transportation Commission*
 Monterey-Salinas Transit
 Napa County Transportation Agency
 Placer County
 Riverside County Transportation Commission
 San Mateo County Transit District
 Santa Cruz County Regional Transportation Commission
 Sonoma County Transportation Authority*
 Sonoma-Marin Area Rail Transit
 Stanislaus County Transportation*
 Transportation Agency of Monterey County*
 Transportation Authority of Marin*
 Truckee/North Tahoe Transportation Agency

Hospitals and Healthcare

Salinas Valley Memorial Healthcare System
 Save Laguna Hospital
 Seton Medical Center
 Valley Health System*

Parks, Open Space and Water Districts

Alameda County Clean Water Program
 Big Sur Land Trust
 Camden Water*
 City of Fresno Parks*
 Desert Recreation Open Space
 East Bay Parks Open Space
 Greater Vallejo Recreation District
 Hayward Area Recreation District
 Los Angeles County Flood Control District
 Los Angeles County Regional Park and Open Space District
 Marin County Flood Control and Water Conservation District
 Marin County Parks/MALT*
 Mendocino County Inland Water & Power
 Missoula Open Space (Montana)
 Monterey Peninsula Regional Park District
 Napa County Regional Park and Open Space District/Napa Land Trust*
 Peninsula Open Space Trust
 Santa Clara Valley Open Space Authority
 Santa Clara County Parks
 Santa Clara Valley Water District
 Santa Cruz Land Trust
 San Francisco Bay Restoration Authority*
 Sonoma County Agricultural Preservation and Open Space District
 Tiburon Open Space
 Zone 7 Water Agency (Alameda County)

Fire Districts

Crescent Fire Protection District
 East Contra Costa Fire Protection District
 Fresno County Fire Protection District
 Los Angeles County Fire
 Marin County Fire Department
 North Tahoe Fire Protection District
 Northstar Fire District
 Santa Cruz County Fire District – CSA48
 Sonoma County Fire District
 Truckee Fire Protection District

Libraries

Garfield County Public Libraries (Colorado)
 Los Altos Library
 Marin County Free Library
 Pacifica Library
 San Jose Library
 Santa Cruz County Library
 South Pasadena Public Library

Community College Districts

Allan Hancock College
 Antelope Valley College
 Cabrillo College
 Chabot-Las Positas CCD
 Chaffey College
 College of the Canyons
 College of Marin
 College of the Siskiyous
 Contra Costa CCD
 Foothill-De Anza CCD
 Gavilan College
 Glendale College
 Hartnell College
 Lane Community College (Oregon)
 Mendocino College
 Merced CCD
 MiraCosta College
 Monterey Peninsula College
 Napa Valley College
 Pasadena Area CCD
 Peralta CCD
 Mt. San Jacinto CCD
 Rancho Santiago CCD
 Riverside CCD
 San Bernardino CCD
 San Joaquin Delta CCD
 San Mateo CCD
 Santa Barbara City College
 Santa Monica College
 Santa Rosa Junior College
 Yuba College

High School Districts

Antelope Valley High SD
 Anaheim Union High SD
 Campbell Union High SD
 Chaffey Joint Union High SD
 Delano Joint Union High SD
 East Side Union High SD
 El Dorado Union High SD
 Fullerton Joint Union High SD
 Galt Joint Union High SD
 Grant Joint Union High SD
 Jefferson Union High SD
 Los Gatos-Saratoga Union High SD
 Mountain View-Los Altos High SD
 Nevada Joint Union High SD
 Oxnard Union High SD
 Perris Union High SD
 Petaluma Joint Union High SD
 Placer Union High SD
 Roseville Joint Union High SD
 San Benito High SD
 San Dieguito Union High SD
 San Mateo Union High SD
 San Rafael High SD
 Santa Cruz City High SD
 Santa Rosa High SD
 Sequoia Union High SD
 Tamalpais Union High SD
 William S. Hart Union High SD

Elementary School Districts

Alisal Union SD
 Alpine Union SD
 Alta Loma SD
 Alum Rock Union Elementary SD
 Anaheim Elementary SD
 Auburn Union SD
 Beardsley SD
 Belmont-Redwood Shores SD
 Berryessa Union SD
 Bonsall SD
 Buena Park SD
 Burlingame SD
 Cambrian SD
 Campbell Union SD
 Castaic Union SD
 Central SD
 Centralia Elementary SD
 Cupertino Union SD
 Del Mar Union SD
 Eastside Union SD
 Fountain Valley SD
 Franklin-McKinley SD
 Fruitvale SD
 Fullerton SD
 Hermosa Beach City SD
 Hillsborough City SD
 Huntington Beach City SD
 Jefferson Elementary SD
 Kentfield SD
 La Mesa-Spring Valley Union SD
 Lakeside Union SD (San Diego County)
 Larkspur-Corte Madera SD
 Live Oak SD
 Loma Prieta Joint Union SD
 Los Altos SD
 Los Gatos Union SD
 Lowell Joint SD
 Menifee Union SD
 Mill Valley SD
 Millbrae SD
 Miller Creek SD
 Modesto City Elementary SD
 Moraga SD
 Moreland SD
 Morgan Hill SD
 Morongo SD
 Mount Pleasant Elementary SD
 Mountain View Whisman SD
 Norris SD
 North Sacramento SD
 Oakley Union Elementary SD
 Ocean View SD (Orange County)
 Orinda Union SD
 Pacifica SD
 Palmdale SD
 Perris Elementary SD
 Petaluma City Elementary SD
 Portola Valley SD
 Ravenswood City SD
 Redwood City SD
 Reed Union SD
 Romoland SD
 Rosemead SD
 Roseville City SD
 Ross Valley SD
 San Carlos SD
 San Mateo-Foster City SD
 San Rafael Elementary SD
 Santa Cruz City Elementary SD
 Santa Rita Union SD
 Santa Rosa Elementary SD
 Saratoga Union SD
 Saugus Union SD
 Savanna SD
 Soquel Union Elementary SD
 Stanislaus Union SD
 Sulphur Springs Union SD
 Union SD
 Victor Elementary SD
 Walnut Creek SD
 Westminster SD

Unified School Districts

Alvord USD
 Alameda USD
 Albany USD
 Amador County USD
 Arcadia USD
 Azusa USD
 Baldwin Park USD
 Bassett USD
 Beaumont USD
 Brea Olinda USD
 Cabrillo USD
 Capistrano USD
 Carlsbad USD
 Castro Valley USD
 Charter Oak USD
 Claremont USD
 Conejo Valley USD
 Corona-Norco USD
 Cotati-Rohnert Park USD
 Culver City USD
 Davis Joint USD
 Downey USD
 Dublin USD
 El Rancho USD
 Evansville-Vanderburgh School Corporation (Indiana)
 Fairfield-Suisun USD
 Folsom Cordova USD
 Fontana Unified SD
 Fremont USD
 Garden Grove USD
 Glendale USD
 Hayward USD
 Irvine USD
 Jurupa USD
 Kerman USD
 La Cañada USD
 Lake Elsinore USD
 Lammersville USD
 Las Virgenes USD
 Livermore Valley Joint USD
 Lompoc USD
 Long Beach USD
 Los Alamitos USD
 Los Angeles USD
 Madera USD
 Manhattan Beach USD
 Manteca Unified SD
 Martinez USD
 Milpitas USD
 Monterey Peninsula USD
 Moorpark USD
 Moreno Valley USD
 Morgan Hill USD
 Mount Diablo USD
 Mountain Empire USD
 Napa Valley USD
 New Albany Floyd County Consolidated School Corporation (Indiana)
 Newark USD
 New Haven USD
 Novato USD
 Oak Park USD
 Orange USD
 Pajaro Valley USD
 Palo Alto USD
 Palos Verdes Peninsula USD
 Paradise USD
 Patterson Joint USD
 Pleasanton USD
 Poway USD
 Riverside USD
 Sacramento City USD
 Saddleback Valley USD
 San Jose USD
 San Lorenzo Valley USD
 San Marcos USD
 San Marino USD
 San Ramon Valley USD
 Santa Ana USD
 Santa Monica-Malibu USD
 Scotts Valley USD
 Simi Valley USD
 Snowline Joint USD
 Sonoma Valley USD
 South Pasadena USD
 South San Francisco USD
 St. Helena USD
 Tahoe Truckee USD
 Temecula Valley USD
 Travis USD
 Tustin USD
 Ukiah USD
 Val Verde USD
 Vallejo City USD
 Vista USD
 Walnut Valley USD
 Washington USD
 West Contra Costa USD
 Westside SD 66 (Nebraska)
 Woodland Joint USD
 Yucaipa-Calimesa Joint USD

Honorable Mayor and Members
of the Marina City Council

City Council Meeting
of February 22, 2023

**CITY COUNCIL CONSIDER ADOPTING RESOLUTION NO. 2023-,
APPROVING AN AGREEMENT WITH TBWBH PROPS & MEASURES
FOR CONSULTING SERVICES TO ASSIST WITH PUBLIC
ENGAGEMENT, COMMUNITY OUTREACH AND MESSAGING
MATERIALS FOR A POTENTIAL BOND MEASURE FOR THE
CONSTRUCTION OF POLICE/FIRE/COMMUNITY CENTER CITY
FACILITIES.**

REQUEST:

It is recommended that the City Council consider:

1. Adopting Resolution No. 2023-, approving an agreement with TBWBH Props & Measures for consulting services to assist with public engagement, community outreach and messaging materials for a potential bond measure for the construction of police/fire/community center city facilities; and
2. Authorize the City Manager to execute the agreement on behalf of the city subject to final review and approval by the City Attorney.

BACKGROUND:

On January 25, 2022, the City Council held a special city council meeting to discuss unmet facilities, infrastructure, public safety and staffing needs and possible funding options and strategies to address these needs. (“**EXHIBIT A**”).

Over the next five months, the City Council held many discussions and outreach meetings with the community including an opinion survey (“**EXHIBIT B**”) conducted by FM3 Research. Over the course of these community meetings, it was decided that a new fire station (including a ladder truck), a police station and community center/city hall facility needed to be built. The estimated cost to build all these facilities was estimated to be around \$50 million dollars and that a General Obligation Bond which requires a 2/3 majority approval by the voters was the best option to move forward with construction of these facilities.

At the July 6, 2022 City Council meeting, the Council directed staff to bring back to the Council for approval a \$50 million General Obligation Bond to be placed on the November 8, 2022 ballot. The ballot measure language would read as follows:

“Marina emergency response, public safety, essential city services measure, - To ensure 9-1-1 emergency/medical/fire/disaster response, public safety by building a fire station, and a police station and improve essential services by building an earthquake-safe community center/city hall, shall the City of Marina’s measure authorizing \$50,000,000 in bonds at legal rates, levying \$74 per \$100,000 of assessed value, providing \$2,960,000 annually while bonds are outstanding, requiring public spending disclosure, oversight, all funds spent locally, be adopted?”

The direction from Council also included a discussion to engage a consulting firm to assist with the public engagement and education efforts for the potential General Obligation Bond ballot measure.

After reaching out to two consulting firms whose work primarily focuses on educational efforts for ballot measures, and after reviewing the opinion survey results from FM3 with both consulting firms, both of these firms recommended that the City not move forward with placing a measure on the ballot for November 2022, and instead continue with public engagement and education efforts to try and build more support, and possibly look at holding a special election for fiscal year 2023 or wait until the March 2024 primary or November 2024 presidential election.

ANALYSIS:

The City Council has directed staff to move forward with public engagement efforts regarding constructing new city facilities. The first step would be to hire a consulting firm to lead and assist with this public outreach and development of educational materials. It's expected this would include preparation of materials assessing and establishing community needs, direct mailers, social media outreach, video work, website updates, public service announcements, stakeholder and community meetings etc.

Attached (“**EXHIBIT C**”) is a proposal from TBWBH Props & Measures. They work on a fixed-fee basis of \$6,500 per month. Included in this fee is the preparation of materials assessing and establishing community needs, development of direct mailers, social media outreach, website updates, public service announcements, stakeholder and community meetings, etc. Other hard costs including printing, postage, video or advertising costs are additional to the fixed fee and are billed at cost. The total cost for TBWBH Props & Measures for the next eight months would be for an amount not to exceed \$75,000.

After all the public engagement and outreach, another opinion survey would be conducted and based on the survey results a decision would be made on whether to place a General Obligation Bond on the ballot and which election (special, primary or general) would be the appropriate timing for the measure to succeed.

Based on the previous financial information for a General Obligation Bond, it was estimated that the cost to the average household owning a residential home in Marina would be about \$29 per month or \$350 per year.

FISCAL IMPACT

It's estimated that a consultant will cost up to \$75,000 depending on the public engagement and education materials and efforts required. This will be funded from unallocated fund balance.

CONCLUSION:

This request is submitted for City Council consideration and approval.

Respectfully submitted,

Layne Long
City Manager
City of Marina