

CITY OF HAYWARD

Hayward City Hall
777 B Street
Hayward, CA 94541
www.Hayward-CA.gov



CITY OF
HAYWARD
HEART OF THE BAY

Agenda

Wednesday, May 16, 2018

4:00 PM

City Hall, Conference Room 4A

Council Budget and Finance Committee

CALL TO ORDER

ROLL CALL

PUBLIC COMMENTS:

(The Public Comment section provides an opportunity to address the City Council Committee on items not listed on the agenda as well as items on the agenda. The Committee welcomes your comments and requests that speakers present their remarks in a respectful manner, within established time limits, and focus on issues which directly affect the City or are within the jurisdiction of the City. As the Committee is prohibited by State law from discussing items not listed on the agenda, any comments on items not on the agenda will be taken under consideration without Committee discussion and may be referred to staff.)

REPORTS/ACTION ITEMS

1. [MIN 18-060](#) Approval of Meeting Minutes from April 18, 2018

 Attachments: [Attachment I Minutes April 18, 2018](#)
2. [RPT 18-089](#) Review of Research Scope for Survey of Hayward Voters

 Attachments: [Attachment I Staff Report](#)
 [Attachment II Research Proposal](#)
3. [RPT 18-097](#) Employee Home Loan Survey Results

 Attachments: [Attachment I Staff Report](#)
 [Attachment II Employee Home Loan Survey Results 2018](#)
4. Oakland Public Banking Feasibility Review (Oral Presentation)
5. [RPT 18-085](#) FY 2018 Meeting Schedule & Work Plan

 Attachments: [Attachment I Meeting Schedule & Work Plan](#)

FUTURE AGENDA ITEMS

COMMITTEE MEMBER/STAFF ANNOUNCEMENTS AND REFERRALS

ADJOURNMENT

NEXT MEETING - 4:00P.M. WEDNESDAY, JUNE 20, 2018



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Hayward City Hall
777 B Street
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File #: MIN 18-060

DATE: May 16, 2018

TO: Council Budget and Finance Committee

FROM: Director of Finance

SUBJECT

Approval of Meeting Minutes from April 18, 2018

RECOMMENDATION

That the Committee approves the meeting minutes from the April 18, 2018 Meeting.

SUMMARY

Staff recommends that the Committee reviews and approves the April 18, 2018 Budget and Finance Committee meeting minutes.

ATTACHMENTS

Attachment I Draft Minutes April 18, 2018



COUNCIL BUDGET & FINANCE COMMITTEE MEETING
Meeting Minutes of April 18, 2018

Call to Order: 4:04 pm

Members Present: Mayor Halliday, Councilmember Lamnin, and Councilmember Salinas

Members Absent: N/A

Staff: Kelly McAdoo, Dustin Claussen, Nicole Gonzales, Monica Davis, and Hayes Morehouse

Guests: None

Public Comments: No public comments.

1. Approval of Meeting Minutes March 21, 2018

Action: Unanimous approval as submitted.

2. FY 2019 Budget process update (Oral presentation)

- Director Claussen provided an update regarding the FY 2019 Budget process.

Action: The Committee discussed the presentation. No formal action was taken.

3. CalPERS Update

- Director Claussen provided an update regarding CalPERS.

Action: The Committee discussed the presentation. No formal action was taken.

4. FY 2018 Meeting Schedule and Work Plan

Action: The Committee recommended adding “Employee Home Loan Survey Results” and Godbe Ballot Measure Research” to the May 16, 2018 agenda.

5. Future Agenda Items: None

Committee Members/Staff Announcements and Referrals: None.

Adjournment: The meeting was adjourned at 4:41 pm



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File #: RPT 18-089

DATE: May 16, 2018

TO: Council Budget and Finance Committee

FROM: City Manager

SUBJECT

Review of Research Scope for Survey of Hayward Voters

RECOMMENDATION

That the Council Budget and Finance Committee (CBFC) reviews and comments on this report and presentation by Godbe Research, Inc.

SUMMARY

Godbe is a recognized research leader in California. Given Godbe's longstanding experience measuring the opinions of Hayward residents, staff recommends engaging the firm to conduct the second 2018 Revenue Measure Feasibility Study.

Godbe will conduct a hybrid Internet/ Telephone survey with a sample size of 600 voters, to gauge voter sentiments on potential revenue measures, including an increase in the City's Real Property Transfer Tax and Transient Occupancy Tax. The survey will either be 18 or 20 minutes depending on the length and number of the survey questions desired by the CBFC.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Research Proposal



DATE: May 16, 2018

TO: Council Budget and Finance Committee

FROM: City Manager

SUBJECT: Review of Research Scope for Survey of Hayward Voters

RECOMMENDATION

That the Council Budget and Finance Committee (CBFC) reviews and comments on this report and presentation by Godbe Research, Inc.

BACKGROUND

For the past seven years, the Godbe Research, Inc. (Godbe) has been providing community survey and data analysis services for a variety of City initiatives. Beginning in 2008, Godbe completed the first of several biennial resident satisfaction surveys with the most recent taking place in fall of 2016. These surveys have given the Council and staff access to longitudinal data measuring Hayward residents' opinions on the quality of services and programming provided by the City.

In addition to resident satisfaction research, Godbe Research has conducted surveys measuring voter sentiments for tax measures such as the Utility Users Tax (initial levy and renewal) and the 2014 Measure C ½-cent sales tax levy.

The City Council held a budget work session on October 14, 2017 to identify strategies to enhance revenue and control expenditures to eliminate the City's on-going structural deficit. In anticipation of submitting to voters a November 2018 revenue measure, Godbe prepared a survey to research various options and scenarios. The results of this survey were presented to the Council Budget and Finance Committee at their October 18, 2017 meeting.

DISCUSSION

Godbe is a recognized research leader in California. Given Godbe's longstanding experience measuring the opinions of Hayward residents, staff recommends engaging the firm to conduct the second 2018 Revenue Measure Feasibility Study.

Godbe will conduct a hybrid Internet/ Telephone survey with a sample size of 600 voters, to gauge voter sentiments on potential revenue measures, including an increase in the City's Real Property Transfer Tax and Transient Occupancy Tax. The survey will either be 18 or 20 minutes depending on the length and number of the survey questions desired by the CBFC.

Surveys are available in several different languages to ensure the opinions of the diverse population of the City can be heard. The hybrid survey has been utilized by several bay area cities as well as HARD and HUSD in the past. Godbe staff are confident in its application for this study.

These options can be found in more detail in Attachment II.

STRATEGIC INITIATIVES

This item is a routine operational item and does not relate to one of the Council's Strategic Initiatives.

FISCAL IMPACT

The total cost of this survey will either be \$29,450 or \$31,500 depending on the length of survey. This will be paid for out of the General Fund - City Manager's Office Budget.

NEXT STEPS

Following CBFC feedback, Godbe will prepare a survey for administration in late May to early June. The results of this survey will be presented to the full City Council in a June work session.

Prepared and Recommended by: John Stefanski, Management Analyst II

Approved by:



Kelly McAdoo, City Manager



GODBE RESEARCH
Gain Insight

PROPOSAL TO CONDUCT A SURVEY OF HAYWARD VOTERS

Presented to the City of Hayward

April 24, 2018

PROJECT WORK PLAN

Godbe Research believes that the success of any opinion research project depends on recognizing the individual and unique needs of each of our clients and then crafting a project work plan to address those specific needs. Given our approach and based on discussions with the City of Hayward (Hayward or City), we have provided a list of services below to be provided to the City as part of this voter survey project. Accordingly, these services are proposed to include:

- Conducting an in-person kick-off meeting with the City of Hayward and other project stakeholders, as well as additional conference calls and meetings to discuss the research objectives and other aspects of the voter survey in detail.
- Reviewing Hayward voter and resident demographics, previously conducted and related opinion research from the City and other agencies that serve the City, and other information that will help to inform and support this current voter survey process.
- Designing and refining a survey instrument of between 18 and 20-minutes in length so that it addresses the research objectives of the City of Hayward for the voter survey. This is done through an iterative process between Godbe Research, the City, and other project stakeholders. The survey will be designed to be formatted for both Internet and telephone survey modalities as a 'hybrid survey' and both versions of the survey will be identical.
 - ❖ Please note that previous voter surveys conducted for the City by Godbe Research on similar topics have been in the same 18 to 20-minute range.
- Programming, refining, and testing the Internet version of the survey instrument using our Internet survey software package. This will be done by our partner team of IT and programming experts.
- CATI programming the telephone version of the survey instrument for efficient and accurate data collection, and training telephone interviewing personnel on the questionnaire and interviewing protocol.
 - ❖ For our telephone interviewing projects, Godbe Research uses only live interviewers, who have been intensively trained on the survey questionnaire, and who are located in the western United States.
- Pre-testing the survey instrument in both modalities to ensure that the questions and response codes are understandable to respondents, and to ensure that the survey length coincides with the budgeted survey length for the project.
- Developing a recruitment email (voters with email addresses) and recruitment text (voters with cell phones) for the Internet version of the survey and working with the City of Hayward so that Godbe Research can send recruitment emails/texts to voters with known self-reported email addresses in the voter file.
 - ❖ Based on the City's preference and communications policies, we can also match any internal email lists the City has (e.g. park and recreation lists, City communications lists) to the voter file, so that we

can include additional voters that do not have email addresses and/or cell phone numbers in the voter file. By matching email addresses and cell phones with a first and last name to those in the voter file, we can ensure that only Hayward voters are included in the additional matching process.

- ❖ Finally, the recruitment email will have the @hayward-ca.gov email domain for familiarity to voters, and should be signed by the City Manager, Assistant City Manager, or Public Information Officer to convey the importance of the survey to the City for voters.
- Developing a stratified and clustered sample of Hayward voters for the survey process appropriate to the research objectives of this specific study. This would include voters likely to vote in the November 2018 election cycle, which coincides with City Council elections.
 - ❖ For reference, we have identified that there are a total of approximately 66,469 voters in the City of Hayward, of which there are approximately 36,272 likely November 2018 voters. In looking at the likely November 2018 voting electorate, we have telephone numbers for approximately 29,082 likely voters or 80% coverage (including cell phones for 7,715 likely voters or 21% coverage) and email addresses for approximately 9,525 likely voters or 26% coverage.
- Conducting approximate 18 to 20-minute Internet and telephone interviews with at least 600 (n=600) total Hayward voters according to a strict interviewing protocol. For reference, a sample size of 600 likely voters would provide for a margin of error of no greater than +/-4.0% at the 95% confidence level, when looking at all voters in the City, including likely November 2018 voters.
- Merging the Internet and telephone data files, as well as processing and weighting the data to adjust for population distribution and strategic oversampling, as needed.
- Developing a topline report of aggregate findings for the City of Hayward. We will also meet with the City and other project stakeholders to review the topline/aggregate survey results. This will help our more detailed analysis and reporting to be of maximum value to the City.
- Analyzing the voter survey results and preparing a report of findings conclusions, and recommendations for the City (draft and final formats), which directly addresses the City's research objectives outlined for the voter survey. Our reports typically include sections for key findings and conclusions, a methodology discussion, analysis of the questions and topics in narrative and graphical format, as well as a copy of the survey questionnaire and a complete set of crosstabulations for all survey questions.
- Presenting the results and recommendations from the voter survey to the City of Hayward for up to two unique project presentations.
- Post-survey consulting on the results and recommendations from the survey of voters, as needed by the City of Hayward, and other project stakeholders (no additional fee).

PROJECT TIME LINE

Because of our experience in conducting voter and resident surveys on a variety of needs, Godbe Research generally prefers to conduct a hybrid survey over about an eight-week time frame. However, preliminary results can be made available much sooner, if required. Below, we have provided a general time line in number of days and calendar dates (where known) to illustrate the time needed for each task in the overall research process. Please note that Hayward meetings (e.g. project kick off meeting) and tasks (e.g. questionnaire review) have been *italicized* for easy review below.

<u>Godbe Research Tasks</u>	<u>Approx. Time Required</u>
<i>Project Kick-Off Meeting w/ Hayward</i>	<i>1 Day (1 to 2 hours)</i>
Questionnaire Drafting and Refinement	Up to 8 Days
Sample Development and Matching (concurrent with questionnaire drafting)	3 to 5 Days
<i>Meeting w/ City to Review Draft Survey</i>	<i>1 Day (1 to 2 hours)</i>
Questionnaire Revisions (as needed)	3 to 5 Days
Survey Pretest	1 to 2 Days
Programming and Testing of Internet Version	3 to 5 Days
CATI Programming of Telephone Version (concurrent with Internet programming)	2 to 3 Days
Data Collection / Interviewing (both modalities)	6 to 8 Days
Initial Data Processing	3 to 5 Days
<i>Topline Report Meeting/Discussion w/ City</i>	<i>1 Day (1 to 2 hours)</i>
Analysis and Reporting	8 to 10 Days
<i>Report/Recommendations Review w/ Hayward</i>	<i>1 Day (1 to 2 hours)</i>
Report Changes (if needed)	2 to 3 Days
<i>Presentation of Survey Findings to Hayward</i>	<i>1 to 2 Days (1 to 2 hours each)</i>
<i>Post Survey Consulting on Results and Recommendations w/ Hayward</i>	<i>Ongoing – As Needed</i>

PROPOSED PROJECT COSTS

Godbe Research takes great pride in delivering reliable and practical opinion research projects 'on time and on budget'. In doing so, we prefer to provide a firm, fixed fee format for our proposals. This is because we do not believe in assigning arbitrary hours and rarely do projects (even highly similar in nature) take the same amount of time or resources. Thus, we feel that firm and fixed-fee pricing represents the best value to our clients. This model has worked for past surveys for the City of Hayward with immense success.

Based on our understanding of needs of the City of Hayward for the voter survey, Godbe Research has provided project cost options to conduct an 18 to 20-minute hybrid Internet and telephone survey of at least 600 (n=600) total Hayward voters for the City. The prices below reflect the all-inclusive costs to complete the survey project -- the overall cost will not exceed those shown below, provided that parameters (e.g. hybrid survey methodology, survey length, sample size, number of meetings and presentations, etc.) of the project conform to those outlined in this scope of work document. Should project parameters or City needs change, we will be happy to provide amended costs prior to proceeding.

Hybrid Survey of 600 (n=600) City of Hayward Voters

<u>Project Task</u>	<u>18-min.</u>	<u>20-min.</u>
Listed Voter Telephone Sample	\$1,200.00	\$1,200.00
Email Sample Purchase	\$600.00	\$600.00
Third Party Cell/Email Matching	\$800.00	\$800.00
Internet Version Programming/Testing	\$4,250.00	\$4,500.00
CATI Programming of Telephone Version	\$1,350.00	\$1,500.00
Internet Version Recruitment	\$650.00	\$650.00
Telephone Interviewing	\$8,800.00	\$10,400.00
Data Processing	\$900.00	\$950.00
Research Fee	\$8,000.00	\$8,000.00
Project Management Fee	\$2,750.00	\$2,750.00
<u>Misc./Travel Expenses</u>	<u>\$150.00</u>	<u>\$150.00</u>
Voter Survey Total	\$29,450.00	\$31,500.00



GODBE RESEARCH
Gain Insight

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File #: RPT 18-097

DATE: May 16, 2018

TO: Council Budget and Finance Committee

FROM: Director of Finance

SUBJECT

Employee Home Loan Survey Results

RECOMMENDATION

That the Council Budget and Finance Committee (CBFC) reviews results of the employee survey and recommended programs and provides direction.

SUMMARY

In May 2017, City Council expressed a desire to explore options to encourage City of Hayward employees to live within the City limits. Since then, staff has researched various options and administered an employee survey to determine employee interests.

Based on these results, two initial programs are recommended. First, the provision of an educational/informational series of sessions to educate employees on ways to prepare for homeownership, including how to reduce personal debt, credit counseling, as well as education on the home purchasing process. Second, the creation of a down payment assistance program that could be offered to employees who meet specified criteria.

ATTACHMENTS

Attachment I	Staff Report
Attachment II	Employee Home Loan Survey Results 2018



DATE: May 16, 2018

TO: Council Budget and Finance Committee

FROM: Director of Finance

SUBJECT: Employee Home Loan Survey Results

RECOMMENDATION

That the Council Budget and Finance Committee (CBFC) reviews results of the employee survey and recommended programs and provides direction.

SUMMARY

In May 2017, City Council expressed a desire to explore options to encourage City of Hayward employees to live within the City limits. Since then, staff has researched various options and administered an employee survey to determine employee interests.

Based on these results, two initial programs are recommended. First, the provision of an educational/informational series of sessions to educate employees on ways to prepare for homeownership, including how to reduce personal debt, credit counseling, as well as education on the home purchasing process. Second, the creation of a down payment assistance program that could be offered to employees who meet specified criteria.

BACKGROUND

To advance Council's direction to develop options for City of Hayward employees to live within the City limits, staff administered a survey of employees in January 2018. The survey was designed to:

- Gauge employee interest in living in Hayward;
- Determine if an employee is planning to buy a home in the near future;
- Identify possible barriers for employees with the desire to purchase a home in the City, and
- For employees who expressed interest in purchasing a home in Hayward, they were asked what type of assistance would be most beneficial to them.

Staff intends to use the results from the survey to assist in designing a useful and desirable loan program should one be introduced in the City.

DISCUSSION

Staff designed a survey and distributed it to the employees of the organization via email, with the knowledge that not all employees were likely to respond, but hopeful that it would result in a representative sample of the population. The survey was made up of six questions and was sent to all employees with an active email address in the City. Of the City's approximately 850 employees, 177 or 21% responded to the survey.

The six questions asked employees the following:

1. Do you currently reside in Hayward?
2. Do you plan to purchase a home in the next three years?
3. Are you considering purchasing your home in Hayward?
4. If you are not considering purchasing in Hayward, why not?
5. Will you be a first-time homeowner?
6. Which of the following home purchase assistance options would you be interested in?
 - Down payment assistance
 - Mortgage loan assistance
 - Debt reduction
 - Improving credit score
 - Other

The results of the survey are included in Attachment II to this report.

Based on these results, two initial programs are recommended. First, the provision of an educational/informational series of sessions to educate employees on ways to prepare for homeownership, including how to reduce personal debt, credit counseling, as well as education on the home purchasing process. Second, the creation of a down payment assistance program that could be offered to employees who meet specified criteria.

STRATEGIC INITIATIVES

The scope of this work may not be directly tied to one of Council's strategic initiatives now; however, this program could assist in advancing the Complete Communities initiative should more City employees live in the community they work.

FISCAL IMPACT

The fiscal impact of a program cannot be quantified currently because costs associated will be dependent on the identification of funds for the program and level of use.

NEXT STEPS

If the CBFC Committee supports staff recommendation, staff will begin researching educational programs and developing a Down Payment Assistance Program proposal that will be brought back to CBFC for feedback and direction. The fiscal impact will be discussed at that time and any necessary appropriation requests would be made during the FY 2019 mid-year budget review process.

Prepared and Recommended by:

Dustin Claussen, Director of Finance

Approved by:

A handwritten signature in black ink, appearing to read 'K. McAdoo', is positioned above a horizontal line.

Kelly McAdoo, City Manager

**Employee Home Loan Survey Results
2018**

Q1. Do you currently reside in Hayward?

75% No and 25% Yes

Q2. Do you plan to purchase a home in the next three years?

60% Yes and 40% No

Q3. Are you considering purchasing your home in Hayward?

66% No and 34% Yes

Q4. If you are not considering purchasing in Hayward, why not? (could select more than one)

58% Too expensive

52% Quality of schools

42% Crime

28% Other (close to Hayward fault, schools, crime, want to keep anonymity)

7% Want to be near family

Q5. Will you be a first-time homeowner?

56% No and 44% Yes

Q6. Which of the following home purchase assistance options would you be interested in? (could select more than one)

75% Down payment assistance

62% Full Mortgage Financing

26% Debt reduction

17% Improving credit score

13% Other



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File #: RPT 18-085

DATE: May 16, 2018

TO: Council Budget and Finance Committee

FROM: Director of Finance

SUBJECT

FY 2018 Meeting Schedule & Work Plan

RECOMMENDATION

That the Committee receives and comments on the FY 2018 Council Budget and Finance Committee Meeting Schedule & Work Plan.

SUMMARY

Staff recommends that the Committee reviews and comments on the FY 2018 Budget and Finance Committee schedule and work plan.

ATTACHMENTS

Attachment I Meeting Schedule & Work Plan



COUNCIL BUDGET AND FINANCE COMMITTEE
FY 2018 Meeting Schedule & Workplan
May 16, 2018

Meeting Location: 777 B STREET - CITY HALL - 4TH FLOOR CONFERENCE ROOM 4A
 HAYWARD, CALIFORNIA

Meeting Time: 4:00 P. M.

Meeting Dates: The Council Budget & Finance Committee generally meet monthly on the 3rd Wednesday of the month, except for August, due to City Council Break. Special meetings will be scheduled as determined necessary by the Committee or the City Manager.

DATE	SUGGESTED TOPICS (subject to change)
September 20, 2017	FY 2017 Annual Audit Process (Oral Presentation by External Auditor) Employee Budget Focus Group
October 18, 2017	Investment Portfolio Update (External Investment Manager) FY 2018 Statement of Investment Policy Review and Delegation of Authority Review of Research Scope for Survey of Hayward Voters
November 15, 2017 December 6, 2017 at 5 p.m.	Review of Results from Survey of Hayward Voters and Discussion of Next Steps FY 2019 Budget Process Plan and Development Calendar
December 20, 2017 January 10, 2018	Presentation of FY 2017 Audit Home Assistance Purchase Program for Employees
January 17, 2018 January 25, 2018 at 5 p.m. (Thursday)	Discussion of FY 2019 Budget Process and Work session Framework FY 2018 Mid-Year Review & General Fund Long Range Financial Model Update
February 21, 2018 March 7, 2018 at 5 p.m.	Credit Card Fees FY 2019 Proposed Budget Discussion Discussion on Mayor & City Council Department Budget
March 21, 2018	Measure C Staffing at Police Department Annual Review of City Issued Debt Annual City Benefit Liabilities and Funding Plan Review
April 18, 2018	FY 2019 Budget process update CalPERS Update
May 16, 2018	Review of Research Scope for Survey of Hayward Voters Employee Home Loan Survey Results Oakland Public Banking Feasibility Review
June 20, 2018	Measure C Annual Report
July 18, 2018	FY 2019 budget process debrief

Non-scheduled future agenda topics:

- Performance Measurement
- Affordable Care Act – Health Care Exchange