



## **Project Overview and Objectives**

Civic Publications Inc. proposes development and implementation of a community information program to build awareness of a proposed one percent increase in the sales tax in the City of Montclair.

The public information program offers a two-way communications process engaging the City and the Montclair community, with a goal of mutual better understanding of community needs, and of the benefits and financial objectives of the tax proposal.

**Outreach** activities include direct engagement with the public through forums and large/small group presentations.

**Media** includes publications and mail to the home; digital media, web-based content, and video segments, all of high quality with useful content.

### **Strategy and Message Development**

Develop communications strategies and work with City to ensure that a clear, coherent, and cohesive message is developed and communicated.

- Make the sales tax proposal widely understood by diverse stakeholders affected by sales tax generation and explain the responsible application of funds in the public interest.
- Explain clearly how the increase would be implemented, its effects and how the funds would and would not be used.
- Develop productive relationships with media outlets and community interests involved in sales tax generation and utility.
- Research and advise the City of best practices that were used by other California cities and public agencies to generate interest in community tax issues.

### **Communication Methods**

Communication initiatives depict the proposal accurately, fairly and impartially.

- Development of effective print, social media, digital and video content carrying the approved messaging with clarity and worthy of trust.
- Develop and coordinate a community-wide informational mailing program.
- Schedule community meetings and presentations.

- Train, coach and support City representatives for public events and for responding to enquiries. Develop collateral media for speakers engaging community organizations.

### **Ballot Measure**

Coordinate aspects of the ballot measure including:

- Develop and recommend a ballot question that includes key features and accountability provisions.
- Provide review and editing of all resolutions and ordinances drafted by legal counsel.
- Develop a plan for sharing draft measure documents for input with key community stakeholders.

**Total cost for services \$80,672.00**

## **Our Team**

### ***CHRISTOPHER W. LANCASTER***

#### **Owner**

Chris Lancaster is the owner and publisher of Civic Publications Inc. Prior to starting Civic Publications Chris worked as Director of Government Relations and New Business Development for the Los Angeles Newspaper Group, comprising eight daily newspapers in Los Angeles and San Bernardino Counties with a daily readership of more than 1.6 million. Chris is an experienced manager of public affairs content and media for Southern California public agencies, municipalities, environmental and transit agencies, and public safety. He helps private firms and public agencies create awareness and understanding of complex issues. His clients include Los Angeles Metropolitan Transportation Authority; LA County Sheriff's Department; the Sanitation Districts of LA County, cities and municipal water districts. Chris has held public office, including election to the Covina City Council and appointment as mayor, and has been a candidate for state office. He earned a master's degree in public administration from Cal State Fullerton.

### **MICHAEL LEWIS**

#### **Strategist**

Michael Lewis is the owner of Lewis Associates LLC a Public Affairs consulting firm operating in Southern California for over 30 years. In addition to public policy and

regulatory issues dealing with land use and development he has consulted on hundreds of local elections for City council, School Board and Water Board. Most recently he managed the winning sales tax increase campaigns for the Cities of Glendora and Whittier. He brings strong community organizing skills to the team with considerable experience in successful coalition building amongst diverse community interests.

## **STEVE O’SULLIVAN**

### **Messaging/Content**

Steve O’Sullivan, MA Ed/MBA, directs projects involving community outreach, education and finance. He is former President/General Manager of the Inland Valley Daily Bulletin, and created the Foothills Reader community supplement for the Sunday Los Angeles Times. Steve’s teaching includes communication ethics, economic report writing and media sales at Cal Poly Pomona and the University of La Verne.

## **RAY MATTHEWS**

### **Web Development and Social Media**

Ray Matthews is the owner of MadMen Marketing, a web site developer company specializing in social media content. Based in Los Angeles County, MMM has been providing technical and content solutions for more than 20 years, to more than 300 clients. MMM specializes in all facets of digital marketing including pay per click, behavior targeting, website development, search engine optimization, search engine marketing, Facebook, Instagram, Snap Chat, Text Messaging and Targeted Email Campaigns. Ray Matthews of MMM is Google Certified and has a business degree from University of Colorado at Boulder and a master’s degree in marketing from USC.

### **Video**

Upland-based Proud Digital Media has emerged as the leading regional producer of video content for public affairs clients and campaigns. PDM will develop video, photography and related support for the sales tax informational initiative.



# **Proposal for Ballot Measure Preparation and Public Outreach Services**

Prepared for

**City of Montclair**

March 3, 2020

Mikey Fuentes  
Senior Management Analyst  
City of Montclair  
5111 Benito Street  
Montclair, CA 91763

Dear Mikey:

Thank you for reaching out to TBWBH to help the City of Montclair for its revenue needs.

TBWBH is a strategy and communications consulting firm that specializes in helping local government agencies design winning revenue measures for the ballot and implement the communication strategies that help your community understand your revenue needs. Over the past two decades, we have helped a variety of cities, counties, school districts, community college districts and other agencies pass hundreds of successful revenue measures, generating billions in locally-controlled funding for public projects and services.

TBWBH is uniquely qualified to help the City of Montclair through a process to help increase and pass your Transaction and Use Tax for the following reasons:

- **Extensive City Revenue Experience.** TBWBH has helped pass 57 revenue measures for California cities. In 2018 alone, we helped design and PASS 14 successful city revenue measures and are proud to maintain a 92% success rate on revenue measures for cities overall. These successes include general taxes, special taxes, bond measures, parcel taxes, sales taxes, transient occupancy taxes (TOTs), utility taxes (UUTs) and others. We understand the issues and challenges that cities face when they go to the ballot seeking support for revenue.
- **Commitment to Client Service.** Our clients tell us that our responsiveness and attention to detail sets us apart. You shouldn't have to struggle to get the attention of your strategist. Our in-house, award-winning graphic design and production team is responsive to client needs.
- **Experience with Information, Not Advocacy.** We have extensive experience helping cities and other public agencies craft effective public informational materials that don't cross the line into advocacy. We'll work closely with you and legal counsel to develop the right plan and materials.

The remainder of this proposal provides a little more insight into our approach, including a description of our services, fees and costs, and references. Please don't hesitate to contact me at (510) 914-0028 or via email at [jtatarka@tbwb.com](mailto:jtatarka@tbwb.com) if you have any questions or need additional information.

Sincerely,



Joy Kummer  
Partner, TBWBH

## About TBWBH

TBWBH Strategies is a strategy and communications consulting firm specializing in public finance ballot measures for cities, counties, school districts, community college districts and other public agencies. TBWBH's six project-leading partners offer a combined century of strategy and communication consulting experience in California.

### **Public Consensus → Winning Propositions**

TBWBH was formed around a simple basic idea: passing taxes is different from other types of political endeavors. For example, candidates run campaigns to differ from their opponents and stand out from the crowd. But when the issue is taxes, winning requires consensus: uniting people around shared priorities and values. Our record and approach help cities develop public consensus leading to ballot propositions.

### **Commitment to Client Service**

We view our working relationship with our clients as a partnership. We know public finance measures, and you know your community. We pride ourselves in developing unique plans for every client as opposed to applying a “cookie cutter” model that may have worked in other places or at other times. We also understand that the reputation of your agency is at stake when you seek funding from your community. It's not enough just to “win” in the short term. Your measure, your message and your outreach efforts must help you strengthen your relationship with your community for the long term.

### **Experience**

The partners and consultants at TBWBH have experience on over 400 successful public finance ballot measures that have raised tens of billions in voter-approved revenue for public programs, services and facilities. Successful measures include bonds, parcel taxes, sales taxes, transient occupancy taxes, utility users taxes, assessments and fees.

We understand the wide range of revenue measures for which California cities can seek voter approval, and how to assess the pros and cons of each type of potential funding source for each situation.

### **In-House Design and Production**

TBWBH is one of the few firms in our industry that maintains in-house art and production departments. Our full-time Art Director manages a studio of graphic designers who produce award-winning, creative concepts. Our full-time Production Director attends to the details required for efficient and timely delivery of media, advertising and printed materials.

**Today's communication tools.** We take full advantage of modern communication tactics, including social media and digital advertising. We are experts in traditional print media and direct mail, allowing us to help you efficiently leverage a full array of communication channels to engage residents and voters.

## Our Approach and Scope of Services



TBWBH has a proven approach for developing and implementing successful informational communication and outreach efforts for ballot measures. While never applied identically across communities or projects, our general approach has been tested on hundreds of successful projects over several decades. Throughout this approach, our goal is to work collaboratively with your City staff to implement each stage of the process quickly and efficiently, without increasing unnecessary workload.

**Benchmark 1:** Feasibility study to determine if, and under what conditions, the city can pass a local funding measure – and if so, what type of measure is feasible.

**Benchmark 2:** Build consensus with outreach, awareness-building and public input strategies that position your measure for success.

**Benchmark 3:** Build a strong measure by aligning the measure’s features with the community’s priorities and sensitivities.

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

*\*A public agency cannot fund campaigns; this benchmark is for informational purposes only, in order to fully explain our process.*

Every agency approaches these benchmarks in its own way. TBWBH will help you craft and implement a unique plan that meets your needs, makes sense in your community and meets these essential benchmarks.



## Step 2: Build Consensus and Constituent Outreach

Based on the findings from the survey, TBWBH 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 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 city staff, employee groups, commissioners and elected officials
- Develop strategies and plans to inform and engage key internal stakeholder groups within your agency
- 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 to educate, inform and engage voters
- Develop strategies for managing coverage of this issue in the local press
- Develop strategies and plans to inform and engage influential external groups including elected leaders, business leaders, neighborhood leaders, faith community leaders and taxpayer groups

TBWBH 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 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 will work with you to develop a revenue measure and qualify for the ballot.

#### During this phase of work, TBWBH 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 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 your City Council for formal approval

### Step 4: Independent Campaign

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.

- *The services described here are **not** proposed as part of the scope of services for the City of Montclair. 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.

If the city decides to go forward with a revenue measure shortly after this measure, then this phase may focus on determining the feasibility of and preparing for a bond election.

**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 to the entire community to ensure broad awareness beyond the most active and engaged citizens

## **PARTNERS**

**Barry Barnes**  
**Jared Boigon**  
**Charles Heath**  
**Joy Kummer**  
**Michael Terris**  
**Erica Walters**

## **CLIENT SERVICES**

**Rochelle Fanali**  
*Senior Consultant*

**Sabrina Kochprapha**  
*Senior Consultant*

**Robin Gerrity**  
*Senior Consultant*

**Jeremy Hauser**  
*Consultant*

**Jake Martin**  
*Consultant*

**Alex Wara-Macapinlac**  
*Consultant*

**Brittany Brady**  
*Consultant*

**TaShon Thomas**  
*Consultant*

**Lucy Martikyan**  
*Consultant*

**Mary Richardson**  
*Senior Associate*

**Amanda Klein**  
*Associate*

**Chidire Ezeh**  
*Associate*

**Hayley Padden**  
*Associate*

## **CREATIVE**

**Maximillian Medina**  
*Art Director*

**Erin Henry**  
*Graphic Designer*

## **PRODUCTION**

**Dan Dimendberg**  
*Partner/Production Director*

## **ADMINISTRATION**

**David Tick**  
*Partner/Business Manager*

**Brandon Moss**  
*Office Manager*

**William Jensen**  
*IT System Administrator*

# **Project Team**

## **Our Team**

TBWB has six 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 Joy Tatarka, a Partner at TBWB. Our direct and personal “in the trenches” experience guiding recent successful bond measures offers a keen understanding of the nuances in messaging and strategy required for success.

## **Full Service and Support**

With sixteen talented employees, TBWB 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 TBWB’s talented Consultants, will be assigned to focus on managing project logistics to ensure the project is completed on time, on budget and with no deadlines missed. One or more of TBWB’s Associates will be assigned to provide logistical support to the Partner, Consultant and client team.

## **In-House Design and Production**

TBWB is one of the few firms in our industry that maintains in-house art and production departments. Our full-time Art Director manages a studio of graphic designers who produce award-winning, creative concepts. Our full-time Production Director attends to the details required for efficient and timely delivery of media, advertising and printed materials.

## Joy Kummer, TBWBH Partner and Project Manager



Joy joined TBWB in 2010, and brings a variety of political, legal and community service experience to each of her projects. In 2017, Joy was promoted within the TBWB management team to the role of Partner.

Since joining TBWB Joy has helped dozens of public agencies from all parts of California develop local bond and tax measures for the ballot and achieve voter support. She believes strongly in listening to the needs of her clients and working together to build a plan that allows them to reach their goals.

Joy grew up in Montana, where she received her J.D. from the University of Montana School of Law and a B.A. in Communications from Montana State University–Billings. Before joining TBWB Joy served as Regional Field Director for Senator Max Baucus (D-MT), and as Field Director for the successful 49ers Stadium Campaign in Santa Clara, CA. Joy is also a 200hr Registered Yoga Instructor, loves cooking for friends and family, riding roller coasters, distance running and reading a good mystery.



### Joy is currently working on the following projects:

- **City of Redlands:** Collaborated with True North Research on design of feasibility survey for a potential sales tax; Currently directing, designing and implementing informational communications plan for potential sales tax. (September 2018 – Present)
- **City of San Bernardino:** Collaborating with FM3 Research on design of feasibility survey for renewal of Measure Z, a public safety sales tax as well as a potential TOT. Will direct, design and work with City staff to implement informational communications plan. (June 2019 – Present)
- **City of Whittier:** Currently directing, designing and implementing informational communications plan for potential sales tax. (August 2019 – March 2020: Passed)

jkummer@tbwbhgroup.com  
(510) 914-0028 (cell)  
TBWBH  
400 Montgomery Street, 7<sup>th</sup> Floor  
San Francisco, CA 94104

# References



## City of Barstow

**Contact:** Curt Mitchell, City Manager; [cmitchell@barstowca.org](mailto:cmitchell@barstowca.org)

**Project Description:** After three previously failed measures put on the ballot to maintain the local Fire District, the City of Barstow hired TBWB to assess the feasibility of and placing a 1 percent increase to the City's sales tax on the November 2018 ballot. TBWB also designed and implemented the informational communication plan in support of Measure Q.

**Project Start and End Dates:** March 2018 – October 2018

**Results:** 59.22% Yes (Pass)

## City of Pomona

**Contact:** Andrew Mowbray, Interim Finance Director/City Treasurer;  
[Andrew\\_Mowbray@ci.pomona.ca.us](mailto:Andrew_Mowbray@ci.pomona.ca.us)

**Project description:** TBWB assisted the City of Pomona with assessing the feasibility of and placing a ¾ percent sales tax on the November 2018 ballot, as well as a city 6% cannabis business tax. TBWB also designed and implemented the informational communication plan for both measures.

**Project Start and End Dates:** August 2018 – November 2018

**Results:** PG: 66.50% Yes (Pass); PG: 71.21% Yes (Pass)

## City of Murrieta

**Contact:** Stephanie Smith, City Clerk; [SSmith@MurrietaCA.gov](mailto:SSmith@MurrietaCA.gov)

**Project Description:** TBWB assisted the City of Murrieta in assessing the feasibility of and placing a 1 percent increase to the City's sales tax on the November 2018 ballot, focused on public safety. TBWB also designed and implemented the informational communication plan in support of the potential ballot measure before it was voted on by City Council.

**Project Start and End Dates:** March 2018 – August 2018

**Results:** 52.17% Yes (Pass)

## City of Santa Fe Springs

**Contact:** Ray Cruz, City Manager; [RCruz@santafesprings.org](mailto:RCruz@santafesprings.org)

**Project Description:** TBWB assisted the City of Santa Fe Springs in assessing the feasibility of and placing a 1 percent increase to the City's sales tax (making them the highest in the state) on the November 2018 ballot. TBWB also designed and implemented the informational communication plan in support of the potential ballot measure before it was voted on by City Council.

**Project Start and End Dates:** March 2018 – August 2018

**Results:** 71.51% Yes (Pass)

# Fees & Cost



As we discussed on the phone, TBWBH charges a flat, monthly fee of \$7,000. Our fee doesn't change regardless of how many times you need us on the phone, responding to emails or in person at meetings. We don't want you to hesitate to call on us when you need us.

Production and distribution of any paid informational advertising is not included in our fee and would be priced separately. This might include digital ads or informational mailings.

Sample pricing for informational mailings to all 8,000 registered voters in the City of Montclair is included here. Actual pricing will depend on exact specifications and quantities.

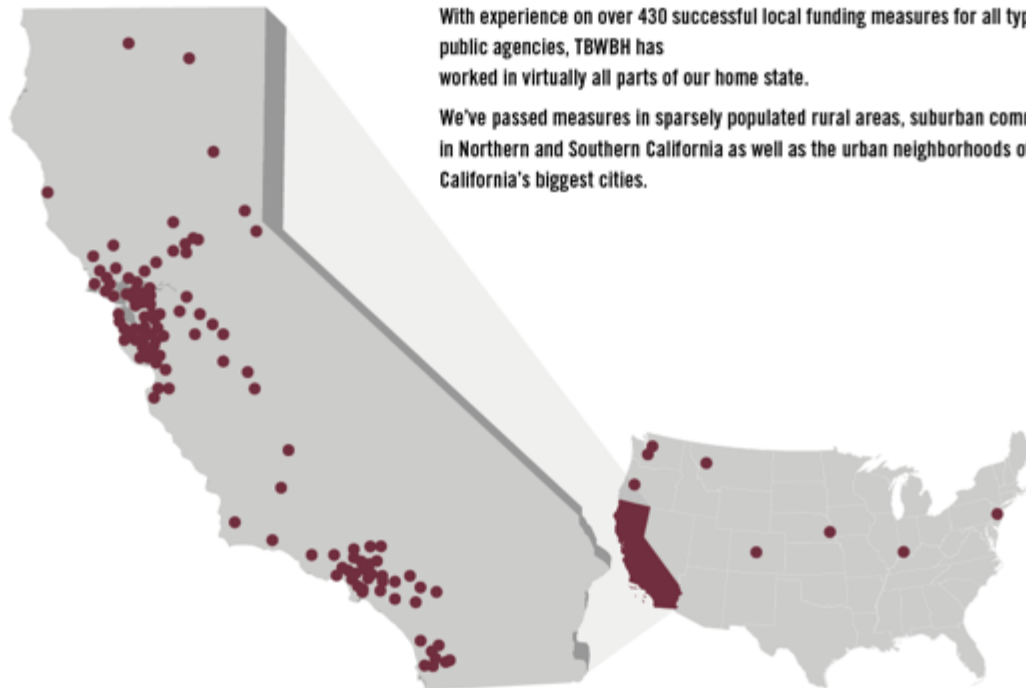
- 11x17 or 8.5x22, one-fold brochure on 100# text or equivalent: \$9,347
- 11x17 2-fold with perforated, tear-off reply card on 9-pt stock: \$10,848

Pricing includes design, stock photography, pre-press, print, mailing labels and address de-duping, ink jetting, postal handling including postage, shipping, bulk mailing forms and postal check-in, and applicable sales tax.



# TBWBH Client List

## COMBINED EXPERIENCE OF TBWBH'S PARTNERS



With experience on over 430 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 Towns

City of Alameda  
City of Barstow  
City of Burlingame  
City of Campbell  
City of Chula Vista  
City of Colton\*  
Town of Corte Madera  
City of Del Mar  
City of Diamond Bar  
City of Downey  
City of Emeryville  
City of Fairfield  
City of Foster City  
City of Fremont  
City of Glendale  
City of Gustine  
City of Kerman  
City of Lafayette  
City of Laguna Beach

City of Los Altos  
City of Madera  
City of Manteca  
City of Marina  
City of Merced  
City of Morgan Hill  
City of Murrieta  
City of Oceanside  
City of Pacifica  
City of Palmdale  
City of Palm Springs  
City of Palo Alto  
City of Pleasant Hill  
City of Pomona  
City of Port Hueneme\*  
City of Redwood City  
City of Salinas  
Town of San Anselmo  
City of San Bernardino

City of San Gabriel\*  
City of San Jose  
City of San Rafael  
City of Santa Cruz  
City of Santa Fe Springs  
City of Santa Monica  
City of Santa Rosa  
City of South Lake Tahoe  
City of South Pasadena  
Town of Truckee  
City of Union City\*  
City of Vacaville  
City of Ventura  
City of Watsonville  
Town of Windsor  
City of Yuba City

*(Partial List)*



**Statewide Measures**

Proposition 1 2018 – Veterans and Affordable Housing Act  
Proposition 2 2018 – Homeless Mental Health Housing Act

**Parks, Open Space and Water Districts**

Alameda County Clean Water Program  
Camden Water  
Fresno Parks  
Greater Vallejo Recreation District  
Hayward Area Recreation District  
Los Angeles County Flood Control District  
Los Angeles County Regional Park and Open Space District  
Los Angeles County Safe Clean Water Program  
Marin Agricultural Land Trust  
Marin County Parks and Open Space  
Midpeninsula Regional Open Space District  
Missoula Open Space (Montana)  
Monterey Peninsula Regional Park District  
Napa County Regional Park and Open Space District  
Pleasant Hill Recreation and Park District\*  
Santa Clara County Open Space Authority  
Santa Clara County Parks  
Santa Clara Valley Water District  
Save the Bay  
Sonoma County Agricultural Preservation and Open Space District  
Zone 7 Water Agency (Alameda County)

**Fire Districts**

East Contra Costa Fire Protection District  
Fresno County Fire Protection District  
Marin County Fire Department  
North Tahoe Fire Protection District  
Oakland Wildfire District\*  
Santa Cruz County Fire District - CSA48  
Truckee Fire Protection District

**Counties and Special Districts**

Alameda Free Library\*  
Citizens for Carmel Valley  
Los Angeles County Homeless Initiative  
Marin County  
Marin County Free Library  
Merced County Association of Governments  
Napa County  
Oakland Public Library\*  
Pacifica Library  
Placer County  
San Mateo County  
Santa Clara County  
Santa Clara County Libraries\*  
Santa Cruz County  
Santa Cruz County Library

**Transportation Districts**

AC Transit District\*  
Fresno County Transportation Authority  
Metropolitan Transportation Commission  
Monterey-Salinas Transit  
Napa County Transportation Agency  
San Benito County Transportation  
San Mateo County Transportation  
Santa Clara County BART  
Santa Cruz County Regional Transportation Commission  
Sonoma County Transportation Authority  
Stanislaus County Transportation  
Transportation Agency of Monterey County  
Transportation Authority of Marin  
Truckee/North Tahoe  
Transportation Agency

**Hospitals and Health Care**

Alameda County Medical Center\*  
Cascade Valley Hospital (WA)\*  
Daughters of Charity Health System  
Plumas Healthcare District\*  
Salinas Valley Memorial Healthcare System  
Save Laguna Hospital  
Seton Medical Center  
Tahoe Forest Hospital District\*  
Valley Medical Center (Washington)\*  
West Contra Costa Healthcare District\*  
Valley Health System

**Community College Districts**

Allan Hancock College  
Antelope Valley College  
Cabrillo College  
Chabot-Las Positas CCD  
Chaffey CCD  
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  
Mira Costa College  
Napa Valley College  
Peralta CCD  
Mt. San Jacinto CCD  
Rancho Santiago CCD  
San Bernardino CCD  
San Joaquin Delta College  
San Mateo CCD  
Santa Barbara City College  
Santa Monica College  
Santa Rosa Junior College  
Sierra College  
Yuba College

**High School Districts**

Campbell Union High SD  
Chaffey Joint Union High SD  
Delano Joint Union High SD  
East Side Union High SD  
Fremont 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

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  
Dixie SD  
Fountain Valley SD  
Franklin-McKinley SD  
Fruitvale SD  
Hermosa Beach City SD  
Huntington Beach City SD  
Jefferson Elementary SD  
Kentfield 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  
Millbrae SD  
Modesto City Elementary SD  
Moraga SD  
Moreland 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  
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  
Sunnyvale SD\*  
Union SD  
Westminster SD

**Unified School Districts**

Alameda USD  
Albany USD  
Amador County USD  
Arcadia USD  
Azusa USD  
Baldwin Park USD  
Bassett USD  
Bonsall USD  
Cabrillo 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  
Emery USD\*  
Evansville-Vanderburgh School Corporation (Indiana)  
Fairfield-Suisun USD  
Folsom Cordova USD  
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  
Lompoc USD  
Los Alamitos USD  
Los Angeles USD  
Madera USD  
Manhattan Beach USD  
Martinez USD  
Milpitas USD  
Monterey Peninsula 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  
Oakland USD\*  
Oak Park USD  
Orange USD  
Pajaro Valley USD  
Palo Alto USD  
Palos Verdes Peninsula USD\*  
Paradise USD  
Patterson Joint USD  
Piedmont USD\*  
Pleasanton USD  
Poway USD\*  
Riverside USD  
San José 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  
Torrance USD\*  
Tustin USD  
Val Verde USD  
Vallejo City USD  
Vista USD  
Walnut Valley USD  
West Contra Costa USD  
Westside SD 66 (Nebraska)  
Woodland Joint USD  
Yucaipa-Calimesa Joint USD

(Partial List) \*Projects managed by Charles





320 North Larchmont Boulevard  
Los Angeles, California 90004  
Phone: 323-466-3445  
Fax: 323-466-8653  
www.cerrell.com

March 11, 2020

Mikey Fuentes  
Senior Management Analyst  
City of Montclair  
Sent via email to [mfuentes@cityofmontclair.org](mailto:mfuentes@cityofmontclair.org)

**Re: Cerrell's Proposal for Public Education Services**

Dear Mr. Fuentes,

Thank you for speaking with us about the City of Montclair's ongoing discussions about a potential revenue measure for the November 2020 election cycle. We appreciated all of your time and the information you provided.

Cerrell has the ballot measure, communications and community engagement expertise, coupled with the local knowledge needed, to effectively run Montclair's ballot measure public education program. No other firm has our skill or track record, and no one can offer a customized program with high-levels of services like the Cerrell team can.

Since our founding in Los Angeles in 1966, Cerrell has built countless successful strategic communications and advocacy programs. Our trademark approach – Strategy. Action. Results. – have helped cities, non-profits, multinational corporations and trade associations achieve their goals.

We can immediately become Montclair's partner and launch a customized, integrated and multilingual education program to ensure constituents understand all aspects of a sales tax measure – the City's strengths and challenges, why the Council is considering the measure, and most importantly the effects on essential services if the measure is approved or rejected by voters.

A specialty throughout our history has been working with municipalities on strategic communications and public education programs on funding measures. We've worked for numerous cities on revenue measures, including Burbank, Culver City, Downey, Duarte, El Monte, Glendale, Norwalk, San Dimas and Westminster, along with communications programs in neighboring Claremont, and Anaheim, Huntington Beach, Montebello and Monrovia.

These cities can attest to the effectiveness of our programs and the ease of integration we had with their teams.

We hope we're ultimately selected by the City and we can't wait to get started on a comprehensive, research-driven education and engagement program around the potential expansion of the City's sales tax. We've attached some examples of collateral materials created for our recent ballot measure education programs.

## **Moving Forward Together**

Based on our conversation, the City has an important story to tell. Constituents should be aware of the significant staff reductions that occurred over the past decade and the City's efforts to continue delivering more with less.

We reviewed FM3's presentation to the Council on its survey research conducted on the City's behalf. Constituents trust the City, value public safety and community services, but see a great need for additional funding to support/maintain essential services.

The greater Montclair community must understand how this is not sustainable without additional revenue, and how a sales tax increase would generate as much as \$9 million annually, depending on the potential increase placed before voters, to support public safety services, parks, clean and safe streets and sidewalks, and other quality of life services.

Like all cities trying to educate constituents about a new program or potential revenue measure, Montclair will face challenges – competing measures at the County or state level, potential stakeholder groups or outside entities attacking the measure. These challenges are not reasons to stop the City from moving forward; rather, these challenges highlight the need to have a robust communications program.

A multilingual communications and education program will create a baseline of understanding about the importance of City services and what they mean for the community's quality of life, setting the stage for the City Council to consider placing a measure on the 2020 ballot.

Cerrell's program will ensure constituents are engaged from the outset and receive compelling messages consistently through different avenues and using different voices.

We pride ourselves on following the letter and spirit of communications regulations. This includes following the rules that govern the type of messages that can be communicated by a government entity for an education program. Our messages and activities will be educational only, without any advocacy or spin. We believe that all activities and messages should be reviewed by the City Attorney to ensure we maintain the highest ethical standards.

## **The Roadmap**

Montclair's partnership with Cerrell will take the City through every step of a ballot measure's public education lifecycle. From Day 1, we'll be by your side providing the expert counsel cities have come to expect from us.

We'll translate the information from the City's polling into compelling messages and meaningful actions, as we launch a program to educate the public about the City Council's consideration of a ballot measure. And we'll keep our integrated and innovative communications going through Election Day if the Council decides that placing a measure before voters is in the City's best interests.

Voters must understand the reasons why the Council made this decision, the measure's accountability measures, and the tangible impacts the measure will have on their community. More importantly, they must understand the effects of the proposed measure on them, their families and businesses, and their quality of life.

Not all cities are the same – strengths, challenges, budgets all differ. The same public education program won't work in every city. That's why Cerrell customizes our municipal education programs for each client. While the polling will help shape the program's strategies and timing, we envision using the following tactics.

To provide the City with some options and flexibility, we've presented three different levels of service – Bronze, Silver and Gold – with elevated levels of service. While it is our recommendation to employ the most comprehensive program, surrounding residents in multiple ways with our public education messages, we have presented these varying levels to work within your budget parameters.

## **Bronze**

The Bronze Level focuses on core public education and engagement activities to raise awareness among Montclair residents and businesses about the City's financial situation and the challenges that remain. Over the life of this program, we will gradually weave in messages focused on a potential sales tax increase building toward the Council's decision on whether to place a November 2020 measure before voters.

- **Strategic Counsel:** Montclair needs a local, experienced and responsive consultant that can adapt their approach based on changes on the ground. We'll be that guide directing which tools to use and when from our kickoff meeting through Election Day.
- **Brand Development:** Every Cerrell municipal education program has a distinct brand, something that will resonate with residents and business owners as being local and authentic. Since a measure wouldn't receive a letter designation until approximately August, creating a unique brand for the program will allow all messages and materials to be seen as part of a unified voice on the City's behalf. Just like we did with Duarte and our *Duarte for All* program, we'd work with you to customize the name and logo for Montclair's efforts.
- **Message and Theme Development:** We'll quickly develop the themes and messages that will serve as the cornerstone for all public outreach and external communication activities. These messages will rely heavily on those tested in the survey research, and will incorporate existing messages the City uses to communicate with its constituents. We will create a key messages/talking points document from which all written and verbal communications will be based.
- **Materials Development:** Based on our theme and messages, we will develop a set of multilingual collateral materials to communicate with residents. These materials would have the look and feel of other City materials and would be our primary tool to disseminate messages to external audiences. Materials could include the following:
  - Fact sheet
  - Frequently Asked Questions (FAQ) sheet
  - PowerPoint presentation
  - Palm Card (for public events)
- **Message Dissemination:** We will work with the City to disseminate educational messages through its existing electronic and printed newsletters, to reach a broader audience and enhance our educational efforts. Additionally, we recommend that our materials be placed in

all City facilities and explore utilizing other City communications platforms to distribute our messages/materials.

- **Media Relations:** One of the quickest ways for a public communications program to spin out of control is for the media to misinterpret the City's intentions or the potential community impact of a revenue-generating measure. To prevent any misunderstanding, we will support the City in engaging with key reporters and editors, mainly from the *Inland Valley Daily Bulletin*.
- **Online/Social Media:** We will complement our traditional outreach methods with a robust online presence to reach the broadest audience of Montclair's residents. The City's existing channels already have established audiences among residents and business owners, and distributing our messages through these trusted channels will ensure a greater acceptance of the messages and wider distribution.
  - **Website:** We will work with the City to populate its existing website with our approved messages and information. We recommend the development of a simple landing page to host our collateral materials and to serve as a clearinghouse of information and messaging.
  - **Social Media:** A vital avenue to further educate the public and share links to outreach materials and other resources, Cerrell will create a social media calendar and content for the City's existing social media channels. Whenever possible, we will ensure that social media content is visually interesting, incorporating graphic elements and multimedia content.

## Silver

The Silver Level expands on the Bronze Level's public education activities to create a more robust, proactive program to further engage the Montclair community.

- **Community/Stakeholder Outreach:** An expanded public education effort involves consistent stakeholder engagement. These activities also play a critical role in gaining valuable community feedback. Working closely with the City, we will help identify stakeholders in the community to engage, who will hopefully help amplify the City's messages to a wide array of audiences. We believe the City already possesses a robust communications network of community stakeholders. We would work with the City to augment this network with organizations such as:
  - Homeowners associations
  - Civic associations
  - Business groups
  - Ecumenical entities
  - Large businesses

We'll reach out to these stakeholder organizations with our materials, and encourage them to share our information with their respective networks, allowing our messages to organically spread throughout the community.

## Gold

The Gold Level takes the Silver's proactive engagement approach and adds even more direct touchpoints to surround constituents with our messages to ensure the maximum education levels possible.

- **Direct Mail:** Direct mail is the most effective way to directly engage Montclair's registered voters and deliver the program's messages. We recommend distributing at least three bilingual educational pieces – one before the Council's vote to build awareness around the challenges the City is facing, and two afterwards.
- **Community Town Hall/Council Meetings:** To further engage the broader community, we might recommend the City host a community forum. We've used this type of event in the past for staff to convey what a city budget might look like with the new revenue and what it could look like without it. We envision this meeting being hosted by the City in partnership with key community organizations and led by City personnel, with Cerrell assisting in the development of the meetings' program and logistics management.
- **Information Booths:** We will work with City staff to identify highly attended community events and meetings in Montclair, and create a calendar of events where we would plan to have a presence. These events allow residents to connect face-to-face with City staff.
- **Video Series:** Innovative content speaks to constituents. We'll conceptualize, develop and produce a series of short videos. The purpose of the videos will be to personalize the issue, clearly showing what's at stake for the City and featuring content that will resonate emotionally with residents.

### Staying On The Same Page

Through regular team meetings and conference calls, the Cerrell team will provide continuing status updates on the program's components, ensuring the timely completion of individual benchmarks and the delivery of the final report. This includes a biweekly memo providing updates on all activities that the City's management team can share with the Council.

We will also develop a task list to drive our activities and provide the City and Cerrell teams a firm understanding of the deliverables in the days and weeks ahead. Cerrell is able to attend any City Board or Council meeting to present and receive direction on our approach and progress to date at the discretion of the City.

### An Integrated Team

We firmly believe that City personnel are the most authentic voices for this public education effort. As such, we recommend that City staff conduct any requested presentations and lead any community meetings.

Residents value personal interactions with their City's leaders, and these meetings will strengthen the City's position as responsive and accessible to constituents – a necessary component to effectively communicate new policies and ideas.

**The Only Team You Need**

Montclair’s public education program will be co-managed by Chief Strategic Officer Brandon Stephenson and Vice President Tori Chica, who collectively bring over two decades of experience in managing every aspect of a political or issue-based campaign. Public Affairs Manager John Anderson will run day-to-day activities and coordinate all program facets with Brandon and Tori, and Senior Account Coordinator Noam Leead will oversee all outreach activities.

We’re happy to provide bios of the team, and the rest of Cerrell’s locally-based outreach and communications experts stand ready to assist on this program as needed.

**What It Will Cost**

We have provided Cerrell’s fee for the three phases outlined above:

<b>Level</b>	<b>Cerrell Fee</b>
Bronze	\$6,000 / month
Silver	\$7,500 / month
Gold	\$9,000 / month

As is our normal practice, Cerrell has discounted our standard hourly fees by 15% for municipal clients. The proposed monthly rates do not include hard costs, such as direct mail, printing or professional translation services. We would provide the City with a detailed budget before moving forward with that part of the program.

As previously noted, we recommend three mail pieces distributed to the City’s registered households, which totals 7,862 households. Based on this number, we anticipate each mailing to cost approximately \$5,600. However, we understand the budget constraints that the City is faced with. We are willing to scale our proposed activities and the amount of mail pieces distributed based on the City’s needs.

**We’re Ready to Begin!**

Thank you again for the opportunity to present our qualifications, experience and vision for a successful program to educate Montclair’s residents on the potential revenue-generating measure.

We look forward to discussing this proposal with you in greater detail at your convenience. In the meantime, please don’t hesitate to contact Brandon, Tori or John at (323) 466-3445 or by email at [brandon@cerrell.com](mailto:brandon@cerrell.com), [tori@cerrell.com](mailto:tori@cerrell.com) or [john@cerrell.com](mailto:john@cerrell.com).

Best,



Brandon Stephenson  
Chief Strategic Officer



Tori Chica  
Vice President

# MEASURE

The Duarte Public Safety/Essential Services Measure



Measure D would provide the funding necessary to address the City's \$1.2 million shortfall and maintain essential services that keep Duarte a great place to live, work and conduct business.

## Public Safety



## Streets & Sidewalks



## Parks & Rec



## Youth & Senior



## FUNDING FOR



Measure D will be placed before Duarte's voters on the March 3, 2020 ballot to take the City's sales tax from the current rate of 9.5% to 10.25%.

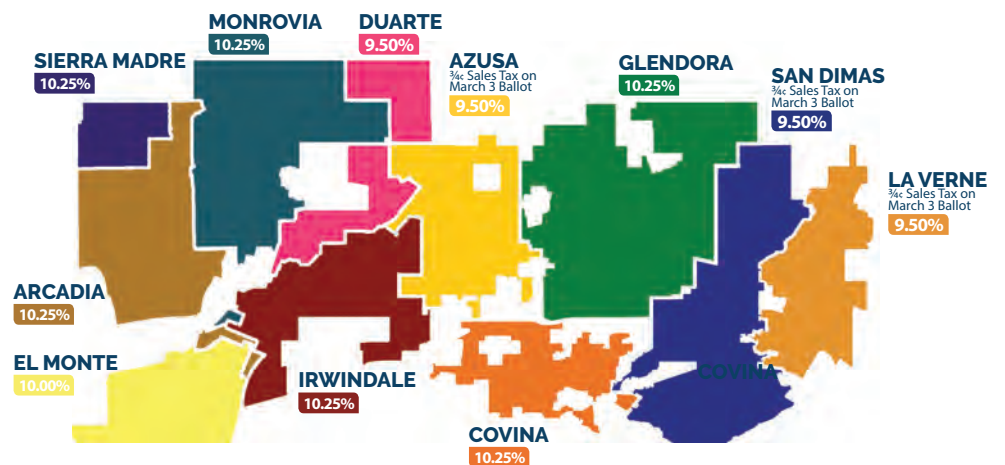
This will generate approximately \$2.6 million per year in local revenue to both protect the City's long-term finances, as well as ensure that our residents and businesses continue to receive high-quality public safety services, streets and sidewalk repairs, parks and recreation programs and facilities, as well as youth and senior services.

**All revenue raised by Measure D will stay in Duarte to maintain essential services, and cannot be taken by the State, County, regional agencies or special districts.**

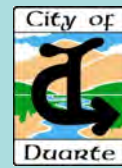
Residents in many of our neighboring cities have voted to approve similar revenue measures and several others have sales tax measures on the March 3, 2020 ballot.

Measure D includes strict accountability requirements with public disclosure of all spending and annual independent financial audits.

## SALES TAX RATES NEIGHBORING CITIES



For additional information on Measure D including "yes" and "no" arguments, please visit [DuarteMeasureD.com](http://DuarteMeasureD.com) or contact Victoria Rocha at [vrocha@accessduarte.com](mailto:vrocha@accessduarte.com).



Join the City of Duarte  
and the County of Los Angeles for

# VOTER

## EDUCATION WORKSHOPS

Discover all you need to know before the upcoming March 3 election including voter registration, a demonstration of the new L.A. County voting system machine, and education on Measure D, The Duarte Public Safety/Essential Services Measure.

### WEDNESDAY, FEB. 5

**10:00 am**

**Duarte Community Center**

1600 Huntington Dr.  
Duarte, CA 91010

**5:30 pm**

**Royal Oaks Park**

2627 Royal Oaks Dr.  
Duarte, CA 91010







Paid for by the City of Norwalk  
12700 Norwalk Blvd,  
Norwalk, CA 90650



For additional information on Measure P and the March 3, 2020 election, please visit [www.norwalk.org/city-hall/measure-p](http://www.norwalk.org/city-hall/measure-p) or call 562-929-5735.

Para obtener más información sobre la Medida P y las elecciones del 3 de marzo del 2020, por favor visite a [www.norwalk.org/city-hall/measure-p](http://www.norwalk.org/city-hall/measure-p) o llame al 562-929-5735.



# Norwalk Essential Services and Public Safety Measure

Special Election March 3, 2020



REGISTRARSE PARA **VOTAR**:  
[REGISTERTOVOTE.CA.GOV](http://REGISTERTOVOTE.CA.GOV)



REGISTER TO **VOTE**:  
[REGISTERTOVOTE.CA.GOV](http://REGISTERTOVOTE.CA.GOV)



# Important Information Regarding the City of Norwalk's Financial Future

On March 3, 2020, Norwalk's voters will decide if they want to approve a three-quarter-cent local sales tax that would generate approximately \$7 million annually to support Norwalk's essential services and community programs.

If passed by a majority of Norwalk voters in March 2020, Measure P would bring the current local sales tax rate of 9.5% to 10.25%. This increase in revenue would allow for the continued investment in community services and will help keep Norwalk's schools, parks and streets safe and clean for further enjoyment and increased quality of life.



## SUPPORTS ESSENTIAL SERVICES:

- SHERIFF RESPONSE TIMES & NEIGHBORHOOD POLICE PATROLS
- GANG PREVENTION & YOUTH ANTI-VIOLENCE PROGRAMS
- STREET & SIDEWALK REPAIRS
- PARKS AND RECREATION PROGRAMS & FACILITIES
- EMERGENCY SERVICES – TRAFFIC AND PEDESTRIAN SAFETY
- HOMELESS PREVENTION

### Without additional revenue from Measure P:

The City forecasts its operating budget deficit will increase from over \$2 million in 2021 to a cumulative total of almost \$18 million in just five years. The City would not be able to support and maintain essential public safety and neighborhood services while also preventing cuts to the services residents and businesses rely on every day.

### Accountability and Local Control:

All of the revenue raised from Measure P will stay local and cannot be taken by Los Angeles County, Sacramento or Washington, D.C. The measure also includes an annual independent financial audit to ensure any revenue generated is used only to benefit the City.

The statements provided herein are solely for informational purposes. The City cannot take a position to ask voters to vote either "yes" or "no".



**REGISTER TO VOTE:**  
**REGISTERTOVOTE.CA.GOV**



# Información importante acerca del futuro financiero de la Ciudad de Norwalk

El 3 de marzo del 2020, los votantes de Norwalk decidirán si desean aprobar un impuesto local sobre las ventas de tres cuartos de un centavo que generaría aproximadamente \$7 millones al año para apoyar los servicios y programas comunitarios esenciales de Norwalk.

Si es aprobada por una mayoría de los votantes de Norwalk en marzo del 2020, la Medida P aumentaría el impuesto sobre las ventas de la tasa impositiva local actual del 9.5% al 10.25%. Este aumento en ingresos haría posible la inversión continua en los servicios comunitarios, y ayudaría a mantener las escuelas, los parques y las calles seguros y limpios para que las personas puedan seguir disfrutando de ellos y de una calidad de vida elevada.



## APOYA LOS SERVICIOS ESENCIALES:

- LOS TIEMPOS DE RESPUESTA DEL SHERIFF Y LAS PATRULLAS VECINALES
- LOS PROGRAMAS DE PREVENCIÓN DE PANDILLAS Y PROGRAMAS EN CONTRA DE LA VIOLENCIA JUVENIL
- LAS REPARACIONES A LAS CALLES Y ACERAS
- LOS PROGRAMAS E INSTALACIONES DE PARQUES Y RECREO
- LOS SERVICIOS DE EMERGENCIA-SEGURIDAD VIAL Y PEATONAL
- PREVENCIÓN DE DESAMPARADOS

### Sin contar con los ingresos adicionales de la Medida P:

La Ciudad prevé que su déficit presupuestario operacional aumentará de más de \$2 millones en 2021 a un total acumulativo de casi \$18 millones en sólo cinco años. La Ciudad no podría apoyar y mantener los servicios esenciales de seguridad pública y del vecindario, al mismo tiempo que estaría intentando prevenir que haya recortes a los servicios y programas actuales con los que los residentes y empresas cuentan.

### Responsabilidad y Control Local

Todos los ingresos generados por la Medida P se quedarán en la comunidad y no se los puede quitar el Condado de Los Angeles, ni Sacramento, ni Washington, D.C. La medida también incluye una auditoría independiente anual para garantizar que todos los ingresos generados se usen solamente en beneficio de la Ciudad.

Las declaraciones provistas aquí se ofrecen solamente con fines informativos. La Ciudad no puede tomar una posición para pedirles a los votantes que voten "sí" o "no".



**REGISTRARSE PARA VOTAR:**  
**REGISTERTOVOTE.CA.GOV**



# SAN DIMAS ESSENTIAL SERVICES PRESERVATION MEASURE



## WHAT IS IT?



On March 3, 2020, San Dimas voters will be asked to consider enacting a  $\frac{3}{4}\%$  local sales tax, which would generate approximately \$4.7 million annually to support the preservation of our public safety and neighborhood services.

If passed by voters, the San Dimas Essential Services Preservation Measure would be an investment in community services that will help keep San Dimas's schools, parks and streets safe and clean for our community's enjoyment and increased quality of life.

LOCAL FUNDS TO PROTECT ESSENTIAL SERVICES

MARCH 3, 2020 ELECTION



# WHERE WILL THE FUNDS GO?

If passed by a majority of San Dimas voters, money generated from the measure would go to the City's general fund, available to be used locally for a variety of essential services:



Public safety services and neighborhood patrols



Wildfire preparation



Maintain senior, youth and after-school services



Maintain parks and open spaces



Repair potholes, aging streets and other infrastructure



**For more information, visit [SanDimasCA.gov](http://SanDimasCA.gov)**

March 6, 2020



To: Mickey Fuentes, Senior Management Analyst  
City of Montclair

From: Catherine Lew, Founder – The Lew Edwards Group (LEG)  
[catherine@lewedwardsgroup.com](mailto:catherine@lewedwardsgroup.com) 510-594-0224 x 261

Thank you for reaching out to The Lew Edwards Group to request information about our firm's 2020 sales tax measure preparation and communications services.

LEG is the California leader in providing strategic communications and revenue measure preparation services to local governments throughout California. Our firm is celebrating its 23<sup>rd</sup> year as a company and **has enacted approximately \$38.5 Billion in California revenue measures with a 95% success rate.** Recent cycle sheets are included in this transmittal.

A partnership with LEG provides the City of Montclair with the following:

- ✓ The California leader in revenue generation for local governments, enacting approximately \$37 Billion with a 95% success rate including sought-after expertise by organizations such as the **League of California Cities**;
- ✓ The California leader in sales tax enactments;
- ✓ Extensive experience within San Bernardino County, including successful measures for Apple Valley Fire Protection District; Barstow Unified; Fontana Unified, **Ontario-Montclair Elementary**, and San Bernardino Unified school districts; and the cities of Rancho Cucamonga and Yucca Valley.
- ✓ A firm that provides **nationally-recognized, award-winning Public Information products** to engage constituents in your vision; and
- ✓ A team and consensus-building management style, with focused, enthusiastic, and committed dedication to your needs.

Due to significant demand LEG welcomes 2020 collaborations with agencies who can sole source our services.

#### **ABOUT THE LEW EDWARDS GROUP**

LEG specializes in preparing cities and other local governments for local revenue measures, which constitutes more than two-thirds of our practice. LEG provides a full range of Lead Consultant Ballot Measure Preparation and Informational Communications services for counties, cities, and special

district measures of all types, and is a California leader in providing strategic communications and revenue measure preparation services to local governments throughout California.

As you may remember, local government or public agency representation constitutes more than two-thirds of our practice. LEG functions as a Lead Consultant to our client cities. Experts from LEG are frequently sought after trainers and speakers for the **League of California Cities, California Municipal Treasurers Association, California Society of Municipal Finance Officers, Local Government Commission, Institute for Local Governments, Municipal Management Association of Northern California, California Police Chiefs Association** and others.

For a comprehensive list of clients, visit [www.lewedwardsgroup.com](http://www.lewedwardsgroup.com)

## **TYPICAL SCOPE OF SERVICES, FEES AND PROJECT COSTS**

### **LEG Scope of Services and Fee**

As the Lead Consultant, LEG's services typically include:

- ✓ Analyzing your survey results
- ✓ Recommending a legally permissible informational communications plan
- ✓ Finalizing a planning timeline and budget
- ✓ Training City messengers on legally permissible Speakers' Bureau activities and other permissible City informational outreach
- ✓ Developing an earned/social media/web-based strategy and word copy content for permissible City communications (mailings/digital media)
- ✓ Assisting the City with Rapid Response services to correct misinformation (note that our firm does not function as a paid spokesperson for the City)
- ✓ Providing input to the City Attorney on voter handbook materials

### **PROFESSIONAL FEES**

Without exception, LEG does not charge on an hourly or time/materials basis. LEG'S Monthly retainer IS \$6,000/month for professional fees (e.g., that fee does NOT include graphic design, printing/ mailing or any materials, which need to be budgeted for separately).

Option A: A full scope of services would be \$48,000 in fees alone (our fee x 8 months of service), not counting the City's collateral materials (our other agencies do 5 mailings). Under this scope, LEG provides institutionalized, ongoing input and collaboration all the way through.

Depending on your budget, you may want to consider LEG's short scope services which works well for some agencies where there are TWO tranches of short scope work with NO ongoing support:

Option B: LEG analyzes the survey results and creates a "pre-placement" (e.g., before the City Council vote) communications (engagement/outreach) toolkit based on those results. There is one call with the

City to review and capture your edits, and a second call to do Message Training on the finals. LEG usually wraps up this scope within two weeks.

The second tranche is to re-enter in June to provide strategic value-add to the ballot materials, then convert materials to a “post-placement” Measure Information communications toolkit.

The professional fees for each tranche are \$15,000 per tranche (total of \$30,000) but again, this does not include any design/printing/production. Our other clients prefer to address these types of costs in house or with local vendors.

Additional information is on the following pages. Thank you for reaching out!

**LEW EDWARDS GROUP SALES TAX SUCCESSES – 117 ENACTMENTS**

City of Alhambra	SUCCESSFUL General Purpose Sales Tax
City of Arvin	SUCCESSFUL General Purpose Sales Tax
City of Arcadia	SUCCESSFUL General Purpose Sales Tax
City of Antioch	SUCCESSFUL General Purpose Sales Tax
City of Azusa	SUCCESSFUL General Purpose Sales Tax
City of Bakersfield	SUCCESSFUL General Purpose Sales Tax
City of Belmont	SUCCESSFUL General Purpose Sales Tax
City of Benicia	SUCCESSFUL General Purpose Sales Tax
City of Burlingame	SUCCESSFUL General Purpose Sales Tax
City of Campbell	SUCCESSFUL General Purpose Sales Tax
City of Cathedral City	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Renewal
City of Ceres	SUCCESSFUL Public Safety Sales Tax
City Chowchilla	SUCCESSFUL Public Safety Sales Tax
City of Clovis	SUCCESSFUL Public Safety Sales Tax
City of Concord	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Renewal
City of Cotati	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Increase/Renewal
City of Dinuba	SUCCESSFUL Public Safety Sales Tax
City of East Palo Alto	SUCCESSFUL General Purpose Sales Tax
City of El Cerrito	SUCCESSFUL Streets/Roads Sales Tax
	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Increase/Renewal
City of Fairfield	SUCCESSFUL General Purpose Sales Tax
City of Fountain Valley	SUCCESSFUL General Purpose Sales Tax
County of Fresno	SUCCESSFUL Zoo Sales Tax
	SUCCESSFUL Zoo Sales Tax Renewal
City of Galt	SUCCESSFUL Public Safety Sales Tax
City of Garden Grove	SUCCESSFUL General Purpose Sales Tax
City of Gardena	SUCCESSFUL General Purpose Sales Tax
City of Grover Beach	SUCCESSFUL General Purpose Sales Tax
City of Hercules	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Renewal
City of Hollister	SUCCESSFUL General Purpose Sales Tax Renewal
County of Humboldt	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Renewal
County of Imperial	SUCCESSFUL Streets/Roads Sales Tax
City of Indio	SUCCESSFUL General Purpose Sales Tax
City of Inglewood	SUCCESSFUL General Purpose Sales Tax
City of La Habra	SUCCESSFUL General Purpose Sales Tax
City of La Mesa	SUCCESSFUL General Purpose Sales Tax



City of La Mirada	SUCCESSFUL General Purpose Sales Tax
City of La Palma	SUCCESSFUL General Purpose Sales Tax
City of Lakeport	SUCCESSFUL General Purpose Sales Tax
City of Lakewood	SUCCESSFUL General Purpose Sales Tax
City of Larkspur	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Increase/Renewal
City of Lathrop	SUCCESSFUL General Purpose Sales Tax
City of Lawndale	SUCCESSFUL General Purpose Sales Tax
City of Los Banos	SUCCESSFUL Public Safety Sales Tax
	SUCCESSFUL Public Safety Measure Renewals (2)
	SUCCESSFUL General Purpose Sales Tax
City of Manteca	SUCCESSFUL Public Safety Sales Tax
City of Marina	SUCCESSFUL General Purpose Sales Tax Renewal
City of Martinez	SUCCESSFUL General Purpose Sales Tax
City of Menifee	SUCCESSFUL General Purpose Sales Tax
Town of Moraga	SUCCESSFUL General Purpose Sales Tax
City of Morro Bay	SUCCESSFUL General Purpose Sales Tax
City of National City	SUCCESSFUL General Purpose Sales Tax Renewal
County of Nevada	SUCCESSFUL Library Sales Tax Renewal
City of Novato	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Renewal
City of Palm Springs	SUCCESSFUL General Purpose Sales Tax
City of Pasadena	SUCCESSFUL General Purpose Sales Tax
City of Pinole	SUCCESSFUL General Purpose Sales Tax
City of Placentia	SUCCESSFUL General Purpose Sales Tax
City of Pleasant Hill	SUCCESSFUL General Purpose Sales Tax
City of Port Hueneme	SUCCESSFUL General Purpose Sales Tax
City of Porterville	SUCCESSFUL Public Safety Sales Tax
	SUCCESSFUL General Purpose Sales Tax
City of Rancho Cordova	SUCCESSFUL General Purpose Sales Tax
City of Reedley	SUCCESSFUL Public Safety Sales Tax
City of Ridgecrest	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Increase/Renewal
City of Rohnert Park	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL Sales Tax Renewal
City of Roseville	SUCCESSFUL General Purpose Sales Tax
City of San Bruno	SUCCESSFUL General Purpose Sales Tax
City of San Jose	SUCCESSFUL General Purpose Sales Tax
City of San Leandro	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Increase/Renewal
City of San Luis Obispo	SUCCESSFUL General Purpose Sales Tax
City of San Mateo	SUCCESSFUL General Purpose Sales Tax Renewal
City of Sanger	SUCCESSFUL Public Safety Sales Tax
	SUCCESSFUL Public Safety Sales Tax Renewal

County of Santa Cruz	SUCCESSFUL Library Sales Tax Renewal
City of Santa Maria	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Increase/Renewal
City of Santa Rosa	SUCCESSFUL General Purpose Sales Tax Renewal
City of Sausalito	SUCCESSFUL General Purpose Sales Tax
City of Seaside	SUCCESSFUL General Purpose Sales Tax
	SUCCESSFUL General Purpose Sales Tax Increase/Renewal
City of Selma	SUCCESSFUL Public Safety Sales Tax
City of St. Helena	SUCCESSFUL General Purpose Sales Tax
County of Sonoma	SUCCESSFUL Library Sales Tax
City of South Gate	SUCCESSFUL General Purpose Sales Tax
City of South San Francisco	SUCCESSFUL General Purpose Sales Tax
City of Stanton	SUCCESSFUL General Purpose Sales Tax
City of Stockton	SUCCESSFUL Public Safety Sales Tax
	SUCCESSFUL Library Sales Tax
City of Suisun City	SUCCESSFUL General Purpose Sales Tax
City of Temecula	SUCCESSFUL General Purpose Sales Tax
City of Tracy	SUCCESSFUL General Purpose Sales Taxes (2)
County of Tulare	SUCCESSFUL Streets/Roads Sales Tax
City of Union City	SUCCESSFUL General Purpose Sales Tax Renewal
City of Vallejo	SUCCESSFUL General Purpose Sales Tax
City of Visalia	SUCCESSFUL Public Safety Sales Tax
	SUCCESSFUL General Purpose Sales Tax
City of Vista	SUCCESSFUL General Purpose Sales Tax
City of Wasco	SUCCESSFUL General Purpose Sales Tax
City of Westminster	SUCCESSFUL General Purpose Sales Tax
City of Wildomar	SUCCESSFUL General Purpose Sales Tax
County of Yuba	SUCCESSFUL General Purpose Sales Tax
Town of Yucca Valley	SUCCESSFUL General Purpose Sales Tax / Sewer Sales Tax

**2020 Sales Tax Clients**

City of Bellflower	City of Merced	City of Wheatland
City of Benicia	County of Merced	Sutter County
City of Citrus Heights	City of Moorpark	
Town of Colma	City of Moreno Valley	
City of Concord	City of Morro Bay	
City of Corona	County of Nevada	
City of Cotati	City of Oxnard	
City of Daly City	City of Paso Robles Rancho	
City of Half Moon Bay	City of Petaluma Rancho Cordova	
City of Imperial Beach	City of Rancho Cordova	
City of La Habra	City of San Luis Obispo	
City of Lake Elsinore	City of South Lake Tahoe	
City of Manteca	City of Vallejo Westminster	
City of Menifee	City of Westminster	



**FOR IMMEDIATE RELEASE**  
**November 17, 2016**

**CONTACT: Catherine Lew, Esq.**  
**President & CEO (510) 594-0224 x 261**

**IN LARGEST ELECTION CYCLE EVER,  
LEW EDWARDS GROUP CLOSES 2016 WITH 68 WINS  
(List Highlights)**

**Oakland Unified School District - YES on G1  
Parcel Tax for Teachers & Enrichment**  
Raises \$12.4 Million annually **SUCCESSFUL**

**Long Beach Unified School District  
General Obligation Bond**  
\$1.5 Billion **SUCCESSFUL**

**Long Beach Community College District  
General Obligation Bond – YES on LB**  
\$850 Million **SUCCESSFUL**

**County of Humboldt  
Commercial Marijuana Cultivation Ordinance**  
Raises \$7.3 Million annually **SUCCESSFUL**

**Karen Weinstein** **ELECTED**  
**Peralta Colleges Trustee, District 6**

**Jane Parker** **RE-ELECTED**  
**Monterey County Supervisor**

**San Jose – Evergreen Comm. College Dist.**  
**General Obligation Bond – YES on X**  
\$748 Million **SUCCESSFUL**

**City of San Jose**  
**¼ cent local sales tax**  
Raises \$40 Million annually **SUCCESSFUL**

**Fremont Unified School District**  
**Successful Parcel Tax Increase— YES on I**  
Raises \$4.3 Million annually **SUCCESSFUL**

**City of San Leandro**  
**Business License, Marijuana, TOT Measures**  
Raises \$1.5 Million annually **SUCCESSFUL**

**City of Santa Rosa**  
**Sales Tax Extension/\$8M yr** **SUCCESSFUL**  
**Public Safety Tax Update** **SUCCESSFUL**

**City of Cathedral City**  
**Charter City Measure** **SUCCESSFUL**  
**Cannabis Business Tax Update** **SUCCESSFUL**

**San Juan Unified School District**  
**General Obligation Bond - YES on P**  
\$750 Million **SUCCESSFUL**

**Kern Community College District**  
**General Obligation Bond - YES on J**  
\$502.8 Million **SUCCESSFUL**

**Butte College**  
**General Obligation Bond - YES on J**  
\$190 Million **SUCCESSFUL**

**City of Westminster**  
**One Cent Local Sales Tax**  
Raises \$14 Million annually **SUCCESSFUL**

**Alamedans United**

Councilmember Malia Vella **ELECTED**  
 Councilmember Marilyn Ashcraft **ELECTED**  
 School Board Trustee Gray Harris **ELECTED**

**City of Stanton**

Initiative Communications **SUCCESSFUL**  
 Term Limits Measure **SUCCESSFUL**

**City of Indio**

**One Cent Local Sales Tax Measure**  
 Raises \$8.5 Million annually **SUCCESSFUL**

**Etiwanda School District**

**General Obligation Bond – YES on I**  
 \$137 million **SUCCESSFUL**

**Central Union High School District**

**General Obligation Bond**  
 \$30 Million **SUCCESSFUL**

**Alhambra Unified School District**

\$149 Million GO Bond **SUCCESSFUL**  
 \$110 million GO Bond **SUCCESSFUL**

**Rodeo – Hercules Fire Protection District**

**Fire Safety Parcel Tax**  
 Raises \$2.5 Million annually **SUCCESSFUL**

**City of Pleasant Hill**

**½ Cent Local Sales Tax**  
 Raises \$4 Million annually **SUCCESSFUL**

**City of Sanger**

**Public Safety Sales Tax Extension**  
 Protects \$1.9 million annually **SUCCESSFUL**

**City of Ridgecrest**

**Local Sales Tax Extension/Increase**  
 Raises \$4 Million annually **SUCCESSFUL**

**City of Marina**

**Business License Tax Update**  
 Raises \$900,000 annually **SUCCESSFUL**

**City of Wasco**

**One Cent Local Sales Tax**  
 Raises \$1.1 Million annually **SUCCESSFUL**

**City of Union City**

**Public Safety Parcel Tax Extension**  
 Protects \$4.1 Million/year **SUCCESSFUL**

**City of Hollister**

**One Cent Local Sales Tax Extension**  
 Protects \$4.5 Million/year **SUCCESSFUL**

**City of Lakeport**

**One Cent Local Sales Tax**  
 Raises \$1.5 Million/year **SUCCESSFUL**

**City of Belmont**

**½ cent Local Sales Tax**  
 Raises \$1.3 Million annually **SUCCESSFUL**

**Paramount Unified School District**

**General Obligation Bond**  
 \$106 Million **SUCCESSFUL**

**City of Temple City**

**Term Limits/Council Extension Measure**  
**SUCCESSFUL**

**County of Nevada**

**Library Sales Tax Renewal**  
 Protects \$3.6 Million annually **SUCCESSFUL**

**City of Fountain Valley**

**One Cent Local Sales Tax**  
 Raises \$11.5 Million **SUCCESSFUL**

**City of Moreno Valley**  
**Transient Occupancy Tax Measure**  
Raises \$650 Million annually **SUCCESSFUL**

**Apple Valley Fire Protection District**  
**Fire Safety/911 Tax Renewal/Increase**  
Raises \$4.8 Million annually **SUCCESSFUL**

**City of Visalia**  
**½ Cent Local Sales Tax Measure**  
Raises \$10.8 Million/annually **SUCCESSFUL**

**City of La Palma**  
**One Cent Local Sales Tax**  
Raises \$1.5 Million annually **SUCCESSFUL**

**Ontario Montclair School District**  
**General Obligation Bond**  
\$150 Million **SUCCESSFUL**

**Paso Robles Joint Unified School District**  
**General Obligation Bond**  
\$95 Million **SUCCESSFUL**

**Lodi Unified School District**  
**General Obligation Bond**  
\$281 Million **SUCCESSFUL**

**People for Libraries & Literacy – YES on M**  
**Stockton Library ¼ cent Sales Tax**  
Raises \$9 Million annually **SUCCESSFUL**

**County of Sonoma**  
**Library Sales Tax Measure**  
Raises \$10 Million/year **SUCCESSFUL**

**Chino Valley Unified School District**  
**General Obligation Bond – Yes on G**  
\$750 Million **SUCCESSFUL**

**Cordova Recreation & Park District**  
**Comm. Facilities Dist. Recreation & Park Tax**  
Raises \$1.8 Million annually **SUCCESSFUL**

**Barstow Unified School District**  
**General Obligation Bond-YES on F**  
\$39 Million **SUCCESSFUL**

**City of Palm Desert**  
**Transient Occupancy Tax Measure**  
Raises \$2.2 Million annually **SUCCESSFUL**

**City of Menifee**  
**One Cent Local Sales Tax**  
Raises \$6.2 Million annually **SUCCESSFUL**

**Town of Yucca Valley**  
**Local General Sales Tax** **SUCCESSFUL**  
**Local Sewer Sales Tax Measure** **SUCCESSFUL**

**City of East Palo Alto**  
**1/2 Cent Local Sales Tax**  
Raises \$1.8 Million annually **SUCCESSFUL**

**City of St. Helena**  
**½ Cent Local Sales Tax**  
Raises \$1.4 Million year **SUCCESSFUL**

**City of Tracy**  
**1/2 Cent Local Sales Tax**  
Raises \$7 Million annually **SUCCESSFUL**

**Mountain Community Health Services**  
**Emergency Room Parcel Tax Renewal**  
Protects \$825,000 annually **SUCCESSFUL**

**City of Temecula**  
**1 Cent Sales Tax**  
Raises \$23 Million annually **SUCCESSFUL**

**2017-2018 ELECTION CYCLE HIGHLIGHTS**  
**WINS FOR SCHOOLS, LOCAL GOVERNMENT & CANDIDATES**  
**2018 HIGHLIGHTS**

**City of Pasadena**

¾¢ Sales Tax Measure  
 Raises \$21 million/year      **SUCCESSFUL**

**County of Yuba**

1¢ Sales Tax Measure  
 Raises \$4.3 million/year      **SUCCESSFUL**

**Southern Marin Fire Protection District**

Parcel Tax for Fire Protection & Emergency  
 Medical Services  
 Raises \$3 million annually      **SUCCESSFUL**

**Peralta Community College District**

GO Bond – Yes on G/\$800 million  
 Parcel Tax – Yes on E/\$8 million/year  
**BOTH SUCCESSFUL**

**Hakeem Brown**

Vallejo City Council      **ELECTED**

**Appointed Councilmember Julia Mates**

Belmont City Council      **ELECTED**

**City of Canyon Lake**

3.95% UUT Renewal  
 Protects \$12 Million annually  
**SUCCESSFUL**

**City of Daly City**

Business License Tax, Cannabis Business Tax,  
 Transient Occupancy Tax  
 Raises \$1.2 million/yr      **ALL SUCCESSFUL**

**Mt. San Antonio College**

General Obligation Bond – Yes on GO  
 \$750 Million      **SUCCESSFUL**

**El Monte Union High School District**

General Obligation Bond – Yes on HS  
 \$190 million      **SUCCESSFUL**

**Tahoe-Truckee Unified – YES on AA**

Parcel Tax Renewal      **SUCCESSFUL**  
 Maintains \$5.6 Million/year

**Vallejo Flood & Wastewater District**

Prop. 218 Increase      **SUCCESSFUL**

**Alameda Firefighters Association**

Councilmember Jim Oddie      **RE-ELECTED**  
 Councilmember John Knox White **ELECTED**  
 School Board Trustee Mia Bonta      **ELECTED**

**City of Garden Grove**

1¢ Sales Tax Measure  
 Raises \$19 million annually      **SUCCESSFUL**

**City of Antioch**

Sales Tax Renewal at 1¢ rate  
 Raises \$14 million annually      **SUCCESSFUL**

**City of Roseville**

1/2¢ Sales Tax Measure  
 Raises \$18.4 million annually      **SUCCESSFUL**

<b>City of Belmont</b> Transient Occupancy Tax Raises \$560,000 annually	<b>SUCCESSFUL</b>	<b>City of Sausalito</b> Transient Occ Tax, Business License Tax Raising \$1.2 million/yr	<b>ALL SUCCESSFUL</b>
<b>West Valley-Mission CCD</b> General Obligation Bond – Yes on W \$698 million	<b>SUCCESSFUL</b>	<b>Board President Aimee Eng</b> <b>Dr. Gary Yee</b> Oakland Unified School District Board	<b>ELECTED</b> <b>ELECTED</b>
<b>Trustee Julina Bonilla</b> Peralta Community College District Board	<b>RE -ELECTED</b>	<b>Supervisor Richard Valle</b> Alameda County Board of Supervisors	<b>RE-ELECTED</b>
<b>City of Porterville</b> 1¢ Sales Tax Measure Raises \$6 million annually	<b>SUCCESSFUL</b>	<b>City of Merced</b> Cannabis Business Tax Raises \$1 million annually	<b>SUCCESSFUL</b>
<b>City of Rolling Hills Estates</b> BLT Update Generates \$200,000 annually	<b>SUCCESSFUL</b>	<b>County of Nevada</b> Cannabis Business Tax Raises up to \$3 million/yr	<b>SUCCESSFUL</b>
<b>City of Port Hueneme</b> 1¢ Sales Tax Measure Raises \$1.8 million annually	<b>SUCCESSFUL</b>	<b>City of Placentia</b> 1¢ Sales Tax Measure Raises \$5 million annually	<b>SUCCESSFUL</b>
<b>City of Santa Clara</b> Cannabis Business Tax Raises \$2.2 million annually	<b>SUCCESSFUL</b>	<b>City of Santa Maria</b> Sales Tax Renewal at a 1¢ rate Raises \$18 Million annually	<b>SUCCESSFUL</b>
<b>City of Temple City</b> Consolidate Elections Issue	<b>SUCCESSFUL</b>	<b>Town of Yucca Valley</b> Zoning Control Measure	<b>SUCCESSFUL</b>
<b>City of Martinez</b> 1/2¢ Sales Tax Measure Raises \$3.2 million annually	<b>SUCCESSFUL</b>	<b>City of Moreno Valley</b> Cannabis Business Tax Raises \$2.2 million annually	<b>SUCCESSFUL</b>
<b>City of Wildomar</b> 1¢ Sales Tax Measure Raises \$1.7 million annually	<b>SUCCESSFUL</b>	<b>City of Union City</b> Cannabis Business Tax Raises \$1.4 million annually	<b>SUCCESSFUL</b>
<b>City of Milpitas</b> Transient Occupancy Tax Raises \$5.2 million annually	<b>SUCCESSFUL</b>	<b>City of Bakersfield</b> 1¢ Local Sales Tax Raises \$50 Million annually	<b>SUCCESSFUL</b>

**County of Humboldt**  
1/2¢ Sales Tax Renewal Measure  
Protects \$12 million annually **SUCCESSFUL**

**City of Los Banos**  
1/2¢ Sales Tax Measure  
Raises \$2.5 million annually **SUCCESSFUL**

**City of Lawndale**  
3/4¢ Sales Tax Measure  
Raises \$2.1 million annually **SUCCESSFUL**

**California Teachers Association**  
Multiple winning County and local School  
Board candidates were **ELECTED**

City of Chowchilla  
1¢ Sales Tax Measure  
Raises \$1.3 Million annually **SUCCESSFUL**

### SELECTED 2017 HIGHLIGHTS

**City of Burlingame**  
1/4¢ Local Sales Tax  
Raises \$2 Million annually **SUCCESSFUL**

**City of Desert Hot Springs**  
Parcel Tax and UUT Renewals, Protecting  
\$4.8 Million annually **BOTH SUCCESSFUL**

**Eric Rodriguez**  
San Mateo City Council **ELECTED**

Rancho Santa Fe Homeowners Assn.  
High Speed Internet Vote **SUCCESSFUL**

**City of Larkspur**  
Sales Tax Renewal at 3/4 cent rate  
Raises \$1.65 Million **SUCCESSFUL**

**City of Seaside**  
1/2¢ Sales Tax and Cannabis Measures  
Raising \$2.2 Million/yr **BOTH SUCCESSFUL**



