

TO Nathan Olson, City Manager, City of Lemoore
FROM Alex E. Tavlian, Esq. Managing Partner
Local Government Strategic Consulting, LLC
DATE Dec. 8, 2023
RE City of Lemoore Proposed 2024 Sales Tax Measure



On behalf of LGSC, thank you for providing our team the opportunity to assist a terrific community in our San Joaquin Valley. What follows is an overview of our project approach to provide technical assistance and public education and outreach to the City of Lemoore for a prospective sales tax measure to maintain and improve public safety and core services for the City.

LGSC and its staff have a long history of creating and producing public affairs and public outreach campaigns that produce results, particularly in the San Joaquin Valley.

Our process and strategic recommendations will provide a focused approach to the development of ballot measures. LGSC's affiliated political strategy firms – Park West Associates and Right Choice Strategies – also provide comprehensive services to ensure that Lemoore has sufficient political support to carry privately-funded advocacy campaigns to election day.

We know that a successful ballot measure is built on the buy-in of the community long before it even appears in print on a ballot. Because of that, LGSC approaches the development and shaping of measures by eschewing a one-size-fits-all approach, instead focusing on constructing a strong coalition of support and identifying surrogates to serve as the key messengers for all phases of the measure's development and execution.

We understand that the City will contract separately with a pollster. **Our preferred pollster is Fairbank, Maslin, Maullin, Metz & Associates.** We have a deep working relationship with partners John Fairbank and David Metz, and can attest to the quality of workmanship and reliability of results in their polling.

We appreciate the opportunity to support the City of Lemoore's efforts. Should you have any questions regarding this proposal and scope of work, please do not hesitate to contact me at (559) 349-6600 or alex@lgsc-hq.com.

A handwritten signature in black ink, appearing to read "Alex Tavlian".

ALEX E. TAVLIAN, ESQ.

PROJECT APPROACH

Phase 1 – Project Kickoff & Surveys Development

Jan. 1, 2024 - Feb. 1, 2024

Kickoff Meeting

Following the inception of a contract, LGSC will initiate its work with a kick-off meeting to include key City staff including the City Manager and City Attorney (or designated outside counsel for ballot measure development).

The meeting will focus on three key work areas:

- Identifying and reviewing pre-contract work undertaken by the City in developing the measure (including but not limited to past viability studies, financial projections, et al.)
- Make an initial assessment of the best utilization of City's public education resources
- Identify capabilities, roles, and responsibilities for LGSC and City staff
- Identify key community stakeholders necessitating direct outreach
- Propose specific timelines to execute Phase 2 activities
- Make initial introductions of private-side ballot measure advocacy campaign steering committee (if such a committee is formed)

Poll Development

LGSC will also coordinate with City's designated pollster to begin development of a poll battery, in accordance with the length and sample size contracted.

Community Feedback Survey

Alongside the development of a quantitative, statistically-valid poll, LGSC will develop a qualitative community survey, to be distributed to residents via email, social media, and peer-to-peer text message to provide input on public safety, infrastructure, and other core service needs of their community.

Phase 2 – Stakeholder and Initial Public Outreach

Feb 1 - March 31, 2024

Stakeholder Outreach

LGSC staff will commence direct outreach to community, civic, and business leaders as identified by City staff and members of the City Council.

Poll Execution & Review (Suggested Window: Feb 12 -16)

Following approval from City staff, City's designated pollster will place its survey in the field for quantitative feedback on a prospective revenue measure, voter attitudes, and community needs.

Following conclusion of polling and data processing, pollster will hold a briefing on topline results and provide crosstabs to LGSC and City staff.

Development of Initial Public Outreach Materials

LGSC staff will prepare the following materials regarding pre-measure development public outreach events:

- Print collateral
- Social media content
- Measure Development website
- Measure Development Fact Sheet and FAQs
- Measure Development PowerPoint

LGSC staff will also refine these materials as content of the measure is solidified.

Public Education Informational Meetings

LGSC staff will host two public education meetings to provide residents with a full picture of the City's financial position and needs. Along with an introduction on the prospective revenue measure, this meeting will feature presentations from the City Manager and City department heads.

Residents will be asked to provide feedback via the community feedback survey and will be directed to submit any questions in writing to ensure sufficient detailed response.

Community Presentations

Beyond one-on-one stakeholder outreach, LGSC staff will provide presentations to community organizations throughout Phase 2 and 3 of the project.

Phase 3 – Feedback & Polling Review / Initial Measure Development

April 1 - May 1, 2023

Community Feedback and Project Review

LGSC will close the Community Feedback Survey and review the results, in concert with polling figures. A report will be tendered to City staff detailing the qualitative results.

Based on the results of polling and the community survey, LGSC and City staff will hold a project review meeting to begin shaping legislative language of the prospective measure.

Phase 4 – Finalization of Ballot Language / Argument Development

May - July 2024

LGSC, in concert with the City Attorney, will work to finalize legislative language to be presented to the City Council for approval and inclusion on the November 2024 ballot. LGSC recommends placing finalized language before the Council no later than July 23, 2023 to ensure it is received by the Kings County Elections Office in excess of 100 days from Election Day¹.

LGSC will also develop the argument in support of the measure and assist in securing signers for the argument. At this time, LGSC will hold a

Phase 5 – Public Information Finalization

Aug. - Nov. 2024

LGSC will refresh all public education collateral and digital materials – including the ballot measure website – to reflect the finalized language of the measure without providing any form of advocacy language.

LGSC will also design and distribute a mailer to provide the public with a full view of the measure as approved by the Council, explaining how the measure will work, and issuing detailed voting information.

¹ Local jurisdictions must submit measures to their election agencies no later than E-88 days.

PROJECT PERSONNEL

Alex E. Tavlian, Esq.

Managing Partner / Project Manager

Alex Tavlian is a seasoned media executive, consultant, and attorney with more than 15 years of experience in media and communications. His work in the political sector spans the ballot – from Presidential to school board campaigns – along with high-profile advocacy campaigns.

Prior to his work in the private sector, Alex served as Deputy District Director for Rep. David Valadao (CA-21), leading the district’s strategic initiatives and constituent outreach.

His experience in media stretches back to his work as a news reporter for The Fresno Bee and the Sacramento Business Journal, covering a wide range of news beats. Having insights to both sides of the media equation has provided Alex with unique tools to deliver the best message and execute for his clients.

He resides in Clovis with his wife, Brittany, and their two children, Brooks and Stella.

Education

- California Western School of Law · Juris Doctor
- University of California, Davis · A.B. Political Science - Public Service

Brandon Herremann

Senior Consultant

Brandon Herremann is an experienced political and public affairs executive with deep roots in the San Joaquin Valley and experience across the Golden State assisting local municipalities and elected officials. He, along with our Outreach Specialists, will help LGSC execute community meetings on behalf of the city and strengthen stakeholder outreach in the City of Lemoore.

He resides in Fresno.

Education

- California State Polytechnic University, San Luis Obispo

Blake Zante

Outreach Specialist

Blake Zante is a media and public relations expert with a bevy of experience advising local, state and Federal officials. A proud, third-generation Fresno State alumni graduating from the Smittcamp Honors College in 2018, Zante has assisted in developing and executing conventional public relations strategies while also specializing in web development and social media marketing.

He resides in Clovis.

Education

- California State University, Fresno · B.A. Political Science and Government

Austin Gilbert

Outreach Specialist

Austin Gilbert is a seasoned public affairs executive with deep experience supporting candidates and ballot measures in the political arena. He has deep local, state, and Federal experience, assisting multiple members of Congress and one U.S. Senator through the public square.

He resides in Clovis.

Education

- San Jose State University · B.A. Political Science and GIS Mapping