### QUALITY

1. **Industry Expertise** - Knowledgeable, aware of the systems solutions are being delivered. Relevant professional relationships with former clients. e.g., delivery, professional experience.

2. **Professional Experience** - Consultants should have an adequateoiral experience to ensure that the work will be completed on time and at a reasonable cost. Evaluators must have demonstrated the ability to deliver high-quality services.

3. **Granularity of Billing Increments** - Evaluators must be able to provide detailed and accurate billing information for each deliverable.

4. **Ease of Transition** - Evaluators must be able to transition from one stage of the project to another with minimal disruption.

5. **Added Value** - Evaluators must be able to provide value beyond the basic services offered.

### PRICING

1. **Weighted Score**

2. **Interview Score**

3. **Weighted Score**

4. **Grand Total All Phases**

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**Evaluator #1 - Carrie Wright**

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**INTERVIEWS**

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**GRAND TOTAL ALL PHASES**

- Deloitte TIP: 43.86
- Ernst & Young: 41.93
- Strategic Economics: 40.31
- Willdan: 38.30
- RGS: 33.45
- Kosmot: 30.56
- Natelson: 32.11
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2. Interviews:

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3. Pricing:

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**Scoring Legend**

- **Qualities:**
  - **Outstanding:** Far exceeds minimum requirements in most areas.
  - **Average:** Meets minimum requirements, exceeds minimum requirements in some areas.
  - **Slightly Below Average:** Meets minimum requirements.
  - **Well Below Average:** Barely meets minimum requirements.

- **Interviews:**
  - **Score:**
    - **Lowest Price:**
      - **Total PHASE 1:** 35.86
      - **Total PHASE 2:** 46.02
      - **Total PHASE 1 & 2:** 31.93
      - **Weighted Score:** 34.31
      - **Grand Total All PHASES (1, 2, & 3):** 26.56

- **Pricing:**
  - **Weighted Score:**
    - **Lowest Price:**
      - **Total PHASE 1:** 35.86
      - **Total PHASE 2:** 46.02
      - **Total PHASE 1 & 2:** 31.93
      - **Weighted Score:** 34.31
      - **Grand Total All PHASES (1, 2, & 3):** 26.56

**Evaluator #5 - (Enter Name)**
### Rating Factor: Quality

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- **Scoring Legend:**
  - Outstanding, far exceeds minimum requirements.
  - Above average, exceeds minimum requirements in many or all areas.
  - Average, meets minimum requirements, exceeds minimum requirements in some areas.
  - Slightly below average, meets minimum requirements.
  - Well below average, barely meets minimum requirements.

### Rating Factor: Interviews

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### Rating Factor: Industry Expertise

- Knowledgeable, aware of the systems certifications and experience. Similar clients.
- Relevant professional solutions are being delivered. Adequate level of experience to ensure that the best professional relationships with former clients. E.g., delivery, professional services.

### Rating Factor: Professional Experience

- Consultants should have an adequate level of experience to ensure that the best professional certifications and experience. Similar clients.
- Relevant professional solutions are being delivered. Adequate level of experience to ensure that the best professional relationships with former clients. E.g., delivery, professional services.

### Rating Factor: Analytical Capacity

- Consultants have the organizational structure and experience to handle the size and scope of the project and other nuances that might need to be put into place. Knowledgeable, aware of the systems certifications and experience. Similar clients.
- Relevant professional solutions are being delivered. Adequate level of experience to ensure that the best professional relationships with former clients. E.g., delivery, professional services.

### Rating Factor: Interim Review

- Enter Review Date
- Enter Review Date

### Weighted Score Calculation

- **Phase 1 Total:**
  - Weighted Score
  - Weighted Total
  - Weight (max 1.00)

- **Phase 2 Total:**
  - Weighted Score
  - Weighted Total
  - Weight (max 1.00)

- **Phase 3 Total:**
  - Weighted Score
  - Weighted Total
  - Weight (max 1.00)

**Overall Weighted Score:**

- **Grand Total All Phases:**
  - Score
  - Weighted Score
  - Weighted Total
  - Weight (max 1.00)
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<th>VENDOR F TOTAL COST</th>
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</tbody>
</table>

### QUALITY

- **Rating Factor:** Personal Experience - Consultant has the organizational structure and proven track record to handle the size and scope of the project.
- **Sub-Factor:** Capacity: Consultant has the organizational structure and proven track record to handle the size and scope of the project.

#### Interpreting the Scores

1. **Evaluator #9 - (Enter Name)**

#### Scoring Legend

1. **Rating Factor:** Deloitte TIP Ernst & Young Strategic Economics RSG BAE RGS Willdan Natelson Kosmot

#### Workflow

1. **Step 1:** Enter Review Date
2. **Step 2:** Enter Review Date
3. **Step 3:** Enter Review Date
4. **Step 4:** Enter Review Date
5. **Step 5:** Enter Review Date

#### Evaluation Criteria

- **Quality:** Evaluating the vendor's past performance and ability to meet project requirements.
- **Pricing:** Comparing vendor costs and cost proposals.
- **Conversion:** Calculating weighted scores for each vendor.

#### Total Scores

- **Phase 1 Total:** Weighted Score
- **Phase 2 Total:** Weighted Score
- **Phase 3 Total:** Weighted Score

---

**Note:** The table above is a sample of the document content, and the extracted text may need to be manually adjusted for full comprehension.
### Evaluator #10 - (Enter Name)

**Rating Factor**

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<th>Ordinal Score</th>
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<th>Strategic Economics</th>
<th>RSG</th>
<th>BAN</th>
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<th>Keating</th>
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**Scoring Legend**

1. Highest level - highest ranking, minimum requirements.
2. Above average - ranking, minimum requirements, benefits.
3. Average - meets minimum requirements, meets minimum requirements.
4. Slightly below average - minimum requirements.

### Professional Experience - Consultants should have an extensive professional background in the field of interest and a minimum of 5 years of relevant experience.

- 0.20 Weight

### Industry Expertise - Knowledgeable in the systems and processes relevant to the project.

- 0.20 Weight

### Capacity - Consultant has the organizational structure and resources to handle the size and scope of the project.

- 0.20 Weight

### Phase 1: Total

- 0.80 Weight

### Interviews

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<th>Weight</th>
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<th>Detailed Analyses</th>
<th>Strategic Economics</th>
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### Pricing

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### Phase 2: Total

- 0.80 Weight

### Phase 3: Total

- 0.80 Weight

**Grand Total: All Phases 1-3**

- 3.86 Weight

**Max Point Check**

- 8.37 Weight

**Lowest Price**

- Vendor A: $120,000.00
- Vendor B: $96,225.00
- Vendor C: $115,005.00
- Vendor D: $115,900.00
- Vendor E: $118,700.00

---

**Project and Each Deliverable.**

- Proven track record to handle the size and scope of the project.
- Capacity: Consultant has the organizational structure and resources to handle the size and scope of the project.
- Industry Expertise - Knowledgeable in the systems and processes relevant to the project.
- Professional Experience - Consultants should have an extensive professional background in the field of interest and a minimum of 5 years of relevant experience.
### FINAL RANKINGS

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<tr>
<td>Professional Experience: Consultants should have an adequate level of experience to ensure that the best solutions are being delivered. Relevant professional certifications and experience. Similar clients.</td>
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</tr>
<tr>
<td>Industry Expertise: Knowledgeable, aware of the systems that might need to be put into place and other nuances that can impact the success of the project.</td>
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<tr>
<td>Capacity: Consultant has the organizational structure and proven track record to handle the size and scope of the project and each deliverable.</td>
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**TIP**

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**Ernst & Young**

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## Capacity
Consultant has the organizational structure and proven track record to handle the size and scope of the project and each deliverable.

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### Willdan

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### Industry Expertise - Knowledgeable, aware of the systems that might need to be put into place and other nuances that can impact the success of the project.

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### Capacity: Consultant has the organizational structure and proven track record to handle the size and scope of the project and each deliverable.

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### Final Score

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- **Possible Points:** 10
- **Total Points Earned:** 31.11

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- **Max Points Possible:** 10
- **Possible Points:** 10
- **Total Points Earned:** 31.11

**Reviewer #5:**
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- **Total Points Earned:** 31.11

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- **Total Points Earned:** 31.11

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**Reviewer #10:**
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Capacity: Consultant has the organizational structure and proven track record to handle the size and scope of the project and each deliverable.

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**QUALITY**

1. **Consultation:** Firm has a history of success and strong or proven track record or best solution for the project, e.g., delivery of quality deliverables, ease of transition, added services.

2. **Professional Expertise:** Consultants should have an adequate level of experience to ensure that the best project solutions are delivered. Relevant professional certifications and experience. Senior staff.

3. **Industry Expertise:** Knowledgeable, aware of the systems (minimum) that might need to be put into place and other nuances that can impact the success of the project.

4. **Qualifications:** Firm has a history of success and strong or proven track record to handle the size and scope of the project and each deliverable.

**INTERVIEWS**

Evaluator #1 - Carrie Wright (Continued)

Evaluator #2 - Janice Miller (Continued)
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Scoring Legend:
1. Exceeds expectations, leader in all areas.
2. Outstanding, far exceeds minimum requirements in most areas.
3. Above average, exceeds minimum requirements in many or all areas.
4. Average, meets minimum requirements, exceeds minimum requirements in some areas.
5. Slightly below average, meets minimum requirements.
6. Well below average, barely meets minimum requirements.

Evaluator #3 - Marakeshia Smith (continued)
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**Scoring Legend**

- Outstanding: far exceeds minimum requirements in all areas.
- Above average: exceeds minimum requirements in most areas.
- Average: meets minimum requirements, exceeds minimum requirements in some areas.
- Slightly below average: meets minimum requirements.
- Well below average: barely meets minimum requirements.

**Evaluator #5 - (Enter Name)**

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<th>Phase 2</th>
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</table>

**Grading**

- Overall Grade: 24.08
- Overall Comment: Excellent performance across all areas.

**Scoring Details**

1. **Experience:**
   - Professional Experience - Consultant has a proven track record to handle the size and scope of the project.
   - Industry Expertise - Knowledgeable, aware of the systems solutions are being delivered. Relevant professional experience.
   - Professional Experience - Consultants should have an adequate level of experience to ensure that the best outcomes are achieved.

2. **Quality of Work:**
   - Qualifications: firm has a history of success and strong industry expertise.
   - Capacity: Consultant has the organizational structure and resources to handle the size and scope of the project.

3. **Pricing:**
   - VENDOR A TOTAL COST: $160,250.00
   - VENDOR B TOTAL COST: $96,225.00
   - VENDOR C TOTAL COST: $119,125.00

**Lowest Price:**

- TOTAL PHASES (1 & 2): $107,500.00
- TOTAL PHASES (1, 2, & 3): $150,000.00
### QUALITY

1. **Scoring Legend**
   - Outstanding, far exceeds minimum requirements.
   - Above average, exceeds minimum requirements in many or all areas.
   - Average, meets minimum requirements, exceeds minimum requirements in some areas.
   - Slightly below average, meets minimum requirements.
   - Well below average, barely meets minimum requirements.

   **Rating Factor**
   - Quality: Firm has a history of success and strong professional reputation with future clients, e.g., industry, peer, and client reviews, awards, and testimonials.
   - Professional Experience: Consultant should have an extensive level of experience to ensure that the work is done to the highest standards. Relevant professional certifications and experience, similar projects.
   - Industry Expertise: Knowledgeable, aware of the systems, processes, and technologies that might need to be put into place and other nuances that can impact the success of the project.
   - Professional Experience: Consultant has the organizational structure and proven track record to handle the size and scope of the project and meet deadlines.

   **Weighted Score**
   - Quality: 0.20
   - Professional Experience: 0.20
   - Industry Expertise: 0.20
   - Professional Experience: 0.20
   - Total: 0.80

### INTERVIEWS

2. **Interview Score**

   **Weighted Score**
   - Total: 0.80
   - Total Phase 1 & 2: 0.80

### PRICING

3. **Pricing Score**

   **Weighted Score**
   - Total Phase 1 & 2: 0.80
   - Total Phase 3: 0.80

### Final Ratings

**Evaluator #7**
- **Name:** (Enter Name)
- **Total Score:** 0.80

### Other Notes

- Scoring Legend:
  - Outstanding, far exceeds minimum requirements.
  - Above average, exceeds minimum requirements in many or all areas.
  - Average, meets minimum requirements, exceeds minimum requirements in some areas.
  - Slightly below average, meets minimum requirements.
  - Well below average, barely meets minimum requirements.

---

### Scoring Legend

- Outstanding, far exceeds minimum requirements.
- Above average, exceeds minimum requirements in many or all areas.
- Average, meets minimum requirements, exceeds minimum requirements in some areas.
- Slightly below average, meets minimum requirements.
- Well below average, barely meets minimum requirements.

---

### Final Ratings

**Evaluator #7**
- **Name:** (Enter Name)
- **Total Score:** 0.80

---

### Other Notes

- Scoring Legend:
  - Outstanding, far exceeds minimum requirements.
  - Above average, exceeds minimum requirements in many or all areas.
  - Average, meets minimum requirements, exceeds minimum requirements in some areas.
  - Slightly below average, meets minimum requirements.
  - Well below average, barely meets minimum requirements.

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### Final Ratings

**Evaluator #7**
- **Name:** (Enter Name)
- **Total Score:** 0.80
### Evaluation Score

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### Scoring Legend

1. Eligibility: Minimal; basic needs minimum requirements.
2. Functional: Basic; meets minimum requirements; minimal enhancements in cost areas.
3. Professional: Basic; meets minimum requirements; enhances functionality to areas.
4. Quality: Basic; meets minimum requirements; enhances functionality to cost areas.
5. Standard: Minimal; basic needs minimum requirements.
6. Expert: Minimal; basic needs minimum requirements; enhances functionality to cost areas.

### Overall Score

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### Rating Factor

1. **Quality:** The firm has a history of success and strong professional relationships with former clients. e.g., delivery of a variety of billing increments, ease of transition, added value.

### Interview Score

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</tbody>
</table>
Professional Experience - Consultants should have an adequate level of experience to handle the size and scope of the project. Similar clients.

Industry Expertise - Knowledgeable, aware of the systems that might need to be put into place and other nuances that can impact the success of the project.

Capacity: Consultant has the organizational structure and proven experience to handle the size and scope of the project and each interview.

### Interviews

- **Evaluator Score:**
  - **Phase 2 Total:** 0.00
  - **Phase 3 Total:** 0.00
  - **Grand Total:** 0.00

### Pricing

- **Vendor A Total Cost:** $119,125.00
- **Vendor B Total Cost:** $107,500.00
- **Vendor C Total Cost:** $150,000.00
- **Vendor D Total Cost:** $160,250.00
- **Vendor E Total Cost:** $96,225.00

### Scoring Legend

- **Outstanding:** Far exceeds minimum requirements in most areas.
- **Above Average:** Meets minimum requirements in many or all areas.
- **Average:** Meets minimum requirements in some areas.
- **Slightly Below Average:** Meets minimum requirements.
- **Well Below Average:** Barely meets minimum requirements.

### Scoring Legend

- **RDA Beacon JFF NMBL Proposal #6 Proposal #7 Proposal #8 Proposal #9 Proposal #10**

### Evaluation of Proposal

#### Quality

- **Rating Factor:**
  - **Evaluator Score:** 0.20
  - **Weight Total:** 0.20
  - **Phase 1 Total:** 0.00
  - **Phase 2 Total:** 0.00
  - **Phase 3 Total:** 0.00
  - **Grand Total:** 0.00

### Interviews

#### Evaluator Score

- **Score:** 0.00
  - **Phase 1 Total:** 0.00
  - **Phase 2 Total:** 0.00
  - **Phase 3 Total:** 0.00

### Pricing

#### Vendor A Total Cost

- **Total Phase 1 & 2:** $119,125.00
  - **Weighted Score:** 0.20
  - **Score:** 6.00

#### Vendor B Total Cost

- **Total Phase 1 & 2:** $107,500.00
  - **Weighted Score:** 0.00
  - **Score:** 6.42

#### Vendor C Total Cost

- **Total Phase 1 & 2:** $150,000.00
  - **Weighted Score:** 0.64
  - **Score:** 10.00

#### Vendor D Total Cost

- **Total Phase 1 & 2:** $160,250.00
  - **Weighted Score:** 0.00
  - **Score:** 0.60

#### Vendor E Total Cost

- **Total Phase 1 & 2:** $96,225.00
  - **Weighted Score:** 1.00
  - **Score:** 0.00

#### Grand Total All Phases (1, 2, & 3)

- **Lowest Price:** $96,225.00
  - **Weighted Score:** 1.00
  - **Score:** 0.00

---

**Evaluator #10 - (Enter Name)**

- **Project and each deliverable.**
- **Industry Expertise:** Knowledgeable, aware of the systems that might need to be put into place and other nuances that can impact the success of the project.
- **Capacity:** Consultant has the organizational structure and proven experience to handle the size and scope of the project and each interview.

---

**Evaluator Score**

- **Weight Total:** 0.20
  - **Phase 1 Total:** 0.00
  - **Phase 2 Total:** 0.00
  - **Phase 3 Total:** 0.00
  - **Grand Total:** 0.00

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**Pricing**

- **Vendor A Total Cost:** $119,125.00
- **Vendor B Total Cost:** $107,500.00
- **Vendor C Total Cost:** $150,000.00
- **Vendor D Total Cost:** $160,250.00
- **Vendor E Total Cost:** $96,225.00

---

**Weighted Score**

- **Vendor A Total Cost:** $119,125.00
- **Vendor B Total Cost:** $107,500.00
- **Vendor C Total Cost:** $150,000.00
- **Vendor D Total Cost:** $160,250.00
- **Vendor E Total Cost:** $96,225.00

---

**Total Phase 1 & 2**

- **Vendor A Total Cost:** $119,125.00
- **Vendor B Total Cost:** $107,500.00
- **Vendor C Total Cost:** $150,000.00
- **Vendor D Total Cost:** $160,250.00
- **Vendor E Total Cost:** $96,225.00

---

**Vendor A Total Cost**

- **Total Phase 1 & 2:** $119,125.00
  - **Weighted Score:** 0.20
  - **Score:** 6.00

---

**Vendor B Total Cost**

- **Total Phase 1 & 2:** $107,500.00
  - **Weighted Score:** 0.00
  - **Score:** 6.42

---

**Vendor C Total Cost**

- **Total Phase 1 & 2:** $150,000.00
  - **Weighted Score:** 0.64
  - **Score:** 10.00

---

**Vendor D Total Cost**

- **Total Phase 1 & 2:** $160,250.00
  - **Weighted Score:** 0.00
  - **Score:** 0.60

---

**Vendor E Total Cost**

- **Total Phase 1 & 2:** $96,225.00
  - **Weighted Score:** 1.00
  - **Score:** 0.00

---

**Grand Total All Phases (1, 2, & 3)**

- **Lowest Price:** $96,225.00
  - **Weighted Score:** 1.00
  - **Score:** 0.00

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**Note:**

- Weighted scores reflect the evaluation of each factor.
- The final score is determined by the weighted scores calculated for each vendor.
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<td>Slightly below average, meets minimum requirements.</td>
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<td>3</td>
<td>Average, meets minimum requirements, exceeds minimum requirements in some areas.</td>
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<td>Above average, exceeds minimum requirements in many or all areas.</td>
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<td>Outstanding, far exceeds minimum requirements in most areas.</td>
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### Bid Preference

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****Do Not Edit This Page****
### Professional Experience - Consultants should have an adequate level of experience to ensure that the best solutions are being delivered. Relevant professional certifications and experience. Similar clients.

<table>
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### Industry Expertise - Knowledgeable, aware of the systems that might need to be put into place and other nuances that can impact the success of the project.

<table>
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### Capacity: Consultant has the organizational structure and proven track record to handle the size and scope of the project and each deliverable.

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### Qualifications: firm has a history of success and strong professional relationships with former clients. e.g., delivery, granularity of billing increments, ease of transition, added services.

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<table>
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<table>
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<th>Average Score</th>
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### Final Score

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### Qualifications: firm has a history of success and strong professional relationships with former clients. e.g., delivery, granularity of billing increments, ease of transition, added services.

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<tr>
<td>2.00</td>
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<tr>
<td>Industry Expertise - Knowledgeable, aware of the systems that might need to be put into place and other nuances that can impact the success of the project.</td>
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<th>Reviewer #7</th>
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<th>Reviewer #10</th>
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PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: BAE Urban Economics

CONTACT NAME: Matt Kowta, Managing Principal

ADDRESS: 803 2nd Street Suite A
Davis, CA 95616

TELEPHONE NUMBER: (530) 750-2195

EMAIL: mkowta@bae1.com
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Technical Proposal
Proposal to Prepare an Economic Development Strategic Action Plan
for the City of Stockton
March 25, 2021
(PUR 21-001)
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March 25, 2021

John Driscoll  
Procurement Division  
City of Stockton  
425 North El Dorado Street  
Stockton, CA 95202-1997  

Dear Mr. Driscoll:

On behalf of BAE Urban Economics, Inc. (BAE), I am pleased to submit the enclosed proposal to prepare the Economic Development Strategic Action Plan for the City of Stockton in response to RFP No. PUR 21-001.

BAE is particularly well-suited for this engagement for several reasons. First, we are a long established, award-winning national consulting practice, headquartered in Berkeley with branch offices in Davis, Los Angeles, NYC, and Washington DC, enabling us to maintain leading-edge best practice knowledge of economic development strategies. Secondly, BAE has a strong track-record of preparing economic strategic plans for cities and counties throughout California including for Butte County; Chico; Citrus Heights; Colma; Eureka; Grover Beach; Los Angeles; Menlo Park; Milpitas; Pleasanton; San Ramon; South San Francisco; Sunnyvale; Truckee; Walnut Creek; Woodland; and Yolo County in California; as well as for the cities of Troy, New York; Charlotte, North Carolina; and South Fulton, Georgia; among others.

Our BAE Sacramento Region Office in Davis also has extensive experience working in the City of Stockton and will bring our understanding of the City’s contemporary opportunities and challenges to bear in developing innovative, yet realistic and scalable strategies to provide a robust economic development toolkit that clearly defines the City’s role and promotes a thriving entrepreneurial and business development ecosystem. We are well versed in leveraging robust, cutting edge datasets and analytical methods to inform data-driven decision making that is responsive to contemporary challenges to business performance, as well as workforce readiness, emerging market opportunities, workforce deficiencies and opportunities, and competitive (dis)advantages.

In all of our advisory engagements, we focus on creative solutions that meet or exceed our client’s broader goals and objectives. As a real estate and urban economics consultancy, we provide all of the services needed to achieve successful outcomes – from the upfront market and feasibility analyses needed to define practical economic development strategies, to feasible implementation recommendations at the other end of the process. We have been
providing economic consulting services to our clients for the past 30 years, with a reputation for excellence.

We look forward to working with you and other stakeholders to formulate an Economic Development Strategic Action Plan for the City of Stockton.

I will serve as the point of contact for this proposal and am authorized to negotiate and sign a contract on BAE’s behalf. BAE has read and will comply with all the terms and conditions of the RFP. I have reviewed clarifications, questions, and answers regarding this request for proposals, as published on the city’s website at www.stocktonca.gov/adminbid.

Please let me know if you have any questions regarding this submittal. I can be reached at mkowta@bae1.com or at (530) 219-0682.

Sincerely,

Matt Kowta, MCP
Managing Principal
# Table of Contents

EXPERIENCE, QUALIFICATIONS, AND RESUMES ................................................................. 1

Project Examples.................................................................................................................. 2

Resumes of Key Management Staff..................................................................................... 3

PROPOSED SCOPE OF WORK.............................................................................................. 5

MANAGEMENT/METHOD OF OPERATION.......................................................................... 9

REFERENCES....................................................................................................................... 10

FINANCIAL STATEMENTS................................................................................................. 11
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EXPERIENCE, QUALIFICATIONS, AND RESUMES

BAE Urban Economics, Inc. is an award-winning, national urban economics consultancy and a California corporation headquartered in Berkeley. Since 1986, we have completed more than 2,300 client engagement for public agencies, non-profit organizations, financial institutions, and real estate investors and developers. The firm established its first branch office in Davis in 1995, and now operates branch offices in Los Angeles, Washington, DC, and New York City.

Our core services and practice areas include:

- Economic Development and Revitalization
- Market and Financial Feasibility Analyses
- Land Use Demand/Supply Forecasting
- Sustainable Development and TOD
- Affordable and Workforce Housing
- Development Advisory and Negotiation Support
- Public-Private Partnership (P3) Strategy
- Fiscal Impacts and Economic Benefits Analysis

BAE has extensive experience working throughout California, including multiple engagements with the City of Stockton, such as Envision Stockton 2040, the City’s Consolidated Plan and Analysis of Impediments to Fair Housing Choice, the Cabral Station TOD Plan, and the Waterfront Revitalization Strategy, among a variety of other engagements. We have also prepared economic development plans similar to that requested by the City of Stockton for numerous communities, including for Butte County; Chico; Citrus Heights; Colma; Eureka; Grover Beach; Los Angeles; Menlo Park; Milpitas; Pleasanton; San Ramon; South San Francisco; Sunnyvale; Truckee; Walnut Creek; Woodland; and Yolo County; as well as for the cities of Troy, New York; Charlotte, North Carolina; and South Fulton, Georgia; among others.

At BAE, we have a passion for the “triple bottom line” of sustainable economics, equity, and environment makes us unique among urban economists. We believe that there are practical solutions to urban issues that achieve these goals, and that consideration of environmental impacts and social benefits is as important as financial returns. BAE has practiced this philosophy since our founding and continue to make intentional investments in our staff and workplaces to further these ends while also foster creativity and a commitment to excellence. BAE is a certified WBE/DBE and is a certified green business in Alameda County.

The BAE difference shows - we have earned more awards for excellence than any other firm in our field, and our clients have retained us repeatedly over our 35-year history. BAE often has repeat clients, such the City of Stockton, who value our expertise and sensitivity to local needs.

For more information, see [www.bae1.com](http://www.bae1.com).
Project Examples

Economic Development Strategic Plan and Business Ready Study
City of Eureka

BAE prepared an Economic Development Strategic Plan and Business Readiness Study in follow up to our work on the General Plan Update. BAE prepared a comprehensive economic background study that evaluated demographic and economic conditions and estimated demand for new residential, retail, office, and industrial development. The Economic Development Strategic Plan guides the City’s near-term efforts to diversify and develop the local economy with increased emphasis on sectors like aquaculture, specialty manufacturing, retail, tourism, and health services. The plan also identifies the steps necessary to address key issues, as identified by the City’s Economic Development Ad Hoc Committee, such as the need for improved infrastructure to support and retain the commercial fishing fleet. In addition, the strategy builds on the City’s recent successes with arts-based economic development. BAE recommended timing, relative cost, roles and responsibilities, potential funding, and potential partnerships. BAE also prepared a Business Readiness Study that leveraged the National Employment Time Series (NETS) database and stakeholder interviews to evaluate business lifecycle trends and assess potential demand for a small business incubator program.

Davis Innovation Centers Economic Analysis
City of Davis

BAE assisted the City with review of proposals for several Innovation Park projects that had the potential to cumulatively add up to 7 million square feet of tech-related business park space within the city. These proposals sought to leverage the City’s adjacency to research and development activities at UC Davis. UCD institutes and programs often spawn entrepreneurial activity based on the intellectual property developed by the University’s faculty, staff, and students. To assist the City, BAE researched the growth in the City’s tech sector, inventoried the resources available in the local innovation ecosystem, interviewed key businesses regarding their expansion needs, and interviewed investors, regional economic development representatives, and real estate professionals regarding Davis’ key competitive attributes to attract, retain, and grow tech businesses. BAE then conducted case studies of office and R&D building absorption trends in other communities that host research universities. Based on this research, BAE developed an assessment of Davis’ long-term tech sector growth potential, based on the community’s competitive assets, larger national and international trends that are driving growth in Davis’ key sectors, and comparability to other communities that have similar assets and are similarly situated. BAE also projected the internal market support for ancillary lodging and retail uses that were proposed as part of the Innovation Parks.
Resumes of Key Management Staff

Matt Kowta, Managing Principal
As BAE’s Managing Principal, Matt oversees all of BAE’s operations, supporting clients with expertise in strategic economic development market analysis and development feasibility, public finance and fiscal impact, and affordable and workforce housing. If selected for this assignment, Matt will function as BAE’s Principal-in-Charge and will play a key role in community engagement, as well as strategy development and quality control.

Matt has almost 30 years of experience with the preparation of economic development strategies and action plans, conducting real estate development feasibility studies and advising public sector clients on real estate development, including evaluation of large reuse opportunity sites. His more recent economic development oriented work includes an economic sustainability study in North Lake Tahoe, and economic development strategic plans for the cities of Eureka and Grover Beach. Matt has also supported large-scale reuse projects at former military bases including McClellan AFB and Mather Field, among others, as well as analysis of the economic development potential of an innovation center proposal in Davis.

In addition to the above experience, Matt has extensive experience consulting in the San Joaquin Valley context, including numerous engagements with the City of Stockton. More specifically, Matt served as BAE’s Principal-in-Charge for BAE’s work on the Envision Stockton 2040 General Plan Update, as well as for BAE’s work on the City’s Consolidated Plan updates, Affordable Housing Strategy, and Waterfront Revitalization Strategy.

Matt holds a BA in Geography from UCLA and an MCP from UC Berkeley. He has been a guest lecturer at UC Berkeley, UC Davis, and a speaker at conferences at the California Downtown Association, CALAFCO, and the Urban Land Institute. He is past Chair of the Davis Downtown Business Association and chaired a task force appointed by the Davis City Council to develop a comprehensive downtown parking management plan.

Aaron Nousaine, Associate Principal
Aaron has nearly 15 years of experience in the field of economic and workforce development, economic and fiscal impacts analysis, community revitalization and redevelopment, mixed-use and transit-oriented development, development advisory and negotiation support, and affordable and workforce housing. As Associate Principal, Aaron plays a key role in the day-to-day management of BAE’s broad portfolio of consulting assignments and conducts technical analyses across BAE’s full range of services. If selected for this assignment, Aaron will serve as BAE’s in-house project manager, and will be the City’s primary point of contact.

Aaron has worked on a variety of projects on behalf of the City of Stockton, including economic analysis in support of the Envision Stockton 2040 General Plan and the two most recent Consolidated Plan Updates, as well as providing development advisory services for the reuse...
of the historic City Hall buildings and the current Southpointe site. Aaron also worked closely on behalf of the California Department of General Services (DGS) regarding selection of a developer to build affordable housing on State owned property in the Downtown.

Over his tenure with BAE, Aaron has prepared numerous economic development strategies for a variety of communities throughout California, including for the cities of Eureka and Grover Beach. He has also managed or supported a variety of projects that promote economic development, such as preparation of Downtown Specific Plans in the cities of Angels Camp, Davis, Modesto, and Vacaville; preparation of commercial land inventories for the cities of Chico and Modesto, as well as El Dorado County; strategic reassessment of development opportunities in the El Dorado Hills Business Park; evaluation of the economic contributions of specialty agriculture industry cluster in the SACOG region in support of a food hub development program; and use of the National Establishment Time Series (NETS) dataset to conduct a business lifecycle analysis in support of a business incubator project in Eureka.

Prior to rejoining BAE, Aaron worked as a Planner with the California Energy Commission, conducting fiscal and economic impact analysis for proposed power plant siting cases. He also served as a Senior Associate with the Carolina Center for Competitive Economies (C3E) at the Kenan Institute of Private Enterprise.

Non-Management Staff
Other non-management staff assigned to this engagement include Matt Fairris, Senior Associate, and Senior Analyst, Miki Kobayashi. Matt and Miki both joined BAE in the entry level role of Analyst in 2014 and 2018, respectively. Both have since enrolled in the City and Regional Planning Master’s program at UC Berkeley, which Matt completed in 2018 and Miki is scheduled to complete in spring 2022. Both Matt and Miki have made significant contributions to BAE’s consulting engagements, including for the Envision Stockton 2040 General Plan Update and the most recent Consolidated Plan update. Both are highly skilled in data collection and analysis, as well as the use of digital survey tools and geographic information systems (GIS) software.

All BAE staff assigned to this engagement are based in BAE’s Sacramento Region office in Davis. Staff based in other offices, such as Principal David Shiver in Berkeley, may also be engaged as needed to best meet the needs of the City of Stockton.
PROPOSED SCOPE OF WORK

The following is a description of the specific tasks that BAE proposes to complete on to provide a comprehensive update of the Economic Development Strategic Action Plan for the City of Stockton. This scope of work is flexible, and we would be happy to work with the City to refine the scope of work further to best meet anticipated needs and available resources.

**Task 1. Start-Up Meeting, City Tour, and Materials Review**

The project will start with an in-person kick-off meeting between BAE and City of Stockton staff to review project objectives, discuss desired deviations from the prior Strategic Action Plan format/content, confirm the project schedule, establish communications protocols, review and refine the technical aspects of the work program, and to identify data needs and sources. The City will provide BAE with available background information, such as relevant planning documents, prior reports, taxable sales reports (as permitted per BOE rules), TOT receipts data, business license information for commercial and industrial establishments, survey findings, and any previous market studies (all use types including residential, commercial, industrial, and other). BAE and staff will discuss the scheduling, content, and format for the Ad-Hoc Committee meetings provided for in this scope of work. After the start-up meeting, BAE and City staff will tour the City to view key districts, corridors, sites, and current projects.

**Task 2. Prepare Economic Development Whitepaper**

The 2015 Economic Development Strategic Plan at a different time in Stockton’s history. At the time, the City was only just existing bankruptcy and was implementing the Marshal Plan. In more recent years, the City has repeatedly topped lists of the most fiscally healthy communities in the nation. Recognizing that the context has changed considerably since preparation of the 2015 Strategic Plan, BAE recommends that the City authorize preparation of an Economic Development Whitepaper as a first phase of the Strategic Plan Update. The Whitepaper will collect relevant demographic and economic data, as well as information regarding the local real estate market and special local industries trends and demand drivers (e.g., warehouse and logistics, high tech, construction, etc.). Under this task, BAE also proposes to prepare a business lifecycle analysis to better understand entrepreneurial trends and an updated industry cluster analysis to understand network economies in Stockton and San Joaquin County that can then be leveraged for enhanced economic development.

**Task 2.1. Demographic and Workforce Trends Summary**

The Economic Development Whitepaper will begin with a review of contemporary demographic conditions and trends in Stockton and San Joaquin County, with a focus on evaluating workforce preparedness and projected growth. This will include population and household growth trends, changes in household characteristics (e.g., household size and composition, and educational attainment and income trends, among other data points. Data for this analysis will be collected from the U.S. Census
Bureau. The purpose of this analysis will be to identify opportunities for increased economic development due to ongoing and projected increases in the resident population, as well as to identify the relative alignment between the characteristics of the workforce and the needs of businesses in Stockton and San Joaquin County.

**Task 2.2. Real Estate Market Assessment**
Under this subtask, BAE will collect information regarding current real estate market conditions in Stockton and San Joaquin County to evaluate constraints to real estate development and the availability of critical land use types that are needed to support business growth. This will include the collection of information on vacancy, sales prices, and rental rates for residential, commercial (i.e., retail and office), and industrial uses. Data for this research will be collected from ListSource and CoStar, both private data vendors. Upon authorization by City staff, BAE will also purchase data from Smith Travel Research (STR) regarding the local lodging industry.

**Task 2.3. Industry Cluster Mapping Exercise**
Under this subtask, BAE will document changes in employment by industry sector in Stockton and San Joaquin County using data published by the California Employment Development Department (EDD). BAE will prepare industry location quotients comparing Stockton to both San Joaquin County and California. This will identify export, value-adding industries in Stockton and indicate the relative strength of these industries in Stockton relative to San Joaquin County and the state. BAE will also conduct an industry cluster analysis that leverages the industry purchaser-supplier relationships documented as part of the IMpacts for PLANning (IMPLAN) economic model. As part of this process, BAE will export spending patterns data for up to eight high employment and export sectors (to be identified in consultation with the City) to evaluate the extent to which these key industries purchase inputs from local suppliers and supply inputs to local producers. Through this analysis, BAE will identify gaps in the supply chain that can be filled by local firms and opportunities for other import substitution. BAE will also consider the relative labor income levels associated with identified opportunity sectors and will highlight those that offer the best opportunities for higher wage jobs growth. In addition to high employment and known export sectors, BAE may also evaluate other sectors that the City is particularly interested in supporting in order to account for known competitive advantages, such as the warehousing and distribution sector.

**Task 2.4. Business Life Cycle Analysis**
Under this subtask, BAE will prepare a business lifecycle analysis using information published as part of the National Establishment Time Series (NETS) data set, which is subsequently based on annual snapshots of the Dun & Bradstreet database. The data set provides annual point-in-time data for individual establishments, including industry and business type, employment class and estimated annual revenue, as well as
information regarding business startup and closure dynamics. BAE will use this data to describe the constellation of businesses present in Stockton over time, and to gauge the rates at which establishments are created and go out of business, including the general characteristics of those businesses. This will provide the City with important information on the nature of entrepreneurship in Stockton that can be used to identify potential intervention points and targets for more in-depth interviews.

**Task 2.5. Growth and Market Opportunities Analysis**
To complete the background analysis regarding economic conditions and anticipated economic opportunities through the planning period, BAE will review available projections of population, household, and jobs growth through 2040 for the City of Stockton and San Joaquin County, with a focus on identifying ways in which the City can strategically position itself to capture desired growth over both the near-term (i.e., the next five years) and the long-term (i.e., the next 20 years). BAE will discuss how the identified growth trends align with historic observations and the current conditions.

**Task 2.6. Review of Progress to Date**
With insight into the current economic trends and opportunities within the Stockton economy, BAE will also take a backwards look at the 2015-2020 period and will review the City’s progress towards implementation of the 2015 Economic Development Strategic Plan. To this end, BAE will review and summarize any available progress reports and related documents, with an emphasis on documenting successes, identifying areas of improvement, and acknowledging how strategies may need to change to account for changes in the local context and economic conditions.

**Task 2.7. Prepare Draft and Final Whitepaper**
Under this subtask, BAE will prepare a draft Economic Development Whitepaper that summarizes the research described under Task 2, above. The purpose of this document will be to publicly document and summarize the information that will be used to inform data-driven economic development strategies and objectives. BAE will provide the draft whitepaper to City staff for review. Upon receipt of one consolidated set of comments from City staff and the Ad-Hoc Committee, BAE will revise the document and provide City staff with a final document for distribution.

**Task 3. Prepare Economic Development Strategic Action Plan**
Building on the work completed under prior tasks, BAE will work with the City of Stockton to prepare the Economic Development Strategic Action Plan to guide City’s economic development efforts. While the General Plan establishes many of the City’s broad goals and policies in support of local economic development, the Strategic Plan will identify specific implementation actions, responsible parties, and timeframes for initiation and completion. For the purposes of this effort, City staff will convene an Ad-Hoc Committee made up of key local stakeholders who will provide input for the Strategic Plan update. Possible participants
include those engaged in the 2015 process, such as San Joaquin Delta College, the University of the Pacific, the Port of Stockton, the San Joaquin Partnership, and the Greater Stockton Chamber of Commerce, but may also include other parties, possibly including some of those who participated in the economic development focus group sessions for the Envision Stockton 2040 General Plan Update. Staff will be responsible for recruiting committee members, scheduling meetings, and securing meeting space and refreshments, as needed. BAE will facilitate one Ad-Hoc Committee meetings to facilitate completion of the following subtasks:

**Task 3.1. Prepare a SWOT Analysis and Identify Key Initiatives**

As a starting point for the Strategic Plan update, BAE will meet with the Ad-Hoc Committee to review the key initiatives identified in the 2015 Strategic Plan. BAE will come prepared with recommendations for revisions based on the findings from the Economic Development Whitepaper. The group will then conduct a preliminary analysis of strengths, weaknesses, opportunities, and threats (SWOT) to identify strengths and opportunities that the City could exploit, and challenges, barriers, or threats that the City must work to mitigate to achieve success. The Ad-Hoc Committee will fill out a SWOT matrix for each initiative. BAE will also work with the Ad-Hoc Committee to identify expert key informants for each strategic initiative. BAE will then conduct follow-up interviews under a subsequent task to collect insights into the actions that the City should pursue to support each of the strategic initiatives.

**Task 3.2. Conduct Interviews with Key Informants**

To expand the reach of the Ad-Hoc Committee’s expertise, BAE will conduct one-on-one and group interviews to identify specific actions that the City should pursue or facilitate each strategic initiative and to address SWOT findings. BAE will interview up to 10 key informants and record their input for use in developing supporting actions. It is anticipated that key informants will not only help to identify necessary actions, but will also help in identifying responsible parties, funding sources or financing tools.

**Task 3.3. Prepare Economic Development Strategy**

As a final task, BAE will prepare the Draft Economic Development Strategic Action Plan for review by City staff and the Ad-Hoc Committee. This will be organized similar to the 2015 Strategic Plan to include a series of strategic initiatives accompanied by three to six implementing actions. For each action, the plan will identify responsible parties, and potential partners and funding sources. BAE will also preliminarily prioritize the actions as short-term or long-term. BAE will prepare narrative text and a matrix to summarize the initiatives and supporting actions. Upon receipt of one consolidated set of staff comments, BAE will prepare a revised draft for the Ad-Hoc Committee. BAE will then attend a meeting of the Ad-Hoc Committee to discuss the draft. BAE will then prepare the Final Economic Development Strategic Action Plan for submission to City Council. BAE staff will attend one City Council meeting to present the Final Economic Development Strategic Action Plan and answer questions.
MANAGEMENT/METHOD OF OPERATION

BAE has extensive experience in successful project management for large-scale projects spanning multiple years. We have extensive experience in leading and collaborating with multi-disciplinary teams including planners, urban designers, architects, landscape architects, engineers, transportation planners, and other specialists. BAE staff are expert in meeting facilitation and have led numerous public processes, including ones for controversial projects.

Our ability to lead or support large multi-disciplinary teams arises from our approach to project management, which is based on the following elements:

Planning – developing a clear understanding and agreement on client goals and objectives, timeframes and deadlines, and strategies for successful project completion.

Resources – based on budget, technical support, and other available resources determine the specific roles to be played by various team members and work products to be created.

Communication – ensure clear understanding between the client and team members on issues to be addressed, methodologies, and scheduling.

Monitoring – track progress on work products to proactively identify and address problems as they arise, and ensure that discrete work products will be well-integrated into the final product.

Refinement – as more information is obtained during project work, or new conditions arise, work with the client and team on how to address new issues, refine work products, adjust schedules, or take other action.

Evaluation – ensure that draft work products meet client requirements, revise as necessary, and identify the work to be done for future phases of the project.

BAE is experienced in using various project management software tools to visually depict schedules, identify critical paths, and monitor resource allocation and project status.

With 18 professional staff members in four offices, BAE has the capability to quickly respond to urgent client needs that arise on short notice or which are complex in nature. Our staff expertise spans the fields of city and regional planning, geography, economic development, public policy, real estate development, and business administration (including non-profits).

Each BAE office uses weekly staff meetings to review staffing assignments, monitor progress on projects and budgets, and provide additional staff resources as needed to meet project timelines. Each BAE office is headed by a Principal, who is responsible for ensuring that all work on projects meets BAE’s high standards, client expectations/requirements, and achieves all critical milestones. Principals communicate on an ongoing basis on staff workloads and project timelines. Associate Principals and Vice Presidents then act as Project Managers, overseeing day-to-day research efforts and coordinating all staff working on each project.
REFERENCES

The following section provides contact information for professional references that align with the three example projects identified in the experience and qualifications section.

**Project Name:** Economic Development Strategic Plan and Business Ready Study  
**Contact Person:** Rob Holmlund, Principal Planner  
(former Director of Development at the City of Eureka)  
Plan West Partners  
1125 16th Street, Suite 200  
Arcata, CA 95521  
(707) 825-8260  
robh@planwestpartners.com

**Project Name:** Sunnyvale Economic Development Strategic Plan  
**Contact Person:** Connie Verceles, Assistant to the City Manager  
Office of the City Manager  
City of Sunnyvale  
456 W. Olive Avenue  
Sunnyvale, CA 94086  
(408) 730-7256  
CVerceles@sunnyvale.ca.gov

**Project Name:** Davis Innovation Centers Economic Analysis  
**Contact Person:** Katherine Hess, Community Development Administrator  
Community Development Department  
City of Davis  
23 Russell Blvd.  
Davis, CA 95616  
(530) 757-5610 ext. 565  
KHess@cityofdavis.org

Additional professional references are available upon request.
FINANCIAL STATEMENTS

The following pages include BAE’s profit and loss statement for calendar year 2020, as well as our balance sheet as of December 31, 2020. This information is considered confidential as it explicitly identifies details regarding BAE’s unique financial position which may provide competitors with an unfair advantage if such information were to be made public. Together, these materials accurately summarize the true condition of BAE’s current assets, liabilities, and net worth. If you require any additional information regarding BAE and our financial capacity to complete this work, please contact Matt Kowta, Managing Principal, at (530) 219-0682 or mkowta@bae1.com.
REQUIRED FORMS

The following section includes the additional forms required under the terms of RFP RUP 21-001, including the Proponent’s Covenant and the notarized Non-Collusion Affidavit.
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPONEHT'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

BAE Urban Economics

FIRM

803 2nd Street, Suite A, Davis, CA 95616

ADDRESS

MathKown

SIGNED BY

Managing Principal

TITLE OR AGENCY

(530) 750-2195

TELEPHONE NO./FAX NO.

March 25, 2021

DATE

mkowta@bae1.com

E-MAIL ADDRESS
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No. 1

AFFIDAVIT FOR INDIVIDUAL PROONENT
STATE OF CALIFORNIA, ss.
County of ____________________________

(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Individual Proponent)

Subscribed and sworn to (or affirmed) before me on this ________ day of ________, 20_______
by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 2

AFFIDAVIT FOR CORPORATION PROONENT
STATE OF CALIFORNIA, ss.
County of ____________________________

(insert)

Matt Kaufer

being first duly sworn, deposes and says: That they are the President of BESCHUNA ECONOMICS INC., a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

Subscribed and sworn to (or affirmed) before me on this ________ day of ________, 20_______
by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 3

AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP
STATE OF CALIFORNIA, ss.
County of ____________________________

(insert)

each being first duly sworn, depose and say: That they are a member of the firm, association or co-partnership,

designated as ____________________________ who is the party making the foregoing bid; that the other partner, or partners, are

in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

(Signature)

Subscribed and sworn to (or affirmed) before me on this ________ day of ________, 20_______
by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature
CALIFORNIA JURAT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of __________

Subscribed and sworn to (or affirmed) before me on this ______ day of ______, ______, by

(1) ____________________________
Matthew Kowta

(and (2) ____________________________),
Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Signature __________________________
Signature of Notary Public

Place Notary Seal and/or Stamp Above

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: Affidavit for Corporation Proponent

Document Date: Signed 3/22/21 Number of Pages: 1

Signer(s) Other Than Named Above: ____________________________

©2019 National Notary Association
CITY OF STOCKTON

RFP Response: RFP: Economic Development Strategic Action Plan
Attention: Office of the City Clerk
Delivered on: March 25th, 2021

Prepared by: Beacon Economics
5777 West Century Boulevard | Suite 895
Los Angeles, CA 90045
TO THE CITY OF STOCKTON,

The team at Beacon Economics is excited to put forward the response to RFP: Economic Development Strategic Plan, contained within the following pages to lead in the development of an economic development strategic plan which will explore how to best turn data, talent and City assets into economic growth and prosperity for Stockton.

Given the resources, cultural diversity, and assets in Stockton, Beacon is proposing a bold, actionable and outcomes-focused plan to best position the City to grow quality jobs, generate tax revenues, and increase wealth for its residents and businesses. As one of the preeminent economic development consultants on the U.S. West Coast, Beacon is uniquely qualified to complete the plan, and is prepared to perform expert economic research and industry analysis to produce the Action Plan on behalf of the region and by extension, the Action Plan’s internal, regional and national audiences.

If selected, Beacon Economics will develop an Economic Development Strategic Action Plan (EDSAP hereafter) that is suited to Stockton’s needs at this important moment. Beacon has responded to this RFP in the spirit of where the City is aiming with this Action Plan. We envisage the final product providing the City with an innovative outcomes-focused Action Plan, intel, strategies and a tactical roadmap for activation.

The following RFP response outlines our proposed scope of work and methodology, highlights our firm’s qualifications, introduces the research team, and provides references that can speak to the quality of our work. We believe our extensive experience and knowledgeable team uniquely qualify us to provide the services outlined in the following pages. Beacon Economics has a good record of performance and has sufficient financial resources to ensure we can satisfactorily provide the services required herein. Beacon also asserts that the RFP insurance requirements will be met for this project.

As the signatory on this project and as a person authorized to represent and bind Beacon Economics to a contract, I am available to answer any further questions by email (sherif@beaconecon.com) or directly by call at (424) 646-4656. Please do not hesitate to reach out. Thank you for your consideration and the opportunity to work alongside the City of Stockton.

Sincerely,

SHERIF HANNA
Managing Partner, Beacon Economics

CONTACT INFORMATION
Beacon Economics, LLC
5777 West Century Boulevard | Suite 895
Los Angeles, CA 90045
Phone: +1 424 646 4656
Email: sherif@beaconecon.com
Website: www.beaconecon.com
COMPANY OVERVIEW, QUALIFICATIONS AND EXPERIENCE

Based in Los Angeles, California, Beacon Economics is an independent, data consulting and research firm, specializing in insightful, objective economic research and policy analysis. Led by Ph.D. Economists, Beacon has 50+ years of collective industry experience and wide-ranging expertise conducting economic development analyses, industry profiles, industry cluster analyses, employment analyses, economic impact analyses, and economic forecasting for clients across California, Nevada, Arizona, Washington and Texas. Beacon Economics currently has 18 full-time staff in the Los Angeles office, which is where this project would be managed.

Given Beacon’s particularly deep foothold in the U.S. Southwest and the significant portfolio of work the firm has sustained over time across Nevada communities, the Beacon team has been able to offer its Nevada-based clients rich geographic comparisons as well as useful, relative benchmarks for success. Beacon does not plan to use any subconsultants, other firms or individuals for this project. All project tasks will be completed by a dedicated Beacon Economics project team.

BEACON ECONOMICS’ ECONOMIC DEVELOPMENT CAPABILITIES

Beacon’s Sustainable Growth and Development (SGD) Practice leads Beacon’s economic development portfolio of work, and partners with policymakers, communities, businesses, and elected officials to data-drive discourse and decision-making processes around economic development, economic growth, and equity. The SGD practice area is Beacon’s primary economic development research area, and has significant experience working with Cities across the U.S. Southwest in developing economic development strategies, plans and workforce analyses.

Most recently, Beacon Economics has been at the forefront of developing economic development and recovery strategies for cities, counties and local chambers of commerce across the U.S. in the wake of the COVID-19 pandemic. Utilizing a mix of quantitative and qualitative research, Beacon has developed a series of actionable economic development plans and recovery strategies to harness post-pandemic economic growth.

Beacon’s Economic Development Approach:

- Economic and Workforce Development: Beacon identifies core local drivers of economic growth through in-depth industry analysis and simultaneously designs workforce development strategies to ensure that growth is inclusive.
- Green, Clean, and Circular Economies: Beacon works with private sector industry actors and businesses to assess and unlock opportunities born of new legislation, market driven dynamics, and private firms reassessing their own sense of long-run risk.

Beacon’s Economic Development Lens:

- Inter-disciplinary: Beacon believes traditional datasets establish the essential groundwork but don’t tell the whole story.
- Action-oriented: Beacon provides actionable next steps and recommendations in the economic development planning process, informed by quantitative and qualitative analysis.
- Localized: Beacon has long-established state and regional expertise and understands the unique inputs shaping Nevada’s policymaking.
BEACON ECONOMICS’ CLIENTS

Leveraging unique proprietary models, vast databases, proven methodologies, and sophisticated data processing, Beacon Economics’ work is used by a diverse array of private and public sector clients including major cities and counties across the western United States, Wall Street hedge funds, banks and credit unions, the creative industries, public utilities, real estate developers and investors, leading sports franchises, and major entertainment events and venues.

The diversity and prominence of Beacon’s clientele is indicative of the firm’s objective, nonpartisan standing, and its reputable research products. Our public-sector clients range from some of the largest municipalities and counties, to state offices and workforce development boards, to special districts. Following is a select list of select public sector clients and related associations to whom Beacon staff have provided services:

- City of Alameda
- City of Anaheim
- City of Las Vegas
- City of Long Beach
- City and County of Los Angeles
- City of Oakland
- City of Ontario
- City of Reno
- City of Richmond
- City and County of Riverside
- City of San Francisco
- City of San Luis Obispo
- City and County of Santa Cruz
- City of Yorba Linda
- California State Controller
- County of Contra Costa
- County of Lyon, NV
- County of Mendocino
- County of Monterey
- County of Placer
- County of San Bernardino
- County of Santa Clara
- County of Sonoma
- County of Tulare
- East Bay Economic Development Agency
- Los Angeles Chamber of Commerce
- Los Angeles Workforce Investment Board
- Metropolitan Water District of Southern California
- Oakland Metropolitan Chamber of Commerce
- Sacramento Transportation Authority
- San Diego Association of Governments (SANDAG)
- San Francisco County Transportation Agency (SFCTA)
- Tahoe Prosperity Center
- University of California, Los Angeles
- University of California, Riverside
COMPANY EXPERIENCE AND REFERENCES

Below are summaries of three (3) of Beacon Economics recently completed projects and one (1) current project similar in scope to the services sought by the City of Stockton. Also included are references:

**Project:** Economic Development and Resilience Strategy  
**Client:** Tahoe Prosperity Center  
**Year(s):** 2020  
**Reference:** Heidi Hill Drum, President  
775-298-0625  
Heidi@tahoeprosperity.org

In the wake of the COVID-19 pandemic, Beacon worked with the Tahoe Prosperity Center to develop an economic resilience analysis report. The pandemic has presented opportunities in which economic developers are now working to create diverse and sustainable economic transitions to safeguard from future exogenous shocks. Beacon’s report (completed in August 2020) assisted the Center in its efforts to conduct an economic recovery plan for the Tahoe region across California and Nevada, and build a sustainable, resilient economy against future economic shocks.

Beacon’s report used a three-phase framework to support the Center’s efforts in post-COVID-19 economic recovery:

1. Assessment of Economic Conditions  
2. Economic Forecast of Key Indicators  
3. Economic Resilience Analysis and Recommendations

Within these three phases, the action-oriented report also analyzed:

1. The COVID-19 Shock  
2. Vulnerability and Resilience  
3. Industry Clusters in the Lake Tahoe Basin  
4. Policy Recommendation Examples and Challenges

The report provided a framework to improve resiliency and to articulate its need. Three important concepts — vulnerability, opportunity, and transformation — guided the report, with the first two concepts fueling the last. Currently, the Tahoe Basin has no protections against future losses, unlike what one might see in more diverse economies such as San Francisco or Los Angeles. This is due to the way in which the Tahoe Basin’s economy and demographic base are composed. The goal of this report was to help the Tahoe Basin become resilient and prosperous.

In the wake of the COVID-19 pandemic, Beacon Economics was contracted by the Hollywood Chamber of Commerce to lead the development of an economic recovery and economic development strategy to assist the region, which had been devastated economically by the virus. The report, completed in September 2020, provides insights into the Hollywood economy and a framework for stakeholders to consider as recovery efforts transition to new planning initiatives prompted by new economic realities. The plan was divided into five parts:

- **Part 2: Industry Overview**, which describes the composition of industries operating in Hollywood
- **Part 3: Primary Industries**, which focuses on Hollywood’s five largest industries (by employment)
- **Part 4: SWOT Analysis**, which highlights strengths, weaknesses, opportunities and challenges facing the Hollywood economy overall as well as each primary industry
- **Part 5: Planning Framework**, which provides considerations for stakeholders as the economic recovery continues.

As part of the plan, Beacon Between conducted a series of focus groups that convened representatives from Hollywood’s largest sectors by employment: (1) Leisure & Hospitality, (2) Information, (3) Health Care & Social Services, (4) Professional Services, and (5) Retail. The purpose of these focus groups was to solicit perspectives, experiences, and ideas to complement findings from the hard data analysis.

Most importantly, the Hollywood Economic Development & COVID-19 Recovery Strategy report developed a set of clear recommendations for the Chamber. The ability for any district in the City (or Regional) to unilaterally embark on large-scale economic recovery efforts is limited by both human and financial resources. Therefore, short-term actions are directed towards identifying immediate relief opportunities with the assistance of a range of stakeholders whereas longer-term consideration can feed into more nuanced and thoughtful long-term economic development planning. This philosophy was used in the development of the actionable recommendations laid out in the report.

From 2019-2020, Beacon Economics developed a study assessing changes in the City of Los Angeles’ economy over the past 10 years and considered how these changes shape the City’s economic outlook. Measures to contain the novel coronavirus have led to a significant downturn in the City, but the broader long-term trends underlying the City’s economy should remain in place. Industries that had strong growth leading into the current slowdown should continue to grow once the crisis subsides.

The report identified growing and shrinking industries in the City (Part 1) and discussed how the changing economy is reflected in some neighborhoods (Part 2). Further, the report analyzes the intersection between land use and economic development with recommendations for how the City can best nurture and foster the growth of emerging industries. The report used the data backdrop to provide policy recommendations that key City stakeholders could take to support Los Angeles’ Comprehensive Economic Development Strategy (CEDS) and provided broader economic development recommendations.


CURRENT ECONOMIC DEVELOPMENT PROJECT:

In addition to the above recently completed projects, Beacon has current contracts on the following:

3. County of Lyon, NV: Development of an Economic Development Strategic Plan for the Walker River Corridor
5. City of San Bernardino, CA: Downtown Revitalization and Economic Development Strategic Plan
PROJECT MANAGEMENT, APPROACH AND METHODS OF OPERATION

Planning for the Moment

If selected, Beacon Economics will develop an Economic Development Strategic Action Plan (EDSAP) that is suited to Stockton’s needs at this important moment. At this point in Spring of 2021 America’s workforce is on the verge of a full re-integration with the economy. Vaccinations are speeding up and shuttered offices are preparing to reopen; the year ahead promises a return to pre-crisis employment levels. What is just as clear is that some pandemic-era routines are with us to stay: including expanded work from home, tele-conferencing, and e-commerce.

Some urban economies face growing uncertainty about their place in this new economy. Areas that have been key centers for conventions and tourism business are still struggling to understand when international travel will resume and college towns cannot count on former enrolment levels in the near term, or ever. On the other hand, Stockton is primed for the present moment. It can play an even larger role in the new economy than it had before as long as it recognizes its comparative advantage in the present economy.

Strategic Objectives

After conducting an initial analysis, the Beacon team believes that the City of Stockton should develop a strategy to develop its capacity as a logistics and work-from-home hub. If selected, it would work with City officials to promote these objectives in addition to those that emerge from our engagement. Beacon’s proposal below aims to be bold, innovative any uniquely original in its analysis, as we feel that this approach will provide the City with an outcomes-focused Action Plan, intel, strategies and a tactical roadmap for activation.

Logistics Hub

The pandemic has accelerated the transition in spending patterns from bricks and mortar to e-commerce. For most cities, this transition is a major threat because the shrinking retail employment base cannot be replaced by new e-commerce jobs. Stockton is different in this regard. Based on Advantage Stockton materials, the second largest sector for logistics and e-commerce in the country. If it is to continue to lead in the logistics sector of 2030 and 2040, then the city will need to ensure that warehousing operations have the room and facilities for expansion and that the local labor force can keep up with the changing demands of work. An EDSAP can support planning in this area by identifying sources of public support for capital investment, and by assessing match between local supply and labor demand in logistics.

Work-From-Home Hub

Stockton sits at the edge of the extended Bay Area labor market, in what Beacon Manager Patrick Adler has called the ‘Nor-Cal’ megaregion. Megaregions are extended urban agglomerations that can be detected by nightlight satellite imagery. The contain a high degree of spatial interaction among multiple large metropolitan units. Per research done by Adler and colleagues, there are only some 14 such megaregions in the United States. In a world with daily commuting, the number of workers traveling into San Jose and San Francisco from Stockton might be relatively small, but the prospect of once or twice a week commutes change this considerably. In a world with less regular or even irregular commuting, affordable areas within megaregions stand to prosper.

The City of Stockton can support the development of a WFH hub by engaging in research about the additional infrastructures (e.g. home office permitting, broadband infrastructure) that might be necessary to support home
workers. They can also use a growing WFH labor force as an anchor with which to attract new firms. Beacon believes that the upcoming Stockton EDSAP should help to convene planning along these lines.

**Study Tasks**

As the EDSAP vendor, Beacon Economics would conduct the following analyses in support of identified strategic objectives.

**Economic Structure**

This set of analyses will provide the most current assessment of Stockton’s economy.
- **Industry Analysis** will assess how the city’s industrial specialization has changed during the COVID-19 era, using data from the U.S. Census Bureau and the Cluster Mapping project.
- **Occupational Analysis** will characterize the city’s labor force in terms of skills, and education.
- **Economic Impact Analysis** will identify the local employers that most contribute to economic development in the region.
- **Startup Analysis** (utilizing Pitchbook) will determine the level of startup activity in the city.

**Workforce Development Inventory**

- Based on the above analysis, Beacon will identify any skills shortages in Stockton’s occupational/industry matrix.
- Beacon will determine if any shortages are related to job training gaps and based on this will recommend skills areas to expand workforce development.

**Incentive and Inducement Analysis**

- Beacon will compile a database of economic development inducements that the City of Stockton can make available to prospective firms. This will be based on a scan of programs at the state and federal level, including one-time recovery programs.
- Beacon will compile specific directories related to Logistics and WFH, in line with the strategic objective above.

**Quality of Life Benchmarking**

- Beacon will identify comparators to Stockton in terms of quality of life assets (cost of living, climate, job mix) and challenges (crime, resource management).
- Beacon will conduct a review of economic development policies in comparators, in order to identify successful and unsuccessful quality of life interventions.
- Beacon will recommend a set of best practices, based on this analysis.

**Format**

Beacon would work closely with the City in developing the timeline for this project.

Beacon will present its final research in two formats:

1. A concise EDSAP document that will contain all salient research findings
2. A series of up to (5) research presentations and stakeholder engagements where Beacon staff will highlight the most salient research findings and respond to community feedback.
PROJECT PERSONNEL

The below organizational chart outlines Beacon’s proposed personnel to be assigned to this project. Full biographies, qualifications and experience follow. The below organization structure is Beacon’s lead Economic Development project team, and represents the firm’s best practice in project management for these sorts of projects.

Christopher Thornberg PhD
Founding Partner
Project Role: Senior Advisor

Experience

Christopher Thornberg founded Beacon Economics LLC in 2006. Under his leadership the firm has become one of the most respected research organizations in California serving public and private sector clients across the United States. In 2015, Dr. Thornberg also became Director of the UC Riverside School of Business Center for Economic Forecasting and Development and an Adjunct Professor at the School.

Well known for his ability to capture and hold audiences, Dr. Thornberg has presented to hundreds of leading business, government, and nonprofit organizations across the globe including Chevron, The New Yorker, Colliers International, the California Chamber of Commerce, City National Bank, the California State Association of Counties, State Farm Insurance, the City of Los Angeles, the California and Nevada Credit Union League, and the National Steel and Shipbuilding Company, among many others. He has testified before the U.S. Congress House Committee on Financial Services on municipal debt issues, before the California State Assembly Committee on Revenue and Taxation regarding rule changes related to Proposition 13, and before the Los Angeles City Council about proposed changes to local minimum wage laws.
Dr. Thornberg is a panel member of the National Association of Business Economists’ quarterly “Outlook,” and a contributor to monthly economics polls published by Reuters. He also serves as Chair of the California Chamber of Commerce Economic Advisory Council, is on the Board of Directors of the Los Angeles Area Chamber of Commerce, is an Executive Member of the Central City Association (Los Angeles), and is a member of the California Association for Local Economic Development. Prior to launching Beacon Economics Dr. Thornberg was a senior economist with UCLA’s Anderson Forecast. He previously taught in the MBA program at UCLA’s Anderson School, in the Rady School of Business at UC San Diego, and at Thammasat University in Bangkok, Thailand. He has also held a faculty position in the economics department at Clemson University.

Education & Credentials
Ph.D in Business Economics from The Anderson School at UCLA
B.S. degree in Business Administration from the State University of New York at Buffalo.

Adam J. Fowler
Director of Research
Project Role: Advisor

Adam J. Fowler is Director of Research at Beacon Economics, LLC. Mr. Fowler leads the firm’s Housing, Land Use, and Real Estate Advisory as well as working heavily within the Sustainable Growth and Development practice area. His projects focus on environmental economics and domestic energy, housing and population trends, public opinion and attitudes, public policy analysis, and regional economics.

Recently, he co-authored a high-profile analysis of the film and digital media industry in Los Angeles for the Los Angeles County Economic Development Division, highlighting technological disruption and the competitive value of diversity. Other recent high-profile projects include an analysis and critique of California’s regional housing goals for the public policy group Next 10, and the Otis Report on the Creative Economy 2019 for the Otis College of Art and Design. Mr. Fowler also oversees the firm’s research staff. His academic interests include the intersection of behavioral economics and public policy.

Formerly, he served as a Research Manager at Beacon Economics, and prior to joining the firm, was a member of the Fox Uncertainty Lab and the Consortium of Behavioral Scientists. He served as a teaching assistant in American Government, Public Opinion, and Introductory Game Theory at the University of California, Los Angeles. Mr. Fowler also worked as a producer on a documentary film that was acquired by HBO.

Mr. Fowler served on the Housing Policy Subcommittee of Gavin Newsom for Governor’s Economic Development, Housing, and Agriculture Policy Committee. The subcommittee worked to shape policy proposals related to state housing funding sources, incentive structures, tax increment financing, local housing elements, Regional Housing Needs Assessment (RHNA) methodology, permit streamlining, California Environmental Quality Act (CEQA) reform, and workforce housing incentives. The subcommittee has analyzed relevant budget proposal impacts on various programs and written policy memos on potential impacts of recently introduced Assembly legislation.

Education & Credentials
M.A. degree in Political Science from the J. William Fulbright College of Arts and Sciences at the University of Arkansas, Fayetteville
Ph.D. ABD in Political Psychology from the University of California, Los Angeles.

Patrick Adler
Manager, Sustainable Growth & Development
Project Role: Project Manager

Patrick Adler is Manager of Sustainable Growth and Development at Beacon Economics. He provides guidance on the firm’s core projects surrounding workforce development and economic development strategy. Patrick is also a research affiliate with the School of Cities at The University of Toronto, where he worked fulltime before joining Beacon Economics. He has researched broadly on regional innovation and entrepreneurship, and recently on firm headquarters location and the geography of urban technology. He has published academic articles in journals such as Regional Studies, Plos 1, and the Journal of Urban Affairs and has been quoted in the New York Times, Los Angeles Times, Washington Monthly, and NFL Network, among others. Patrick’s dissertation research focuses on the role of cultural intermediators—curators—in forging creative ecosystems. As part of that project, he conducted a four-year study of regional exports to 237 American music festivals.

Currently, Patrick is leading Beacon’s portfolio of economic development work including a Comprehensive Economic Development Strategy for the County of Lyon and a Downtown Revitalization Strategy for the City of San Bernardino.
Education & Credentials

Patrick will receive a Ph.D. in Urban Planning from the University of California, Los Angeles with a specialization in regional development, in June of 2021. He holds an M.A. in Economic Geography and a B.A. (with distinction) in Urban Planning and Economic Geography both from The University of Toronto.

Steven Espinoza
Economic Development Research Associate & Data Lead
Project Role: Researcher & Data Lead

Experience

Steven Espinoza is a Research Associate in the Housing, Land Use, and Real Estate practice area at Beacon Economics, LLC. Mr. Espinoza’s primary focus involves market research and data analysis in the urban economics space. Mr. Espinoza also supports the Economic & Revenue Forecasting practice area with experience developing forecasts for several of Beacon’s COVID-19 economic recovery clients.

Mr. Espinoza has extensive expertise in working with city governments and analyzing a wide variety of data sets. His past professional experience includes working with the City of Cambridge, Massachusetts’ Open Data Manager to engage local populations with the City’s vast collection of open data. His work included building interactive, publicly available dashboards for different city departments. Mr. Espinoza also spent a summer in Buenos Aires, Argentina, working at that city’s Ministry of Environment and Public Spaces to create interactive data visualizations. Prior to that, he worked with Echelon Insights, a Washington DC based firm, analyzing market trends and consumer sentiment.

Mr. Espinoza’s primary academic interests lie in the areas of urban economics and data science. During his studies, his projects included assessing the impact of eviction rates on intergenerational mobility using fixed-effects modeling, building predictive models to estimate the occurrences of crime in the greater Boston area, and using natural language processing (NLP) to automatically generate summaries from larger bodies of texts. He is highly proficient in both R and Python and applies these tools, as well as his knowledge of machine learning and data visualization concepts, to practical uses and strategies for businesses, nonprofits, and governments.

Mr. Espinoza holds a B.A. in Economics from Harvard University, where he graduated with departmental honors. He also holds a minor in the History of Art and Architecture and a certificate in Latin American Studies.

James McKeever
Research Associate – Regional & Sub-Regional Analysis
Project Role: Researcher

Experience

James McKeever is a Research Associate in Regional and Sub-Regional Analysis at Beacon Economics, LLC. Mr. McKeever is responsible for supporting a wide range of the firm’s projects and initiatives, focusing on regional and sub-regional economic analysis and economic development. Recently, he has led the quantitative and qualitative analysis for economic development projects with the Hollywood Chamber of Commerce, the County of Mendocino, and the County of Monterey. He also has extensive experience as a mixed-methods researcher and has used econometric modeling, geographic information systems, and social network analysis in his previous work.

He has been published in academic journals and has presented his research at global economic geography and innovation conferences. His main academic interests include regional and industrial transformation, statistical methods, digital sociology, and sustainability studies.

Prior to joining Beacon Economics, Mr. McKeever worked on multiple global research projects. He was a researcher at Lund University School of Economics and Management where he explored both the industrial and regional transformation of creative industries in Sweden, Norway, India, and China. Prior to that, Mr. McKeever worked as a visiting researcher on a European Union funded project (MAKERS) at the Regional Union of Chambers of Commerce of Venice.

Education & Credentials

MSc. in Innovation and Spatial Dynamics from Lund University School of Economics and Management
B.A. degree with Honors in Finance from the National College of Ireland
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: Beacon Economics, LLC

CONTACT NAME: Sherif Hanna, Managing Partner

ADDRESS: 5777 West Century Blvd, Suite 895, Los Angeles CA 90045

TELEPHONE NUMBER: 424-666-2165

EMAIL: Sherif@beaconecon.com
In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

Beacon Economics, LLC
5777 W. Century Blvd, Ste 895, Los Angeles
CA 90045

FIRM

Managing Partner

ADDRESS

Sherif Hanna

SIGNED BY

3/23/2021

TELEPHONE NO./FAX NO.

DATE

sherif@beaconecon.com

E-MAIL ADDRESS
No. 1
STATE OF CALIFORNIA
COUNTY OF ________

NON-COLLUSION AFFIDAVIT FOR INDIVIDUAL PROONENT

County of ________

(insert)

being first duly sworn, deposes and says: That on behalf of any person

not named herein, that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

Subscribed and sworn to (or affirmed) before me on this ________ day of ________, 20_____

by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 2

STATE OF CALIFORNIA
COUNTY OF ________

AFFIDAVIT FOR CORPORATION PROONENT

County of ________

(insert)

being first duly sworn, deposes and says: That

they are the ________ of ________ a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

Subscribed and sworn to (or affirmed) before me on this ________ day of ________, 20_____

by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 3

STATE OF CALIFORNIA
COUNTY OF ________

AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP

County of ________

(insert)

Sheriff Hanna

Sheriff

each being first duly sworn, deposes and says: That they are a member of the firm, association or co-partnership,

designated as ________ who is the party making the foregoing bid; that the other partner, or partners, are

that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from bidding, and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

Seal

Signature

Subscribed and sworn to (or affirmed) before me on this ________ day of ________, 20_____

by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

THELMA COREAS
Notary Public - California
Los Angeles County
Commission # 221712
My Comm. Expires Nov 12, 2021

25
REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

ADDENDUM No. 1

DATE: 3/4/21

To All Potential Bidders:

A. This Addendum shall be considered part of the proposal documents for the above-mentioned project as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this Amendment shall govern and take precedence. PROPONENTS MUST SIGN THE ADDENDUM AND SUBMIT IT WITH THEIR PROPOSALS.

B. Proponents are hereby notified that they shall make any necessary adjustments in their estimates as a result of this Addendum. It will be construed that each proponent’s proposal is submitted with full knowledge of all modifications and supplemental data specified herein.

PLEASE NOTE THE FOLLOWING CHANGES TO REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR THE CITY OF STOCKTON,
CALIFORNIA (PUR 21-001)

1. Can you share the budget range that has been established for this project?

Budget has not yet been determined but this project is estimated to cost $80,000-$120,000. Budgeted information is for informational purposes only and should not impact the thoroughness of the proponent’s fee schedule.

2. If a company is new, what does the City need to see from a financial perspective in order to be comfortable working with a new company?

Per Section 3.0.5, “the proponent must be able to demonstrate a good record of performing and have sufficient financial resources to ensure that they can satisfactorily provide the services required.”

All companies doing business with the City of Stockton are required to have a Stockton Business License.

3. If a company does not have past work examples and references for this type of work, but the founders, partners and employees do have relevant experience, would examples of past work and references, from individuals rather than the company, qualify? Will this reduce the likelihood of winning this contract?

Please submit all relevant experience for the City’s review. The City will review all proposals for sufficient qualifications.

4. Has a plan like this been prepared by or for the City of Stockton in the past? If so, who prepared it? When was it most recently prepared? Can it be made available for review?

A 5-year Economic Development Strategic Plan (EDSP) was created in 2015. Natelson Dale prepared the EDSP.
5. Sections 1.25 and 1.26 refer to a proposal security bond/cashiers checks and contract bonds in the amount of “N/A”. Please confirm this means that no Proposal Security checks or Contract Bonds are required to accompany the proposal documents.

Confirmed this section is N/A

6. Page 31 of the RFP shows an example statement of work. Would you like to see that type of statement of work in the proposal or is it put together collaboratively during the contracting phase?

Exhibit A – Statement of Work is part of the City’s standard agreement; if sections are applicable, the selected firm’s scope of work will be required to include within the Statement of Work.

7. If we opt to submit the proposal electronically, does a scan of the notarized version of the Non-Collusion Affidavit form and other forms requiring signature suffice?

Yes

8. Can companies from Outside USA can apply for this (like, from India or Canada)?

Yes. However, a foreign corporation, LLC, LP, LLP, etc. must be eligible to do business in the State of California. Please contact the California Secretary of State’s office regarding eligibility prior to submitting a proposal. Below is a link to the California Secretary of State’s website and a link to FAQs addressing the formation, registration, and licensing of foreign business entities in California. These links are being provided for convenience only and should not be considered a comprehensive list of requirements for foreign business entities.

https://www.sos.ca.gov
https://www.sos.ca.gov/business-programs/business-entities/faq

Although we do not have limitations for submissions; it is strongly encouraged that the firm has done relevant work for familiarity.

9. Do we need to come to the City of Stockton for meetings?

Yes, it is imperative that the selected firm be engaged in the development process.

10. Can we perform the tasks (related to RFP) outside USA (like, from India or Canada)?

The City would prefer the selected firm be available and engaged during the development process.

11. Can we submit the proposals via email?

Proponents may submit proposals electronically to city.clerk@stocktonca.gov.

12. The RFP states “Please no more than 10 typed pages; we will allow up to 5 additional pages for illustrations, diagrams, and photographs.” Can you please specify which sections of a proposer’s response are included in the 10 page limit:

3.1 Cover Letter
3.2 Minimum Experience Qualifications Summary and Resumés
Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

**BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:**

Company Name  Beacon Economics, LLC
Contact Person  Sherif Hanna, Managing Partner
Signature   
Date   25 March, 2021

**Proposals Due** – Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov.

Addendum acknowledged and signed?  (Procurement Specialist’s initial)
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: Deloitte & Touche LLP

CONTACT NAME: Tania Webb

ADDRESS: 980 9th Street Suite 1800 Sacramento, CA - 95814

TELEPHONE NUMBER: +1 415 783 4731

EMAIL: taniawebb@deloitte.com
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPOONENT’S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

Deloitte & Touche LLP
FIRM

Tania Webb
SIGNED BY

+1 415 783 4731
TELEPHONE NO./FAX NO.

taniawebb@deloitte.com
E-MAIL ADDRESS

980 9th Street Suite 1800-Sacramento, CA - 95814
ADDRESS

Managing Director
TITLE OR AGENCY

03/24/2021
DATE
**No. 1  AFFIDAVIT FOR INDIVIDUAL PROPONENT**

STATE OF CALIFORNIA, ss.

County of _______________________

(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

_Signed and sworn to (or affirmed) before me on this ______ day of ________, 20_____, by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me._

_Signature_

**No. 2  AFFIDAVIT FOR CORPORATION PROPONENT**

STATE OF CALIFORNIA, ss.

County of _______________________

(insert)

being first duly sworn, deposes and says: That they are the ___________________________ of ___________________________ a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

_Signed and sworn to (or affirmed) before me on this ______ day of ________, 20_____, by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me._

_Signature_

**No. 3  AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP**

STATE OF Florida, ss.

County of Manatee

(insert)

Tania Webb, Managing Director

each being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership, designated as ___________________________ who is the party making the foregoing bid; that the other partner, or partners, are ___________________________ that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

_Signed and sworn to (or affirmed) before me on this 24th day of March, 2021, by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me._

_Signed_
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.
Stockton, California –
Economic Development Strategic Action Plan
(PUR 21-001)

An Activation Roadmap, Innovative Stakeholder Engagement Process, and Acceleration Tools to Support Achieving a Thriving Stockton by 2030

Volume 1: Technical Response

March 25, 2021
Ms. Eliza Garza, MPA
Office of the City Clerk
City of Stockton, California

DEAR MS. GARZA

Deloitte & Touche LLP (Deloitte) is delighted to submit our response to the City of Stockton.

Over the last decade, Stockton has recovered from bankruptcy and shifted its narrative from one of economic despair to one focused on lasting prosperity for all residents. Stockton has made impressive strides. Notably, it has been ranked the 4th most fiscally healthy city in the United States and been awarded an “All-American City” three times over the last 10 years.

Given Stockton’s resources, rich cultural diversity and heritage, and strategic assets, it has an opportunity to become a thriving, 21st-Century city for all. Deloitte is uniquely positioned to serve as Stockton’s activation partner. We bring an inclusive, innovative approach and proven project team to deliver not just an Economic Development Strategic Action Plan, but a “living and breathing” Activation Roadmap to first align and then sustain purposeful action by residents, businesses, and public leaders over time.

The Activation Roadmap, developed through Deloitte’s project approach and acceleration tools described in our proposal response below, will define targeted investments/actions based on shared cross-sectoral partnerships. We will be guided by a deep commitment to diversity, equity & inclusion in articulating the objectives/actions of the Roadmap, and throughout its development process.

Our project approach is based on three focus areas, encompassing the goals and requirements of the RFP:

1. **Entrepreneurship & The Future of Business**
2. **Inclusive Economy & The Future of Work**
3. **Smart and Resilient Infrastructure**

Delivering investments/actions in these three areas will require significant human, financial, physical, and institutional collaboration and investment.

Our team is keenly aware of critical issues such as our evolving “new normal” environment post-COVID, digitalization, and resilience/sustainability – where there is also increased Biden Administration resource focus.

Deloitte is excited to have the opportunity to share with you how we can be your partner/accelerator toward a thriving Stockton. Our lead offices for our delivery will be Sacramento/San Francisco, including our project team coordinator who lives/works in Stockton. We are ready to deliver our approach in-person, virtually, or in a hybrid model, subject to client and health needs.

Should you have any questions or concerns, please reach me at your convenience at 1-415-783-4731, or taniawebb@deloitte.com.

SINCERELY

Tania Webb | Managing Director
Deloitte & Touche LLP
Deloitte San Francisco Office
taniawebb@deloitte.com
+1-415-783-4731

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### RFP Sections/Requirements

<table>
<thead>
<tr>
<th>Header Title</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover Letter (3.0.1)</td>
<td>The Opportunity</td>
</tr>
<tr>
<td>Minimum Experience Qualifications Summary; Resumés (3.0.2)</td>
<td>Aspirations for Stockton 2030</td>
</tr>
<tr>
<td>Management/Method of Operation (3.0.3)</td>
<td>Our Organizing Framework</td>
</tr>
<tr>
<td>References (3.0.4)</td>
<td>Quals/References</td>
</tr>
<tr>
<td>Financial Statement (3.0.5); Right to Change or Amend Request (1.7)</td>
<td>Deloitte Financial Statements</td>
</tr>
<tr>
<td>Corporate Structure, Organization (3.0.6)</td>
<td>Deloitte Corporate Structure, Organization, and Focus on Inclusion</td>
</tr>
<tr>
<td>Proposal Fee (3.0.7-3.0.8)</td>
<td>Provided under separate cover/submission</td>
</tr>
<tr>
<td>Additional Data (3.0.9)</td>
<td>Provided under separate cover/submission</td>
</tr>
</tbody>
</table>
Working with Stockton, Deloitte proposes to address the following main questions, enabling purposeful action for the City to achieve its aspirations:

1. Given Stockton’s fiscal health, how does it strategically invest in the community and its members?
2. How does Stockton attract talent and new business, and unlock entrepreneurial potential?
3. How does Stockton create resilient, equitable, “smart” infrastructure that serves all residents, including in housing?
4. How does Stockton best tell its story anchored in a bold vision for 2030?

Stockton is at a unique moment in time. Post-COVID-19, the City has an opportunity to leverage its resources to build a more resilient, inclusive, and prosperous economy for all.

Stockton deserves a proven partner with the right experience to address its bold aspirations and enable progress across a range of economic indicators. Deloitte is that partner.

Aspirations for Stockton in 2030 | A Thriving, Inclusive 21st-Century Economy

Stockton in 2030
- Retention and growth of high-caliber businesses that provide quality jobs for all residents
- Cross-sectoral partners that invest in the economy and in its infrastructure
- Stockton activated as a “bankable” city
- Reduced homelessness and improved income equality
- Rebranded as a top US city to live, work, raise a family, and start a business

Stockton 2021
- Strong position as a fiscally healthy city
- Access to diverse transportation
- Presence of diverse labor force, with a growing population
- Rich history and unique story within the State of California
- Perception of crime
- Issue of skepticism in government

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WHY DELOITTE?

We have a proven track record of developing Activation Roadmaps (the Economic Development Strategic Action Plan) that accelerate results for cities, government agencies, and community-based organizations. Using our experiences in Infrastructure & Economics, as well as Data-Driven Analysis, Branding, and Stakeholder Engagement accelerators, we will support and guide Stockton’s aspirations for a prosperous future.

EXPERIENCE

Our team has a history of delivering results, drawing from a range of skills in economics, infrastructure, analytics, and human-centered design.

Our US-based Infrastructure & Economics Practice includes more than 100 strategists, economists, financiers, planners, engineers, and data scientists. We partner with governments and private developers to deliver complex economic development projects and programs that accelerate long-term growth. We excel at actionable strategy, where public leaders, private industry, community-based organizations, and residents come together to achieve bold objectives, using our proven accelerators to build living roadmaps, not plans that sit on shelves.

CENTRAL COAST, CA

We developed the Smart Region/Jobs Roadmap for REACH, including eight labs and a Greenhouse, leading to an activation MOU for commercial space investment with REACH, Deloitte, Go-BIZ, VAFB Space Wing Command, and CalPoly-SLO.

ACCELERATORS

(ACCELERATOR DETAILS ARE INCLUDED IN OUR “ADDED DATA” SUBMITTAL)

Our accelerators include an industry-leading stakeholder engagement lab (“Greenhouse”); analytics (“Data USA”); and storytelling (“HEAT”). We bring key lessons learned from conducting hundreds of successful sessions to a potential partnership with Stockton.

DATA USA

Deloitte will use Data USA, a platform we built with MIT that leverages public data on demographic, education, and labor market sources, to generate powerful data visualizations identifying key employment and industry trends in Stockton.

MARKETING & BRANDING “HEAT”

HEAT provides a full service creative and branding agency powered by Deloitte. We create communications and experiences that can motivate Stockton’s ecosystem – from constituents, business, and community partners to press and governmental stakeholders – to drive behavior change.

STAKEHOLDER ENGAGEMENT “GREENHOUSE”

Our efforts will culminate in a Greenhouse Lab, a process rooted in science and research in group dynamics, environmental psychology, design thinking, and innovation theory, to set the stage for game-changing outcomes for Stockton.

Deloitte has delivered 8,000+ of these sessions and gleaned critical insights into both why leaders and groups get stuck, and how to create the conditions for breakthrough.

“Deloitte is the No. 1 Management Consulting Practice globally”

– Kennedy Consulting Research & Advisory
OUR ORGANIZING FRAMEWORK

To build a thriving Stockton for all residents by 2030, our project framework (see Approach Details on the next slide) groups Stockton’s goal activations in three focus areas: 1. Entrepreneurship & The Future of Business; 2. Inclusive Economy & the Future of Work; and 3. Smart & Resilient Infrastructure. Certain goals are cross-cutting: making Data-Driven Decisions, developing a Robust Economic Development Toolkit, and telling the Stockton Story. Questions, such as those below, will guide and inform our development of an Activation Roadmap for Stockton's economic growth over the next decade.

1. ENTREPRENEURSHIP & THE FUTURE OF BUSINESS

Develop entrepreneur ecosystem. Support small businesses.

- In what areas can Stockton generate revenue and create sustainable value in new sectors/industries?
- What is the business case and what do entrepreneurs need?
- Which creative funding/financing methods can Stockton use to support small businesses and entrepreneurs?
- How can Public-Private Partnerships and Performance-Based Contracting be used to support growth?

2. INCLUSIVE ECONOMY & THE FUTURE OF WORK


- How do we create an equitable framework for businesses to best assure inclusivity for all?
- Which incentive structures exist (or need to exist) to attract new talent? Which critical areas across the workforce and local economy represent necessary investments?
- What is the evolving “new normal” working model (office, home, and/or hybrid) and how do we support talent?

3. SMART & RESILIENT INFRASTRUCTURE

Leverage innovative financing tools. Create sustainable revenue models. Utilize smart technology.

- In which ways can Stockton think more strategically about utilizing its assets (e.g., parks, venues, streets, Opp. Zones)?
- Which tools can improve capital project bankability, outcomes, and reduce risk? What are the new funding opportunities under the Biden Administration?
- How can the City leverage “smart” technology and create new value capture opportunities and provide better service?

Attract and Retain High Caliber Business | Support Small Businesses by Serving Their Needs | Continue to Build a Thriving Entrepreneur Ecosystem | Define Stockton’s Role in Workforce Development.

Make Data-Driven Decisions | Develop a Robust Economic Development Toolkit | Tell the Stockton Story

Deloitte-Proposed Groupings / Focus Areas
OUR PROJECT APPROACH

Over twelve weeks, Deloitte proposes to undertake a **three-phased approach** to analyze the current Stockton economic landscape and opportunities to activate key industries and assets, as well as provide clear recommendations to develop the **Activation Roadmap (the Economic Development Strategic Action Plan)**. We will leverage Deloitte's expertise to analyze Stockton's market opportunities, growth potential, equity considerations, and strategic choices. Additionally, **stakeholder engagement** and **co-design methodologies** will help us create a **shared vision** for Stockton's future prosperity.

### Assess: Month 1

**Objective**

“Deep dive” on Stockton context, opportunities, and challenge areas

**Activities**

- Gather data, deploy Data USA, and utilize/implement other analytics
- Review/assess Stockton's priorities and evaluate key opportunities and challenge areas
- Begin outreach with key stakeholders (e.g., City leaders, businesses, residents)
- Develop/organize focus group sessions, key content

**Outcomes**

- Opportunity/challenges identification and Gaps Analysis
- Stakeholder/equity Engagement Plan
- Focus Group/Workshop sessions designed/scheduled

### Build: Month 2

**Objective**

Conduct workshops with key city, business and community stakeholders, develop initial investment areas, prepare for Greenhouse

**Activities**

- Hold focus groups/workshops with key stakeholders in the three focus areas:
  1. Entrepreneurship & The Future of Business
  2. Inclusive Economy & The Future of Work
  3. Smart and Resilient Infrastructure
- Develop draft outline of the Activation Roadmap, defining initial investment areas/initiatives and HEAT messaging (from focus groups/workshops)
- Prepare for the Greenhouse Lab and decision areas

**Outcomes**

- Workshops completed; findings synthesized
- Draft outline of the Activation Roadmap prepared, including initial investment areas/initiatives
- Greenhouse designed/scheduled
- KPIs defined using Data-Driven Insights, including equity considerations

### Activate: Month 3

**Objective**

Hold Greenhouse and co-create Activation Roadmap to help implement Stockton's 2030 Vision

**Activities**

- Hold Greenhouse Lab; prepare lab report
- Finalize Activation Roadmap, using Greenhouse inputs/decisions, to finalize initial investment areas/initiatives for each of the three focus areas
- Define KPIs to track and assess objectives/progress under each investment area/initiative
- Identify pilots for early project wins

**Outcomes**

- Greenhouse Lab completed (see “Added Data” submittal for further information)
- Activation Roadmap (Economic Development Strategic Action Plan) completed, with finalized investment areas/initiatives
- Optional: Implementation Support* (Months 4-12) for Stockton/Deloitte to track progress

*Note: Not included in proposed fee
Our Project Team for Stockton and Team Member Bios

Our proposed Key Personnel, Greenhouse/Communications Leads, Delivery Team, and Subject Matter Advisors brings diverse experience to support Stockton’s future-oriented journey. Our project team is almost entirely CA-based, but also includes national/global expertise and will be run out of our Sacramento/San Francisco Offices, including a dedicated project coordinator based in Stockton.

### The City of Stockton

#### Project Management
- **Tania Webb**
  - Lead Client Partner
- **Steve Hamilton**
  - Project Manager/Infra./Economics Lead

#### Subject Matter Advisors
- **Josh Nisbet**
  - Deloitte CA Leader
- **Kevin Matthews**
  - Business/Future of Work Lead
- **Shane Engel**
  - Analytics Lead

#### Greenhouse/Communications Leads
- **Chris Morgan**
  - Greenhouse Lead
- **Molly Cabe**
  - Branding & Communications Lead

#### Delivery Team
- **Mariana Minitti**
  - Infrastructure Manager
- **Nicholas Sanchez**
  - Strategy Consultant/(Stockton-Based Coordinator)
- **Marianna Jordan**
  - Branding/Comms. Consultant
- **Charles Orgbon**
  - Sustainability Consultant

### Additional Support as needed

* Staff based in California

### Key Point of Contact

### Worked on Central Coast (REACH)

### Project Management

<table>
<thead>
<tr>
<th>Name/Role</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tania Webb</strong></td>
<td>Lead Client Partner</td>
</tr>
<tr>
<td>San Francisco, CA</td>
<td>- Managing Director in Deloitte's Government &amp; Public Services Practice and a leader the State of California account</td>
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<tr>
<td></td>
<td>- Has over 20 years of experience in business process analysis, financial management, and system operations and maintenance</td>
</tr>
<tr>
<td></td>
<td>- Tania has designed/implemented business process controls, data integrity, privacy and security for a range of Integrated Business Application and Clinical Information Systems</td>
</tr>
<tr>
<td></td>
<td>- Education: MBA, UC Berkeley; BA, Accounting, CSU Fullerton</td>
</tr>
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</table>

| **Steve Hamilton** | Project Manager/Infrastructure/Economics Lead |
| Boston, MA | - Sr. Manager and Deloitte's Infrastructure Lead for the West Coast; lead project manager for our Smart Region work in the Central Coast for REACH and for other economic development efforts, such as Syracuse SURGE |
| | - Background in economics and alternative delivery models (Public-Private Partnerships) |
| | - Steve has 15+ years of experience with national agencies, state/city governments, and commercial clients for their economic/infrastructure projects; worked in 20+ countries |
| | - Education: MA, Graduate School of Foreign Service/International Business Diplomacy, Georgetown University; BA, Foreign Affairs, University of Virginia |

### Greenhouse/Communications Leads

<table>
<thead>
<tr>
<th>Name/Role</th>
<th>Experience</th>
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</thead>
<tbody>
<tr>
<td><strong>Chris Morgan</strong></td>
<td>Greenhouse Lead</td>
</tr>
<tr>
<td>San Francisco Lead</td>
<td>- Over 20 years of experience in design thinking and research-based content to customize immersive, interactive experiences that help teams achieve breakthrough solutions to their most complex strategic and adaptive challenges</td>
</tr>
<tr>
<td>Deloitte Greenhouse</td>
<td>- Chris has accelerated the performance of hundreds teams from around the world</td>
</tr>
<tr>
<td></td>
<td>- Led our REACH Central Coast Smart Region Greenhouse</td>
</tr>
<tr>
<td></td>
<td>- Education: MBA, UC Berkeley; BA, Economics, UC Santa Barbara</td>
</tr>
</tbody>
</table>

| **Molly Cabe** | Branding & Comms. Lead |
| Deloitte HEAT San Francisco Studio Lead | - 20 years of experience supporting organizations and teams on how to drive growth by changing audience perception and behavior |
| | - Molly's specialties include brand positioning, campaign strategy, audience inspiration, influencer, and media implementation |
| | - Led our REACH Central Coast communications workstream |
| | - Education: BS, Cultural Anthropology, Reed College |

*Note: Project Team member full CVs are available upon request. Our Subject Matter Advisors will provide senior expertise to the project team and City of Stockton during delivery, and participate in key project milestones, such as the workshops and Greenhouse.*
### Team Member Bios (cont'd.)

<table>
<thead>
<tr>
<th>Name/Role</th>
<th>Experience</th>
</tr>
</thead>
</table>
| **Mariana Minitti**       | **Infrastructure Manager**  
Los Angeles, CA  
- 12 years of experience as a project manager in the infrastructure sector, including in transportation (toll-roads and rail-systems), real estate, and alternative delivery (Public-Private Partnership) projects. Focused on supporting project teams during pre-procurement, procurement, and project readiness phases  
- Past experience includes providing financial advisory services, developing strategic plans, and conducting economic analyses for public sector US and global clients  
- Education: MBA, Business Management, Fundacao Getulio Vargas, Brazil; MA, Transport Engineering, Universidade de Sao Paulo, Brazil; Civil Engineering, Universidade Estadual de Campinas (UNICAMP), Brazil |
| **Nicholas Sanchez**      | **Strategy Consultant**  
Stockton, CA  
- 5 years of experience in strategic planning, innovation, and program development in the social and public sectors  
- Committed to building economic empowerment for historically marginalized communities  
- Lives in and raised in Stockton, CA, with experience across government and community-based organizations in the City  
- Education: MPA, University of Southern California; BA, Chicana/o Studies, UC Davis |
| **Marianna Jordan**       | **Branding & Comms. Consultant**  
Los Angeles, CA  
- 7 years of experience in external relations strategy, including fundraising and grant-writing, program development, and strategic communications in the nonprofit, social impact, and higher education spaces. Skilled at partnership building in cross-sectoral and global contexts  
- Experience working with California State Departments to develop a strategic plan and design an implementation roadmap for long-term success  
- Education: MPA, University of Southern California; BA, International Studies/Journalism, Duke University |
| **Charles Orgbon**        | **Sustainability Consultant**  
San Francisco, CA  
- Assists clients in improving business processes, maximizing revenue, managing costs, addressing risks, strengthening relationships, and boosting performance, with focus on general environmental, sustainability, climate change, and social impact challenges  
- Experience working with clients to analyze environmental liability, climate change and corporate sustainability, social impacts, and resiliency  
- Education: BS, Environmental Economics & Management, University of Georgia |
| **Josh Nisbet**           | **Deloitte CA Leader**  
Sacramento, CA  
- Leads Deloitte's California Government & Public Service Business, based in Sacramento, with over 20+ years of senior leadership experience overseeing major public sector business transformation programs; leads Deloitte's California business, client delivery, and operations – California is among Deloitte's ten largest accounts in the US  
- Currently serves as the lead project partner for Deloitte's Central Coast, CA Smart Region efforts with REACH  
- Education: BS, Business Management, Brigham Young University |
| **Kevin Matthews**        | **Business/Future of Work Lead**  
Sacramento, CA  
- Senior Manager with 15+ years of experience at the intersection of technology, strategy, operational improvement, and social impact  
- Global, cross-sectoral experience with for-profit companies, including Fortune 500 Energy and Resources leaders; public sector organizations, including the several Federal government agencies, California State Departments, and local governments; and diverse nonprofit organizations, including REACH, Teach for America, and Valley Vision (Listos California campaign)  
- Education: MBA, The Wharton School, University of Pennsylvania; BA, Economics/Political Science, Santa Clara University |
| **Shane Engel**           | **Analytics Lead**  
San Francisco, CA  
- Senior Manager with 15+ years of experience with analytics/geospatial technology integration, including enterprise dashboards, analytics governance, restructuring data collection efforts for enterprise data repositories, mobile data collection tools, automated data compilation/quality management techniques, real time smart data  
- Past experience with public sector strategic planning for innovative redesign of network infrastructure  
- Education: MS, Geography, University of Maryland College Park; BS, Geographic Information Sciences, James Madison University |
<table>
<thead>
<tr>
<th>Location</th>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Coast, CA</td>
<td>REACH 2030: An Action Plan for Central Coast Job Creation</td>
<td>- Create quality jobs and sustain opportunities to build a resilient and prosperous Central Coast economy in four areas: business expansion, infrastructure, education, and housing</td>
</tr>
<tr>
<td>Syracuse, NY</td>
<td>SURGE Roadmap/Action Plan</td>
<td>- Syracuse SURGE is a bold plan to chart a new direction for the city and the region in the Fourth Industrial Revolution. SURGE builds on an investment in technology infrastructure to drive economic growth, shared prosperity, and neighborhood transformation</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>Economic Development Strategy</td>
<td>- Create an economic strategy that would diversify the District's economy – creating jobs, fostering entrepreneurship and innovation, and advancing inclusive growth</td>
</tr>
</tbody>
</table>

**Objective**

- Create quality jobs and sustain opportunities to build a resilient and prosperous Central Coast economy in four areas: business expansion, infrastructure, education, and housing
- Syracuse SURGE is a bold plan to chart a new direction for the city and the region in the Fourth Industrial Revolution. SURGE builds on an investment in technology infrastructure to drive economic growth, shared prosperity, and neighborhood transformation
- Create an economic strategy that would diversify the District's economy – creating jobs, fostering entrepreneurship and innovation, and advancing inclusive growth

**Solution**

- Over four months, Deloitte conducted eight economic development labs and a Deloitte Greenhouse to define key initiatives; met with 1000+ community, business, and public leaders
- Over three months, Deloitte met with city leaders, business, and community organizations; held a Deloitte Greenhouse to define SURGE initiatives; and created the SURGE Roadmap
- Developed an action framework to achieve goals - identifying opportunity areas and economic development initiatives

**Outcome**

- Developed the REACH 2030: An Action Plan for Central Coast Job Creation, leading to a MOU on Commercial Space and Master Plan Development
- Led to an activation MOU for commercial space investment/Master Plan with REACH, Deloitte, Go-BIZ, VAFB Space Wing Command, and CalPoly-SLO
- Developed the SURGE Roadmap/Action Plan, including:
  - A shared vision;
  - Leading-practice program governance structures and models; and,
  - Implementation model
- Mayor Bowser launched the economic strategy that equipped stakeholders to sustain core sectors and grow and diversify the District's economy

**Reference**

- Melissa James
  - President/CEO
  - REACH (formerly Hourglass Project)
  - 805-476-0412
  - melissa@hourglassproject.org

- Benjamin Sio
  - Chief of Staff
  - Center State Corporation for Economic Opportunity
  - 315-470-1838
  - bsio@centerstateceo.com

- Sharon Carney
  - Economic Strategy Director
  - District of Columbia
  - 202-213-7214
  - sharon.carney@dc.gov
Deloitte offers clients a broad range of fully integrated services in areas that include accounting, assurance and advisory, risk, tax, management, financial advisory, technology integration, strategy and operations, and human capital consulting. Deloitte's multidisciplinary client service teams, under the leadership of a lead client service partner, work closely with clients to create powerful business solutions for organizations in the United States and around the world. With the added strength of 34 member firms in the DTTL network, Deloitte has the ability to offer a true global, integrated approach.

DELOITTE IN CALIFORNIA

- 65 Projects across our account state-wide, with most local in Northern California
- 9000+ Deloitte employees live and serve clients in California
- 3 Distinct Areas of Service: State Government, Local Government, and Higher Education
- 17500 Hours volunteered in California on Impact Day in 2019
- 11 Deloitte offices located in California
- 400+ Number of professionals in our Sacramento office
- 3834 California college graduates working for Deloitte

DELOITTE UNITED STATES

- Largest professional services firm in the US in terms of revenue and headcounts
- 113k+ employees
- 126 offices in 102 cities
- Ranked as one of Fortune magazine’s “100 Best Companies to Work for” 21 times since 1998

DELOITTE WORLDWIDE

- 150 countries. A globally connected network.
- 335K+ Number of professionals
- Serving 85 percent of the world’s largest companies (Global Fortune)

OUR PROUD HISTORY OF DIVERSITY, EQUITY AND INCLUSION

- 2/3 of Deloitte new hires are women and/or minorities
- 50% of new partners, principals, and directors were women and/or minorities for the past 3 years
- 6 month paid family leave set the bar for peers and all companies

*Encompasses Deloitte & Touche LLP, Deloitte Financial Advisory Services LLP, Deloitte Transactions and Business Analytics LLP and Deloitte Corporate Finance LLC
**Deloitte Corporate Finance LLC ("DCF"), member FINRA, is a wholly-owned subsidiary of Deloitte Financial Advisory Services LLP. Investment banking products and services within the United States are offered exclusively through DCF.

Our sustained commitment to inclusion has led to yearly recognition as a leader in DEI.
Deloitte Financial Statements
(not included in page count)

For the most recent fiscal year ended May 30, 2020, Deloitte LLP and its subsidiaries (the “US Firms”) had revenue of US $23.2 billion. See more detailed information in the chart below.

Since the US Firms are privately owned partnerships, they do not have audited financial statements, nor do they file other corporate financial information such as a 10-K. Should you have additional questions regarding the financial information, please contact Janet Lewell, Chief Financial Officer of Deloitte LLP, at (212) 436-5655.

### Deloitte LLP and Subsidiaries—By The Numbers

<table>
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<tr>
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<th>2020</th>
<th>2019</th>
<th>2018</th>
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<tbody>
<tr>
<td>Offices (national and regional)</td>
<td>$126</td>
<td>$130</td>
<td>$120</td>
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<tr>
<td>People</td>
<td>$113,257</td>
<td>$106,918</td>
<td>$94,637</td>
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<tr>
<td>Consolidated Revenues</td>
<td>$23.2 billion</td>
<td>$21.2 billion</td>
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<tr>
<td>Current Assets</td>
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<td>$5.1</td>
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<tr>
<td>Other Assets</td>
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<tr>
<td>Total Assets</td>
<td>$16.6</td>
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<td>11.8</td>
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<td>Current Liabilities</td>
<td>$5.7</td>
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<tr>
<td>Other Liabilities</td>
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<tr>
<td>Partnership Equity</td>
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<td>4.7</td>
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<tr>
<td>Total Liabilities and Partnership Equity</td>
<td>$16.6</td>
<td>$13.1</td>
<td>$11.8</td>
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<tr>
<td>Working Capital</td>
<td>2.8</td>
<td>2.1</td>
<td>2.0</td>
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<tr>
<td>Current Ratio</td>
<td>1.51</td>
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### Consolidated Revenue By Business

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<tr>
<th>Service</th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Audit and Enterprise Risk Services</td>
<td>27.2%</td>
<td>27.0%</td>
<td>28.6%</td>
</tr>
<tr>
<td>Consulting</td>
<td>52.2%</td>
<td>52.7%</td>
<td>50.6%</td>
</tr>
<tr>
<td>Financial Advisory Services</td>
<td>3.4%</td>
<td>3.6%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Tax</td>
<td>17.2%</td>
<td>16.7%</td>
<td>16.9%</td>
</tr>
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</table>

The above financial information was prepared for internal purposes. This financial information has not been audited and does not present the financial position, results of operations, or other financial information in accordance with generally accepted accounting principles. The use of this information is restricted to your consideration in providing you professional services. Any other use or circulation of this information is prohibited.

Deloitte RFP/Contract General Comments

Deloitte & Touche LLP (“Deloitte & Touche”) is pleased to submit this proposal to the City of Stockton (“City”) in response to its Request for Proposals seeking an Economic Development Strategic Action, PUR 21-001 (the “RFP”). Although we are in general agreement with many of the terms and conditions of the RFP, the associated forms, the Sample Contract and its exhibits (the “Proposed Terms”), there are certain provisions therein which we would like to modify or clarify for this particular engagement, including provisions regarding indemnity, competitive pricing, confidentiality, and insurance. We would also like to clarify that we will obtain City of Stockton Business License, if awarded the contract. Therefore, notwithstanding anything in the RFP or our proposal, including any signatures or acceptance by us, our proposal is submitted with the understanding that Deloitte & Touche and the City reach and enter into a mutually agreeable definitive written agreement for the proposed services.

Deloitte currently maintains and will continue to maintain, at a minimum, the insurance limits listed in Exhibit A of RFP PUR-21-001 for an EDD Action Plan for the City of Stockton, CA. Proper insurance coverage shall be maintained through the active period of the subsequent contract. At award of a contract, Deloitte and the City of Stockton shall negotiate the final terms and conditions associated with the insurance requirements.

We understand from the RFP that the City may elect to negotiate the Proposed Terms with the successful bidder. Our experience has indicated that almost without exception we have been able to reach agreement with each of our clients that has awarded us an engagement, including many engagements with public sector clients. We are confident that our experience with the City will be no different. We believe that the basis for this success lies in the benefit of the negotiation process which allows each party to understand the other’s reasonable concerns. Therefore, in the event that we are selected for award, please trust that Deloitte & Touche is open and ready to promptly negotiate mutually agreeable terms with the City in a collaborative and expeditious manner.
Stockton, California –
Economic Development Strategic Action Plan
(PUR 21-001)

An Activation Roadmap, Innovative Stakeholder Engagement Process, and Acceleration Tools to Support Achieving a Thriving Stockton by 2030

Volume 2: Added Data

March 25, 2021
The Deloitte **Greenhouse** is a powerful accelerator for defining a clear vision, strategy, and roadmap for Stockton’s economic development, encouraging stakeholder and resident participation.

**Greenhouses** are 1-2 day facilitated experiences designed to tackle tough business challenges. They go beyond typical workshops because:

1. They are built on extensive research on how to disrupt ordinary thinking, reveal new possibilities, and incite productive action.
2. They are delivered by professionals skilled in facilitation, strategic framing, engagement, behavioral science, intervention, analysis, and synthesis.

We call these experiences **Greenhouses** because they bring together the disciplines of design thinking, behavioral economics, psychology, neuroscience, strategy, analytics, and innovation theory to promote experimentation in a controlled environment.

Our proven approach, refined in over 8,000 sessions and based on our best-selling book *Moments of Impact*, engages people not only intellectually, but physically and emotionally as well. During the sessions, we are guided by our **Breakthrough Manifesto** (see next slide).

Research shows that such experiential problem-solving results in more innovative and robust options, increased alignment and commitment, and more memorable, sustainable outcomes.

**Greenhouses** can:

- **Disrupt ordinary thinking.**
  It’s tempting to jump right into solutions. We try to step back and first build a rich understanding of the challenges and context.

- **Reveal new possibilities.**
  Expand beyond the obvious and dive into unexpected, innovative, and creative solutions to previously ambiguous mandates.

- **Incite productive action.**
  Bravely call out the real barriers to progress, create ownership, and get stakeholders aligned on the precise actions required to get results.

**SCOPING PHASE**
*Through end of first month*

1. Finalize Logistics & Timelines
2. Scope the Lab & an Initial Agenda
3. Socialize the Lab with Participants

**PLANNING PHASE**
*Through mid of second month*

4. Gather Pre-Lab Inputs
5. Refine the Session Design

**STOCKTON GREENHOUSE LAB: 2021**

6. Activation Roadmap
We Create the Conditions for Real Breakthrough

It takes more than gadgets, gimmicks, or a colorful space to reach real breakthrough. Our Breakthrough Manifesto is at the heart of our Greenhouse design philosophy to help participants disrupt ordinary thinking, reveal new opportunities, and incite productive action.

THE BREAKTHROUGH MANIFESTO

STRIP AWAY EVERYTHING
Set aside everything you think you know. Assumptions, beliefs and dogma are the enemy.

SILENCE YOUR CYNIC
Suspend disbelief and assume everything’s possible. No great breakthrough was born of a naysayer.

MAKE A MESS
Stop perfecting and just start making, doing, trying. A prototype is worth a thousand discussions.

LIVE WITH THE PROBLEM
Avoid rushing to the solution. Better things come to those who explore before acting.

GET REAL
Shed the glossy veneer and bring your authentic, gnarly, bruised, human self. Magic happens when we’re personal, connected, and real.

ENLIST A MOTLEY CREW
Go beyond the usual suspects. Sparks fly when thinkers, domains, and outside disciplines collide.

CHECK YOUR EDGE
Ask yourself, “Is this truly unexpected?” Surprise is the mother of inspiration.

DON’T PLAY NICE
Call out the elephants. The sooner you get truth on the table, the faster you get results.

DIAL UP THE DRAMA
Create a full-sensory theatrical experience. Emotional narrative journeys are how humans have made meaning since forever.

MAKE CHANGE
Shatter the plan; evolve; leave a dent. Nothing matters unless it matters.
HEAT: Designing for Impactful Narratives

We’re built to bring together your vision and community like no traditional agency can.

HEAT is a full-service creative consultancy supercharged by our industry-leading strategic thinking, unparalleled access to data, technology, and deep business insights.

Over our three-month effort we will:

- Capture perception through direct and social listening input.
- Define motivating propositions to turn the conversation in our favor.
- Map Intersections strategies including mindset, messaging and channel recommendations.

Enable long-term implementation with no loss of fidelity from strategy to creative.
Strategies are the strongest when supported by reliable information that is continually used to refine strategic direction over time. Using over 8,000 data points available at the neighborhood level, Data USA and other data analysis tools provide insights into the specific demographic, economic, education, environmental, infrastructure, and social issues within Stockton to help drive change and understand performance over time. We will help Stockton consider data to use as part of the initial strategy development and to support ongoing refinement of the strategy.

HOW CAN DATA HELP DRIVE IMPACT?

WHAT DO I HAVE GAPS IN WORKFORCE OR TALENT SKILLS AND WHERE CAN I ATTRACT TALENT?

Data helps understand specific skillsets within different Stockton communities, their alignment with target industries, and the equity of their distribution to underlying populations. Other markets can be evaluated for needs talent skills to understand talent pools to help target marketing or outreach efforts.

WHERE ARE THERE OPPORTUNITIES TO ADVANCE NEW INDUSTRIES?

Data can be used to understand Stockton’s current industry size, growth projections, and influence on economy to determine gaps or growth areas. These can be compared against general economic trends to understand performance and opportunities.

WHERE ARE THERE NEEDS AND OPPORTUNITIES FOR INFRASTRUCTURE?

Data can be used to evaluate the opportunities and costs related to new infrastructure to prioritize investments. Locations of existing infrastructure and new projects can help understand community impact.

DATA USA: A DATA PLATFORM TO DRIVE STRATEGIC CHANGE

DEMOGRAPHIC AND DIVERSITY DATA summarizing population income, health characteristics, housing, and health by education, ethnicity/race, age, and gender.

INDUSTRY-SPECIFIC DATA on jobs, workforce, and skills for industries.

ECOMONIC DATA providing information on income, wages, poverty, employment, production and consumption, and trade.
Greetings Mr. Black and Mr. Driscoll,

On behalf of Ernst & Young LLP, we greatly appreciate the opportunity to present our qualifications to the City of Stockton. We are excited about the possibility of applying what we have learned from our experience working across the nation to create an actionable, tactical action plan that will position Stockton for equitable and resilient economic growth.

We were particularly struck by the innovative nature of your RFP – that you seek “intel, strategies, and a tactical roadmap for activation” and not a plan that “sits on the shelf”. We believe strongly in the same – that plans must be based in data, drawn from best practices across the county, and activated through strong collaborative structures enhanced by our planning process.

Our team leadership has been working for more than 25 years as economic development strategists. During our collective careers, we have assisted over 200 economic development organizations, chambers of commerce, education and workforce development institutions, and local governments across North America. With every community, we listen carefully to local needs and develop unique and innovative strategies to move towards their goals.

Prior to joining EY in March 2020, our team was with Avalanche Consulting, a national economic development strategy firm that was established in 2005. Our team has worked with major metros such as Atlanta, GA; Houston, TX; Charlotte, NC, and Jacksonville, FL; as well as communities in California include Sonoma County in 2017 and the San Joaquin Economic Partnership and West Sacramento (in mid-2000s).

Please contact us with any questions you may have about this proposal, and we hope to have the opportunity to discuss our qualifications verbally in the near future.

Thank you for your consideration!

Amy Holloway
Principal, National Director
Economic Development Advisory Services
401 Congress Ave. Ste. 3200
Austin, TX, 78701
Amy.holloway@ey.com | 512-917-3815
II. Minimum experience, qualifications summary, and resumes

About EY Economic Development Advisory Services (EDAS)

The mission and passion of EDAS is to help communities create more prosperous and inclusive economies. We work with economic development organizations, chambers of commerce, colleges and universities, and local and state governments. Our core competencies include strategic planning, competitive assessments, benchmarking, global market insights and innovative custom solutions. EDAS helps communities – and the organizations supporting them – create and deploy economic development strategies and practical tools to achieve higher-performing, more equitable economies that generate opportunities for all of their workforce, students and businesses.

We have more than 25 years of experience as an economic development strategy group with more than 100 years of combined experience. During our careers, we have assisted more than 200 economic development organizations, chambers, education and workforce development institutions, and local governments. We have facilitated dozens of CEDS and resiliency plans. Our team members are national thought leaders and speakers on the topic of economic development.

Prior to joining EY in March 2020, our team members were with Avalanche Consulting, Inc. Established in 2005 by Amy Holloway, the firm consulted for more than 150 communities across North America.

About EY

EY is a global leader in Consulting, Strategy and Transactions, Assurance, and Tax services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

The firm and its predecessors have been in business in the US for more than 100 years. The roots of EY date to the early 1900s and to the lasting legacies of two visionaries – A.C. Ernst and Arthur Young. In 1903, A.C. Ernst opened the first office of the US firm in Cleveland, Ohio. On 1 July 1989, Ernst & Whinney merged with Arthur Young to create the US firm.
Project team resumes

**Chris Engle** - Assoc. National Director, EDAS
Ernst & Young LLP

Chris is a senior manager at Ernst & Young LLP and serves as associate national director of the Economic Development Advisory Services practice. He develops economic and workforce development strategies for communities to create jobs, spur entrepreneurship and create a workforce that serves local industry needs. In his more than 20 years of experience in the field, Chris has served more than 100 local economic and workforce agencies, recently including Charlotte, Hampton Roads, Northwest Arkansas, Atlanta, Florida and Georgia. He believes in the power of data to drive consensus and spur community stakeholders to collaborate around a common agenda. His passion for economic development aims to ultimately improve the prosperity of individuals and businesses in his client communities. His former experience includes serving as Vice President at Avalanche Consulting, a national economic development strategy firm.

**Amy Holloway** - National Director, EDAS
Ernst & Young LLP

Amy is a principal and national director of Economic Development Advisory Services at Ernst & Young LLP. She assists clients with economic development strategies, leadership engagement, competitive assessments and benchmarking analyses, visioning, goal setting and organizational planning. She is a national thought leader and speaker on the topic of economic development. Over the course of her 25-year career, Amy has served as an advisor to more than 200 communities across the Americas and Europe. Her work has established strategic plans that coalesce community leaders around a shared course of action to grow jobs, business investment and improve opportunities for all of their residents. This has resulted in the creation of tens of thousands of new jobs and billions in capital investment. Prior to joining Ernst & Young LLP, Amy was a successful entrepreneur. After a decade as a consultant at other companies, she established Avalanche Consulting in 2005, which became a prominent national economic development consultancy.

**Casey Mock** - Manager, Economic Development Advisory Services
Ernst & Young LLP

Casey is a Manager and a member of the Indirect Tax Practice at Ernst & Young, LLP, in Minneapolis, Minnesota. Casey serves as the EY point of contact for economic development organizations throughout the upper Midwest including Iowa, Minnesota, Nebraska, North Dakota, South Dakota, and Wisconsin. Prior to joining EY, Casey led policy and government affairs on state and local tax issues for Amazon and negotiated incentives for data centers and e-commerce warehouses as a member of Amazon’s economic development team. Casey also served as an appointee of Vermont Governor Phil Scott, leading the state agency that administers economic development incentives and municipal infrastructure financing programs. In that role, Casey guided communities through the development of downtown revitalization plans, designed new state policies for attracting workers and investment, and partnered with federal agencies as well as local and regional development organizations throughout northern New England and Quebec to connect businesses with the resources they need to grow and succeed. Earlier in his career,
Project team resumes

Marian Kansas - Associate, EDAS
Ernst & Young LLP

Marian is a staff member at Ernst & Young LLP and serves as a consultant in the Economic Development Advisory Services practice. Marian is a strategic thinker and a highly experienced storyteller who uses her knowledge of economic development trends and leading practices to help client communities better engage with residents and businesses. Marian understands how to effectively use marketing practices and research as an economic development tool and employs these skills to empower audiences to achieve their economic goals. Over the past five years, Marian has worked on economic development projects and marketing plans in areas of the US, such as Amarillo, Texas; Bryan County, Georgia; Jacksonville, Florida; Laurens County, South Carolina; Manhattan, Kansas; Pflugerville, Texas; Spartanburg, South Carolina; and Tampa Bay, Florida.

Caroline Sallee - Senior Manager, QUEST
Ernst & Young LLP

Caroline is a senior manager at Ernst & Young LLP in the Quantitative Economics and Statistics (QUEST) practice. Caroline manages projects related to state and local tax policy, public finance, and regional economics. In this role, Caroline works with public and private sector clients including municipalities, school districts, business coalitions, trade associations, publicly-traded companies, and privately-held businesses.

Caroline has over 15 years of experience estimating economic and fiscal impacts for public and private sector clients. Caroline has assisted clients with competitiveness studies, analyzing the impact of tax environments and incentives on business location decisions and tax burdens. Recent clients include the State of Washington and the Development Authority of Fulton County (Atlanta), Georgia. Caroline is an author of the most recent EY analysis of business tax burdens by state for the Council On State Taxation.

Peter Chapman - CEO, Urban Policy Innovations, LLC
EY Minority-Owned Business Partner

Peter is the CEO of Urban Policy Innovations, LLC, a Detroit-based economic and community development advisory firm. His practice focuses on the conceptualization and implementation of transformational neighborhood and commercial district (re)development plans and related financing strategies; and the establishment of technical assistance platforms to promote the advancement of entrepreneurs of color within advanced industries and the tech sector, as well as emerging women and minority real estate developers. He is an accomplished and nationally-recognized economic and community (re)development strategist and practitioner with over twenty years of executive leadership and consulting experience in service of community development corporations, economic development organizations, public-private partnerships, national foundations, federal agencies and CDFIs in various markets including Boston, Baltimore, Denver, Richmond, VA, New York City, Detroit and the U.S. Virgin Islands. Notably, from 2019-20 Peter co-lead the Strategic Framework for Inclusive Growth for Cleveland’s CLE2030, along with Amy Holloway from EY. Among Peter’s most significant accomplishments is the spearheading of catalytic revitalization projects—such as Denver’s Mariposa TOD initiative and Uptown Redevelopment—under the federal Hope VI and Choice Neighborhoods programs. Several of his more recent achievements in the areas of comprehensive economic revitalization and access to capital have been recognized by the American Planning Association and the International Economic Development Council (IEDC).
Project management and stakeholder engagement

During Phase 1, we will work with the City to establish a Strategy Committee, lead a multi-pronged stakeholder engagement effort to include surveys and stakeholder meetings, and collect data on community capabilities and regional economic trends. We will deploy a creative process that combines two themes in parallel in order to arrive at a plan that is ready to implement:

- **What are our goals for the future?** Planning processes typically involve a top-down process that asks leadership and the community to describe what they want to accomplish (which you’ve done to a degree already in your RFP). Drilling down to strategies and actions the city and its partners can take.

- **What are best practices that we can draw from in order to build our internal capacity for change and impact?** Too often, funding requirements and organizational responsibilities are difficult to formalize at the end of a process. Simply put, funds are not available or volunteers/partners are hesitant to take on more responsibilities. To counter this threat to action, we propose a parallel process that starts with the end in mind: What are we doing right now (and funding), and what are other competitor or best practice communities doing? We will bring this knowledge into our conversations early to get past a tendency to “dream big” but falter in implementation and funding.

Prior to the initial strategy kick-off meeting, EY will develop a Project Guide including a communications and outreach plan for proposed outreach channels (interviews, focus groups, social media and more) and a timeline for each interaction. We will design a survey to distribute across the region to gather insights into current challenges, access and barriers to essential services and infrastructure, workforce and economic development priorities, and vision. Our survey can be targeted to both residents and businesses, with question branching into business-related questions for business owners/managers. We will design the survey and analyze the results, but we will ask the client to construct the survey using an online service and to promote the survey through partner channels. Our proposed methods

- We will facilitate a Strategy Committee over the duration of the project with 3 meetings throughout the strategic planning process to report on our findings and gather their feedback and direction.
- We will conduct up to 15 interviews with stakeholders of your choice to gain individual perspectives on the region’s challenges and opportunities.
- We will facilitate up to 5 stakeholder focus groups that can include up to 15 participants each. Focus groups can be organized around subject matter (e.g., quality of life, entrepreneurship and innovation, infrastructure, workforce, marketing/branding).

OPTIONAL: We can facilitate 2-4 online virtual open houses towards the end of the strategic planning process to introduce the general public to the strategy and receive their feedback. Open houses ensure the public is aware of the strategy and that it meets the needs of the community.

OPTIONAL: Along with the survey, we will provide the City of Stockton and the Strategy Committee members with a toolkit for facilitating independent public input sessions with other stakeholders across the region, if they desire to.
Workstream 1: Situational Assessment and Competitive Benchmarking

We are strong believers in the power of data to illuminate needs in a community. We will bring data to our focus groups and conversations with the Strategy Committee to help prioritize areas of focus for the City as well as stakeholder partners.

1.1 Economic and Demographic Assessment
We will conduct an Economic and Demographic assessment of the city and county to provide a complete picture of trends for the past ten years. Datasets for the analysis will include the following indicators:

• Population growth trends with composition by race, age, and gender
• Educational attainment trends
• Employment trends by industry sector
• Employment and median wage trends by occupation group
• Householder and per capita income trends
• Small business ownership trends
• Analysis of equity, or lack thereof, in areas such as education, income and business ownership

1.2 Competitive Benchmarking
Our Economic Health and Resiliency Index covers topics such as those illustrated in the right diagram. Our methodology consists of:

• Analyzing metrics within the index (3-4 per topic) and examining trend lines over time
• For each metric, benchmarking the region against a basket of adjacent regions and similarly situated regions across the state and US
• Ensuring the index includes topics greatly impacted by the pandemic such as economic equity, human health, housing, workforce development, employment opportunities, small business support and other metrics.

1.3 SWOT Analysis
Combining the insights gained from qualitative input and quantitative analyses, we will compose a SWOT analysis of the region, with a focus on long-term resilience. This in-depth SWOT analysis will be organized around a variety of factors, for example, workforce development, economic equity, infrastructure, public health, access to essential and non-essential services, entrepreneurship and small business support, and business climate / industry conditions.
1.4 Target Industry Opportunity Analysis (Optional)
If desired, we can help the region identify its leading industry cluster opportunities which can guide the economic development agenda. Targeting specific industries for growth can help bring alignment between local stakeholders, such as ensuring educators are training students in high-demand skills, investments in infrastructure are informed by industry growth, and marketing activities are targeted toward the region’s best prospects for recruitment.

The four key filters examined when identifying target industries are shown below. The analysis begins with a global view of whether an industry is growing and then filters through an increasingly local lens until the target is validated:

1. Is the industry growing and projected to grow within the region and US?
2. What trends and disruptors are influencing the industry’s growth?
3. How are local assets best suited to the industry and compare with the competition?
4. Does the industry align with the region’s goals and values?

Workstream 2: Strategic Plan Development

Our strategic plan development will be supported by Workstream #3 so that we incorporate best practice research into the Stockton plan’s development.

2.1 Vision Creation
With Phase 1 research and stakeholder inputs in mind, we will collaborate with you and the project partners to compose a vision statement that inspires action. The vision statement will answer the question, “Where do we want our region to be in the next 10 and 20 years?” and guide economic recovery and resiliency efforts. The vision statement will reflect broad community input and a draft will be shared with client staff and the Strategy Committee prior to finalizing it.
2.2 Goals and Objectives
The vision statement will provide the foundation for the goals and objectives of the Plan. Each goal, or desired outcome, will be accompanied by a written rationale that is easy to understand and publicly supported.

- Goals will be provided for short-term economic recovery (first 1-2 years) and long-term economic resiliency (years 3-5), and economic transformation (years 10 and 20).
- Specific, measurable, actionable objectives will be included that reflect regional priorities and reflect metrics indicating progress toward becoming a more resilient region.
- Goals and objectives will be prioritized not just by timeframe but also by potential impact and ease.

2.3 Tactics and Action Plan
We will coordinate with you and the project partners to develop an action plan that provides the tactical steps required to achieve the region’s goals and objectives. Suggested actions will focus on addressing critical issues that emerge during our research and SWOT Analysis, particularly issues related to larger public concerns such as workforce development, economic equity, infrastructure, public health, access to essential and non-essential services, entrepreneurship and small business support, and business climate / industry conditions.

2.4 Performance Metrics
The action plan will also include performance metrics that will enable the City of Stockton to track economic performance throughout implementation.

2.5 Presentations and Final Deliverables
We will make presentations to the Strategy Committee on research findings and progress and conduct a final presentation to the committee and any additional stakeholders that you would like to be involved. We will deliver our final strategic plan report in the form of one electronic copy as well as one power point presentation that summarizes relevant details of the report, which can be shared with audiences of your choice.

Workstream 3: Best Practice Research and Flight Plan Development

3.1 Community Capacity Analysis and Best Practice Research
We will first inventory the City’s current economic and community development programs, staffing levels, and funding. We will also identify key stakeholders and partners that either 1) receive city funding to implement priorities today (such as social service non-profits training workers), and 2) partner organizations that are self-funded primarily but serve the economic goals of the community (such as the SJV Partnership’s corporate attraction activities). Next, we will identify programs in other similar communities that can serve as best practice ideas for consideration or enhancement in Stockton. Example efforts include:

- Entrepreneurial ecosystem and small business support
- Community funding and development
- Marketing and corporate attraction efforts
- Other efforts of high relevance to the City
3.2 Flight Plan: Corporate Attraction/Expansion (Optional)
Much of economic development activity, whether staff attention or funding, is focused on supporting the attraction of new companies to a community or helping existing companies expand their footprint or revenue. We can activate this core goal for Stockton by producing an in-depth “Flight Plan” will enable City staff and partner to take flight immediately.

Potential services to support corporate attraction/expansion include:
- Supply chain analysis to identify companies—both domestic and global—with a compelling reason to establish a presence in Stockton
- Develop a pipeline of X number of solid leads reflecting Stockton’s competitive advantages
- Tech support in implementing a CRM system for prospect management
- Trade/Export programming, such as facilitation of a Stockton Version of ExporTech (i.e., to assist local manufacturers and food producers to expand their customer base)
- Foreign direct investment plan for establishment of a targeted initiative focused on facilitating partnerships with relevant stakeholders in China and Taiwan (e.g., lead generation and marketing support—including preparation of English/Mandarin value proposition decks; framework for conducting trade/reverse trade missions; conceptualization of local projects/initiatives designed to attract sustained Chinese/Taiwanese investment)

3.3 Flight Plan: Funding, Finance, and Incentives (Optional)
Capacity for economic development can be improved significantly through new funding, financial programs, and policy incentives to drive investment. We can assist the City with an assessment of its own capacity in this space and make recommendations on new programs and pursuits:
- Federal funding strategy, to include an assessment of the City’s and partner’s ability to tap into competitive grants available in the new ARP/Biden plan or pre-pandemic funding
- Community Development Block Grant RLF Potential (for new and expanding firms requiring working capital and/or construction financing)
- HUD Section 108 Financing for Catalytic Projects (would require review of HUD Consolidated Plan or assessment of existing Section 108 authority)
- Incremental Tax-Based Financing Program (e.g., “synthetic” or project-specific tax increment financing)
- New Financing Tools or Incentives to be Created with ARP funding (e.g., an entrepreneurs of color fund to allow minority and disadvantaged business enterprises to mobilize more easily under contracts/subcontracts with larger companies; leveraged debt financing for federal New Markets Tax Credit transactions; gap financing for Qualified Opportunity Zone projects)
- Grow America Fund (GAF) Loan Program for Local Entrepreneurs (would entail facilitation of a partnership with National Development Council, a major CDFI)
- Facilitate a Lenders Consortium/Community Reinvestment Act Workgroup (e.g., consisting of commercial lending institutions, credit unions; purpose would be to encourage co-lending between the City of Stockton economic development agency and conventional lenders)
IV. References

SONOMA COUNTY EDB – CEDS AND ECONOMIC RECOVERY STRATEGY
Contact: Ethan Brown, Director of Business Development & Innovation (707) 565-7589, Ethan.Brown@sonoma-county.org
The Sonoma County Economic Development Board (EDB) hired us in 2017 to develop a Comprehensive Economic Development Strategy (CEDS) for the county. Titled Strategic Sonoma, the strategy had a primary theme focused on inclusion and economic resiliency. Our team and the EDB strove to engage residents and businesses from across the county’s large diverse geography and population. In the middle of the planning process, the October 2017 wildfires impacted Sonoma County – destroying nearly 6,000 homes and killing 25 residents. Sonoma County extended the contract with our team to facilitate an Economic Recovery Plan. This Plan was focused on the first 12 months after the fires – serving as the first year of Strategic Sonoma. Strategic Sonoma used this urgency to rally local leadership, businesses, and residents to act on priority projects. Strategic Sonoma provides a clear roadmap to address the county’s most pressing priorities.

ATLANTA REGIONAL COMMISSION – CATLYST REGIONAL COMPETITIVENESS STRATEGY
Contact: Doug Hooker, Executive Director or Stephen Causby, Community Partnerships (404) 463-3100, dhooker@atlantaregional.org (Doug) (470) 378-1521, scausby@atlantaregional.org (Stephen)
In April 2017, the Atlanta Regional Commission (ARC) commissioned Avalanche Consulting (now EY Economic Development) to create a Regional Competitiveness Strategy. The purpose of the Regional Competitiveness Strategy, branded as CATLYST, was to build on the previous CEDS conducted in 2012, and unify all the residents and businesses in ARC’s 10 country metro area under a singular economic vision. CATLYST is a people-driven strategy – quite different in nature from a traditional economic development approach. The core goal of CATLYST is upward economic mobility for all residents of the region. The Strategy is founded on a bedrock of collaborative leadership and a culture of trust, meaning that ARC and its strategic partners will be open, responsible, and communicative. The plan’s overarching goal to create “a region that works for everyone” has been a unifying force across the region and community partners.

CLEVELAND 2030 – ECONOMIC MOBILITY FRAMEWORK
Contact: Ira Kaplan, Community Leader and Committee member ikaplan@Beneschlaw.com
In 2018, City of Cleveland Mayor Frank G. Jackson convened a group of 15 community leaders to establish a 10-year strategy for inclusive economic growth. Together, they formed a board under the umbrella of a new nonprofit organization, Cleveland 2030. Charged with the task of making Cleveland a great city of the future, the Cleveland 2030 board of directors retained a nationally renowned team of consultants with experience designing strategies for urban communities across the country. This team consisted of Avalanche Consulting (prior to the firm joining EY), Ascendant Global, and EY QUEST. Cleveland 2030’s objective was to achieve a cultural shift in the core way the economy functions, creating a marketplace that rewards inclusion and makes our city more equitable. The goal is for all Clevelanders to have the tools they need to achieve prosperity, without barriers, and will experience measurable, transformative progress. Bringing Cleveland’s 2030 vision to reality required a proactive, multi-faceted approach. Collaboration, transparency, and accountability were fundamental to success. The first step in the process was to identify and begin eliminating barriers to economic inclusion in a concerted way. Five barriers, all interrelated, became the initial focus of the Cleveland 2030 Strategic Framework: education, capital and innovation, neighborhood vitality, wealth creation, and access to opportunities in the physical and digital world. Next, projects were recommended by the consulting team that would address these barriers in a strategic, prioritized way. Local leaders recognized that addressing these barriers also makes Cleveland a more competitive business location and all projects recommended by the consulting team support and enhance ongoing business attraction, retention, and startup activities and initiatives of Northeast Ohio economic development organizations.
Sample Strategy Framework

Getting from Goals to Tactics

Example framework:

Vision statement

A vision statement should reflect the goals, principles, and outcomes desired by the community

Goal 1

1.1

Tactics + priority projects

1.2

1.3

Goal 2

2.1

Tactics + priority projects

2.2

2.3

Goal 3

3.1

Tactics + priority projects

3.2

3.3

Foundational principles

Principle 1

Principle 2

Principle 3

Fundamental outcome

A summary phrase that points to the ultimate end-goal
## Proposed Project Timeline

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<td>Project Preparation and Kickoff with Client</td>
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<td><strong>Stakeholder Engagement: Design, Coordination and Facilitation</strong></td>
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<td>Strategy Committee Meetings (including Presentations)</td>
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<td>Interviews and Focus Groups</td>
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<td>Optional: Online Open Houses</td>
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<td>Optional: Facilitation toolkit</td>
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<td><strong>Workstream 1: Situational Assessment and Competitive Benchmarking</strong></td>
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<td>1.1 Economic and Demographic Assessment</td>
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<td>1.2 Competitive Benchmarking (Optional)</td>
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<td>1.3 SWOT Analysis</td>
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<td>1.4 Target Industry Opportunity Analysis (Optional)</td>
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<td><strong>Workstream 2: Strategic Plan Development</strong></td>
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<td>2.1 Vision Creation</td>
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<td>2.2 Goals and Objectives</td>
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<td>2.3 Tactics and Action Plan</td>
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<td>2.4 Performance Metrics</td>
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<td>2.5 Final Presentations and Deliverables</td>
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<td><strong>Phase 3: Economic Development Strategy Development</strong></td>
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<td>3.1 Community Capacity Analysis and Best Practice Research (Optional)</td>
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<td>3.2 Flight Plan: Corporate Attraction/Expansion (Optional)</td>
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<td>3.3 Flight Plan: Funding, Finance, and Incentives (Optional)</td>
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Ernst & Young LLP (together with its affiliate, Ernst & Young U.S. LLP, the “Partnership”) is a private limited liability partnership, and we do not distribute our financial statements to parties other than our partners, principals and lenders. However, the Partnership’s size and strong track record of success provide compelling evidence of our having the financial resources needed to serve the City of Stockton.

The Partnership is owned by approximately 3,600 US partners and principals and is a member of Ernst & Young Global Ltd., an organization whose locally-owned member firms operate under the “EY” brand name in approximately 150 countries around the world.

The Partnership is a substantial entity, with approximately 49,000 people working in the US. The Partnership’s fiscal year 2020 total revenues, which include expenses billed to clients and amounts billed to other EY member firms (i.e., inter-firm revenues), approximated US$15.8 billion.

The Partnership’s financial position as of the end of its most recent fiscal year (July 3, 2020) was strong, with total assets of US$5.9 billion, primarily consisting of cash and short-term investments and amounts due from clients which, together, represented approximately 73% of total assets. These available assets, coupled with significant unused bank lines of credit, provide the Partnership with levels of liquidity more than sufficient to fund our operations as well as our investment needs.

Capital and current accounts (representing the partners’ and principals’ cash in the Partnership), as well as long-term borrowings from various banks and insurance companies, represented approximately US$3.5 billion at July 3, 2020, of which approximately US$688 million represents long-term borrowings.

The Partnership’s long-term debt and revolving credit facilities are rated annually by Fitch Ratings, the debt rating agency. Fitch Ratings recently affirmed the Partnership’s ‘AA’ debt rating and its ‘Stable’ Rating Outlook. In reviewing the Partnership’s 2020 annual financial statements, Fitch Ratings, in its letter of October 27, 2020, stated that “The ratings reflect EYUS’s conservative financial profile, strong and stable cash flow and high client retention rates.” Fitch also stated that the Partnership’s “credit statistics have continued to remain strong as a result of strong cost controls and funded debt levels remain low relative to EBITDA and cash flow from operations.” The rating agency defines a AA rating as follows: “ ‘AA’ ratings denote expectations of very low default risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.”

In addition to maintaining a strong financial position, the Partnership maintains a comprehensive professional indemnity insurance program that is continually monitored and modified so as to provide coverage considered appropriate in the current operating environment. We believe our coverage is commensurate with that carried by the other Big Four firms.

We would be pleased to have our finance organization discuss the Partnership’s financial resources and stability with you at your request.
As part of our response to the RFP, we have reviewed the terms and conditions set forth therein. While we are willing to enter into an engagement agreement based upon the proposed terms, we do have comments about certain of those terms. We have set out those comments below. While we have tried to be thorough, we cannot guarantee we have identified all issues that may arise during the process of finalizing the engagement agreement. Our proposal to provide services is contingent on the execution of a mutually satisfactory engagement agreement between us and we expect to resolve any open items related to engagement terms to our mutual satisfaction.

Exhibit B Sample Contract – subsection 4 (exhibit. C) General Terms and Conditions

5. Ownership of Work.
Our clients generally own our reports and other deliverables provided to them, subject to restrictions on their distribution to third parties and our retention of ownership of certain data, modules, leading practices, and specifications developed or used by EY or its licensors, or to which EY otherwise has rights, including enhancements and improvements developed in the course of performing the services.

11. Termination.
Our agreements generally provide that we may terminate immediately if we reasonably determine that we can no longer provide the Services in accordance with applicable law or professional obligations.

13. Indemnity and Hold Harmless.
We generally neither request nor provide indemnities. We do on occasion agree to mutual indemnities with our clients for bodily injury or damage to tangible property to the extent directly caused by our negligence or misconduct, and for intellectual property infringement caused by our deliverables, subject to customary commercial exceptions.

We may need to seek certain changes to this section consistent with our firm policy on such matters. Waiver of subrogation for example, EY is a private company and as an accounting/audit Firm it operates in a highly regulated industry. As such, our compliance groups, including Independence, require that we are consistent in our terms and conditions with clients/vendors. We cannot be seen as providing more favorable terms to one client vs another client and thus don’t typically agree to waivers of subrogation.

18. Records and Audits.
We generally prefer to specify that we will make copies of our books and records available sufficient to substantiate our invoices.

We can agree to commercially reasonable confidentiality obligations. Confidentiality terms should provide that we may disclose information if required by law or professional standards and then we may provide client information to our subcontractors and to third parties providing us with administrative support services so long as such parties are bound by confidentiality obligations no less stringent than those to which we are bound.

20. Conflict of Interest.
As a firm with over 49,000 employees and 3,600 US partners, it would be difficult to assert that none of them are related to any employee of the City/State/University. We can confirm that no personal or business relationships have influenced this procurement or resulting contract.

Other matters.
Disputes/Arbitration/Mediation – In the event a client views our services as having been rendered otherwise than in compliance with the agreement our approach is to enter into good faith discussions with the client to arrive at a mutually acceptable resolution of the matter. Our firm policy favors the speedy and amicable resolution of disputes through mediation and arbitration conducted in accordance with the Rules for Non-Administered Arbitration of the CPR International Institute for Conflict Prevention and Resolution.

Limitation of Liability - We generally limit our total aggregate liability under an Agreement to the fees paid to EY for the services under which any liability is principally alleged to arise. We generally provide that EY will not in any case be liable for consequential, incidental, indirect, punitive or special damages, or attorney’s fees.
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: Ernst & Young LLP & Urban Policy Innovations

CONTACT NAME: Amy Holloway

ADDRESS: 401 Congress Ave. Ste. 3200
          Austin, TX, 78701

TELEPHONE NUMBER: 512-917-3815

EMAIL: amy.holloway@ey.com
PROPOSEN'T'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

FIRM

ERNST & YOUNG LLP

ADDRESS

AUSTIN, TX, 78701

SIGNED BY

AMY HOLLOWAY

TITLE OR AGENCY

NATIONAL DIRECTOR

TELEPHONE NO./FAX NO.

512-917-3815

DATE

3/25/2021

E-MAIL ADDRESS

amy.holloway@ey.com
NON-COLLUSION
AFFIDAVIT FOR INDIVIDUAL PROPONENT

STATE OF CALIFORNIA, ss.
County of ____________________________

(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Propponent.

(Signature Individual Propponent)

Subscribed and sworn to (or affirmed) before me on this __________ day of __________, 20__________
by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

---

AFFIDAVIT FOR CORPORATION PROPONENT

STATE OF CALIFORNIA, ss.
County of ____________________________

(insert)

being first duly sworn, deposes and says: That they are the ____________________________________________
of a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Propponent.

(Signature Corporation Propeneent)

Subscribed and sworn to (or affirmed) before me on this __________ day of __________, 20__________
by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

---

AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP

STATE OF CALIFORNIA, ss.
City of Stockton
County of San Joaquin Valley

(insert)

Amy Holloway, each being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership, designated as Ernst & Young LLP confirming that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Propponent.

(Signature)

Amy Holloway

Subscribed and sworn to (or affirmed) before me on this 24 day of March, 2021
by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

Rachel M. Holland
NOTARY PUBLIC
BUNCOMBE COUNTY, NC
MY COMMISSION EXPIRES 12-26-23

25
REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

ADDENDUM No. 1

DATE: 3/4/21

To All Potential Bidders:

A. This Addendum shall be considered part of the proposal documents for the above-mentioned project as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this Amendment shall govern and take precedence. PROPOSENENTS MUST SIGN THE ADDENDUM AND SUBMIT IT WITH THEIR PROPOSALS.

B. Proponents are hereby notified that they shall make any necessary adjustments in their estimates as a result of this Addendum. It will be construed that each proponent’s proposal is submitted with full knowledge of all modifications and supplemental data specified herein.

PLEASE NOTE THE FOLLOWING CHANGES TO REQUEST FOR PROPOSALS (RFP) ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

1. Can you share the budget range that has been established for this project?

Budget has not yet been determined but this project is estimated to cost $80,000-$120,000. Budgeted information is for informational purposes only and should not impact the thoroughness of the proponent’s fee schedule.

2. If a company is new, what does the City need to see from a financial perspective in order to be comfortable working with a new company?

Per Section 3.0.5, “the proponent must be able to demonstrate a good record of performing and have sufficient financial resources to ensure that they can satisfactorily provide the services required.”

All companies doing business with the City of Stockton are required to have a Stockton Business License.

3. If a company does not have past work examples and references for this type of work, but the founders, partners and employees do have relevant experience, would examples of past work and references, from individuals rather than the company, qualify? Will this reduce the likelihood of winning this contract?

Please submit all relevant experience for the City’s review. The City will review all proposals for sufficient qualifications.

4. Has a plan like this been prepared by or for the City of Stockton in the past? If so, who prepared it? When was it most recently prepared? Can it be made available for review?

A 5-year Economic Development Strategic Plan (EDSP) was created in 2015. Natelson Dale prepared the EDSP.
5. Sections 1.25 and 1.26 refer to a proposal security bond/cashiers checks and contract bonds in the amount of “N/A”. Please confirm this means that no Proposal Security checks or Contract Bonds are required to accompany the proposal documents.

Confirmed this section is N/A

6. Page 31 of the RFP shows an example statement of work. Would you like to see that type of statement of work in the proposal or is it put together collaboratively during the contracting phase?

Exhibit A – Statement of Work is part of the City’s standard agreement; if sections are applicable, the selected firm’s scope of work will be required to include within the Statement of Work.

7. If we opt to submit the proposal electronically, does a scan of the notarized version of the Non-Collusion Affidavit form and other forms requiring signature suffice?

Yes

8. Can companies from Outside USA can apply for this (like, from India or Canada)?

Yes. However, a foreign corporation, LLC, LP, LLP, etc. must be eligible to do business in the State of California. Please contact the California Secretary of State’s office regarding eligibility prior to submitting a proposal. Below is a link to the California Secretary of State’s website and a link to FAQs addressing the formation, registration, and licensing of foreign business entities in California. These links are being provided for convenience only and should not be considered a comprehensive list of requirements for foreign business entities.

https://www.sos.ca.gov
https://www.sos.ca.gov/business-programs/business-entities/faqs

Although we do not have limitations for submissions; it is strongly encouraged that the firm has done relevant work for familiarity.

9. Do we need to come to the City of Stockton for meetings?

Yes, it is imperative that the selected firm be engaged in the development process.

10. Can we perform the tasks (related to RFP) outside USA (like, from India or Canada)?

The City would prefer the selected firm be available and engaged during the development process.

11. Can we submit the proposals via email?

Proponents may submit proposals electronically to city.clerk@stocktonca.gov.

12. The RFP states “Please no more than 10 typed pages; we will allow up to 5 additional pages for illustrations, diagrams, and photographs.” Can you please specify which sections of a proposer’s response are included in the 10 page limit:

3.1 Cover Letter
3.2 Minimum Experience Qualifications Summary and Resumés
3.3 Management/Method of Operation
3.4 References
3.5 Financial statement
3.6 Corp structure, organization

Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:

Company Name
Ernst & Young LLP

Contact Person
Amy Holloway

Signature
[Signature]

Date
3/25/2021

Proposals Due – Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov.

----------------------------------City of Stockton Use Only below this line----------------------------------

Addendum acknowledged and signed? __________ (Procurement Specialist’s initial)
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: JFF (Jobs for the Future, Inc.)

CONTACT NAME: Ana Gutierrez

ADDRESS: 505 14th Street #340

Oakland, CA 94612

TELEPHONE NUMBER: 925-522-1273

EMAIL: agutierrez@jff.org
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPOSEN'T'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be 'A Jurat' notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

Jobs for the Future, Inc.

FIRM

Signed By

505 14th Street #340, Oakland, CA 94612

ADDRESS

Brian Douglas, Chief Operating Officer

TITLE OR AGENCY

March 25, 2021

DATE

617-728-4446, ext.227

TELEPHONE NO./FAX NO.

bdouglas@jff.org

E-MAIL ADDRESS

Contact for City of Stockton:

Ana Gutierrez, Senior Director
agutierrez@jff.org
No. 1
AFFIDAVIT FOR INDIVIDUAL PROONENT
STATE OF CALIFORNIA, ss.
County of ________________________ (insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Individual Proponent)

Subscribed and sworn to (or affirmed) before me on this __________ day of ____________, 20__________

by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal __________________________

Signature ______________________

No. 2
AFFIDAVIT FOR CORPORATION PROONENT
STATE OF CALIFORNIA, ss.
County of __________ (insert)

Brian Douglas being first duly sworn, deposes and says: That they are the __________ of ________________ a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

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by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal __________________________

Signature ______________________

No. 3
AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP
STATE OF CALIFORNIA, ss.
County of ________________________ (insert)

each being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership, designated as ________________________________ who is the party making the foregoing bid; that the other partner, or partners, are in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

(Signature)

Subscribed and sworn to (or affirmed) before me on this __________ day of ____________, 20__________

by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal __________________________

Signature ______________________
REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

ADDENDUM No. 1

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   3.2 Minimum Experience Qualifications Summary and Resumés
Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

**BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:**

Company Name: Jobs for the Future, Inc.

Contact Person: Brian Douglas, Chief Operating Officer

Signature: [Signature]

Date: March 25, 2021

**Proposals Due**—Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov.

----------------------------------------------------------------------City of Stockton Use Only below this line----------------------------------------------------------------------

Addendum acknowledged and signed? [Initial]

[Procurement Specialist's initial]
March 25, 2021

City Clerk
City of Stockton
425 North El Dorado Street
Stockton, CA 95202-1997

Re: Response to City of Stockton RFP for an Economic Development Strategic Action Plan (PUR 21-001)

To Whom It May Concern:

JFF (Jobs for the Future) is proposing to build on and highlight the Stocktonian spirit in developing an economic development strategic plan that is ready for activation. With over 35 years of experience, and offices in Boston, MA, Washington, DC, and Oakland, CA, JFF is the national leader in bridging education and work to ensure access to economic advancement for all. Across the country, we work closely with state and local partners to assist workforce, education, and employment programs to efficiently utilize available resources, align programs with labor market demand, develop innovative sector-based career pathways, and maximize impact through inclusive economic development.

Stockton has much to be proud of in its geographic position, logistics capacity, diverse population, powerful efforts to create a thriving 21st century city. In California, JFF’s Inclusive Regional Economic Development (IRED) Unit, seeks to create an equitable and resilient economy that everyone can contribute to and benefit from, no matter who you are or where you live. Our system change lens and leadership principles will help build enabling conditions for economic growth, resiliency, and recovery in Stockton.

We believe that JFF is uniquely positioned to be a thoughtful, supportive and technically savvy partner to Stockton because of several factors:

- Our experience in similar Californian regions like Fresno, the Inland Empire, Monterey Bay / Salinas provides us with the experience and perspective that can support Stockton Advantage’s goals.
- Our values, approach and perspectives will be a strong complement to Stockton’s local pride and spirit.
- Our expertise in building cross sectoral bridges for the purpose of strengthening existing resources and assets is well documented in over 35 years of experience across the country.

We are excited about this opportunity to work with the City on this critically important project. Thank you in advance for your consideration of our proposal. If you have any questions or need additional information, please do not hesitate to reach out to my colleague Ana Gutierrez at agutierrez@jff.org or 925-522-1273.

Sincerely,

Brian Douglas
Chief Operating Officer
Minimum Experience Qualifications Summary and Resumés

With over 35 years of experience, and offices in Boston, MA, Washington, DC, and Oakland, CA, JFF is the national leader in bridging education and work to ensure access to economic advancement for all. Across the country, we work closely with state and local partners to assist workforce, education, and employment programs to efficiently utilize available resources, align programs with labor market demand, develop innovative sector-based career pathways, and maximize impact through inclusive economic development. In California, JFF applies a system change lens and leadership principles to help cross-sector actors build the regional and place-based enabling conditions for economic growth, resiliency, and recovery.

JFF has a proven track record of providing high-impact technical assistance (TA) services to state and local public agencies, nonprofits, educational institutions, and employers across the country, including comprehensive asset mapping in regions, development of strategic plans, broad and targeted TA on plan implementation, and creation and facilitation of robust communities of practice. In California, JFF works to develop the region-specific enabling conditions for economic security and mobility by building the capacity of local leaders, elevating community voice, and infusing diversity, equity, and inclusion into program planning and design. JFF brings specific expertise in supporting inclusive economic development through public-private-civic partnerships in regions throughout California. Through this work, JFF has learned that successful and sustainable public-private partnerships require that leaders and practitioners be able to work across sectors, systems, and, in many cases, across jurisdictions.

Examples of JFF’s recent work that demonstrate our approach to providing regional TA include: (please see addendum for additional examples)

- **Fresno DRIVE.** JFF has been a consultant partner in the DRIVE initiative, a collaborative, cross-sector effort to develop a 10-year investment plan to support an inclusive, vibrant, and sustainable economy in the greater Fresno region. Beginning in summer 2019, the DRIVE process engaged over 300 regional leaders in developing 18 fundable initiatives in the three focus areas of economic development, human capital, and neighborhoods. Partnering with the Central Valley Community Foundation, JFF facilitated the working groups charged with co-designing several of the human capital initiatives. Our work engaged cradle-to-career nonprofit organizations, education institutions, workforce boards, employers, healthcare providers, neighborhood councils, housing and economic developers, and government partners. JFF’s role included supporting the Fresno Business Council, in partnership with the San Joaquin Manufacturing Alliance and the Fresno Regional Workforce Development Board, in creating an investment plan for upskilling and reskilling in the Fresno region.

- **Inland Economic Growth and Opportunity Initiative (IEGO).** JFF is the lead facilitator and project manager for IEGO, a strategic agenda and implementation plan for advancing inclusive growth and opportunity in the region of Riverside and San Bernardino counties. In the wake of the unprecedented crisis created by COVID-19, JFF convened public-private stakeholder working groups and supported the development of a cluster strategy investment plan focused on sustainable logistics to grow quality jobs, environmental sustainability, and inclusive economic growth. We have also helped catalyze sector development in advanced manufacturing and in emerging industries such as cybersecurity/IT and green tech. Through this work, JFF is learning more about effective strategies to account for the substantial micro-regional differences across such a vast geographic area and to foster economic collaboration and coordination on issues such as land-use planning and braided funding.

We see an incredible opportunity for Stockton to strengthen inclusive economic development through our TA. Our deep expertise in the California education and workforce systems and regional TA for aligning and coordinating efforts between diverse stakeholders, coalescing around shared data-driven priorities and strategies, and capacity-building for local leaders, will ensure successful implementation of the City’s plans to increase regional economic competitiveness, create better jobs, and provide economic mobility opportunities for more Stocktonians.
Project Team

**Daniel Han** (Project Lead and Key Management) is a director at JFF. Daniel Han has 10+ years management consulting experience in tackling complex challenges and bringing clients along a customized journey through data-driven problem solving, transformation, and implementation. With experiences across public, private, and non-profit sectors, he brings an interdisciplinary approach to civic challenges with a focus on inclusive economic development, cross-sector partnerships, and community engagement. Prior to joining JFF, Daniel served as a FUSE Executive Fellow and consultant for the City of Long Beach Economic Development Department on inclusive entrepreneurial ecosystem, equitable access to inclusive capital for underserved entrepreneurs, and small business technical assistance.

**Ana Gutierrez** (Project Advisor and Key Management) is a senior director at JFF. She currently leads JFF’s Inclusive Regional Economic Development Unit in California and engages in research to better understand how cities and regions can lead the way in establishing equitable systems that lead to economic mobility. In addition to enjoying a 14-year career as a teacher at a public high school and at a community college, she has held various leadership positions as a member of a nonprofit board of directors and as an elected official in city government. Driven by a love of learning and places, Ana seeks to understand better ways to tackle the structural barriers (such as generational poverty, housing inequities, health problems, and adverse environmental conditions) that prevent so many people from achieving educational advancement and economic mobility.

**Molly Dow** (Project Manager) is a program manager at JFF. Molly has worked in the nonprofit and public spheres for more than seven years, supporting causes ranging from education and the arts to migration and community development. She came to JFF after her graduate studies, where she collaborated on projects such as building an updatable, advocacy-focused database of state and county immigration legislation for the New York Immigration Coalition; conducting research around healthy housing, water recycling, urban infrastructure, and corruption; and co-hosting an international symposium on representation in migration policy and practice.

Resumes of the Key Management Team (Daniel Han and Ana Gutierrez) are provided below.

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** DANIEL HAN  
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**EXPERIENCE**

**Director, Inclusive Regional Economic Development Unit, Jobs for the Future, Oakland, CA 2021-present**

- Focus on disrupting traditional ways in which regions and states pursue economic development, and developing prototype for how JFF can work more deeply in states to integrate systems changes in education, workforce development, business attraction, land use development, impact investment, and other areas inextricably connected to creating equal opportunities for community members

**Independent Consultant, Economic Development, Greater Los Angeles Area, CA 2020-present**

City of Long Beach Economic Development Department | Los Angeles Chamber of Commerce Bixel Exchange

- Created user-centered Direct Technical Assistance Program, including implementation playbook, for Equity Applicants pursuing cannabis business ownership using a hypothesis-driven, fact-based approach to problem solving
- Built capacity of front-line business navigators with knowledge and toolkits so small businesses have equitable access to inclusive capital in response to COVID-19; led project management efforts to secure $2M grant for small business revolving loan fund

**Fuse Corps Executive Fellow, City of Long Beach Economic Development Department, Long Beach, CA 2018-2019**
Investing in Economic Inclusion to Unlock Broad-Based Growth

- Created user-centered Direct Technical Assistance Program, including implementation playbook, for Equity Applicants pursuing cannabis business ownership using a hypothesis-driven, fact-based approach to problem solving
- Built capacity of front-line business navigators with knowledge and toolkits so small businesses have equitable access to inclusive capital in response to COVID-19; led project management efforts to secure $2M grant for small business revolving loan fund

**Vice President, Management Consulting Group, City National Bank, Los Angeles, CA 2017-2018**

- Developed strategic roadmap for executive leadership to prioritize and implement key technology and operational initiatives to restructure the Residential Lending department
- Facilitated on-going stakeholder management of 30+ executives, managers, and staff across two legal entities to ensure alignment and maintain transparency throughout implementation

**Other Positions**


*Manager, Senior Consultant, Ernst & Young, LLP- Advisory Services, New York, NY 2012 – 2015*


*Financial and Marketing Analyst Intern, Center for Community Self Help, Non-profit Community Development Financial Institution Durham, NC Summer 2011*


*Economic Development Volunteer, Peace Corps Of The United States, Kalasin, Thailand 2005 – 2007*

**EDUCATION**

*Duke University, Sanford School of Public Policy*, Master of Public Policy, Concentration in Macroeconomic Policy, May 2012

*University of Pennsylvania, College of Arts & Sciences*, Bachelor of Arts in Economics and International Relations, May 2004

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**ANA GUTIERREZ**

**EXPERIENCE**

*Senior Director, Associate Director, Senior Program Manager, Inclusive Regional Economic Development Unit, Jobs for the Future, Oakland 2016-present*

- Technical assistance provider to regional cross-sector and cross-agency stakeholders in education, workforce and industry
- Primary and secondary research on career pathways, industry engagement, and career technical education across educational segments (secondary, postsecondary and workforce training providers)
- Technical assistance provider to California state leadership through the Pathways to Prosperity Network
- Editing and revising for initiative research including the California Career Pathways Trust, Linked Learning Regional Hubs of Excellence
Tenured English Professor, Los Medanos College, 2007-2015

- Management of department program implementation and assessment; data collection for program assessment and setting campus wide student achievement targets
- Chair of college English department; conducted employee hiring, staffing and performance evaluations
- Created software training workshops of data collection management system for staff
- Creation of multidisciplinary courses and career technical education pathways
- Conducted educational performance analysis using national, state and regional education data for school programs and student achievement
- Federal grant writing for college/non-profit partnership
- Creation of study abroad program and scholarship for underprivileged college students

Educational Consultant, City of Pittsburg, 2008-2009

- Conducted educational research with a team to determine how national, state and municipal resources could be used to address the effects of regional poverty (unemployment, crime, low educational attainment) for ethnic minorities through integrated municipal and education development goals
- Contributed to and edited final policy research report with findings and policy recommendations for the region
- Planned and conducted seminars and workshops with external education experts
- Presented findings to key stakeholders in education, government and non-profit organizations
- Co-coordinated the development of a teacher preparation pathway between the regional K-12 system, community college and university teacher credentialing institution

English Teacher, Liberty High School, 2001-2007

- Full-time English Teacher in a Health Careers Academy

EDUCATION


Master of Education (M. Ed.), National University, 2007

Bachelor of Arts (B.A.) English Literature and Molecular and Cell Biology: emphasis Neurobiology, University of California, Berkeley, 2000

OTHER PROFESSIONAL ACTIVITIES

Board of Directors, Treasurer, Grant writer, Village Community Resource Center, Brentwood, CA, 2006 – 2013

City Councilmember/Vice Mayor, City of Brentwood, San Francisco Bay Area 2002-2006

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3. Management/Method of Operation

Project Philosophy

Citizens of Stockton are entrepreneurs, small business owners, workers, students, and residents. As the most diverse city in the US and with a 140,000+ diverse labor force, JFF believes in an equitable and inclusive approach to economic development in Stockton with the people of Stockton at the core of the economic development planning process.
JFF proposes a place-based strategy to develop the Economic Development Strategic Action Plan for the City of Stockton. A place-based strategy focuses on three key strategic components that support the economic growth and prosperity of Stockton: human capital, economic development, and neighborhood conditions. One true strength of a place-based strategy is it removes ‘silos’, if any, across economic actors, organizations, resources, and initiatives; and encourages cross-sector partnership and inter-dependencies.

**Human Capital** is a key driver for economic development. The diverse labor force of Stockton represents the local and regional economy. Ongoing changes to the economic landscape call for adaptive and/or transformative education and workforce planning. It is important for the City of Stockton to be ahead of the curve to ensure that K-16 education, career pathways, skills building and credential attainment strategies, and job quality are aligned with future needs in a more inclusive regional economy.

**Economic Development.** JFF proposes to focus economic development using an inclusive entrepreneurial ecosystem model that promotes entrepreneurship and small business (creation, retention, and growth). Economic development is dependent on human capital as a key driver for incubating and/or accelerating start-ups and developing a talent pipeline to fill those jobs created by economic growth. One potential example of economic development in Stockton is creating a Supplier Diversity Program that supports diverse small business in strong industry clusters, such as transportation and logistics. JFF also proposes to further explore the City of Stockton’s economic development opportunities beyond its local boundaries.

**Neighborhood Conditions** is based on the diverse cultures and demographics of each key neighborhood in Stockton. It is challenging to invest in human capital and grow a local economy without a community that supports it. The communities should collectively align with and support the overall vision and story of Stockton. JFF proposes assessing community needs (e.g., transportation, parks & facilities, health, education, housing, safety & security, environment) to ensure that the City provides a safe, healthy, and vibrant community for local businesses, workforce, and families to thrive in.

**Illustration - Place-based Strategy Framework Applied to City of Stockton’s Goals:**

<table>
<thead>
<tr>
<th>Category</th>
<th>City's Goal</th>
<th>Human Capital</th>
<th>Economic Development</th>
<th>Neighborhood Conditions</th>
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<tr>
<td><strong>General</strong></td>
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<tr>
<td></td>
<td>Tell the Stockton Story</td>
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<td></td>
<td>Make Data-Driven Decisions</td>
<td>✔</td>
<td>✗</td>
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<td><strong>Entrepreneurship</strong></td>
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<tr>
<td></td>
<td>Continue to Build a Thriving Entrepreneur Ecosystem</td>
<td>✔</td>
<td>✗</td>
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<tr>
<td><strong>New Business, Retention, and Expansion</strong></td>
<td>Develop a Robust Economic Development Toolkit</td>
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<td>✗</td>
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<tr>
<td></td>
<td>Attract and Retain High Caliber Businesses</td>
<td>✔</td>
<td>✗</td>
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<tr>
<td><strong>Small Business</strong></td>
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<tr>
<td></td>
<td>Support Small Businesses by Serving Their Needs</td>
<td>✔</td>
<td>✗</td>
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<tr>
<td><strong>Workforce Development</strong></td>
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<td></td>
<td>Defining Our Role in Workforce Development</td>
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The illustrative framework demonstrates how the City’s existing goals can be woven together with JFF’s place-based strategy in human capital, economic development, and neighborhood conditions. Below, please find the
proposed process indicating how JFF plans to drive an equitable and inclusive approach to the Economic Development Strategic Action Plan.

Project Objectives

Drawing on our breadth of experience and partnerships as well as our active network of education and community-based leaders throughout California, JFF will implement a mixed-methods approach that includes three phases: (1) coalition building and qualitative research, (2) community-based action research and field engagement, and (3) strategic action plan and community presentation. The process will culminate in a stakeholder convening to present the final plan.

1. Create an ambitious, innovative, and actionable plan for the City of Stockton to achieve inclusive economic development, with a focus on supporting small businesses, entrepreneurs, business attraction and retention, and workforce strategies.
2. Employ an inclusive planning process by bringing together stakeholders representing the rich diversity of Stockton’s residents, youth, labor, CBOs, public agencies, educational institutions, and businesses to embed diverse perspectives and gain buy-in for implementation.
3. Advance the narratives about the transformation of Stockton through inclusive economic development and cross-sector partnerships.
4. Create an accessible toolkit for businesses and economic development practitioners at multiple levels.

Scope of Work

1.0: Coalition Building and Qualitative Research [July – September 2021]

JFF has learned that successful implementation of an inclusive economic development plan requires coalition building among community stakeholders. We will begin by engaging the existing ecosystem of Stockton stakeholders in meaningful inquiries about talent gaps, workforce needs, entrepreneurship efforts, and find solutions to address them together. We will then convene stakeholders in a virtual community meeting to discuss our early findings, receive feedback, and collaboratively generate new ideas for best practice and program improvement.

Priority Focus Question: How can the rich ecosystem of stakeholders focused on economic development, education, and community development drive excitement among a coalition of implementation partners?

Activities:

- Mapping, outreach and engagement for current and prospective stakeholders
- Collect literature and data on recent (within 10 years) Economic Development efforts in Stockton
- Conduct interviews with researchers, advocates, and direct service providers around the current landscape
- Synthesize descriptive quantitative and qualitative data to describe assets, needs and disproportionate impacts on different regions and districts
- Hold stakeholder convening to present initial findings and develop buy-in for input process

Deliverables:

- **Landscape Analysis & Network Mapping Memo.** This first phase will begin with a literature review and identification of key stakeholders’ interests, concerns and ideas. Informed by expert perspectives and data landscaping, we will build upon existing Stockton criteria to determine areas of community input for the Economic Development Plan. We will identify factors such as economic performance, market shifts, industry trends, and other critical data necessary to attract investment and jobs and show residents and policy makers where improvements are needed.
- **Kick off convening.** JFF will convene key Stockton leaders to test initial findings, gather additional data, and develop collaborative relationships in this community of like-minded practitioners.
2.0: Community-based Action Research & Field Engagement [October 2021 – March 2022]

JFF will focus on deep engagement with Stockton stakeholders in the second phase. We will interview representatives from each district, along with partner social service agencies, to understand how economic development approaches have been utilized, what practices have proven most effective at meeting the goals, what pitfalls must be avoided, and what principles should guide future investment. We will also ask district representatives about barriers and ideas for collecting meaningful data, measuring outcomes, and creating a mechanism for district feedback.

Interview protocols will highlight Stockton’s unique community with an emphasis on understanding cultural relevance, leaning on community-based organizations to uplift new narratives that challenge negative perceptions, attract investments, celebrate accomplishments and inspire others.

We will seek to differentiate the needs of small businesses at different entrepreneurship levels that exist throughout the region. We will identify programs and services that support small business success, as well as connect them to funding opportunities. We anticipate a reduction in the city’s carbon footprint as shop local opportunities increase.

**Priority Focus Questions:** What are compelling ideas to drive economic development in Stockton? Where are the gaps and opportunities for growth to support entrepreneurship at different levels? What are other perspectives on building economic development opportunities in Stockton that we can address?

**Activities:**
- Study analogous economic development programs for data collection, outcome measurement, and continuous feedback methods
- Engage community leaders through listening sessions inquiring about several areas from multiple stakeholder groups

**Deliverables:**
- **Draft Memo.** JFF will draft an initial set of recommendations to inform the final action plan and toolkit.
- **Virtual Listening Sessions.** JFF will host virtual listening sessions to provide space for community leaders to discuss and give feedback on recommendations.

3.0: Strategic Action Plan and Community Presentation [April – June 2022]

In the final phase, we synthesize our learnings from the past two phases into two key deliverables: The Economic Development Strategic Action Plan and a virtual stakeholder presentation.

**Priority Focus Questions:** How can we position the City of Stockton to act on a robust inclusive economic development strategy?

**Activities:**
- Complete final analysis and development of the Action Plan and Toolkit
- Engage stakeholders and create space for them to convene

**Deliverables:**
- **Final Economic Development Strategic Action Plan and Toolkit Produced.** JFF will produce a two-part document that outlines an action plan for the City of Stockton to grow quality jobs, generate tax revenues, and increase wealth for its residents and businesses and a toolkit that includes incentives and programs that will attract new businesses, retain, and expand existing businesses, and provide support to small businesses and entrepreneurs. The toolkit would be tailored to include local, state, and federal incentives and programs that will best drive the Stockton economy.
• **Community Presentation.** JFF will share the final plan and toolkit with all Stockton stakeholders in a closing virtual community webinar.

<table>
<thead>
<tr>
<th>Work Plan</th>
<th>Estimated Dates</th>
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<tbody>
<tr>
<td><strong>Phase 1: Coalition Building and Qualitative Research</strong></td>
<td>July - September 2021</td>
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<td>Mapping, outreach and engagement for current and prospective stakeholders</td>
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<td>Synthesize descriptive quantitative and qualitative data to describe assets, needs and disproportionate impacts on different regions and districts</td>
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<tr>
<td>Initial stakeholder convening presenting initial report and developing buy in for input process</td>
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<tr>
<td><strong>Deliverable:</strong> Landscape Analysis and Network Mapping Memo; Kickoff Convening</td>
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</table>

| **Phase 2: Community-based Action Research & Field Engagement** | October 2021 - March 2022 |
| Study analogous economic development programs for data collection, outcome measurement, and continuous feedback methods | |
| Conduct listening sessions inquiring about several areas from multiple stakeholder groups | |
| **Deliverables:** Draft Memo; Virtual Listening Sessions | |

| **Phase 3: Strategic Action Plan & Community Presentation** | April – June 2022 |
| Complete final analysis and development of the Action Plan and Toolkit | |
| Engage stakeholders and create space for them to convene | |
| **Deliverables:** Final Economic Development Strategic Action Plan and Toolkit; Community Presentation | |

4. **References**
Provide a list of references with current contact person, e-mail address and phone number who may be contacted regarding firm performance.

1. Ashley Swearengin, President and CEO, Central Valley Community Foundation
Ashley@centralvalleycf.org 559-226-5600
2. R. Michelle Decker, President and CEO, Inland Empire Community Foundation mdecker@iegives.org 951-241-7777 ext. 112
3. Deborah Nankivell, CEO, Fresno Business Council
dnankivell@fbc.org 559-366-0425
4. Kim McNulty, Vice President, Regional Strategy, OneFuture Coachella Valley kim@onefuturecv.org 760-625-0422

5. **Financial Statement** (See JFF’s most recent audited financial statements in separate attachment.)

6. **Corporate Structure, Organization**
JFF is organized as a non-profit Section 501c3 corporation. It is governed by a nine-member volunteer board of directors, and is comprised of seven major program divisions - Advancement, Learning, Work, Research & Analytics, Policy, JFFLabs, and the Inclusive Economic Development or “IRED” Unit (which would execute this project) – which are supported by organizational services units, including finance, communications, and HR. Founded in 1983, JFF began as a regional nonprofit working with a few states to assess their workforce needs, assisting employers find skilled workers, and helping workers move into higher wage jobs. Since then, JFF has become a national leader in workforce development and education, working across sectors to improve labor market outcomes for youth and adults, particularly for individuals who are low income and face barriers to economic mobility. Proposed project personnel are Daniel Han (Principal in Charge/Key Personnel), Ana Gutierrez (Key Personnel), and Molly Dow. (See resumes of the two Key Personnel above in Section 2.)
In Section 2, we provided a description of two major regional planning projects of a similar nature that have been successfully undertaken by JFF’s California-based IRED Unit – Fresno Drive and the Inland Empire Growth and Opportunity Initiative. The following are additional examples of relevant IRED Unit projects:

- **21st Century Pathways to Health Careers.** The California Endowment made a multi-year investment to empower youth and residents from the 14 Building Healthy Communities sites and other chronically underserved regions to enter and advance in the healthcare workforce. The Endowment funded JFF to deliver a suite of customized TA, which included intensive one-on-one support, in-person convenings, virtual trainings, and peer learning opportunities. The purpose of the initiative was to expand the capacity of California’s health systems to provide high-quality and cost-effective care through a focus on reengineering the health workforce to be representative of its roots in diverse communities.

- **Salinas Valley Regional Sector Partnerships.** JFF completed an 18-month project in which it helped five cities in the Salinas Valley (CA) work together to develop regional sector partnerships in agriculture and healthcare. JFF’s role included extensive asset mapping across the five cities; detailed labor market information analysis; in-person regional trainings on using labor market information to enhance program development and engage job seekers; recommendations on governance structure and staffing support; and assistance in selecting the intermediary to support the partnerships, the community college that serves the region.

- **JFF’s Future Ready California Network.** Launched in 2018, the Network is focused on the capacity building of key regional and state leaders working across institutional, regional, and sectoral boundaries. The network is mobilizing around the future of community growth, and we are co-designing policies and prototypes with leaders on the ground to address some of the neighborhood-level conditions needed for inclusive prosperity. Most recently, the network, in partnership with Turning Basin Labs, conducted a participatory research project that mobilized worker-researchers to investigate alternative business models that prioritize worker well-being and job quality, with a particular attention to the needs of low-wage earners and independent contractors. The research culminated with a report and well-attended virtual convening focused on how leaders and systems can put workers at the center of their efforts and find solutions that improve job quality as we rebuild our economy and drive recovery efforts in our state.

JFF also has deep content expertise in building out inclusive apprenticeship models through its Center for Apprenticeship and Work-Based Learning. Current Center projects include:

- **Apprenticeship Inclusion Models.** JFF is a core partner with Social Policy Research Associates (SPR) and Wheelhouse group on this U.S. DOL’s Office of Disability Employment project to expand career pathways for people with disabilities. The project is currently wrapping up, and JFF took the lead on designing the TA plan, which included both group and individualized supports.

- **Expanding Apprenticeship to Opportunity Youth.** JFF is the prime on this U.S. DOL Office of Apprenticeship project through the Apprenticeship Expansion and Modernization Fund. Together with key partners SPR, National Association of Workforce Boards, District 1199C Training & Upgrading Fund, and the Center for Rural Strategies, JFF has the goal to enroll 700 Opportunity Youth into a Registered Apprenticeship pathway by June 2022 as well as build the capacity in the field to serve Opportunity Youth.
3.0.9 SUPPLEMENTARY MATERIALS

The following pages contain materials that demonstrate JFF’s ability to convene partners; integrate best practices, research, and innovative approaches; and translate that information into a set of investible priorities.

1) **DRIVE: Developing the Region’s Inclusive and Vibrant Economy**, 2-page snapshot. JFF supported the development of the Human Capital section, which starts on page 53.

2) **Transforming the Logistics and Supply Chain Industry in the Inland Empire: An Investment Plan for the Excellence in Logistics and Supply Chain Management Consortium**, 2-page snapshot. JFF facilitated the development of this investment plan through an inclusive planning process with multiple regional leaders.
The Fresno DRIVE Initiative

The Fresno DRIVE Initiative is a 10-year Community Investment Plan drafted with input from a 300-person steering committee representing over 150 organizations in the Greater Fresno Region. The composition and scope of the DRIVE coalition is unprecedented, representing a diverse group of civic, community, and business leaders who collectively sought to answer the question,

“What would it take to fundamentally transform the Greater Fresno Region by 2030 and create opportunities for all residents to achieve real economic mobility by fostering an economy that is inclusive, vibrant and sustainable?”

The DRIVE coalition undertook a four-month, intensive process to:

1. Assess baseline data on Fresno’s economy, human capital, and neighborhood quality;
2. Align on a 10-year aspirational vision for inclusive economic development;
3. Identify the key actions and investments needed to achieve the 10-year vision; and
4. Determine the community impact of those investments.

The draft DRIVE Community Investment Plan was supported with strategy development, research and consulting from McKinsey & Company, The Brookings Institution, the Urban Institute, Jobs for the Future, and the Central Valley Health Policy Institute at Fresno State, and with funding from the James Irvine Foundation and the Kresge Foundation.
The Draft DRIVE Community Investment Plan began with a community-wide inventory of existing initiatives directly relating to DRIVE’s 10-year vision and focus on economic development, human capital, and neighborhood development. In total, 125 initiatives were reviewed, categorized, and assessed for inclusion based on their alignment, momentum and community buy-in, impact, feasibility, and diversity of impact. The assessment process, based on national best practices and coordination efforts with external experts, resulted in 25 major investment themes, which were ultimately developed into the 19 community investment initiatives summarized below.

### Our Roadmap

#### The Draft DRIVE Community Investment Plan (At-A-Glance)

Developing the draft DRIVE Community Investment Plan began with a community-wide inventory of existing initiatives directly relating to DRIVE’s 10-year vision and focus on economic development, human capital, and neighborhood development. In total, 125 initiatives were reviewed, categorized, and assessed for inclusion based on their alignment, momentum and community buy-in, impact, feasibility, and diversity of impact. The assessment process, based on national best practices and coordination efforts with external experts, resulted in 25 major investment themes, which were ultimately developed into the 19 community investment initiatives summarized below.

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<th>Economic Development</th>
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<th>Neighborhood Development</th>
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<tbody>
<tr>
<td>Fresno-Merced Food Innovation Corridor</td>
<td>Upskilling</td>
<td>Wealth Creation in Communities of Color</td>
</tr>
<tr>
<td>Forms a public/private partnership involving UC Merced, Fresno State, and private enterprise making the Fresno / Merced High Speed Rail corridor the “precision food systems” tech corridor of California.</td>
<td>Upskill 22,000 high school and community college CTE students with work-based learning opportunities and provide 25,000 low-income / under- and unemployed adults with case management and flexible job training.</td>
<td>Materially closes the wealth gap by providing long-term savings bonds for 30,000+ children, supports emergency and long-term savings for 30,000 adults, provides low- and no-interest loans for 20,000 low-income minority households; enables 7,200 residents to be a part of commercial real estate ownership; and provides homeownership support for 7,200 residents.</td>
</tr>
<tr>
<td>Betting Big on Small Businesses Owned by Women and People of Color</td>
<td>Pre-Conception to Five</td>
<td>Downtown 2.0</td>
</tr>
<tr>
<td>A 'best in class' small business support initiative including a $102M fund impacting 2,500 small businesses owned by women and people of color, creating 6,000 jobs.</td>
<td>Supports 139,654 children ages 0-5 and their families through evidence-based programs to improve early childhood and lifelong outcomes.</td>
<td>Community development solutions that re-center investment focus away from greenfield development and back onto Central Fresno by supporting the downtown economy, high speed rail station area development, and the region’s most robust cultural assets.</td>
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<tr>
<td>Second Office Fresno</td>
<td>Integrated Data System</td>
<td>Fresno Opportunity Corridor</td>
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<tr>
<td>Targets small and medium sized firms in congested parts of California with a “patient capital” venture fund that supports second office locations in Fresno.</td>
<td>Building the cultural and technical infrastructure for longitudinal, cross-agency data sharing, starting with a proof-of-concept pilot for 20,000 children ages 0-5 and their families.</td>
<td>An 11-mile transit corridor in south and central Fresno that fosters healthier, more prosperous, sustainable and better connected neighborhoods through infill and equity-based Transit Oriented Development.</td>
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<tr>
<td>Next Generation Aviation</td>
<td>College Completion+</td>
<td>Civic Infrastructure for Low Opportunity Neighborhoods</td>
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<tr>
<td>An end-to-end talent pipeline and training program designed to capture the emerging electric aviation market and develop the blueprint for a world-class electric aviation testing lab and innovation hub.</td>
<td>A multi-pronged strategy aimed at adding 30,000 bachelor degrees in Fresno by 2030.</td>
<td>A ‘next generation’ model for civic infrastructure that advances place-based, resident-centered strategies in 16 of the 32 under-resourced, extreme poverty neighborhoods in Fresno.</td>
</tr>
<tr>
<td>Water for All</td>
<td>Integrated K-16 System in High Growth Sectors</td>
<td>Permanent Affordable Housing</td>
</tr>
<tr>
<td>A suite of investment proposals to ensure water demands of urban, agricultural, environmental, and disadvantaged communities are met.</td>
<td>In partnership with the Governor’s Council on Higher Education, an integrated K-16 system graduating 8,700 students by 2030.</td>
<td>Overcoming barriers to equitable, affordable housing by creating, renovating and ensuring access to over 12,000 quality, affordable units by 2030.</td>
</tr>
<tr>
<td>Sites &amp; Spaces*</td>
<td>Teacher Workforce</td>
<td></td>
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<tr>
<td>* In development</td>
<td>Attraction and retention for teachers resulting in 500 new teachers, diversifying the workforce, and supporting 1,150 teacher-leaders.</td>
<td></td>
</tr>
<tr>
<td>Fresno Attracts Talent</td>
<td>UCSF Fresno Medical School Campus</td>
<td></td>
</tr>
<tr>
<td>A multi-media campaign to counteract “brain drain” resulting in the attraction of 4,000+ people with bachelor degrees in targeted areas.</td>
<td>Expand the impact of a world-class medical school to Fresno and the Central Valley to improve health outcomes.</td>
<td></td>
</tr>
</tbody>
</table>
About IEGO and the Inland Empire’s Inclusive Economic Development Efforts

For years, efforts have been underway across the Inland Empire to support learners, workers, and the community. That work created pockets of activity that has yielded some progress, yet challenges persist to expand their reach and transform the region. The work to change economic and educational outcomes for the region is seen in the commitment of leaders across educational institutions, public agencies, industry organizations, labor groups and worker rights advocates, housing advocates, and environmental justice groups. This commitment has led to increasing collaboration across the counties and across educational systems where leaders continue to push through the challenges of working across sectors and jurisdictions in order to create more opportunities for Inland Empire residents.

The two-county region has experienced considerable economic growth in the last several years, but this growth has not yet successfully translated into shared prosperity for all. The two-county region ranks as one of the poorest of its size nationally, in terms of economic inclusion, average standard of living, and population living below the poverty line. Faced with this stark regional inequity, a diverse set of community, industry, and public-sector leaders from Riverside County and San Bernardino County have mobilized through the Inland Economic Growth and Opportunity (IEGO) effort to advance inclusive economic growth and expand opportunity in the region.

IEGO partners are taking bold steps to generate more middle-skill, high-quality jobs that pay family-sustaining wages, and to make them accessible to all workers in the region.

A regional planning process facilitated by the Brookings Institution from 2017 to 2019 identified four sectors that offered opportunities for the Inland Empire to increase the number of good and promising jobs in the region—defined as jobs that provide middle-class wages and benefits or career pathways to such jobs. These sectors are:

1. Logistics
2. Advanced Manufacturing
3. Cybersecurity/IT
4. Green Tech – (i.e. solar and clean air emissions)

IEGO has decided to pursue logistics—specifically sustainable logistics—as its first industry cluster play with the goal of driving investment in a world-renowned logistics and supply chain industry cluster.

A Cluster-Based Approach for Sustainable Logistics

Brookings defines “industry clusters” as “groups of firms that gain a competitive advantage through local proximity and interdependence.” A cluster-based approach—to create a geographic concentration of related companies and other organizations in a field—is distinct from sector development, which targets the growth of just one existing industry. As Brookings has observed in other regions, developing an industry cluster generates greater productivity and innovation, higher wages, and more entrepreneurial activity than developing a single industry sector.
IEGO’s Strategy: An Excellence in Logistics and Supply Chain Management Consortium that creates quality jobs, improves environmental sustainability, and improves quality of life for Inland Empire residents

IEGO proposes the coordinated creation of a Sustainable Logistics and Supply Chain Cluster, anchored by a new venture called the Excellence in Logistics and Supply Chain Management Consortium (ELSCMC). This Consortium will catalyze a globally recognized ecosystem of research, innovation, commercialization, and training activities to transform the logistics and supply chain industry into an economic cluster that advances job quality, environmental sustainability, and inclusive growth.

This strategy is rooted in a coordinated ecosystem approach. An ecosystem approach does not focus on only one solution. Rather this approach coordinates numerous parts of the sector’s value chain to catalyze investment, coordinate activities, fill gaps, and build long-term partnerships across four key areas: Global Logistics Innovation Ecosystem; Applied Research and Development; Commercialization and Entrepreneurship; and Lifelong Learning (see illustration below) This strategy leverages the Inland Empire’s unique competitive advantage as a leader in logistics activities, providing the opportunity to serve as a living laboratory—to act as a testbed for applied research, commercialization, and training innovations that can benefit industry, residents, and the region.

The Inland Empire has many of the qualities that the Brookings Institution has identified as critical to developing a successful cluster initiative. One of the five criteria is having a centralized hub that acts as
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: Kosmont & Associates, Inc., dba Kosmont Companies

CONTACT NAME: Ken K. Hira

ADDRESS: 1601 N. Sepulveda Blvd., #382
Manhattan Beach, CA 90266

TELEPHONE NUMBER: (949) 226-0288 / (424) 297-1070

EMAIL: khira@kosmont.com
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPOLEN'T'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

Kosmont & Associates, Inc.
dba Kosmont Companies
1601 N. Sepulveda Blvd., #382
Manhattan Beach, CA 90266
FIRM
ADDRESS

Steven M. Masura
Secretary
SIGNED BY
TITLE OR AGENCY

(424)297-1070
3/22/2021
TELEPHONE NO./FAX NO.
DATE

smasura@kosmont.com
E-MAIL ADDRESS
NON-COLLUSION

No. 1

AFFIDAVIT FOR INDIVIDUAL PROPOONENT

STATE OF CALIFORNIA, __________________ ss.
County of ____________________________

(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein: that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

______________________________

Subscribed and sworn to (or affirmed) before me on this ______ day of ____________________ 20_______
by ________________________________ , proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal ________________________________

Signature ____________________________

No. 2

AFFIDAVIT FOR CORPORATION PROPOONENT

STATE OF CALIFORNIA, __________________ ss.
County of ____________________________

(insert)

Steven M. Masura

being first duly sworn, deposes and says: That they are the Corporate Secretary of Kosmont & Associates, Inc. dba Kosmont Companies, a corporation, which corporation is the party making the foregoing bid: that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein: that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

______________________________

Subscribed and sworn to (or affirmed) before me on this 22nd day of ____________________ 20_____ 
by ________________________________ , proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal (See Attachment)

Signature ____________________________

No. 3

AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP

STATE OF CALIFORNIA, __________________ ss.
County of ____________________________

(insert)

each being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership, designated as ________________________________________ who is the party making the foregoing bid: that the other partner, or partners, are that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein: that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

______________________________

Subscribed and sworn to (or affirmed) before me on this ______ day of ____________________ 20_______
by ________________________________ , proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal ________________________________

Signature ____________________________

25
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Los Angeles

Subscribed and sworn to (or affirmed) before me on this 22nd day of March, 2021, by Steven H. Masui.

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

(Signature)
March 25, 2021

ATTN: Office of the City Clerk
City of Stockton
City Hall, First Floor
425 N. El Dorado Street
Stockton, CA 95202-1997

Delivered via email to city.clerk@stocktonca.gov

Re: City of Stockton Request for Proposals Economic Development Strategic Action Plan (PUR 21-001)

Dear City Clerk, City Staff, and Evaluation Panel:

Kosmont & Associates, Inc., doing business as Kosmont Companies (“Kosmont” or “Consultant”) is pleased to present this proposal to the City of Stockton (“City” or “Client”) to provide an Economic Development Strategic Action Plan (“EDSAP” or “Plan”) with goals, strategies, actionable implementation steps, and indicators of success that would best position the City to grow quality jobs, generate tax revenues, and increase wealth for its residents and businesses.

Kosmont, a certified Minority Business Enterprise (“MBE”) and Small Business Enterprise (“SBE”), is celebrating our 35th anniversary as a full-service local government, economics, and real estate advisory firm with an award-winning track record of working with cities and public agencies on economic development strategic plans, land use market analyses, business/industry attraction, and evaluating real estate projects, as well as the management of real estate assets and public finance transactions exceeding $12 billion. Our public and private sector experience, staff of professionals, and in-depth expertise in multiple areas, such as economic development strategies and plans, analyzing economic and fiscal impacts, site development feasibility, asset/zoning strategies, and business and stakeholder outreach, make us the ideal firm to provide the City with the Plan that will offer market intelligence, strategies, and a roadmap for long-term economic development.

Given the uncertain economic realities facing communities as a result of the COVID-19 pandemic, every city needs to retain its economic base, as well as positioning itself for expansion possibilities, as the economy recovers.

Kosmont has been providing cities with economic development advisory services since 1986. In that time, we have guided the development of more than 1,000 public-private projects, including economic development strategies, business and developer attraction/negotiations, and project implementation services. Kosmont currently provides advisory and on-call services to help numerous city clients across California navigate and implement comprehensive economic development strategies. Some examples of such advisory engagements include the cities of Daly City, Norwalk, and Thousand Oaks.

Kosmont’s consulting practice is led by Kosmont President and International Council of Shopping Centers (“ICSC”) P3 Retail Advisory Board Chair, Mr. Ken K. Hira. Mr. Hira is an expert in blended-use real estate and economic development, bringing over 30 years of varied experience. If selected for this assignment, Mr. Hira would act as the Principal in Charge, Project Manager, and Primary Contact.

Kosmont’s staff of professionals includes Kosmont Senior Advisor Mr. Steve Wahlstrom who operates from an affiliate office in Berkeley, CA. Mr. Wahlstrom is a practicing land use economist who has completed over 200 consulting assignments for government agencies, economic development organizations, foundations, and private investors in California and the western United States. For this assignment, he would provide strategies on economic clusters. Mr. Fernando Sanchez, Kosmont Vice President, assists public and private sector clients with market and economic analyses, strategic planning, and real estate development advisory and would provide project research and analysis.
What sets Kosmont apart is our hands-on experience, practical perspective, and understanding of how current economic development and market trends affect investment in a community. We are aware of no other firm that possesses the combination of credentials and experience that Kosmont can deliver.

Kosmont excels in a wide range of services:

- Economic Development Strategies & Real Estate Advisory
- Outreach to Key Stakeholders for public-private Partnerships and business attraction/retention
- Regular Virtual Meetings/Conference calls for Coordination with City staff
- Market Studies: commercial, residential, mixed/blended-use
- Site Specific Fiscal Revenue & Economic Impact Analyses
- Public & Private Financing Structures
- Commercial Corridor Revitalization
- Analyses to Comply with State Requirements

We believe that our qualifications support the conclusion that Kosmont is exceptionally qualified for the requested services. Our team is enthusiastic, ready, and available to provide the requested services to the City when called upon.

As requested in the corresponding RFP, Kosmont & Associates, Inc. dba Kosmont Companies, kindly asks for the following exceptions / modifications / clarifications to the Indemnity and Hold Harmless section of the Agreement:

“This obligation is independent of, and shall not in any way be limited by, the minimum Insurance obligations contained in this agreement. These obligations shall survive the completion or termination of this agreement for a period not to exceed 4 years after agreement termination or expiration.”

We look forward to the opportunity to assist the City of Stockton and are available to discuss further at your convenience.

Sincerely,

Ken K. Hira
President

KOSMONT AND ASSOCIATES, INC. DBA KOSMONT COMPANIES
Physical/Main Office: 1230 Rosecrans Ave, # 630, Manhattan Beach, CA 90266
Northern CA Office: 2140 Shattuck Ave. #2239, Berkeley, CA 94704
Mailing: 1601 N. Sepulveda Blvd. #382, Manhattan Beach, CA 90266
(424) 297-1070 / www.kosmont.com

Kosmont provides services to Clients virtually, in-person, from satellite locations, and from the Manhattan Beach headquarters across the Western U.S.

PRINCIPAL IN CHARGE / PROJECT MANAGER / PRIMARY CONTACT / AUTHORIZED OFFICER
Mr. Ken K. Hira, President: Cell (949) 226-0288 / Email: khira@kosmont.com

SECTION 2. MINIMUM EXPERIENCE QUALIFICATIONS SUMMARY

Kosmont Companies, a certified Minority Business Enterprise (“MBE”) and certified Small Business Enterprise (“SBE”), is a real estate and economic development services firm offering a full range of real estate and financial advisory, economic development strategies/plans, retail/business strategies, project finance, transaction structuring, negotiations, market analysis, feasibility studies, special district analysis, community outreach/project implementation services for both the public and private sectors. Kosmont Companies was founded in 1986 and is nationally recognized. With decades of advisory services, Kosmont has assisted hundreds of public agencies in their quest for services and successful public private projects. What sets Kosmont apart is our understanding of how economics relates to future project shaping, as well as our understanding of both the public and private sectors. Kosmont will integrate our established ability, strengths, seasoned experience, and hands-on approach to deliver the requested consulting services.
SECTION 2. MINIMUM EXPERIENCE QUALIFICATIONS SUMMARY

A brief highlight of some of our services are as follows with a more detailed graphic included in the Appendix section titled Additional Data located herein.

- Economic Development Strategies (EDSP/CEDS)
- Kosmont Retail NOW!® Platform
- Special Districts (EIFD, CRIA, CFD)
- Downtown Revitalization
- Asset Management Plans
- Developer Selection RFQ/RFP & DDA/ENA
- Sustainable Economic Development
- Other Zoning & Implementation Strategies for Economic Development

- Fiscal & Economic Impacts
- Project Economics, Highest & Best Use (HBU) & Market Studies
- Public & Private Financing Structures
- Affordable Housing (Pro Forma, Housing Element, Negotiations, Feasibility)
- Development Opportunity Reserve (D.O.R.)*
- Sales Tax Assessment Revenue (STAR*)

Our team includes economic consultants, real estate brokers and public finance professionals along with former real estate developers and city and community development officials that provide an in-depth understanding of the California economy, its local real estate markets and financing options to effectively respond to our Clients’ needs. Kosmont has served clients for 35 years and attributes our continued success and extensive track record to delivering value and creative, comprehensive, and implementable solutions. Our public and private sector advisory experience, staff of professionals, and in-depth expertise in multiple areas, such as Economic Development Strategic Plans and Implementation Plans make us the ideal firm to provide the City with requested services. For more information, resumes of key team members may be found in Section 6 of the proposal titled Corporate Structure, Organization and Resumes and examples of relevant experience may be found in Section 4. titled References.

SECTION 3. APPROACH, MANAGEMENT, AND METHOD OF OPERATION

PROJECT APPROACH / BACKGROUND: The City of Stockton is an incorporated city in San Joaquin County with over 310,000 residents across a land area of approximately 62.2 square miles. It is located in the heart of the Central Valley and is well connected with access via rail, roads, air, and an inland port. The City features a young (median age of 32), diverse labor force of more than 140,000 workers and over 15,000 businesses across several industries, including healthcare, education, utilities, distribution, and retail. Additionally, there are 25,000 students across six higher education institutions within a 30-mile radius of the City, creating a strong, educated workforce. The City would like to leverage these assets into measurable economic growth and prosperity through the development of an Economic Development Strategic Action Plan (“EDSAP” or “Plan”). The Plan will provide market intelligence, strategies, and implementation steps to achieve the City’s overall economic development goals of growing quality jobs, generating tax revenues, and increasing wealth for its residents and businesses.

In order to attain these economic development goals, it is important to first examine current demographic and market conditions in the City, particularly in light of the ongoing COVID-19 pandemic. According to the California State Controller’s Office, Stockton receives approximately 44% of tax revenues from sales tax and transient occupancy tax (“TOT”) generated from hotel stays. Across California cities, sales tax and TOT comprise approximately 30% of tax revenues. Given the larger share of sales tax and TOT reliance, the City is more vulnerable to the negative economic impacts of the COVID-19 pandemic. Through analyzing recent demographic and market shifts, Kosmont will be able to quantify impacts to the local economy and make data-driven decisions to highlight areas of improvement and tailor economic development solutions to match the City’s goals.

Following an examination of the local demographic and market trends, Kosmont will identify specific community needs and priorities, examine existing marketing strategies to attract and retain/expand businesses, and interview key stakeholders (e.g., businesses, property owners, government officials, etc.) to identify potential obstacles to business startup and growth. Once these issues are identified, Kosmont will discuss findings and establish goals, objectives, and recommended strategies for the new Plan. Lastly, Kosmont will develop the Plan to achieve the identified goals and objectives. The Plan will provide a tactical roadmap with actionable implementation steps to achieve the City’s economic development goals.

Kosmont’s approach to economic development is to not only analyze, but also strategize and implement our findings (as desired) to help the City achieve its overall economic development goals, along with attracting investment and businesses to the area, expanding/retaining existing businesses, building a supportive ecosystem for entrepreneurs, and creating economic resiliency through assisting local businesses in adapting to changing market demands.
Kosmont applauds the City of Stockton for their commitment and interest in setting economic development as a top priority. Kosmont is dedicated to assisting the City in meeting its goals and believes our hands-on public and private sector experience, practical perspective, understanding of economic development strategies and trends, and industry relationships set Kosmont apart.

**APPROACH TO SCOPE:** The prospective assignment and consulting services that Kosmont will provide will be of a relatively limited scope and duration, and advisory in nature. Kosmont will be making recommendations only, which advise the Client, including its elected officials, appointed officials, and staff, which they can accept or reject. None of Kosmont's staff will act in a capacity as an elected official, nor appointed official, nor as staff, nor as serving in a "designated" position.

The following scope of work details Kosmont’s approach for this assignment. The approximate time required for each task related to the Plan is included herein. The scope below represents our most effective approach based on the City’s desires. Kosmont is committed to completing this assignment in a timely and efficient manner. Excluding optional tasks, the project is estimated to take approximately 14 weeks to complete.

**Task 1 - Kick-off Meeting / Orientation / Document Review / Site Tours (3 weeks):** Kosmont will meet with City staff to review the 2015 Economic Development Strategic Plan, discuss Client’s economic development objectives (grow quality jobs, generate tax revenues, and increase wealth for residents and businesses), and establish a meetings schedule and communication protocols.

City will provide Kosmont with existing relevant project, property, and/or market data (e.g., zoning, previous market analyses, general/specifc plans, maps, conceptual drawings, records, etc.). Consultant will also obtain information regarding existing business/industry attraction and retention strategies, businesses/industries that are growing in the region, and potential businesses/industries that would complement the existing set in the City.

Following the initial meeting, Kosmont will tour key areas and sites, with an emphasis placed on Downtown Stockton and the Waterfront. To ensure the safety of Consultant and Client, an in-person tour will be possible with social distancing measures in place.

**Task 2 - Demographic, Economic and Real Estate Trends & Market Potential (3 weeks):** Kosmont will outline the current national and regional land use trends (e.g., retail shrinkage, increasing emphasis on destination, experience, and housing). Kosmont will identify commercial market trends, best practices and incentives used by other communities to retain local businesses, particularly in light of the COVID-19 pandemic.

To better understand the local market, Kosmont will prepare an Economic and Demographic Profile, illustrating social and economic characteristics, including population, household incomes, race/ethnicity, housing preferences, educational attainment, commute patterns, resident/employee concentrations, tourist population, tapestry segments (a psychographic analysis profiling lifestyles, purchasing behaviors, and media readings of area households and individuals), and other metrics, such as artificial intelligence / mobile data analytics within specific geographic boundaries (e.g., City limits, trade areas, radii centered at opportunity site areas, customized drive times) as deemed relevant by Consultant.

Kosmont will also examine variables, such as retail sales per square foot, growth in tax revenue, asset inventory, vacancy, and lease rates, absorption rates, and other relevant real estate data for major land uses in Stockton. Additionally, Kosmont will gather 10-year absorption rates, rent, vacancy rates, new construction, and sales value market data for office, retail, multifamily and industrial uses to quantify the growth achieved over time and observe any recent changes due to the COVID-19 pandemic, as compared to regional submarkets.

Findings from the demographic and market analysis will be presented at one (1) virtual progress meeting with City staff using the Zoom teleconference platform.

**Task 3 - Community Needs Analysis (1 week):** Kosmont believes that community outreach is critical to understanding the local community’s desires. Consultant will lead a public workshop to identify community needs, existing assets, and potential development opportunities. Kosmont will explain positive and negative impacts of economic development strategies on community vitality, employment opportunities, municipal tax revenues and business/investment attraction in the City.

The public workshop will be conducted in-person with social distancing measures in place.
Task 4 - Marketing (1 week): Kosmont will review Stockton’s current marketing programs and strategies focused on business/investment attraction, business expansion/retention, and creating a culture for entrepreneurs and start-ups. Consultant will suggest high-level changes to restructure (e.g., social media platforms) and highlight the City’s strengths to provide more opportunities for residents, existing businesses, and those interested in relocating to the City.

Task 5 - Regulatory Tools and Policies (1 week): Kosmont will interview key stakeholders to identify needs and challenges faced by businesses, property owners, commercial brokers, lenders, business associations, and government officials. This information will be used to identify potential revisions to regulations, policies, and procedures that may be obstacles to business/investment attraction and business expansion/retention.

Kosmont will do a preliminary evaluation of key opportunity site areas (e.g., Downtown Stockton, Waterfront) to understand the potential for financially feasible development that can act as a catalyst for further economic development.

Findings from Tasks 4 and 5 will be presented at one (1) virtual progress meeting with City staff using the Zoom teleconference platform.

Task 6 - Establish Goals and Objectives (1 week): Kosmont recommends an in-person workshop with City Council and staff to discuss the findings from Tasks 1 through 5 and identify preliminary goals and objectives for the new Plan and recommend strategies that are SMART (Specific, Measurable, Attainable, Relevant, and Time-bound).

The workshop will be conducted in-person with social distancing measures in place.

Task 7 - Develop EDSAP, Funding Sources, and Performance Measures (1-2 weeks): Kosmont will develop the Plan to achieve the City’s identified goals and objectives, as well as offer guidance on topics such as:

- Developing a robust economic development toolkit containing local, state, and federal incentives, programs, and funding opportunities to provide support to small businesses and entrepreneurs and expand/retain existing businesses
- Attracting/retaining high caliber businesses that provide advancement opportunities, health benefits, and financial support to residents, while encouraging long-term investment and generating tax revenues to the City
- Providing training and support to the business community by identifying gaps in workforce needs and re-skill/upskill the existing workforce
- Highlighting assets and strengths of the City and region to attract investment
- Creating an ecosystem for entrepreneurs by retaining young talent, developing links to higher-education institutions and the private sector, and identifying technical support and resources to support and grow start-up companies

Kosmont will identify potential expenditures and necessary funding sources and define timelines and performance measures to help City evaluate how well goals and objectives are being met.

Task 8 - Final Report (2 weeks): Based on analysis and likely outcome from the recommended strategies, Kosmont will prepare a draft written report of the Plan. The Plan will include relevant data sources, key findings, and specific recommendations and actionable implementation strategies for staff review and comment. Following one (1) round of staff review Consultant will update and submit final report.

Kosmont will also prepare a PowerPoint presentation to City Council with graphics and visuals that illustrates and summarizes key findings. The presentation to City Council will occur in person with social distancing measures in place.

Optional Task 9 - Initial Plan Implementation (4 weeks): At the City’s option, Consultant will work collaboratively with City staff on the initial implementation of the EDSAP finalized in Task 8. Consultant will assist by conducting preliminary marketing outreach consisting of telephone and e-mail correspondence, arranging tours of the City, and assisting in identifying conferences/forums for City staff to attend, as may be appropriate, to solicit interest in Stockton from businesses/industry leaders. At the City’s option, Kosmont will be able to provide an additional in-person presentation to City Council highlighting findings from the initial plan implementation.

Given the potential need for social distancing, Kosmont proposes to minimize in-person meetings when possible/necessary (e.g., initial kickoff and mid-term workshop). Other meetings could be held virtually via GoToMeeting, Zoom, Microsoft Teams, or other online software. We have been experiencing positive and productive virtual meetings with clients during the COVID-19 pandemic.

Disclaimer: The potential impact of the Coronavirus on economic and market conditions may be difficult to factor as actual results are difficult to predict in analyses.
MANAGEMENT/METHODOLOGY: Kosmont has served clients for 35 years and attributes its continued success and extensive track record to delivering value and creative, comprehensive, and implementable solutions. Kosmont provides services to clients virtually (Microsoft Teams, Zoom, etc.), in-person, from satellite locations, and from the Manhattan Beach headquarters across the Western U.S. The majority of our senior-most staff have been with Kosmont Companies for a decade or longer, providing continuity on assignments and a well of relevant knowledge and experience.

Kosmont’s approach to providing consulting services is to understand each project and the unique opportunities and challenges each represents and then to incorporate our expertise, knowledge, and services as appropriate. We also believe in maintaining regular communication with appropriate client staff / representatives to keep activities in alignment with the client’s ultimate goals. Internally, Kosmont team members correspond by utilizing Microsoft Office SharePoint and Teams which provides real time updates to the project team on the latest project information.

Kosmont has an organized structure in place to effectively manage and ensure each project’s success and to effectively provide services on time and within budget. Kosmont allocates tasks and responsibilities to team members based on subject-matter expertise and ability to optimize efficiency, cost effectiveness, and on time delivery of work product. Tasks within the skill sets and responsibility of a Project Manager (“PM”) are completed by that PM and all remaining tasks are sent out to the appropriate parties (other team members, subconsultants, etc.). The PM then actively monitors progress to confirm they are completed in a timely and accurate manner.

Finally, every Kosmont team member participates in staffing “huddle” calls three times a week and monthly project meetings to discuss the progress of each project, confirm future tasks, and provide updates to the PM. This ensures efficiency in workload, reduces redundancy, and provides a forum for cross checking each team member’s work and affords the PM the ability to confirm each phase of a project is proceeding smoothly while being completed in the highest quality and most efficient manner possible. Senior team members such as Ken K. Hira, review final work product for quality control purposes prior to submission to client.

This collection of project management activities and controls has allowed Kosmont to achieve its long-standing track record of successful on-time, quality results, and within budget project delivery.

SECTION 4. REFERENCES

Kosmont has 35 years of public and private sector experience and in-depth expertise in economic development, real estate market studies, project development, economic and fiscal impact, and public municipal finance services to support our client needs. Kosmont is well acquainted with the local and regional economic context and we will utilize our experiences in order to achieve the desired results. The references and project descriptions provided here and on the following page are only an abbreviated sample of Kosmont’s extensive experience, knowledge, and capabilities highlighting the various types of services we offer as it relates to the City of Stockton.

CITY OF NORWALK: Economic Development Opportunities Plan and Implementation Services

REFERENCE: Jesus Gomez, City Manager, City of Norwalk - 12700 Norwalk Blvd, Norwalk CA 90650
(562) 929-5944 / JGomez@norwalkca.gov / Letter of Recommendation

The City of Norwalk contracted Kosmont Companies to develop a comprehensive Economic Development Opportunities Plan (“Plan”) for the City. Kosmont utilized the existing City General Plan, interviews with City Council members, previous studies and reports and conducted research to provide a current description of the local and regional market, economic, demographic, and employment findings.

Kosmont evaluated market supply and demand conditions for various development types (retail, entertainment district, and hotel). Analyses included retail sales leakage/capture and a Strengths, Weaknesses, Opportunities, and Threats (“SWOT”) analysis to evaluate economic development potential for 10 identified economic nodes. Additionally, solicited site visits with business prospects/developers, conducted public workshops, and prepared opportunity site marketing materials, and represented the City at various International Council of Shopping Centers (“ICSC”) and related real estate conferences. Kosmont continues to work with the City to assess economic development tools and funding sources to implement projects at the 10 economic nodes identified in the Plan including multiple City-owned real estate assets / opportunities programmed for future development.
City of NORWALK: Economic Development Opportunities Plan and Implementation Services continued:
Kosmont’s EDOP for the City of Norwalk was adopted by the City Council on October 2, 2018. View the Norwalk - Economic Development Opportunities Plan. Kosmont is currently assisting the City on implementation services including involvement in two significant sites: one a former tank farm and the other a former youth correctional facility.

TESTIMONIAL: “As a first year City of Norwalk Councilman and retired member of city management for 30 years, I learned firsthand at the 2018 ICSC Conference in Las Vegas the invaluable role Kosmont Companies brings to a city’s economic development potential. I learned many things at the conference with two of the most important ones being: (1) the complexity of development and project financing requires an extremely knowledgeable and visionary city manager, and (2) cities working with Kosmont executives like Ken Hira can connect a city to the exact people/companies to maximize and ultimately accomplish your city’s transformational economic development plan.” - Tony Ayala, Councilmember City of Norwalk

CITY OF DALY CITY: Economic Development Strategy & Real Estate Advisory
REFERENCE: Tatum Mothershead, Director of Economic and Community Development, City of Daly City
333 90th Street, Daly City, CA 94015  /  (650) 991-8159 / tmothershead@dalycity.org
SAMPLE WORK PRODUCT: Daly City - Economic Development Strategy / Letter of Recommendation


In conjunction with the Strategy, Kosmont was retained by Daly City for developer targeting and outreach related three (3) opportunity site properties listed in the Successor Agency Long Range Property Management Plan (LRPMP) designed for future development, along with two (2) listed for sale (sold by Kosmont licensed brokerage firm). The opportunity sites include a hotel location, an office / auto related use, and a residential project. The hotel opportunity site is prominent and targeted for a full-service hotel adjacent to BART transit station.

As part of implementation, Kosmont prepared market supply and demand analysis for targeted land uses, including a dedicated hotel market analysis, evaluating historical and projected future supply and demand of hotel rooms by chain scale / service category. Kosmont also drafted and distributed a Request for Qualification and Proposals (RFQ/P) to the targeted developer and hotelier community. Kosmont reviewed and ranked developer/hotelier responses and assisted with interviews and initial public-private transaction negotiations. The City entered into three separate Exclusive Negotiation Agreements (ENA) with selected developers and Kosmont continues to assist City with Development Agreement negotiations. As part of ENA and DDA negotiations, Kosmont reviewed several iterations of hotel development pro forma analyses and provided feedback on accuracy and reasonableness on revenue, occupancy, cost, and profit assumptions in light of current market and economic conditions. Four Projects Development Agreements were approved by City Council in 2020.

CITY OF THOUSAND OAKS: Economic Development Strategic Plan (EDSP) & Downtown Revitalization
REFERENCE: Haider Alawami, Economic Development Manager, City of Thousand Oaks
2100 Thousand Oaks Blvd., Thousand Oaks, CA 91362  /  (805) 449-2135  /  halawami@toaks.org
SAMPLE WORK PRODUCT: T.O. Economic Development Strategic Plan

Kosmont Companies was retained by the City of Thousand Oaks to prepare a citywide Economic Development Strategic Plan (“EDSP”) and Downtown Revitalization Plan with the goal of enhancing the City’s business climate and improving the quality of life for existing and future Thousand Oaks residents. In order to support City’s economic development goals, Kosmont developed a strategy focused on public and private investment in targeted opportunity sites and areas within the City, particularly around the City’s downtown and Civic Center area.

Kosmont’s analysis and work required to prepare the EDSP & Downtown Revitalization Plan included market and economic analysis, collaboration with City representatives, creation of economic & development profiles, stakeholder outreach, market supply/demand analysis, business/developer attraction and retention strategies, identification of catalytic sites / opportunity areas, and evaluation of existing ED programs and incentives. Kosmont also developed an implementation strategy for the plan which included identification of priority economic development projects, areas and initiatives, creation of economic development approaches/strategies associated with revitalization of commercial corridors, downtown area, and industrial zones, public investments/financing, local incentives, and policy recommendations.
Kosmont & Associates, Inc. dba Kosmont Companies, a privately held firm, is fiscally stable, is current on all financial obligations, and has excellent business relationships with its CPA firm and banking institutions. Kosmont has maintained positive financial viability for all 35 years that it has continuously been in business and without default on a contract. Kosmont’s strong market presence, extensive client base, successful award-winning work, and growing business assures future strong business viability. The past year has been no exception in Kosmont’s positive financial performance and outlook. Even with the unprecedented challenges of COVID-19 and the impact on both our public and private sector clients, Kosmont has remained financially viable. We have the knowledge, the experience, and the corporate financial capability to perform related to the requested services, now and going forward. For more information on the firm, please refer to the Kosmont Companies Firm Portfolio.

As previously mentioned, Kosmont is a privately held firm founded in 1986 by Larry J. Kosmont, CRE® and is a full-service local government, economics, and real estate advisory firm. Kosmont brings a well-rounded and seasoned professional cohort with the required expertise and exemplary skillsets to provide the requested services. With decades of providing advisory services, Kosmont has extensive experience, a proven track record, and the qualifications to deliver the knowledge, guidance, and execution of those services necessary to assist the City.

If selected, the Principal in Charge/Project Manager will be Ken K. Hira. Mr. Hira is President of Kosmont Companies and an expert in real estate and economic development. He brings over 30 years of varied experience in virtually every aspect of acquisition, entitlement, development, financing, asset management, disposition, downtown revitalization, and strategic plans. His strengths include a keen understanding of land use trends, business retention/attraction, negotiating public-private transactions and implementing blended-use projects. He will provide project oversight, strategic advisory, make public presentations, and oversee the project from start to completion. Mr. Hira will also be responsible for day-to-day management of the engagement with the City and coordination of the Kosmont team.

Mr. Hira will be supported by the following key team members:

- **Mr. Stephen Wahlstrom, Senior Advisor at Kosmont** is based in Berkeley and is a 35+ year practicing economist. *Mr. Wahlstrom will assist with project management and will provide strategies on economic clusters.*
- **Mr. Fernando Sanchez, Vice President at Kosmont** assisting public and private sector clients with market and economic analyses, strategic planning, and real estate development advisory. *Mr. Sanchez will provide market research and data analytics.*

*Our team is enthusiastic, ready, and available to provide the requested services when called upon.*

Key team member resumes including qualifications and relevant experience may be found on the following pages.

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**KOSMONT ORGANIZATIONAL CHART**

- **KEN K. HIRA**
  - President
  - Principal in Charge / Project Manager

- **STEVE WAHLSTROM**
  - Senior Advisor
  - Econ. Dev. Strategies & Clusters

- **FERNANDO SANCHEZ**
  - Vice President
  - Project Research and Analysis

Kosmont provides services to Clients virtually, in-person, from satellite offices (e.g., Berkeley), and the Manhattan Beach headquarters across the Western U.S.

Staff will be assigned as appropriate based on their skills, qualifications, and availability in order to successfully provide services to the City in a timely fashion and stay within budget. If needed, a Project Analyst (not shown) here may be utilized for administrative support.
Mr. Ken K. Hira serves as President for Kosmont Companies. An expert in real estate and economic development, Mr. Hira brings over 30 years of varied experience in virtually every aspect of acquisition, entitlement, development, financing, asset management, disposition, downtown revitalization, and strategic plans. His strengths include a keen understanding of retail trends, business retention/attraction, negotiating public-private transactions and implementing blended-use projects that revitalize communities and assist in economic development/tax generation programs.

A former Executive Vice President and mixed-use developer, Mr. Hira managed a portfolio of over $100 million of retail sites, while operating the commercial division of the company. Prior to this, as Managing Director of Acquisitions for a development company and Vice President of Development at a development firm, he evaluated and underwrote hundreds of acres of land, successfully captured and negotiated anchor tenant commitments creating $60 million of value in ground-up development and redevelopment and was responsible for 800,000 square feet of retail entitlement, design and development. As Vice President of a shopping center company, Mr. Hira entitled one million square feet of retail development projects, as well as led the acquisition of 24 neighborhood and community shopping centers, totaling 3.3 million square feet and valued at $375 million, and organized a $287 million recapitalization.

Mr. Hira is an active volunteer leader of the International Council of Shopping Centers. He was nominated and serves as the Co-Chair of the ICSC P3 Retail Advisory Board, nationally advocating public-private partnerships, while previously serving as the ICSC Western Division P3 Retail Co-Chair, Southern California State Director, Program Committee Chair and Alliance Co-Chair.

Throughout his career, Mr. Hira has managed hundreds of public and private sector consulting assignments. A few of his more recent projects are summarized below:

- City of Norwalk (Economic Dev. Strategic / Opportunities Plan / Kosmont Retail NOW!® / Hotel Recruitment)
- City of Daly City (Economic Development Strategy / Opportunity Site Marketing & Hotel Developer Negotiations)
- City of St. Helena (Highest & Best Use Analysis / Asset Strategy / Downtown Retail and Hotel Analysis)
- Sacramento County (Retail/Asset Strategy)
- City of Laguna Hills (Negotiating Development Agreement for large blended-use project, Fiscal Impact Analysis)
- City of South Gate (Market Study, Development Strategy, and Kosmont Retail NOW!®)
- City of Placentia (Economic Impact Analysis and Various Real Estate Advisory Services Supporting Economic Development and TOD Project)
- Mountain House Community Facilities District (Commercial Market Assessment for incorporation)
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<td>BA in Economics, Univ. of Washington, Seattle, WA</td>
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**Mr. Stephen Wahlstrom** of Wahlstrom of Wahlstrom & Associates based out of Berkeley, CA, is a Northern California affiliate and Senior Advisor of Kosmont Companies. Stephen has been a practicing economist working on a wide variety of land development and planning projects. During his 30-year career, Mr. Wahlstrom completed more than 200 consulting assignments for government agencies, economic development organizations, foundations, businesses, and private investors in California, and 15 other states, mostly in the western United States.

Mr. Wahlstrom has led community meetings, strategic planning workshops, and has delivered many presentations to elected and appointed governmental officials and corporate boards. He served on an Urban Land Institute (ULI) technical assistance panel in Rantoul, Illinois, and in the Gulf Coast recovery program sponsored by the International Economic Development Council (IEDC). Mr. Wahlstrom also serves as a Board of Director for the Community Energy Service Corporation (CESC), a non-profit organization that provides energy efficient improvements to Bay Area low-income households and commercial establishments.

**RELEVANT EXPERIENCE:**
In his 35+ year career, Mr. Wahlstrom has managed over 200 public sector consulting assignments, here are a few of the more recent projects:

- City of Dixon Econ. Strategy & NE Quad Master Plan
- City of Richmond General Plan Update Econ. Analysis
- California Rural Infrastructure Finance Guidebook
- Union City Econ. Dev. Strategy & Econ. Dev. Element
- Fresno County Comprehensive Econ. Dev. Strategy
- Knights Landing Revitalization Study (Yolo County)
- Highway 99 Corridor Market Study (Tulare County)
- Pacifica Economic Development Plan

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<tr>
<td>Years of Experience:</td>
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<tr>
<td>Education:</td>
<td>Master of City Planning, Univ. of Pennsylvania, (focus: public and private real estate development)</td>
</tr>
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<td>Bachelor of Arts, Princeton Univ.</td>
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</table>

**Mr. Fernando Sanchez** is a Vice President with Kosmont Companies assisting public and private sector clients with market and economic analyses, strategic planning, and real estate development advisory. His recent work includes market supply and demand analysis, prioritization of strategic opportunity sites for retail and future development, analysis of potential development uses, and geospatial analysis of boundaries and funding and financing feasibility studies of new infrastructure financing districts.

Prior to joining Kosmont Companies, Mr. Sanchez also worked as an Analyst for Entertainment and Culture Advisors, a Los Angeles-based economic consulting firm specializing in the entertainment and attractions industry. Other previous experience includes working as an Analyst and Project Manager for JDT International Inc., a residential real estate developer in Philadelphia, and working as a Transportation Planner with the City of Philadelphia Mayor’s Office of Transportation and Utilities.

**LICENSES/AFFILIATIONS:**
Mr. Sanchez is a member of the American Planning Association and the Urban Land Institute. He also serves as the Treasurer of the Princeton Club of Southern California

**RELEVANT EXPERIENCE:**
A few of his more recent projects are listed below:

- City of Norwalk (Economic Dev. Opportunities Plan)
- City of Buellton (Avenue of Flags Specific Plan)
- City of Thousand Oaks (Economic Dev. Specific Plan)
- City of El Monte (Economic Dev. Opportunities Plan)
- City of Aliso Viejo (Econ. Dev. Plan Update)
- City of Jurupa Valley (Econ. Dev. Strategy & Developer/Business Attraction/Recruitment Plan)
- City of Twentynine Palms (Econ. Dev. Plan)
- City of Dixon Econ. Strategy & NE Quad Master Plan
- City of Richmond General Plan Update Econ. Analysis
- California Rural Infrastructure Finance Guidebook
- Union City Econ. Dev. Strategy & Econ. Dev. Element
- Fresno County Comprehensive Econ. Dev. Strategy
- Knights Landing Revitalization Study (Yolo County)
- Highway 99 Corridor Market Study (Tulare County)
- Pacifica Economic Development Plan
KOSMONT MISSION:

Pursuit of four pillars of strength...
Innovation, Integration, Intelligence, and Integrity
On the cutting edge of products and services
Achieve financial success for our public and private sector clients
Committed to community prosperity and quality of life
Professional standards of the highest caliber

APPENDIX
ADDITIONAL DATA
Kosmont is a full-service firm which also provides various other services through Kosmont Realty (“KR”) and Kosmont Transactions Services (“KTS”). KR is a full service and licensed real estate brokerage firm and KTS is a public finance firm providing financial advisory services, and is registered with the SEC.

In the aggregate, Kosmont Companies, KR, and KTS have extensive experience working with local and State government on real estate transactions between public agencies and private parties and structured project financing involving public and private funding sources. Collectively, Kosmont provides public agencies broad access to real estate consultants and brokers, public sector deal structure experts, and public-private financial advisors. **We know of no other integrated set of companies that can provide a full complement of Economic Development Services, Real Estate Brokerage, and Municipal Advisory.** Our diverse roles and experience in the real estate and financial industries have made us highly adaptable and skilled for this type of assignment. The chart below represents Kosmont’s wide-array of integrated services.

**APPENDIX – ADDITIONAL DATA**

As requested, the following pages contain the signed Addendum No. 1 from 3/4/21.

**SIGNED AMENDMENT ATTACHED**

As requested, the following pages contain the signed Addendum No. 1 from 3/4/21.
REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

ADDENDUM No. 1

DATE: 3/4/21

To All Potential Bidders:

A. This Addendum shall be considered part of the proposal documents for the above-mentioned project as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this Amendment shall govern and take precedence. PROPOSENENTS MUST SIGN THE ADDENDUM AND SUBMIT IT WITH THEIR PROPOSALS.

B. Proponents are hereby notified that they shall make any necessary adjustments in their estimates as a result of this Addendum. It will be construed that each proponent’s proposal is submitted with full knowledge of all modifications and supplemental data specified herein.

PLEASE NOTE THE FOLLOWING CHANGES TO REQUEST FOR PROPOSALS (RFP) ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

1. Can you share the budget range that has been established for this project?

Budget has not yet been determined but this project is estimated to cost $80,000-$120,000. Budgeted information is for informational purposes only and should not impact the thoroughness of the proponent’s fee schedule.

2. If a company is new, what does the City need to see from a financial perspective in order to be comfortable working with a new company?

Per Section 3.0.5, “the proponent must be able to demonstrate a good record of performing and have sufficient financial resources to ensure that they can satisfactorily provide the services required.”

All companies doing business with the City of Stockton are required to have a Stockton Business License.

3. If a company does not have past work examples and references for this type of work, but the founders, partners and employees do have relevant experience, would examples of past work and references, from individuals rather than the company, qualify? Will this reduce the likelihood of winning this contract?

Please submit all relevant experience for the City’s review. The City will review all proposals for sufficient qualifications.

4. Has a plan like this been prepared by or for the City of Stockton in the past? If so, who prepared it? When was it most recently prepared? Can it be made available for review?

A 5-year Economic Development Strategic Plan (EDSP) was created in 2015. Natelson Dale prepared the EDSP.
5. Sections 1.25 and 1.26 refer to a proposal security bond/cashiers checks and contract bonds in the amount of “N/A”. Please confirm this means that no Proposal Security checks or Contract Bonds are required to accompany the proposal documents.

Confirmed this section is N/A

6. Page 31 of the RFP shows an example statement of work. Would you like to see that type of statement of work in the proposal or is it put together collaboratively during the contracting phase?

Exhibit A – Statement of Work is part of the City’s standard agreement; if sections are applicable, the selected firm’s scope of work will be required to include within the Statement of Work.

7. If we opt to submit the proposal electronically, does a scan of the notarized version of the Non-Collusion Affidavit form and other forms requiring signature suffice?

Yes

8. Can companies from Outside USA can apply for this (like, from India or Canada)?

Yes. However, a foreign corporation, LLC, LP, LLP, etc. must be eligible to do business in the State of California. Please contact the California Secretary of State’s office regarding eligibility prior to submitting a proposal. Below is a link to the California Secretary of State’s website and a link to FAQs addressing the formation, registration, and licensing of foreign business entities in California. These links are being provided for convenience only and should not be considered a comprehensive list of requirements for foreign business entities.

https://www.sos.ca.gov
https://www.sos.ca.gov/business-programs/business-entities/faqs

Although we do not have limitations for submissions; it is strongly encouraged that the firm has done relevant work for familiarity.

9. Do we need to come to the City of Stockton for meetings?

Yes, it is imperative that the selected firm be engaged in the development process.

10. Can we perform the tasks (related to RFP) outside USA (like, from India or Canada)?

The City would prefer the selected firm be available and engaged during the development process.

11. Can we submit the proposals via email?

Proponents may submit proposals electronically to city.clerk@stocktonca.gov.

12. The RFP states “Please no more than 10 typed pages; we will allow up to 5 additional pages for illustrations, diagrams, and photographs.” Can you please specify which sections of a proposer’s response are included in the 10 page limit:

3.1 Cover Letter
3.2 Minimum Experience Qualifications Summary and Resumés
3.3 Management/Method of Operation
3.4 References
3.5 Financial statement
3.6 Corp structure, organization

Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:

Company Name  Kosmont & Associates, Inc., dba Kosmont Companies
Contact Person  Ken K. Hira, President
Signature  
Date 3/24/2021

Proposals Due – Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov.

Addendum acknowledged and signed? _________ (Procurement Specialist’s initial)
PROPOSAL FOR PROFESSIONAL SERVICES

Economic Development Strategic Action Plan

Submitted to:
City of Stockton

SUBMITTED BY:
THE NATELSON DALE GROUP, INC.
YORBA LINDA, CA • www.natelsondale.com
O: 714.692.9596 • F: 714.692.9597

IN ASSOCIATION WITH:
Matter Labs
Golden Shovel Agency

March 25, 2021
# Table of Contents

1. **COVER LETTER**....................................................................................................................................... 1  
2. **QUALIFICATIONS SUMMARY AND RESUMES**.................................................................................. 2  
3. **MANAGEMENT/METHOD OF OPERATION**.......................................................................................... 5  
4. **REFERENCES**........................................................................................................................................ 10  
5. **CORPORATE STRUCTURE, ORGANIZATION**....................................................................................... 10  

APPENDIX A: **LINKS TO SAMPLE WORK PRODUCTS**

APPENDIX B: **COMPANY PROFILE (GOLDEN SHOVEL AGENCY)**

APPENDIX C: **COMPANY PROFILE (MATTER LABS)**

APPENDIX D: **PROPOSAL FORMS**

TNDG has included Sections 1 through 5 above as the 10-page limit for the proposal, with the appendices as additional attachments (consistent with the RFP allowance for 5 additional pages of illustrations, etc.).
1. COVER LETTER

The Natelson Dale Group, Inc.
www.natelsondale.com

March 25, 2021

City Clerk
City of Stockton
425 North El Dorado Street
Stockton, CA 95202-1997

Re: Proposal to prepare Economic Development Strategic Action Plan

Dear Colleagues:

In response to your request, The Natelson Dale Group, Inc. (TNDG) is extremely pleased to submit this proposal to prepare an Economic Development Strategic Action Plan for the City of Stockton. TNDG is a national economic development and real estate consulting firm established in California in 1974. Our practice focuses largely on the planning and implementation of business retention/expansion/attraction and entrepreneurial development programs. The firm’s work often involves direct linkages between a community’s industry attraction plans and its real estate development potentials. In this regard, we have a strong understanding both of local real estate markets and of the larger regional economic trends that drive demand for commercial and industrial land use.

We are highly familiar with economic development conditions in Stockton, having had the privilege of preparing the City’s Economic Development Strategic Plan in 2014-2015. Our other Central Valley project experience includes economic development assignments in Fresno, Hanford, Visalia, Porterville, Tulare, Bakersfield and Shafter.

TNDG is a “boutique” firm not only in terms of size but also in terms of philosophy and approach. In this regard, the firm’s principal personally manages every contract and maintains primary contact with the client. As our references will attest, exceptional responsiveness to the unique needs of each client is a hallmark of our approach.

In addition to our long track record in strategic planning and related technical analysis, TNDG also maintains an active role in supporting California’s economic development community and advancing best practices within the profession. In this regard, the firm recently took the lead on behalf of the California Association for Local Economic Development (CALED) and the California Academy for Economic Development (CAED) on the implementation of a California-specific training and certification program for economic development professionals (the recently launched “ACE” program).

We are excited that our proposed team includes two partners with specialized expertise highly relevant to Stockton’s needs for this assignment:

Matter Labs – a public-private consortium focused on innovation and entrepreneurial development; and
Golden Shovel Agency – a nationally prominent marketing strategy firm focused exclusively on economic development clients.

I am the individual authorized to submit this proposal on behalf of the firm and to contractually commit the firm to provide the services outlined in our proposal. Our corporate financial statements are being submitted under separate cover (and labeled as confidential per the RFP instructions).

We very much appreciate your consideration of our team and sincerely hope we have the opportunity to again be of service to the City of Stockton.

Respectfully submitted,

THE NATELSON DALE GROUP, INC.

Roger Dale
Managing Principal

2. QUALIFICATIONS SUMMARY AND RESUMES

An abbreviated listing of TNDG’s relevant project experience is provided below. Web links to sample work products are provided in Appendix A.

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<th>Economic Development Strategic Plans</th>
<th>Cities</th>
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<td>Yavapi-Apache (Arizona)</td>
<td>Tri-cities Area of Northeast Tennessee/Southwest Virginia</td>
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</table>
Roger Dale – Managing Principal, TNDG

Project Role: Mr. Dale will serve as Principal-in-Charge and Project Manager for the assignment. In this capacity, he will be responsible for primary client liaison, coordination of the TNDG project team, and preparation of final work products. Mr. Dale will serve as the lead presenter/facilitator at any public meetings for the assignment. Mr. Dale has been a project manager with TNDG for 33 years and managed TNDG’s work on all of the previous TNDG projects listed in this proposal.

Experience: Roger Dale has been affiliated with The Natelson Dale Group, Inc. (TNDG) since 1988 and currently serves as the firm’s managing principal. His background encompasses the fields of real estate development, economic development, regional economic analysis, environmental and land use policy, financial forecasting, and renewable energy. His project experience with TNDG includes preparation of regional-scale economic development strategic plans, real estate market forecasting, demographic research and modeling, fiscal impact analysis, cost/benefit assessment, redevelopment, business retention/attraction, and workforce development program assessments.

Education: Mr. Dale received his B.A. cum laude in Economics from Claremont McKenna College in Claremont, California. He also holds a master’s degree in Resource and Environmental Economics from the University of California at Riverside.

Joe McClure – Senior Associate, TNDG

Project Role: Mr. McClure will be a principal participant throughout the process and support Mr. Dale in preparation of the Economic Development Strategic Action Plan.

Experience: Joe McClure has served as principal or in other key roles in land economics research and advisory-services organizations for the last 38 years. His multidisciplinary background incorporates many phases of the community and real estate development process: economic analysis and strategy development, market and financial feasibility assessment, and planning and design.

Education: Joe has an M.S. in Urban Planning, in a program that emphasized regional economics, from the University of Arizona and completed additional post-graduate work in economic geography at UA. He has a B.S. in Architecture from the University of Cincinnati.

Alan Levenson – Senior Associate, TNDG

Project Role: Mr. Levenson will provide technical/research support throughout the process.

Experience: Mr. Levenson brings to The Natelson Dale Group, Inc. an academic background in economic theory with particular emphasis on economic development. He has managed the preparation of a number of regional economic development plans, with a particular focus on industry “cluster” strategies. This work has involved a wide range of activities: from performing quantitative/statistical analysis to more qualitative analysis, including conducting numerous interviews with key players of potential clusters. Mr. Levenson also has broad experience in fiscal impact analyses, retail market analyses, and real estate development feasibility analyses.

Education: Mr. Levenson joined TNDG 21 years ago, after receiving his B.A. with honors in Economics and Political Science from the University of California at Riverside. Mr. Levenson’s undergraduate studies included additional coursework in applied mathematics related to economic analysis. He also holds a Master's in Business
Administration degree, with a concentration in Real Estate Finance, from UCLA’s Anderson School of Management.

**Joe Collins – Research Associate, TNDG**

**Project Role:** Mr. Collins will support the project team with data compilation and GIS mapping.

**Experience:** Joseph Collins serves as a Research Associate for TNDG. Over the years, his professional career has involved him in a variety of both private and public projects in the Midwest and Southwest US. His varied experience includes: fiscal and land economic feasibility analysis, geospatial and descriptive data analytics, graphic presentation, market analysis, and the practice of urban planning and development.

**Education:** Mr. Collins obtained a M.B.A. from Grand Canyon University in Phoenix, Arizona, a M.S. in Regional and Community Planning from Kansas State University in Manhattan, Kansas, and a B.S. in Geography/Community Planning from Kansas State University. In addition, he has completed coursework for general real estate appraisal at the Arizona School of Real Estate and Business in Scottsdale, Arizona.

**Terry L. Clower, Ph.D. – Subject Matter Expert, TNDG**

**Project Role:** Dr. Clower will serve as a technical advisor on target industry/cluster analysis.

**Experience:** Dr. Clower currently serves as director of the Center for Regional Analysis and Professor of Public Policy at George Mason University. He has been active in consulting since 1993, providing economic and policy analyses to a wide range of clients in the public and private sectors. He has authored or co-authored more than 25 economic development plans for communities in seven states and is an internationally recognized academic studying regional economic development leadership. Dr. Clower has conducted training in economic development research and management for the Council for Community and Economic Research, the International Economic Development Council, and the National Association of Workforce Boards.

**Education:** Dr. Clower received a B.S. in Marine Transportation from Texas A&M University in 1982, a M.S. in Applied Economics from the University of North Texas in 1992 and a Ph.D. in Information Sciences from the University of North Texas in 1997 specializing in information policy issues and the use of information resources.

**Bryan Went: CEO, Matter Labs**

Bryan Went is the co-founder and co-CEO of Matter Labs, a corporate innovation lab that focuses on solving problems in the technology industry at a local level. He also serves on the Board of Directors at FATHOMWERX, a public-private consortium and technical innovation lab located in Ventura County. Bryan’s entrepreneurial journey started at the age of 16 when he founded Eccentric Motors, one of the first alternative fuel companies to generate power for automobiles from hydrogen and other natural fuels. Bryan also co-founded Higher Standard Solutions with his brother Erick, where they provided strategic and innovative technological solutions for companies such as Microsoft, FOX Studios, and Honda.

**Erick Went: Founder and CEO of Matter Labs**

Erick attended the University of California, Santa Barbara where he earned his B.S. in Physics. After graduating, he moved to Silicon Valley where he founded a Higher Standard Solutions with his brother Bryan, a company where they provided strategic and innovative technological solutions for companies such as Microsoft, FOX Studios, and Honda. Erick then took his customer-centric design to South America, Europe, and Asia and worked
on a variety of projects helping underrepresented communities by creating health and medical devices. Erick also started FATHOMWERX, a joint venture program with the Port of Hueneme, the Economic Development Collaborative, and the Port Hueneme Naval Surface Warfare Center that serves as a conduit for the local innovation ecosystem.

3. MANAGEMENT/METHOD OF OPERATION

TNDG was privileged to shepherd the preparation of Stockton’s previous economic development strategic plan in 2015. Since that time, certain emerging economic/social trends have become more prominent, and new conditions have arisen, that generally expand Stockton’s economic advantages. These developments, along with Stockton’s internal advances in recent years and efforts to expand awareness of community assets, make the preparation of an economic development strategic plan at this time especially appropriate. Some of the key trends and conditions that play to Stockton’s strengths include:

- Changes in logistics activity, at ports as well as elsewhere, in response to trade/consumption patterns, environmental concerns, and now (with varying effects) the pandemic – all of which will tend to encourage new investment.
- Land price and other cost-related effects continuing to push business operations outward from major cities.
- Work-from-home trends, to some extent expected to continue well beyond the pandemic shut-downs.
- Increased concerns about resilience in infrastructure and other systems, which can be advantageous to growing, adaptable communities.
- Growing sensitivity to racial tensions, and the role of communities in mitigating such problems through expanding economic opportunity and other management actions – an area in which Stockton can also benefit from past experience.

TNDG has long taken the position that robust partnerships are the key to successful economic development strategic planning and strategy implementation. Partnership concepts are also woven into the Stockton RFP scope of services, and all of the work scope items together reflect as well a comprehensive approach to achieving successful economic development. TNDG’s suggested work scope expands on this comprehensive nature, through the explicit inclusion of foundational elements critical for economic development into the planning process (see below), and screening target clusters/industries most appropriate for City support and marketing, as part of 2.1.1.5.

TNDG’s approach to this project, summarized on the following table, will use our traditional analytical and stakeholder involvement processes, reinterpreted as necessary to both reflect the challenges and opportunities of current times and also Stockton’s commitment and expanding capacity to excel.

We are extremely pleased to include the following partner-led technical support as part of the work scope:

**Matter Labs** will lead 2.1.1.4 (Build a Thriving Entrepreneur Ecosystem) and add an “innovation perspective” to other tasks (including related stakeholder interface); and

**Golden Shovel** will complete their proprietary “Marketing Blueprint” process, addressing the following marketing topics: market research/strategy; website design brief and wire frame; placemaking content strategy; shop local strategy (part of 2.1.1.3). While not specifically included in our proposed budget for this assignment, Golden Shovel can also provide additional/implementation services, including: Website Development, Content Services Copywriting, Website Lead Generation and Tracking, and Digital Marketing Strategies
<table>
<thead>
<tr>
<th>RFP GOALS language excerpts/summaries, with suggested TNDG supplements following</th>
<th>TNDG commentary on the work scope</th>
<th>Deliverables</th>
</tr>
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<tbody>
<tr>
<td>2.1.1.1 Develop a Robust Economic Development Toolkit that includes local, state, and federal incentives and programs that will best drive the Stockton economy.</td>
<td>Work in this task area would include (among other steps): 1) General and industry-specific recommendations for improving the city’s existing Economic Development Programs and Incentives (and implementing new initiatives as appropriate), and 2) Recommended measures to ensure the City’s “Business Friendliness” (reflecting key competitiveness issues identified in other tasks).</td>
<td>Work on this task area will be reflected in the TNDG work scope item #3 below, Strategic plan documentation and compilation</td>
</tr>
<tr>
<td>2.1.1.2 Tell the Stockton Story: Highlight the successes of Stockton, its uniqueness, and positive aspects that the community offers</td>
<td>This goal is particularly relevant to Stockton today, given both the city’s progress and one particular change in the dynamics of local economic development – that being the dramatic shift to working from home, which by numerous indications will continue well beyond the pandemic. TNDG, will give particular attention to including this phenomenon in all aspects of this assignment. Team member Golden Shovel will have a key role incorporating data and analysis into a Marketing Blueprint, as described elsewhere in this proposal. In addressing this goal, besides the above and information specific to Stockton’s various assets, TNDG will compile background information from a range of public and private data sources. Where appropriate, demographic and economic data will be evaluated at multiple levels of geography (city, county, state and U.S.) to allow for comparison of local conditions to regional and national benchmarks. This information will form part of the input into a SWOT analysis documenting potentials for economic growth and diversification.</td>
<td>1) Memorandum on the SWOT analysis; 2) Economic Development Background Report.</td>
</tr>
<tr>
<td>2.1.1.3 Support small businesses by serving their needs, as a direct resource and clearinghouse of other resources, while encouraging local shopping</td>
<td>Strategies related to this goal will emerge based on background research, stakeholder input, and TNDG’s experience in communities with similar objectives. The goal takes on added significance with the pandemic, which has induced some business practices that will tend to become permanent, and benefit from enlightened city policy adjustments. Part of the TNDG work scope item #3 below, Strategic plan documentation and compilation.</td>
<td>Part of the TNDG work scope item #3 below, Strategic plan documentation and compilation</td>
</tr>
<tr>
<td>2.1.1.4 Continue to build a thriving entrepreneur ecosystem, by identifying technical support and other resources to help start-ups network and grow</td>
<td>As with 2.1.1.3 above, strategies related to this goal will emerge based on a combination of background research, stakeholder input, input from Team member Matter Labs, and TNDG’s experience. Strategies will be fully integrated with other workforce concepts (2.1.1.7) Changes in work patterns propelled by the pandemic also make this goal particularly relevant at this time. The approach must also constantly adapt as the ecosystem changes over time. First step would be to assess the current</td>
<td>Part of the TNDG work scope item #3 below, Strategic plan documentation and compilation</td>
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<tr>
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| **ecosystem and its strengths, needs, blend of key stakeholders and leaders. Next would be to help unite all the various groups to collaborate, strengthen the bonds and identify overlaps and gaps. Well balanced and stable ecosystem components can interact and overlap. We will expect to have smaller micro cells in specific industries, schools, age groups and more. Stockton is a perfect place for innovation. It’s unlike any city in the world and already has a rich history of innovation and entrepreneurship, but every ecosystem has untapped potential.** | **TNDG would complete a city-level “cluster” analysis to identify candidate industries for Stockton. This analysis will include the following steps:**  
a. Compile detailed data (6-digit NAICS code level) on current and recent historic employment in the City.  
b. Evaluate the City’s comparative strengths relative to an appropriate larger surrounding region, utilizing standard economic analysis techniques such as location quotient analysis, shift-share analysis, and trade flow analysis.  
c. Evaluate City’s linkages to relevant regional industry clusters.  
To facilitate efficient completion of the target industry/cluster analysis, TNDG would utilize customized employment data from Emsi or an equivalent provider. | **Memorandum on Target Cluster/ Industry Analysis** |
<p>| <strong>2.1.1.5 Attract and retain [and help expand existing] high caliber businesses with quality jobs that provide advancement opportunities, health benefits, and financial support, while increasing tax revenues</strong> | <strong>Even before the workforce in general became particularly challenged by current trends in robotics, artificial intelligence, etc., and now the pandemic, coordination between education/workforce training and industries’ needs has been a major challenge for communities across the country. Part of the solution involves extensive commitments among partners, across entities that have not necessarily traditionally networked effectively. Addressing this goal will definitely be a focus of stakeholder outreach (as well as various aspects of project research).</strong> | <strong>Part of the TNDG work scope item #3 below, Strategic plan documentation and compilation</strong> |
| <strong>2.1.1.6 Make data-driven decisions by investing in data and maintaining key measurement metrics that provide concise information about relevant growth and development and socioeconomic factors</strong> | <strong>Part of the TNDG work scope item #3 below, Strategic plan documentation and compilation</strong> |
| <strong>2.1.1.7 Define our role in workforce development by collaborating with partners to offer training and support for the business community, seeking input from the businesses community on its talent needs, identifying gaps in workforce needs and finding</strong> | <strong>Part of the TNDG work scope item #3 below, Strategic plan documentation and compilation, and Stakeholder engagement (Item 2)</strong> |</p>
<table>
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<tr>
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<tr>
<td>solutions to address them, all to help re-skill or upskill existing workforce</td>
<td>Topics addressed would include, but not be limited to: 1) key physical infrastructure improvements and other “capacity building” issues, and 2) integrating existing assets such as transportation systems and key real estate development areas with other strategic considerations</td>
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<td>Other proposed elements addressed as part of the Scope of Work:</td>
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| 1. Incorporating foundational considerations into the planning process | The concept of an Economic Development “Summit” process would be utilized as the primary tool for engaging stakeholders. This process, used successfully in TNDG strategic plan development for a number of other clients, is a progressive series of three stakeholder meetings/workshops during the course of the assignment. The process is designed to allow for (if the City desires) periodic (i.e., annual) follow-up stakeholder meetings subsequent to the completion of the plan – a highly effective mechanism for monitoring (and showcasing) implementation progress and, very importantly, for maintaining the stakeholders’ interest in, and accountability for, long-term program success. The proposed sequence of Summit meetings is:  
- Summit Meeting #1, concurrent with the SWOT analysis and with two major purposes: (a) present key findings from the team’s initial technical studies; and (b) a SWOT workshop to get the stakeholders’ preliminary ideas on key issues, constraints and opportunities  
- Summit Meeting #2, after completion of the Economic Development Background Report, and include (a) a preliminary strategic framework for the plan and (b) a workshop to get stakeholder input on potential implementation strategies  
- Summit Meeting #3, near the end of the process, to review the Draft EDSP and get feedback from the stakeholders regarding: (a) prioritization, and (b) designation of “lead entities” for strategies. See note 1. | Summary memorandum for Summit Workshop #1; Summary memorandum for Summit Workshop #2; Summary memorandum for Summit Workshop #3 |
<p>| 2. Stakeholder engagement |  |  |
| 3. Strategic plan documentation and compilation | The comprehensive Economic Development Strategic Plan document for Stockton will provide a detailed blueprint for the City’s economic development programming, with both short-term (2-year) and longer-term (5-year) recommendations for attracting, strengthening, and sustaining the identified set of target industries and implementing other strategies that support economic development missions. The Plan will include: (As described under “commentary”) |  |</p>
<table>
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<tr>
<th>Deliverables</th>
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<tr>
<td>• Comprehensive <strong>Industry Retention/Expansion/Attraction Strategy</strong> reflecting the specific industry clusters and market segments identified in the technical analyses.</td>
</tr>
<tr>
<td>• A <strong>Workforce Development Interface Strategy</strong>, addressing identified needs for technical training (consistent with the requirements of the industry clusters).</td>
</tr>
<tr>
<td>• A strategy to address <strong>Other Foundational Elements</strong>, including: 1) recommendations for physical infrastructure improvements and other “capacity building” issues affecting the target clusters, and 2) integration of existing assets into the plan.</td>
</tr>
<tr>
<td>• Recommended measures to ensure the City’s <strong>“Business Friendliness”</strong> (reflecting key competitiveness issues identified in the proceeding tasks).</td>
</tr>
<tr>
<td>• General and industry-specific recommendations for improving the city’s existing <strong>Economic Development Programs and Incentives</strong> (and implementing new initiatives as appropriate).</td>
</tr>
<tr>
<td>• A <strong>Prioritization Matrix</strong> indicating the potential timing of the various action items (immediate, 1-2 years, 3-5 years), and identifying the specific projects and programs that would provide the best leverage of available resources.</td>
</tr>
<tr>
<td>• Recommended <strong>Staffing/Organizational Structure</strong> for the City’s economic development programming.</td>
</tr>
<tr>
<td>• A <strong>Responsibility Matrix</strong> indicating the entities who would most appropriately be tasked with carrying out various action items.</td>
</tr>
<tr>
<td>• A <strong>Monitoring Program</strong> to track the implementation of the Plan and to refine strategy objectives over time.</td>
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### 4. Entrepreneurial systems advisors

Matter Labs will have a key role in augmenting the Team efforts in 2.1.1.4 (see above), including assessment of opportunities for supporting, promoting, and otherwise encouraging entrepreneurial activity. Matter Labs will also participate in key stakeholder sessions.

### 5. Marketing Blueprint Process

Golden Shovel Agency will play a key role in 2.1.1.2, above, and participate in stakeholder engagement, to help identify community goals related to marketing. A Marketing Blueprint will identify key marketing points for showcasing the community, attracting the right targets, and building a strategic framework.

1. **TNDG proposes this concept as one approach to stakeholder engagement, recognizing that this may or may not fit with the overall planning concept envisioned by the city, in which case other approaches can be applied (e.g., individual meetings could be devoted to specialized stakeholder groups/topics such as workforce development, entrepreneurial development, etc.).**
4. REFERENCES

|----------|--------------------------------------------------------------------------------|
| Client Contact: | Paul Stamper  
Deputy Executive Officer, County Executive Office  
County of Ventura  
(805) 654-3938 / Paul.Stamper@ventura.org |

<table>
<thead>
<tr>
<th>Project:</th>
<th>Target Industry Analysis &amp; Comprehensive Economic Development Strategy (CDES) for City of Escondido, CA (2012, updated 2018)</th>
</tr>
</thead>
</table>
| Client Contact: | Michelle Geller  
(former Economic Development Manager for City of Escondido)  
Economic Development Manager  
City of Oceanside  
(760) 435-3351 / mgeller@oceansideca.org |

<table>
<thead>
<tr>
<th>Project:</th>
<th>Economic Development Strategic Plan for City of Vista, CA (2020-2021)</th>
</tr>
</thead>
</table>
| Client Contact: | Kevin Ham, CEcD, HLM, ACE  
Director of Economic Development  
City of Vista  
(760) 643-5244 / kham@cityofvista.com |

5. CORPORATE STRUCTURE, ORGANIZATION

| The Natelson Dale Group, Inc.  
Company Profile |
|------------------------------------------------------------------|
| **Services Provided** | Economic development strategic plans  
Target industry studies  
Workforce development analysis  
Real estate market projections  
Development feasibility studies  
Downtown/corridor revitalization programs  
Fiscal impact analysis  
Infrastructure financing plans  
Regional economic forecasting |
| **Years in Business** | 47 |
| **Organization Type** | California corporation |
| **Office Locations** | Orange County, CA; Phoenix, AZ |
| **Professional Staff** | 5 |
| **Professional Affiliations** | California Association for Local Economic Development (CALED)  
International Economic Development Council (IEDC) |
APPENDIX A – LINKS TO SAMPLE WORK PRODUCTS

Representative samples of TNDG’s work are accessible online at the links provided below. Although all of our work products are highly customized to reflect the unique circumstances, needs and opportunities of each client, the provided samples provide a good indication of the level of detail and overall quality of work that the City of Stockton can expect for this project.

<table>
<thead>
<tr>
<th>Project:</th>
<th>Economic Development Strategic Plan for County of Ventura, CA</th>
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<table>
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<tr>
<th>Project:</th>
<th>Comprehensive Economic Development Strategy (CEDS) for City of Escondido, CA</th>
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<tbody>
<tr>
<td>Report Link:</td>
<td><a href="https://rebrand.ly/EscondidoCEDS">https://rebrand.ly/EscondidoCEDS</a></td>
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<tr>
<th>Project:</th>
<th>Economic Development Strategic Plan for City of Palm Desert, CA</th>
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<tr>
<td>Report Link:</td>
<td><a href="https://www.cityofpalmdesert.org/home/showdocument?id=9273">https://www.cityofpalmdesert.org/home/showdocument?id=9273</a></td>
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<tr>
<th>Project:</th>
<th>Economic Development Strategic Plan for City of Vista, CA</th>
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</table>
NEED TO ATTRACT BUSINESS AND TALENT TO YOUR COMMUNITY?

ARE YOUR CURRENT MARKETING STRATEGIES REACHING THEIR INTENDED AUDIENCES?

IS THE DAILY CHALLENGE OF TIME AND RESOURCES HINDERING POSSIBLE GROWTH?

DO YOU NEED A MORE COMPETITIVE APPROACH TO WIN BUSINESS CONSISTENTLY?

THAT’S WHY EVERYTHING WE DO CONNECTS BUSINESSES AND TALENT WITH THE COMMUNITIES THEY WILL THRIVE IN.

Services we provide:
• Strategic Marketing Plans
• Content Strategies and Solutions
• Web Development
• Branding
• Public Relations
• Social Media Management
• Paid Campaigns
• Lead Generation
• Virtual Reality Tours
• Opportunity Zone Marketing
• Additional Communications Tools

To implement groundbreaking communications strategies, contact:

Warren Westcott
National Sales Manager
952.454.4068
wwestcott@goldenshovel.com

Working with clients on a monthly basis, Golden Shovel strategists understand your goals and objectives intimately. They become trusted extensions of your team and pull in additional resources when necessary. Whether that involves design changes, creating custom content, or running an outbound marketing campaign, we understand the best way to meet your immediate or long term needs. Golden Shovel strategists serve as both account managers and project managers to ensure that your communication and marketing needs are met month in and month out.

About Golden Shovel

Golden Shovel Agency is a full-service communications firm, working exclusively with economic developers, chambers, cities, counties, and state government. We bring creative energy to the work of economic development. Whether the goal is to attract and support great businesses or great talent, we specialize in your world. We’ve helped over 200 communities across North America shape and tell their stories in order to strengthen the vitality of their regional economies.

We are knowledge experts and communications specialists. Our team has a deep understanding of economic development and we use this expertise to support our client’s daily activities. Whether it’s engaging the press, attracting investments and workforce, or communicating with stakeholders and board members, our focus is on our client’s success and their consistent ability to win in a competitive space.
OUR CLIENTS SAY IT BEST:

“I worked with Golden Shovel Agency to build an economic development portal for Great River Energy and our 28 member co-ops. The team at Golden Shovel Agency customizes their solution to meet the individual needs of their clients. The professionalism, attention to detail, and customer service that Golden Shovel provides is outstanding.”

Tom Lambrecht • Great River Energy

“Selecting Golden Shovel to build our new Economic Development website was not a risk. Their work with other communities across the country garnered immediate consideration. Golden Shovel delivered, making this the most seamless, stress-less website development project with which I have ever been engaged.”

Linda DiMario • Irvine Chamber Economic Development

“As York County Development Corporation undertook the design of the website in partnership with Golden Shovel, we had some high level goals. In today’s competitive world, it is imperative to stand out, yet have our site answer the questions a business or site selector would have. Golden Shovel has been an invaluable partner in our efforts.”

Lisa Hurley • York County Development Corporation
APPENDIX C – COMPANY PROFILE (MATTER LABS)

Since 2014, Matter Labs has been a large public-private consortium focused on innovation. When CEO Bryan Went began his dream of creating a collaborative group which allowed new voices to come together and focus on innovation and experimentation he never thought his dream would grow into such a vast enterprise bringing together the best and brightest from around the country to test and create new products across the maritime industry. But academia, the Department of Defense, and the public sector, all saw the value of his idea. Through hard work and collaboration Matter Labs, Fathomwerx, and Future Labs have grown into a technological test and build site that has pioneered innovation. These partners have come together not only to innovate, but educate through competition, STEM education, and giving back to the community in need.

Bryan Went: CEO, Matter Labs

Bryan Went is the co-founder and co-CEO of Matter Labs, a corporate innovation lab that focuses on solving problems in the technology industry at a local level. He also serves on the Board of Directors at FATHOMWERX, a public-private consortium and technical innovation lab located in Ventura County. Bryan’s entrepreneurial journey started at the age of 16 when he founded Eccentric Motors, one of the first alternative fuel companies to generate power for automobiles from hydrogen and other natural fuels. Bryan also co-founded Higher Standard Solutions with his brother Erick, where they provided strategic and innovative technological solutions for companies such as Microsoft, FOX Studios, and Honda.

In 2019, Bryan spearheaded the founding of FATHOMWERX, a program created by Matter Labs that is designed to exchange knowledge and opportunities between public/private sectors businesses and government entities in Ventura County. Outside of work, Bryan is an avid world traveler and adrenaline junkie. He has worked in more than 12 countries over the course of his professional career and continues to seek out adventure with his family in his free time. He continuously uses his maverick spirit to create and support programs aimed at impacting the world through innovation and technology.

Erick Went: Founder and CEO of Matter Labs

Erick Went is the co-founder and co-CEO of Matter Labs, an award winning innovation lab founded in 2019 that focuses on projects of “matter”. Before founding Matter Labs, Erick also started multiple other companies including Eccentric Motors, one of the first alternative fuel companies to generate power for automobiles from hydrogen and other natural fuels.

Erick attended the University of California, Santa Barbara where he earned his B.S. in Physics. After graduating, he moved to Silicon Valley where he founded a Higher Standard Solutions with his brother Bryan, a company where they provided strategic and innovative technological solutions for companies such as Microsoft, FOX Studios, and Honda. Erick then took his customer-centric design to South America, Europe, and Asia and worked on a variety of projects helping underrepresented communities by creating health and medical devices. He eventually returned to California to transition from pure technology to impact technology, which serves as the basis for his work at Matter Labs. Through Matter Labs, Erick has worked on projects including, but not limited to, developing a stem cell lab, partnering with community foundations to develop nonprofit health assessments, and three MedTech companies, the largest one raising $50M. Other programs run by Matter Labs include EDC Invest, a program for connecting early stage firms to second round venture capital investment, and Future Laboratories, a program dedicated to research, education, and the commercialization of new and emerging technologies through collaborative partnerships with industry, academia, nonprofits, and government.

Erick has always enjoyed giving back to the local community through his work and this is what eventually led him to start FATHOMWERX, a joint venture program with the Port of Hueneme, the Economic Development Collaborative, and the Port Hueneme Naval Surface Warfare Center that serves as a conduit for the local innovation ecosystem.
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: THE NATELSON DALE GROUP, INC.

CONTACT NAME: ROGER A. DALE

ADDRESS: P.O. Box 489
          YORBA LINDA, CA 92885

TELEPHONE NUMBER: (714) 692-9596

EMAIL: DALE@NATELSONDALLE.COM
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPOSEN'T'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be 'A Jurat' notarization.

4. They have reviewed all clarifications/questions/answers on the City's website at www.stocktonca.gov/adminbid .

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

THE NATELSON DALE GROUP, INC.

FIRM

P.O. BOX 489

ADDRESS

KIRGA LINDA, CA 92885

SIGNED BY

ROGER A. DALE

PRESIDENT

(714) 692-9596/9597

TELEPHONE NO./FAX NO.

DATE

3/25/21

DALE@NATELSONDALE.COM

E-MAIL ADDRESS
NON-COLLUSION

Affidavit for Individual Proponent

State of California, ss.

County of ___________________________

(insert)

Being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Individual Proponent)

Subscribed and sworn to (or affirmed) before me on this ______ day of __________, 20______

by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

______________________________

Signature

No. 2

Affidavit for Corporation Proponent

State of California, ss.

County of Orange

Roger Alan Dale (insert)

Being first duly sworn, deposes and says: That they are the President of The Nateolon Dale Group, Inc., a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

Subscribed and sworn to (or affirmed) before me on this 25th day of March, 2021

by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

______________________________

Signature

No. 3

Affidavit for Firm, Association, or Co-partnership

State of California, ss.

County of ___________________________

(insert)

Each being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership, designated as ____________________________, who is the party making the foregoing bid; that the other partner, or partners, are in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

(Signature)

Subscribed and sworn to (or affirmed) before me on this ______ day of __________, 20______

by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

______________________________

Signature
REQUEST FOR PROPOSALS (RFP) 
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR 
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

ADDENDUM No. 1

DATE: 3/4/21

To All Potential Bidders:

A. This Addendum shall be considered part of the proposal documents for the above-mentioned project as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this Amendment shall govern and take precedence. PROPOSITIONS MUST SIGN THE ADDENDUM AND SUBMIT IT WITH THEIR PROPOSALS.

B. Proponents are hereby notified that they shall make any necessary adjustments in their estimates as a result of this Addendum. It will be construed that each proponent’s proposal is submitted with full knowledge of all modifications and supplemental data specified herein.

PLEASE NOTE THE FOLLOWING CHANGES TO REQUEST FOR PROPOSALS (RFP) ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

1. Can you share the budget range that has been established for this project?

Budget has not yet been determined but this project is estimated to cost $80,000-$120,000. Budgeted information is for informational purposes only and should not impact the thoroughness of the proponent’s fee schedule.

2. If a company is new, what does the City need to see from a financial perspective in order to be comfortable working with a new company?

Per Section 3.0.5, “the proponent must be able to demonstrate a good record of performing and have sufficient financial resources to ensure that they can satisfactorily provide the services required.”

All companies doing business with the City of Stockton are required to have a Stockton Business License.

3. If a company does not have past work examples and references for this type of work, but the founders, partners and employees do have relevant experience, would examples of past work and references, from individuals rather than the company, qualify? Will this reduce the likelihood of winning this contract?

Please submit all relevant experience for the City’s review. The City will review all proposals for sufficient qualifications.

4. Has a plan like this been prepared by or for the City of Stockton in the past? If so, who prepared it? When was it most recently prepared? Can it be made available for review?

A 5-year Economic Development Strategic Plan (EDSP) was created in 2015. Natelson Dale prepared the EDSP.
5. Sections 1.25 and 1.26 refer to a proposal security bond/cashiers checks and contract bonds in the amount of “N/A”. Please confirm this means that no Proposal Security checks or Contract Bonds are required to accompany the proposal documents.

Confirmed this section is N/A

6. Page 31 of the RFP shows an example statement of work. Would you like to see that type of statement of work in the proposal or is it put together collaboratively during the contracting phase?

Exhibit A – Statement of Work is part of the City’s standard agreement; if sections are applicable, the selected firm’s scope of work will be required to include within the Statement of Work.

7. If we opt to submit the proposal electronically, does a scan of the notarized version of the Non-Collusion Affidavit form and other forms requiring signature suffice?

Yes

8. Can companies from Outside USA can apply for this (like, from India or Canada)?

Yes. However, a foreign corporation, LLC, LP, LLP, etc. must be eligible to do business in the State of California. Please contact the California Secretary of State’s office regarding eligibility prior to submitting a proposal. Below is a link to the California Secretary of State’s website and a link to FAQs addressing the formation, registration, and licensing of foreign business entities in California. These links are being provided for convenience only and should not be considered a comprehensive list of requirements for foreign business entities.

https://www.sos.ca.gov
https://www.sos.ca.gov/business-programs/business-entities/faqs

Although we do not have limitations for submissions; it is strongly encouraged that the firm has done relevant work for familiarity.

9. Do we need to come to the City of Stockton for meetings?

Yes, it is imperative that the selected firm be engaged in the development process.

10. Can we perform the tasks (related to RFP) outside USA (like, from India or Canada)?

The City would prefer the selected firm be available and engaged during the development process.

11. Can we submit the proposals via email?

Proponents may submit proposals electronically to city.clerk@stocktonca.gov.

12. The RFP states “Please no more than 10 typed pages; we will allow up to 5 additional pages for illustrations, diagrams, and photographs.” Can you please specify which sections of a proposer’s response are included in the 10 page limit:

3.1 Cover Letter
3.2 Minimum Experience Qualifications Summary and Resumés
3.3 Management/Method of Operation
3.4 References
3.5 Financial statement
3.6 Corp structure, organization

Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

**BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:**

Company Name **THE NATELSON DALE GROUP, INC.**

Contact Person **ROGER A. DALE**

Signature **[Signature]**

Date **3/25/21**

**Proposals Due** – Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov.

-------------------------------------------------------------------
Addendum acknowledged and signed? ________ (Procurement Specialist’s initial)

-------------------------------------------------------------------
PROPOSAL DOCUMENTS
A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN
B) PUR 21-001
C) MARCH 25, 2021

COMPANY NAME: __NMBL Strategies_______________________________

CONTACT NAME: ____Casey Jolley_______________________________

ADDRESS: __13439 Mason Valley Ct.
Saint Louis, MO 63131

TELEPHONE NUMBER: __314-920-3195________________

EMAIL: __casey@nmblstrategies.com___________________
REQUEST FOR PROPOSAL (RFP)

PROPOSENT’S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of the same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

FIRM ADDRESS 13439 Mason Valley Ct. Saint Louis, MO 63141

SIGNED BY TITLE OR AGENCY

TELEPHONE NO./FAX NO. DATE: (202) 570-5597

E-MAIL ADDRESS: Eric@nmblstrategies.com
AFFIDAVIT FOR CORPORATION PROONENT STATE OF CALIFORNIA, )ss.
County of )

(insert)

being first duly sworn, deposes and says: That they are the CEO of a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

Subscribed and sworn to (or affirmed) before me on this day of March 24, 2021 by Eric Moraczewski, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

Melissa Chrisec
Notary Public ~ Notary Seal
STATE OF MISSOURI
St Louis County
My Commission Expires 3/18/2035
Commission # 17461373
Economic Development
Strategic Action Plan for the
City of Stockton, California
# TABLE OF CONTENTS

I. Front Cover of Proposal ........................................ Page 1
II. Table of Contents .................................................. Page 2
III. Cover letter ......................................................... Page 3
IV. About NMBL Strategies ........................................ Pages 4 - 5
V. Project Leadership ............................................... Pages 6 - 9
VI. Examples of Community Engagement ...................... Page 10
VII. Scope of Work ................................................... Pages 11 - 13
VIII. Nonprofit Client Examples ................................. Page 14
IX. References ......................................................... Page 15
X. Financial Statement ............................................... Page 16 - 18
XI. Back Cover ........................................................ Page 19
March 25, 2021

ELIZA GARZA  
OFFICE OF THE CITY CLERK  
FIRST FLOOR CITY HALL  
425 NORTH EL DORADO STREET

Dear Ms. Garza,

Please accept the enclosed documents as the NMBL Strategies submittal for the ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN (PUR 21-001). I believe you will find NMBL’s significant experience working with nonprofits and community development to be unparalleled and will offer the City of Stockton the best possible outcome from this study.

NMBL Strategies is very excited for the opportunity to work with the City of Stockton and welcomes the opportunity to speak further about both our proposal and the ensuing work. Please do not hesitate to reach out to me at (202) 570-5597 or via email at Eric@nmblstrategies.com.

Sincerely,

Eric Moraczewski  
CEO | NMBL Strategies  
13439 Mason Valley Court  
St. Louis, MO 63131

Casey Jolley (Day to day contact if awarded bid)  
Director of Business Development and Project Management  
Casey@nmblstrategies.com

Dion Brown  
Managing Director - Nonprofit Services  
Dion@nmblstrategies.com
When NMBL Strategies was founded in 2019, it was established with the needs of nonprofits and public-private partnerships in mind. As a thought leader in this space, founder Eric Moraczewski, wanted to create a trusted resource for those who sought assistance with strategic plans, financial strategy/analytics, fundraising strategy/planning and building partnerships. As such, NMBL is adept at meeting clients where they are and helping them to achieve their full potential. In addition, NMBL recognizes that their approach needs to be as unique as their client base and tailors the needs specific to each one. While NMBL’s portfolio primarily focuses on nonprofits and public-private partnerships, their experience has also resonated with the for-profit business sector, with the clients to prove it.

NMBL can understand the perspectives of such a varied portfolio thanks to Moraczewski’s varied background. In fact, it was after his experience working on the largest Public-Private Partnership in National Park Service history with the St. Louis Arch grounds project, that his consultancy business and NMBL were born. After taking the helm of the Gateway Arch Park Foundation as the Executive Director, Moraczewski directed the completion of the $380 million renovation and opening of the St. Louis Arch grounds and state-of-the-art museum, a vision unifying the Arch with the city it represents and the Mississippi River from 2016-2019.
Some highlights to the experience of our leadership include:

- 30+ years working for and consulting for nonprofits, small businesses and public-private partnerships
- Museum work on four continents and in 20+ countries
- Leadership roles in museum design and construction work of well over $1 billion in projects
- Recipient of 20+ awards for work on museums, nonprofits, public-private partnerships and small businesses
- Raised over $100 million for capital campaigns, membership programs and sponsorships
- Developed millions of dollars of earned income opportunities
- Brought in crowds of more than 6.5 million visitors while in leadership roles at museums
- Over 1.5 billion media impressions covering our projects
- Spoken at conferences in five countries with NAFTA, World Urban Parks, American Association of Museums, Association of African American Museums and the Association for Corporate Growth

NMBL Strategies has significant experience working with and consulting for nonprofits. Perhaps one of NMBL’s biggest advantages is that our team has experience leading these organizations ourselves. This firsthand knowledge allows us to bring significant experience to each and every nonprofit challenge we tackle. A sampling of some of our thought leadership and experience can be seen in some of our recent media coverage and publications.

#beNMBL – Improving Cultural Attractions – NMBL’s own monthly webcast focused on providing nonprofits with valuable information from the NMBL team and experts from around the world.

The Power of Engagement: Your Community and Development – NMBL’s Managing Director of Nonprofit Services joined a panel for the Association of Consultants to Nonprofits in discussing how best to engage donors and the community.

More Need Than Ever For Nonprofit Strategy – Written by NMBL’s CEO this Medium article focuses on the need for nonprofits during a pandemic to develop and execute a strategy.

Crossroads: Economic Impact of Museums and Green Spaces – NMBL’s CEO and Managing Director of Nonprofit Services gave a presentation as a part of a weekly architecture webcast.
Eric Moraczewski | CEO

Eric Moraczewski is a pragmatic, data driven CEO/CFO specializing in startups and turnarounds with for profits, nonprofits and public-private partnerships across 20+ countries and four continents. Eric used his background as a global consultant, CEO and CFO to found NMBL Strategies, LLC in 2019 after leading the Gateway Arch Park Foundation (Private Foundation responsible for providing $250 million of the $380 million project) through the largest Public-Private Partnership in National Park Service history. NMBL is designed to utilize Eric’s passion for startups and turnarounds combined with data analytics, finance and experience working with nonprofits, public-private partnerships and small businesses.

Moraczewski’s work for the Gateway Arch Park Foundation delivered the project under budget, saw one billion plus media impressions of coverage of the grand opening and positioned the project to win countless awards. It was this work that prompted the St. Louis Business Journal to write “If anyone could successfully complete the Gateway Arch Park project it was Moraczewski. Lots of folks can crunch numbers, but this required careful orchestrating. It was the fusion of his career experience and strengths: financial acumen, strategic planning, and his experience overseeing the funding of the museum design and construction” (St. Louis Business Journal, June 28, 2018).

In addition, Moraczewski is adept at strengthening local and national relationships including collaborative efforts with government, local community leadership and private enterprise. He also has experience creating unique activation opportunities to engage local residents and visitors. He has spoken to NAFTA, World Urban Parks Congress and many other domestic and international events, as an industry leader, including in Canada, England, Singapore and China. Skilled in fast paced, intensive environments, including direct interactions with local and national media, he is an ideal spokesperson for any project.

Prior to work at the Gateway Arch, Moraczewski was the CEO of FDI Strategies, an international growth strategy consultancy focused on developing business between Colorado and China. Prior to that he was the CFO of Gallagher & Associates, one of the largest museum design firms in the world. Both organizations worked as consultants for nonprofit and for-profit entities. Eric has his Executive MBA from Washington University in St. Louis and his BSBA from Saint Louis University. Eric also published the book Succeeding at Business in Southeast Asia: Common Mistakes Companies Make and How to Avoid Them.

It is this rich and varied experience that Moraczewski brings to his NMBL clientele. It is part of the NMBL brand to leverage Moraczewski’s elite people skills and unrivaled work ethic to help clients meet their goals. As such, NMBL is the right consultant for any organization to help influence and inspire.

Contact Info:
Phone – (202) 570-5597
Email – Eric@nmblstrategies.com
Casey Jolley | Director of Business Development & Project Management

Casey Jolley is a skilled museum professional with years of event and customer service management. Her areas of expertise include event planning, membership, donor relations and public program development. She is an advocate for engaging and educating the public through experiences and historical resources that promote equity and inclusion.

As the Director of Visitor Services and New Business Development at the National Underground Railroad Freedom Center, she has worked with her events team to book new corporate and private events resulting in a 50% increase in earned income revenue. Most recently, she led a team to welcome back visitors to the Freedom Center in a safe and effective manner while increasing membership renewal rates. She works to engage the public as they learn about the history of our country through the lens of freedom. Previously, she has taken a leadership role with the Gateway Arch Park Foundation managing public and private events on the Gateway Arch grounds as well as in city parks. She worked to create welcoming events for the St. Louis community to attend and experience all that downtown St. Louis has to offer. Events such as yoga and bootcamp that are part of the Health and initiative in Kiener Plaza saw large growth during her time. It is helpful that she has a passion for health and wellness as a fitness coach herself, teaching kickboxing, cycle and yoga after work.

Prior to that, she was the Director of Earned Income and Operations for the National Blues Museum from 2015 to 2018, helping to establish and open the museum in April of 2016. She was a part of the team that created the brand strategy for the museum and the structure for the gift shop as part of the new museum. Her crossover event with those two organizations, the National Blues Museum and the Gateway Arch Park Foundation, was a weekly live Blues music concert series in August on the riverfront called Blues at the Arch. The event created support for downtown businesses while bringing amazing live music with a historical context to a large diverse crowd.

Casey’s work has led her to manage many different projects in the museum industry, from event development and donor relationship to more recently establishing protocols and safe visitor experience management techniques for COVID-19 procedures at the National Underground Railroad Freedom Center.

Casey holds a BA in Communications from DePauw University.

Contact Info:
Phone – (314) 920-3195
Email – Casey@nmblstrategies.com
Dion Brown | Managing Director – Nonprofit Services

Dion Brown is an accomplished nonprofit leader. With a proven track record on defining visions, leading teams through strategic planning, conducting analysis of operations and building budgets that work. He prides himself on building teams and producing programming that will engage the community. He works with board members and staff to adopt culturally responsive strategies and navigate challenging situations.

In February 2018, Brown became the President and Chief Operating Officer of the National Underground Railroad Freedom Center. In the first three months, Brown analyzed and completed the fiscal year operating budget, reducing annual expenses by $1M. As the spokesperson for the institution Dion engaged the community, current and new donors resulting in higher visibility for the organization. These efforts led to contributions of over $1M in new donations. Dion built strong collaborative partnerships with several organizations including the YWCA, Jewish Federation, African American Chamber, Cincinnati Police Department and the LGBTQ community among others. These relationships helped to secure over $1M in new funding.

Brown was the Founding Executive Director of the National Blues Museum. He helped the start-up grow and flourish, gaining recognition from CNN, National Geographic and the New York Post as a “must see” museum. Prior to the National Blues Museum, Dion’s role was as Executive Director of the B.B. King Museum and Delta Interpretive Center in Indianola, Mississippi. While museum programming, tours, and attendance greatly expanded under Brown’s leadership, he simultaneously raised funds, balanced the organization’s budget and positioned the organization as a viable business and a strong community resource and champion. In 2013, he was recognized by the Delta Business Journal as one of its “Top Minority Business Leaders.” Prior to his leadership at the BB King Museum, Brown served as the Chief Operating Officer for Exploration Place in Wichita, Kansas. He directed a staff of more than 70 people and managed the day-to-day operations of the museum and its $5 million budget.

Brown currently sits on the Board of Directors of the Association of African American Museums. Brown holds a certificate of fundraising from the IUPUI School of Philanthropy, a Bachelor of Science in Human Resources and a Master’s of Science in Leadership from Southwestern College. He is also retired from the United States Air Force after 21 years of service.

Contact Info:
Phone – (662) 303-6190
Email – Dion@nmblstrategies.com
Kathryn Moraczewski | Director of Communications

Through years of working in fast-paced environments from publicly traded companies to multimedia organizations, Kathryn Moraczewski has honed two key skills: relationship building and communication. She has extensive experience with advertising and public relations agencies, community affairs and media relations, including on-air interviews and crisis management. Kathryn is practiced at adapting to changing situations and varied personalities.

At NMBL Strategies Kathryn leads the communications efforts, developing strategy for both internal communications practices, as well as advising client communication strategy. Kathryn’s efforts continuously improve both NMBL’s and our client’s planning as well as public awareness.

Kathryn has been responsible for helping to secure major placements with important media outlets including Conde Nast Traveler, The New York Times, Robb Report, Denver Post, The Wall Street Journal, Rachael Ray’s “Tasty Travels” and Bravo’s “Top Chef” USA Network’s Two Days In Golf Paradise, Bon Appetit, Food + Wine, MORE, Saveur, Self, Shape and Sunset among many others.

Kathryn has years of experience in event planning including grand openings for hotels and restaurants everywhere from the United States to St. Lucia. She has been responsible for coordinating in-market media events and desk visits, such as a chefs’ cooking demo at the NYC Bloomingdale’s flagship store, 2008 U.S. Senior Golf Open events, James Beard dinner and countless others.

With significant Communications experience, Kathryn is practiced at developing public relations manuals and best practices to ensure consistent messaging. In addition, she has served as crisis communications spokesperson in many high-pressured environments.

Prior to her leadership at NMBL Strategies, she worked for Vail Resorts, Inc., American Furniture Warehouse and The Broadmoor in Colorado. Kathryn earned a Bachelor of Science in Marketing with a minor in Spanish from St. Louis University. She is committed to community service and is active with organizations serving youth and seniors.
NMBL Strategies uses a variety of methods for community engagement with a focus on ensuring input comes from a group representative of the full community. There are several tactics that NMBL utilizes, but at the forefront of these efforts has been a belief that partnerships lead to the most success. NMBL has created partnerships with public libraries, churches of underrepresented communities, public schools, Asian, Hispanic and Black Chambers of Commerce and many other groups to ensure true inclusion with all forms of communication.

With these partnerships, NMBL has utilized various channels of receiving input. From town halls to surveys at libraries and online engagement, NMBL believes partnerships allow for interviews and surveys that gather information from representative and important communities. These interviews are often a springboard for further community engagement. NMBL’s hallmark is to be able to adjust quickly to ensure the success of our clients.

Beyond in person events, NMBL Strategies has utilized mailing lists for organizations to share surveys and keep the community informed, zoom meetings for town halls and a heavy presence and engagement on social media to reach the community. Each of these methods is tailored to different age groups, races, backgrounds and groups to ensure the client receives feedback from a representative community.

EXAMPLES OF COMMUNITY ENGAGEMENT

- During their tenure at the Gateway Arch Park Foundation, NMBL’s CEO, Eric Moraczewski, and Director of Project Management, Casey Jolley, worked with groups like the NAACP, the Urban League, churches for underrepresented communities and several other groups on community events. One of the highlight events was Blues at the Arch, a weekly Blues music concert in the Gateway Arch National Park during the month of August. This free event highlighted local artists along with national blues artists in front of a crowd of thousands. Food from local vendors was available along with information about local institutions and other community events.

- During COVID, NMBL’s Director of Project Management, Casey Jolley, worked with a museum to highlight local community partners and encouraged the public to go out and visit places in a safe and conscience way. Some of these included inviting local artists to set up in a park to paint while being socially distanced or promoting local restaurants by creating a “brown bag lunch to go” program.

- During COVID, NMBL was able to engage with Parks to highlight their public spaces, especially their walking, running and biking trails for the public. Highlighting the benefits of an active lifestyle on the Park’s website and social media focused attention on a positive and healthy activity close to home.

- During COVID, NMBL’s Director of Project Management, Casey Jolley, worked with a Pride Center to highlight areas of town on a walking tour. Neighborhoods were encouraged to put window decorations and posters up to show love and support for one another. The public was encouraged to walk through the neighborhoods and take photos to post on social media. This highlighted the love and support the community had for one another as well as the benefits of walking and getting outside.
SCOPE OF WORK

NMBL Strategies was founded on the vision of being the most strategic, decisive partner trusted to deliver the best return on investment when needed most. As such, NMBL would be proud to partner with the City of Stockton California to develop an economic development strategic plan that will unify the community and business ecosystem. We can see from initial research on the city that a commitment to economic opportunity and inclusion is essential. Accelerated change is indispensable at this time and being able to tell the story of Stockton will be wonderful for the residents and business owners alike. Strong economic growth brings life and joy to a city and creating long-term infrastructure can expand the opportunities. The NMBL hallmark is to be hands-on and to continuously communicate throughout the process with our client. To develop the most impactful Master Plan, NMBL would propose the following plan and deliverables.

Approach to Economic Development
NMBL will work with the town to develop a toolkit with the right approach for Stockton. We will work together to identify the needs of the community and recommend programs for business development.

Community Engagement
NMBL will mix in surveys and interviews to gain deep community insights into the best Stockton has to offer. NMBL will utilize the interviews and surveys to align the interests of the community with economic growth and development. Through the interviews and survey responses, we can better highlight Stockton’s assets and create actionable opportunities for change.

Cultural Capital
Now more than ever attraction and retention of quality businesses and employees goes beyond having the most recognized business names. Providing an environment that allows for employees and their families to have an enjoyable lifestyle is critical. As such, NMBL will assess the cultural landscape of Stockton as well as the business landscape and provide a list of recommendations that would encourage further development of the business landscape.

Guidance for Operation
NMBL will utilize its deep background in operations to develop a well thought out plan that provides the guidance necessary for future economic development.

Identification of Resources
NMBL will use the City’s maps, records and recent studies to help engage with a data-driven approach to the Stockton economy.

Priorities and Roadmap
NMBL will set up short- and long-term goals and metrics and a path to reach each of these goals and metrics for programming and economic development.

PROCESS

Introduction/Initial Findings:
- Introductory call with the City of Stockton and the City Clerk, and other appropriate members of the Project Team. The purpose of this call is to gain a broad understanding of what has been done, to help us draft desired questions that may be asked, to identify potential interviewees and refine the project schedule.
- Project Kick-Off meeting introducing the teams.
  - From this meeting, NMBL will submit a request for additional information that will allow NMBL to understand the history of Stockton.
- Public Input Process
Interviews

- Due to COVID, these are typically done via zoom or conference call depending on interviewee’s preference and last about an hour. The intent of these calls is to gather information on the perceptions, interests, opportunities and concerns.
  - NMBL will utilize our prior experience and information pulled from the document request made after the kick off meeting to develop questions for the interviews.
- Interviews may include:
  - Members from the City
  - Community Leaders
  - Business Owners
  - Members of the StartUp Community
  - Business Relocation Representatives
  - Members of the CVB at the State and Local Level
  - Residents
  - University Representatives and Students
  - Workforce development groups
  - Others

Survey

- NMBL will draft a digital survey that will be shared with a broader audience allowing us to gain a deeper understanding of the City of Stockton’s landscape and opportunities.
  - This survey may be shared through email, social media and onsite opportunities to ensure maximum engagement and input.
- As the interviews are going on NMBL will perform a review of baseline procedures and city services, analyzing the following items:
  - City maps and records
  - City surveys and previous studies
  - Program/event participation trends
  - Cultural Capital Assessment - this assessment will look at parks, museums and other cultural capital that enhances the pitch of attracting and keeping a labor force
  - Existing marketing, communications and community engagement
  - Stockton’s policies, practices and operating procedures for small and new businesses.

- At this point, NMBL will draft a summary of the interviews and a landscape within which the city operates that looks at the communities needs and wants. NMBL would propose a zoom meeting to present the findings unless travel restrictions allow for an in person meeting.

Development

- NMBL will gather the feedback from the Initial Findings Report and Meeting and utilize that to start to build the Economic Development Strategic Plan approach.
  - NMBL will seek a meeting to review the draft of the approach to ensure that the path forward is within the interests of the City.
- After gaining consensus to the approach NMBL will build out a draft of the following:
  - Establish a vision, values, and goals for City of Stockton Economic Development.
  - Recommended policies and programs updates related to the implementation of the mission, vision and goals for the Economic Development Strategic Plan.
  - Develop a list of key items to allow the entrepreneurship community to flourish, in addition we’ll develop metrics to measure success.
  - Establish standards for small business opportunities.
  - Resident Interest, Demographics and Trend Analysis.
  - Marketing Strategy and Plan recommendations for implementing the vision, values and goals of the plan.
o Development of a robust economic development toolkit tailored to include local, state and federal incentives and programs that will best drive the Stockton economy.
o Identify clear goals and action strategies that include both short-term and long-term priorities with clear implementation dates.
o Recommend regional opportunities for collaboration and shared development.
● The report will align the interests of the community and potential incoming residents and businesses with a clear plan of marketing, attraction and metrics to measure the success of the programs.
● It should be noted that typically these draft reports are word based and not laid out graphically.
● Upon completion of the draft report NMBL will host a presentation through zoom with the City and other desired members to share the findings.

Final Economic Development Strategic Plan

● NMBL will gather the comments received during the draft reports presentation and implement the desired feedback.
● NMBL typically recommends two iterations of the plan be developed (all of which will be shared in both pdf and word/excel/powerpoint):
o A full strategic plan that has the details of each item listed above and fully develops the path forward.
o A presentation format that can be shared with the community, presented to business leaders.
● NMBL will present the final master plan at this time to the desired representatives of the Town and Project Team

Implementation
● During the implementation phase NMBL will take a hands on approach to information delivery and bringing the strategic plan to reality. These efforts will be done through the following efforts:
o Hands on work with the City of Stockton Economic Development team assisting them in understanding their unique rolls in meeting strategic plan metrics and goals.
o Development of a toolkit for local businesses and entrepreneurs to utilize that allows them to understand the ease of access to funding, employees, universities, etc.
o Implementation of “Support Small Business” initiatives proposed in the strategic plan findings.
o Assist in implementation of marketing initiatives developed in the strategic plan.
o Assist/support as necessary in other initiatives developed and found in the strategic plan.

Deliverables
● Initial Findings Report – Made up of information gathered from the interviews, surveys and competitive landscape of the community and peer cities.
● Draft Strategic Plan – Integrating in the feedback and information developed from the Initial Findings Report and Foundational Plan the Draft Strategic Plan.
● Final Master Plan – Delivered in two formats (full detail and a presentation format) this strategic plan identifies the future of economic development within the city and lines up a clear path to success.
NMBL Strategies is proud to work with nonprofits and Parks and Recreation Departments in a variety of capacities, including interim leadership, strategy, fundraising, financial planning and visitor engagement. NMBL’s experience allows our team to build from the ground up or simply come in and help improve what is already there. NMBL is committed to providing a flexible and dynamic response to client’s needs. Whether it be focusing on visitor engagement, fundraising, communications, or finances, we bring a valued team with real world experience and significant tenure within their fields to deliver the best and most strategic return on investment.

Thanks-Giving Square

NMBL was enlisted to lead Thanks-Giving Square through a major renovation. The Foundation has minimal staff and needed an experienced leadership team to come in and help orchestrate a shift in the organization. NMBL has consulted with the Square on architecture/construction, communications, fundraising and more.

Empower Missouri

NMBL was retained to lead Empower Missouri through a transition within their organization. As the prior CEO prepared for retirement, NMBL served as the Interim CEO to establish more structure within the organization, recommend future strategy and assist in hiring a new, permanent CEO.

America’s Black Holocaust Museum

NMBL has been engaged to lead a strategic planning study for America’s Black Holocaust Museum as it enters its new space and looks to expand its mission and role within the community. The museum also needs roles and responsibilities of the new staff defined as well as a critique and establishment of board roles.
1) America’s Black Holocaust Museum  
   Dr. Robert (Bert) Davis  
   President and CEO  
   bertdvm@gmail.com  

   Assistant: Mia Phifer  
   mphifer@abhmuseum.org  

2) Empower Missouri  
   Nicole McKay  
   Board President  
   board@empowermissouri.org  

3) Thanks-Giving Foundation  
   Kyle Ogden  
   President and CEO  
   kogden@thanksgiving.org  
   (214) 755-1900  

NMBL Strategies requests a notification prior to outreach to the above listed references, so that NMBL can let them know to expect contact on our behalf.
## Analyroi, LLC dba NMBL Strategies
### 1 January 2020 to 31 December 2020

### Income Statement

**31 Dec 20**

<table>
<thead>
<tr>
<th>Revenue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Revenue</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Reimbursable Expenses</td>
<td>5,011</td>
</tr>
<tr>
<td>Sales</td>
<td>362,598</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>367,609</strong></td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td><strong>367,609</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Income / (Loss)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Other Income and Expense</strong></td>
<td><strong>(291,927)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Income and Expense</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>(4,212)</td>
</tr>
<tr>
<td>Bank Service Charges</td>
<td>(3)</td>
</tr>
<tr>
<td>Cash Donation</td>
<td>(1,999)</td>
</tr>
<tr>
<td>Consulting &amp; Accounting</td>
<td>(9,589)</td>
</tr>
<tr>
<td>Contractors</td>
<td>(9,296)</td>
</tr>
<tr>
<td>Dues &amp; Subscriptions</td>
<td>(7,706)</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>(18,000)</td>
</tr>
<tr>
<td>General Expenses</td>
<td>(145)</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>(17,446)</td>
</tr>
<tr>
<td>Marketing - Entertainment</td>
<td>(280)</td>
</tr>
<tr>
<td>Marketing - Meals</td>
<td>(754)</td>
</tr>
<tr>
<td>Marketing - Travel</td>
<td>(2,238)</td>
</tr>
<tr>
<td>Meals</td>
<td>(1,378)</td>
</tr>
<tr>
<td>Nonreimbursable Expenses</td>
<td>(271)</td>
</tr>
<tr>
<td>Nonreimbursable Meals</td>
<td>(1,412)</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>(3,079)</td>
</tr>
<tr>
<td>Payroll Tax Expense</td>
<td>(15,829)</td>
</tr>
<tr>
<td>Postage &amp; Delivery</td>
<td>(577)</td>
</tr>
<tr>
<td>Printing &amp; Stationery</td>
<td>(441)</td>
</tr>
<tr>
<td>Swag</td>
<td>(995)</td>
</tr>
<tr>
<td>Telephone &amp; Internet</td>
<td>(2,491)</td>
</tr>
<tr>
<td>Transportation &amp; Fuel</td>
<td>(452)</td>
</tr>
<tr>
<td>Travel</td>
<td>(465)</td>
</tr>
<tr>
<td>Wages and Salaries</td>
<td>(192,869)</td>
</tr>
</tbody>
</table>

| Total Other Income and Expense | **(291,927)** |

| Net Income / (Loss) before Tax | 75,682 |
| Net Income                     | 75,682 |
| Total Comprehensive Income     | 75,682 |
## Balance Sheet

**Analyroi, LLC dba NMBL Strategies**  
**As at 31 December 2020**

### Assets

<table>
<thead>
<tr>
<th>Cash and Cash Equivalents</th>
<th>31 Dec 2020</th>
<th>31 Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commerce Bank - Checking</td>
<td>9,532.03</td>
<td>15,055.03</td>
</tr>
</tbody>
</table>

**Total Cash and Cash Equivalents**  
9,532.03  
15,055.03

<table>
<thead>
<tr>
<th>Current Assets</th>
<th>31 Dec 2020</th>
<th>31 Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Receivable</td>
<td>500.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Total Current Assets**  
500.00  
0.00

**Total Assets**  
10,032.03  
15,055.03

### Liabilities and Equity

#### Liabilities

<table>
<thead>
<tr>
<th>Current Liabilities</th>
<th>31 Dec 2020</th>
<th>31 Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>21,008.05</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Total Current Liabilities**  
21,008.05  
0.00

**Total Liabilities**  
21,008.05  
0.00

#### Equity

<table>
<thead>
<tr>
<th>Current Year Earnings</th>
<th>31 Dec 2020</th>
<th>31 Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>75,682.33</td>
<td>49,907.72</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Owners Contribution</th>
<th>31 Dec 2020</th>
<th>31 Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,000.00</td>
<td>1,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Owners Draw</th>
<th>31 Dec 2020</th>
<th>31 Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>(101,713.38)</td>
<td>(35,852.69)</td>
<td>(35,852.69)</td>
</tr>
<tr>
<td></td>
<td>14,055.03</td>
<td>0.00</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------</td>
<td>------</td>
</tr>
<tr>
<td><strong>Retained Earnings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>(10,976.02)</td>
<td>15,055.03</td>
</tr>
<tr>
<td><strong>Total Liabilities and Equity</strong></td>
<td>10,032.03</td>
<td>15,055.03</td>
</tr>
</tbody>
</table>
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN
B) PUR 21-001
C) MARCH 25, 2021

CONTACT NAME: Amalia Freedman
ADDRESS: 2333 Harrison Street, Oakland, CA, 94612

TELEPHONE NUMBER: 510-468-4345
EMAIL: afreedman@rdconsulting.com
Non-collusion Affidavit

No. 1
STATE OF CALIFORNIA, County of __________

(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Individual Proponent)

Subscribed and sworn to (or affirmed) before me on this ______ day of ______, 20____

by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 2
STATE OF CALIFORNIA, County of __________

Amalia Friedman

(insert)

being first duly sworn, deposes and says: That they are the Senior Director of Consulting Services of Resource Development Associates, Inc. a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any other person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

Subscribed and sworn to (or affirmed) before me on this ______ day of ______, 20____

by Amalia Friedman, ________________ proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Language for Public Notary:

Mark Bennett

Commission # 2226757

No. 3
STATE OF CALIFORNIA, County of __________

(insert)

each being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership, designated as ________ who is the party making the foregoing bid; that the other partner, or partners, are known to them to be the true and lawful owners and possessors of and entitled to such property, or each being first duly sworn, deposes and says: That said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

(Signature)

Subscribed and sworn to (or affirmed) before me on this ______ day of ______, 20____

by ____________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document, to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

STATE OF CALIFORNIA

COUNTY OF SAN FRANCISCO

Subscribed and sworn to (or affirmed) before me on this 19TH day of MARCH, 2021

by ________________________________

Name of Signers

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Signature: ___________________________

Signature of Notary Public

Seal

Place Notary Seal Above

OPTIONAL

Though this section is optional, completing this information can deter alteration of the document or fraudulent attachment of this form to an unintended document.

Description of Attached Document
Title or Type of Document: ________________________________

Document Date: ________________________________

Number of Pages: ________________________________

Signer(s) Other Than Named Above: ________________________________

Golden Gate Mobile Notary & Apostille
PO Box 717, San Francisco, CA 94104 | goldengatenotary.net | (415) 318-0163
MEMO

Date: October 29, 2020

To: Amalia Freedman; Leah Wilson

From: Patricia Bennett, PhD, President & CEO

Subject: Contractual Signing Authority

I, Patricia M. Bennett, PhD, as President and CEO, authorize Amalia Freedman, Senior Director of Consulting Services, and Leah Wilson, Senior Director of Finance, Talent, and Operations, to contractually obligate the organization and negotiate contracts on RDA’s behalf.

Patricia M. Bennett, PhD
President & CEO
Proponent’s Covenant

CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPONET’S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

FIRM

2333 Harrison Street, Oakland, CA, 94612
ADDRESS

Signed By

Senior Director of Consulting Services
TITLE OR AGENCY

510-488-4345
TELEPHONE NO./FAX NO.

3/24/2021
DATE

afreedman@rdaconsulting.com
E-MAIL ADDRESS
Signed Addenda

REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

ADDENDUM No. 1

DATE: 3/4/21

To All Potential Bidders:

A. This Addendum shall be considered part of the proposal documents for the above-mentioned project as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this Amendment shall govern and take precedence. PROPOSENTS MUST SIGN THE ADDENDUM AND SUBMIT IT WITH THEIR PROPOSALS.

B. Proponents are hereby notified that they shall make any necessary adjustments in their estimates as a result of this Addendum. It will be construed that each proponent's proposal is submitted with full knowledge of all modifications and supplemental data specified herein.

PLEASE NOTE THE FOLLOWING CHANGES TO REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR THE CITY OF STOCKTON,
CALIFORNIA (PUR 21-001)

1. Can you share the budget range that has been established for this project?

Budget has not yet been determined but this project is estimated to cost $80,000-$120,000. Budgeted information is for informational purposes only and should not impact the thoroughness of the proponent's fee schedule.

2. If a company is new, what does the City need to see from a financial perspective in order to be comfortable working with a new company?

Per Section 3.0.5, “the proponent must be able to demonstrate a good record of performing and have sufficient financial resources to ensure that they can satisfactorily provide the services required.”

All companies doing business with the City of Stockton are required to have a Stockton Business License.

3. If a company does not have past work examples and references for this type of work, but the founders, partners and employees do have relevant experience, would examples of past work and references, from individuals rather than the company, qualify? Will this reduce the likelihood of winning this contract?

Please submit all relevant experience for the City's review. The City will review all proposals for sufficient qualifications.

4. Has a plan like this been prepared by or for the City of Stockton in the past? If so, who prepared it? When was it most recently prepared? Can it be made available for review?

A 5-year Economic Development Strategic Plan (EDSP) was created in 2015. Natelson Dale prepared the EDSP.
5. Sections 1.25 and 1.26 refer to a proposal security bond/cashiers checks and contract bonds in the amount of “N/A”. Please confirm this means that no Proposal Security checks or Contract Bonds are required to accompany the proposal documents.

Confirmed this section is N/A

6. Page 31 of the RFP shows an example statement of work. Would you like to see that type of statement of work in the proposal or is it put together collaboratively during the contracting phase?

Exhibit A – Statement of Work is part of the City’s standard agreement; if sections are applicable, the selected firm’s scope of work will be required to include within the Statement of Work.

7. If we opt to submit the proposal electronically, does a scan of the notarized version of the Non-Collusion Affidavit form and other forms requiring signature suffice?

Yes

8. Can companies from Outside USA can apply for this (like, from India or Canada)?

Yes. However, a foreign corporation, LLC, LP, LLP, etc. must be eligible to do business in the State of California. Please contact the California Secretary of State’s office regarding eligibility prior to submitting a proposal. Below is a link to the California Secretary of State’s website and a link to FAQs addressing the formation, registration, and licensing of foreign business entities in California. These links are being provided for convenience only and should not be considered a comprehensive list of requirements for foreign business entities.

https://www.sos.ca.gov
https://www.sos.ca.gov/business-programs/business-entities/faqs

Although we do not have limitations for submissions; it is strongly encouraged that the firm has done relevant work for familiarity.

9. Do we need to come to the City of Stockton for meetings?

Yes, it is imperative that the selected firm be engaged in the development process.

10. Can we perform the tasks (related to RFP) outside USA (like, from India or Canada)?

The City would prefer the selected firm be available and engaged during the development process.

11. Can we submit the proposals via email?

Proponents may submit proposals electronically to city.clerk@stocktonca.gov

12. The RFP states “Please no more than 10 typed pages; we will allow up to 5 additional pages for illustrations, diagrams, and photographs.” Can you please specify which sections of a proposer’s response are included in the 10 page limit:

   3.1 Cover Letter
   3.2 Minimum Experience Qualifications Summary and Resumes
3.3 Management/Method of Operation
3.4 References
3.5 Financial statement
3.6 Corp structure, organization

Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

**BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:**

Company Name Resource Development Associates, Inc.
Contact Person Amalia Freedman, Senior Director of Consulting Services
Signature
Date 3/24/2021

**Proposals Due** – Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stockton.ca.gov.

-----------------------------------City of Stockton Use Only below this line-----------------------------------
Addendum acknowledged and signed? [Procurement Specialist's initial]
Eliza Garza, City Clerk of the City of Stockton
Office of the City Clerk, City Hall
425 North El Dorado Street
Stockton, CA 95202-1997

Dear Eliza Garza,

Resource Development Associates (RDA) is pleased to submit this response to the City of Stockton’s Request for Proposals (RFP) for the Economic Development Strategic Action Plan. RDA and our proposed subcontractor, BW Research Partnership, are distinctively suited to lead this planning process, given that:

☑️ Our team possesses deep policy analysis experience in economic vitality, regional planning, and education and workforce development programs and services;
☑️ Our team also brings expert strategic planning skills including the latest methods for facilitating ideation, design thinking, and scenario planning and developing goals, strategies, and success indicators to create strategic plans that serve as a roadmap for the future;
☑️ As a full-service consultancy, we are uniquely positioned to approach strategic planning with an understanding of the downstream impact of our work and a view toward establishing systems and processes that are sustainable and that anticipate future needs; and
☑️ As a firm that works across the health and human services sector, RDA understands how domains such as workforce development, adult and post-secondary education, justice, and housing all intersect with economic development.

RDA is an Oakland-based, mission-driven consulting firm dedicated to working toward a just and equitable society by partnering with diverse stakeholders in addressing barriers to individual, organizational, and community well-being. Founded in 1984 as a grant writing firm, RDA has evolved into a full-service consultancy providing an integrated approach to assessment and planning, research and evaluation, grant writing, organizational development, and data system development. We deliver these services across intersecting health and human service sectors, including adult education and workforce development, transportation, adult and juvenile justice, public and behavioral health, homelessness and housing, violence prevention and public safety, education, and child and family welfare.

RDA is a woman-owned, S corporation, State of California certified small business that employs 30 full-time employees and dozens of subcontractors with multidisciplinary expertise that we systematically utilize across projects to leverage their breadth of experience, range of content knowledge, and technical capacity. RDA’s President and CEO, Dr. Patricia Marrone Bennett, brings over 36 years of experience in planning, research, facilitation, and evaluation for government agencies and nonprofit organizations. As RDA’s Senior Director of Consulting Services, I possess over two decades of experience in project and program management for and with government agencies, non-profit organizations, and private companies, with deep experience in supporting multi-functional teams to work effectively in complex systems. I am RDA’s point of contact for all matters related to this proposal and I am authorized to bind, negotiate, and execute RDA agreements.

We look forward to speaking with you about our strategic planning services.

Amalia Freedman | Senior Director of Consulting Services
Resource Development Associates | EIN: 68-0444084
2333 Harrison Street | Oakland, CA 94612
afreedman@RDAconsulting.com | phone: 510-488-4345
Minimum Experience Qualifications Summary and Resumes

Founded in 1984 as a grant writing firm, Resource Development Associates (RDA) has evolved into a full-service consultancy providing an integrated approach to assessment and planning, research and evaluation, grant writing, implementation support, organizational development, and data system development. Since our inception 37 years ago, RDA has played a role in many innovative human service initiatives that have improved systems and outcomes across multiple public sectors, including adult education, economic and workforce development, transportation, adult and juvenile justice, public and behavioral health, homelessness and housing, violence prevention and public safety, education, and child and family welfare.

RDA is deeply familiar with economic and workforce development planning, having supported multiple Workforce Development Boards (WDBs), Regional Planning Units (RPUs), and other governmental and nonprofit entities in assessing needs and resources, developing local and regional plans, implementing those plans, and evaluating their programs. We are skilled in working with the kinds of data municipalities use to understand, plan for, and react to labor market and economic trends. We are also highly adept at stakeholder partnership building, community engagement, community needs assessments, and data analysis and synthesis, as evidenced by the experience detailed below.

Subconsultants

RDA intends to subcontract BW Research Partnership (BW), an S Corporation with offices in Carlsbad, CA and Wrentham, MA, to support analysis and scenario planning for this proposal. BW is a full-service applied research firm built upon the philosophy of providing evidence-driven and insightful analysis to clients to identify and tackle novel opportunities. A national leader in economic and workforce development research with expertise in regional economic analyses and crafting economic development strategies based on evidence and data, BW has direct and recent experience working with a variety of California municipalities and economic development entities. BW possesses considerable experience in economic impact and development research and is the only firm to have its questionnaires, sampling plans, and methods reviewed and approved by the Department of Energy, Bureau of Labor Statistics, and Office of Management and Budget.

Qualifications

Examples of RDA and BW Research’s relevant experience are included below. Resumes for key management team members are included in Corporate Structure, Organization.

<table>
<thead>
<tr>
<th>Contra Costa County Adult Education Consortium (CCCAEC) Adult Education Block Grant (AEBG) Coordination and Facilitation (2017-Present):</th>
<th>RDA provides technical assistance and facilitation to this 25-person consortium comprised of representatives from nine diverse organizations to support the implementation of the AEBG Regional Plan. This wide-ranging project includes activities such as meeting coordination and facilitation, outcome monitoring and reporting, AEBG technical assistance and implementation and reporting support, leadership development and capacity building, and workgroup support and consultation. RDA recently led the CCCAEC’s development of a three-year AEBG plan to bolster and expand current adult education investments, address existing gaps, and strengthen collaboration between institutions who have historically competed for limited resources.</th>
</tr>
</thead>
<tbody>
<tr>
<td>North San Diego County Indicators (2014-2021):</td>
<td>BW Research has completed all seven of the annual North County Indicators and is currently working on the eighth iteration. This research provides a quantitative assessment of North San Diego County’s economy, including a description and assessment of 76 different economic development metrics. The research also includes recommendations for regional and local economic development strategies and investments based on the evidence and analysis from the data.</td>
</tr>
<tr>
<td>Oakland Workforce Development Board (OWDB) Local Plan Facilitation (2020-Present):</td>
<td>In 2017, RDA provided facilitation and technical assistance services to support OWDB in the development of its Local Plan in alignment...</td>
</tr>
</tbody>
</table>
Economic Development Strategic Action Plan

with Workforce Innovation and Opportunity Act (WIOA) expectations. Building upon this success, RDA is currently working collaboratively with OWDB staff and local communities of color to support the development of its 2021-2024 three-year Local Plan in alignment with WIOA expectations and the economic domains of the City of Oakland Equity Indicators Report. RDA is facilitating planning sessions, focus groups, and community meetings with OWDB Board Members, key stakeholders, and local workforce development constituents to vet draft goals and strategies developed in OWDB Board meetings, to collect feedback, and to define priority issues for the Plan to address. In addition, RDA is collecting and analyzing economic, labor market, and WIOA utilization data. Our planning process meaningfully includes those who have experienced racial discrimination and disparities to ensure the resulting plan incorporates impactful strategies to address racial disparities in workforce and economic development outcomes.

San Joaquin Valley Regional Planning Unit (SJVPRU) Data Analysis (2020-Present): RDA assessed the San Joaquin Valley Region’s labor market, economic, and demographic trends to support their three-year planning process. This included quantitative and qualitative analysis of current demands across industries and occupations, employment needs, key labor market trends, and education and skill level of local workers. RDA conducted these analyses at both regional and county levels and provided the SJVPRU with a report on findings and recommendations for investment and development across regional industries, occupations, and communities.

San Pablo Economic Development Corporation (SPEDC) Strategic Planning (2013, 2016): In 2013, RDA conducted a series of locally grounded planning efforts to develop a roadmap for sustainable, mission-driven work in the City of San Pablo. This process led to the development of the SPEDC’s first strategic plan. In 2016, SPEDC again contracted RDA to develop a new strategic plan to guide its economic and workforce development efforts. RDA assessed the progress the SPEDC had made since establishing its 2013-2016 strategic plan; identified key continued and emerging trends in the economic development landscape; worked with the SPEDC to revise mission, vision, and value statements to reflect the evolving organization; and established updated priorities for the next three years.

Santa Cruz County Comprehensive Economic Development Strategy (CEDS) (2020): BW Research recently completed the Santa Cruz County CEDS, a five-year plan (2020-2024) that is required by the U.S. Economic Development Administration for eligibility for grants. The report had targeted assessments of the County’s people, industry, place, and economic resiliency, and included data and analyses around the workforce, employers, and population as well as metrics around equity, economic resiliency, and job quality. The CEDS also included a strategic action plan and an evaluation framework with recommended economic development strategies to bolster economic vitality, support the workforce and talent pipeline, and strengthen the economic resiliency of the County.

Stanislaus County Workforce Development (SCWD) Commuter Survey (2019-2020): RDA conducted a large-scale commuter survey of the Altamont Pass/I-580 westbound corridor to provide the County with critical insight into the characteristics, motivations, and challenges for the local workforce and employers. RDA reviewed secondary data to understand the county’s demographic profile and identify trends, gaps, and opportunities in its workforce outlook. We also completed extensive community outreach, including surveys in Spanish and English of employed adults, employer group interviews, and employee focus groups. RDA analyzed survey data to provide SCWD with data-driven characterizations of the county’s commuting workforce, along with comparisons to the non-commuting population. In August 2020, RDA updated the plan to reflect COVID-19 realities including emerging trends to continue tracking, hardest-hit industry sectors, and forecasted areas of highest potential for investment.

Management, Method of Operations

Approach

The City of Stockton seeks a contractor to lead the development of an Economic Development Strategic Action Plan that will serve as a roadmap for long-term economic growth and prosperity. RDA’s proposed approach to this
work is informed by our considerable experience using facilitation and planning process management to support shared knowledge, inclusive planning, and capacity building for public and nonprofit organizations; our history of efforts with diverse stakeholders in cities and counties across California; and our strong understanding of San Joaquin Valley economic and social landscape.

RDA will partner with BW Research Partnership to conduct this project. BW Research is a full-service applied research firm committed to supporting its clients with economic and workforce research, customer and community analyses, and strategic planning and evaluation services. BW has developed an extensive protocol for analyzing local and regional industry clusters and conducting economic impact research on potential economic development strategies that illustrates the employment, economic, and fiscal impacts for the client. For this engagement, BW Research proposes going a step beyond identifying and developing economic development strategies and investments to modeling their potential impact on the Stockton economy. BW Research will develop robust modeling scenarios that estimate the potential impact of different strategies and investments to improve overall employment, job quality, and fiscal vitality in the Stockton economy. This innovative approach includes developing a deeper understanding of the relationship between industry clusters, supply chains, and workforce development in the local and regional economy.

Our combined team will ensure a clear, inclusive, and flexible planning process that will lead to the identification of local needs, priorities, and assets and the development of clear, actionable recommendations supported by practical tools and strategies for implementation. Recognizing that strategic plans are most effective when the individuals on the ground that are expected to execute them were involved in the shaping of them, our approach is to listen deeply and work collaboratively as a team with our clients and their stakeholders, co-creating data-driven and innovative strategies, and building capacity together. To this end, we propose establishing a steering committee with representatives from a variety of entities focused on economic and workforce development, including local government, business leadership representative of the City’s diversity, leaders from community-based organizations supporting economic and workforce development, and others as identified in collaboration with the City. This steering committee will include workgroups focused on key components of the Strategic Plan such as growing quality jobs, generating tax revenues, increasing wealth for residents, and increasing wealth for local businesses. Beyond this, we will facilitate community meetings throughout the life of the project to ensure that a broad array of stakeholders are involved in identifying needs and priorities, vetting findings, and providing feedback on the resulting plan.

Our team is committed to identifying and addressing areas where we play a part in perpetuating inequity, and to challenging discriminatory policies, structures, and practices that create unequal outcomes in our communities. Given the racial inequities experienced by Black, Indigenous, and People of Color (BIPOC), it is critical that this process and plan articulate an overarching strategy for addressing issues of racial equity. We believe that part of the work dismantling white supremacy and achieving greater racial equity in our community requires accountability to that objective on the part of all involved in planning. As facilitators, we will hold space in our meetings to focus on these domains and more importantly for BIPOC stakeholders and community representatives to provide input on how racial discrimination and white supremacy create barriers for BIPOC communities, and inform anti-racist strategies that support economic growth, prosperity, and well-being for BIPOC communities.

Lastly, we are keenly aware of the challenges that COVID-19 brings to effective community planning and stakeholder engagement, as well as the difficulty of remote meetings bring to creating inclusive spaces where ideas can be openly discussed and decided upon. As in-person engagement becomes viable, we will prioritize face-to-face meetings whenever possible. In the meantime, we have developed various practices for virtual spaces to maximize participation and bolster engagement that include up front expectation setting, breaking up meetings with more activities and breaks, conducting real-time polls, utilizing breakout rooms and affinity groups, using virtual whiteboards and design-thinking tools, and providing virtually-adapted meeting guidelines. RDA can accommodate a variety of virtual meeting platforms (e.g. Zoom, Microsoft Teams) and we are consistently
updating our repertoire of online engagement systems (e.g. Thoughtexchange, Jamboard, Miro) to promote and enhance stakeholder interaction.

**Scope of Work**

RDA and BW propose a five-phased scope of work that will ensure that the City of Stockton’s Economic Development Strategic Action Plan is delivered on time and according to the priorities identified in the RFP. Given the uncertainty surrounding the status of shelter-in-place restrictions in the coming months, the following proposed scope of work includes a hybrid approach to engagement, with increased in-person activities as the project progresses.

**Phase I: Launch and Discovery**

In this phase, RDA, BW, and Stockton’s project team will officially launch the project and begin planning major project activities. This phase will include the following activities:

**Project Launch Meeting (virtual):** The launch meeting with RDA, BW, and Stockton’s project team will serve to kick off the project and confirm a shared understanding of the project goals, roles and responsibilities, timeline, activities, commitments, and deliverables as well as plan for future project activities.

**Document and Data Review:** RDA and BW will review relevant documents including the City’s current Economic Development Strategic Plan and any job seeker and business survey reports, program documents, and evaluation or needs assessment reports.

**Establish and Launch Steering Committee and Workgroups (virtual):** RDA and BW will convene a steering committee to support the discovery and planning process and support the development of the Strategic Plan’s vision, priorities, and content, as well as four workgroups focused on key components of the Strategic Plan such as growing quality jobs, generating tax revenues, increasing wealth for residents, and increasing wealth for local businesses. During Phase I, we will focus on onboarding members and leveraging their knowledge, experience, and relationships to plan our assessment of Stockton’s current and potential economic landscape.

**Update Work Plan:** Based on feedback from the project launch meeting and steering committee meetings, RDA will work with the City to finalize the project work plan.

*Phase I Deliverables: Project Launch Meeting; Steering Committee Meetings (2); Finalized Work Plan*

**Phase II: Assessment**

In this phase, RDA and BW will gather and analyze primary and secondary data to better understand the workforce and economic landscape of the City of Stockton. This phase will include the following activities:

**Primary Data Collection and Analysis (virtual):** While the specifics of these activities will be defined in the Launch and Discovery Phase, RDA and BW anticipate conducting key informant interviews and/or focus groups with key stakeholders such as representatives from the Greater Stockton Chamber of Commerce and other affinity-group Chambers such as the San Joaquin County Hispanic Chamber of Commerce, City Board of Supervisors, San Joaquin County Workforce Development Board; business leadership representative of the City’s diversity; and leaders from local organizations supporting economic and workforce development to gather detailed feedback on priorities for economic development and potential strategies and investments. RDA will also develop and administer a survey of small business owners. Following discovery activities, RDA and BW will conduct a mixed-methods analysis to identify key themes and priorities to use in subsequent planning activities.

**Secondary Data Collection and Analysis:** BW will develop a comprehensive analysis of the Stockton economy to understand the economic landscape before the pandemic and the impact COVID-19 has had upon it. This analysis will also include the development of a preliminary set of indicators that will help measure the health and vitality of the local economy and that will be refined throughout the project. The data sets developed in this phase will likely include demand-side indicators such as current and historic employment by industry and occupation, as well
as an assessment of job quality (wages and benefits) and some estimate of entrepreneurial activity by industry cluster and current fiscal activity. Supply-side indicators may include resident employment by occupational category, estimate of labor force participation rate, and unemployment by several demographic categories (age, gender, ethnicity, educational attainment) as well as the resident demographic profile.

**Benchmarking and Promising Practice Review:** RDA will conduct benchmarking research to understand the successes and challenges of other cities comparable to Stockton that have planned and implemented innovative approaches to inclusive economic development. We will also review promising practices that are emerging in this area. RDA will conduct this research following other data collection and analysis activities so that we may review potential strategies through the lens of Stockton’s identified needs and opportunities.

**Presentation of Assessment Findings (in person):** RDA and BW will present findings from the assessment and benchmarking and promising practice review, first to the steering committee and second to the public in a community meeting. We will utilize both presentations as opportunities to vet findings and answer any questions about the assessment.

**Phase II Deliverables:** Assessment Findings Presentations (1 Steering Committee Meeting, 1 Community Meeting)

### Phase III: Strategy Visioning

In this phase, RDA and BW will lead a series of planning activities to develop the City of Stockton’s Economic Development Strategic Action Plan. This phase will include the following activities:

**Steering Committee Meetings (in person):** Over the course of three planning sessions, RDA and BW will lead the committee through a visioning process informed by assessment findings to identify an overarching vision, strategic goals to achieve that vision, and clear strategies associated with each goal. These meetings will also serve as a venue for report-backs from the four workgroups.

**Workgroup Meetings (virtual):** RDA and BW will facilitate three meetings with each of the four workgroups to explore best and emerging practices and develop goals and strategies associated with specific areas of interest. Workgroups will bring these goals and strategies back to the larger steering committee for vetting and refinement during the steering committee meetings described above.

**Economic Impact Modelling and Analysis:** BW will generate an economic impact analysis of up to five economic development strategies or investments based on information gathered in Phase II and the vision, goals, and strategies identified in Phase III. This analysis will look to generate employment, economic, and fiscal impacts for a ten-year window (2021 to 2031).

**Community Stakeholder Forum (in person):** Once RDA, BW, and the steering committee have established a vision, goals, and strategies for the plan, RDA will facilitate a community stakeholder forum to gather input on these items.

**Phase III Deliverables:** 3 Steering Committee Meetings; 12 Workgroup Meetings; Community Stakeholder Forum

### Phase IV: Strategic Plan Development

In this phase, RDA and BW will develop the Economic Development Strategic Action Plan. This phase will include the following activities:

**Steering Committee Meetings (in person):** RDA and BW will facilitate two meetings to finalize the plan’s goals and strategies and gather feedback on drafts of the plan.

**Strategic Plan Development:** RDA and BW will draft the Economic Development Strategic Action Plan based on community input and the vision, goals, and strategies developed in collaboration with the steering committee and workgroups. As a roadmap for economic development, this plan will contain clear, actionable strategies for growing quality jobs, generating tax revenues, increasing wealth for residents, and increasing wealth for local
businesses. We will provide drafts to the City’s project team and the steering committee to review and provide input before finalizing the Plan.

**Phase IV Deliverables: Steering Committee Meetings (2); Strategic Plan**

**Phase V: Project Management and Communication**

Throughout the project, RDA will provide continuous project management coordination and support, and RDA and BW will stay in ongoing communication with the City of Stockton’s project leads. Phase V includes the following activities:

**Client Planning Meetings and Communication:** RDA and BW are committed to consistent communication with the City throughout the duration of the project. In addition to ad hoc communications, RDA will facilitate a one-hour monthly call with the City’s project management team. This call will serve as a platform for continuous monitoring of the various project tasks and for addressing any concerns that may arise. During each call, RDA will provide the City with updates on the project’s status, discuss particular issues that are causing challenges for the project, and address any other topics of concern/interest. Both RDA and the City will end each call with clear next steps for the project.

**Project Management:** Throughout the project, RDA will provide continuous project management coordination and support as well as stay in ongoing communication with the City’s project lead. RDA will work closely with the City to ensure the project’s progress is closely monitored and its activities meet the needs of the City and its stakeholders. RDA will serve as the main coordinator of all project activities as well as ensuring that all project activities are progressing as planned.

**RDA References**

<table>
<thead>
<tr>
<th>Name: Lazandra Dial, Executive Director, OWDB</th>
<th>Name: Andy Fiskum, Workforce Coordinator, SJVRPU</th>
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<tr>
<td>Project: Oakland Workforce Development Board Local Plan Facilitation</td>
<td>Project: San Joaquin Valley Regional Planning Unit Data Analysis</td>
</tr>
<tr>
<td>Phone: (510) 238-3474</td>
<td>Phone: (209) 558-2133</td>
</tr>
<tr>
<td>Email: <a href="mailto:ldial@oaklandca.gov">ldial@oaklandca.gov</a></td>
<td>Email: <a href="mailto:fiskuma@stanworkforce.com">fiskuma@stanworkforce.com</a></td>
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**BW Research References**

<table>
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<tr>
<th>Name: Andy Stone, Workforce Development Board Director, County of Santa Cruz</th>
<th>Name: Erik Bruvold, Chief Executive Office, San Diego North Economic Development Council</th>
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<tr>
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<td>Project: North County Indicators</td>
</tr>
<tr>
<td>Phone: (831) 763-8824</td>
<td>Phone: (760) 510-5919</td>
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<tr>
<td>Email: <a href="mailto:Andy.stone@santacruzcounty.us">Andy.stone@santacruzcounty.us</a></td>
<td>Email: <a href="mailto:ebruvold@sdnedc.org">ebruvold@sdnedc.org</a></td>
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**Financial Statement**

As a for-profit, certified small business, RDA is not required to obtain annual financial audits. We have provided three years of financial documentation to verify our financial sustainability. In 2019, we made a significant investment in transitioning to an integrated data system and chose to write off a substantial amount of bad debt.
2020 (unofficial, still in the process of closing our books for the year)

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### Income Statement Report
As of FY2020-12

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### RDA - Resource Development Associates
### Income Statement Report
### As of FY2026.12

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### IEXP - Total Indirects Total

**2,043,206.62**

### GP - Gross Profit from Operations Total

**60,685.25**

### OI - Other Income and (Expense)

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### 92 - Other Expenses

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### 92 - Other Expenses Total

**27,540.75**

### OI - Other Income and (Expense) Total

**60,685.25**

### NIBT - Net Income (Loss) From Operations Total

**686,264.24**

### TX - Corporate Income Tax Expense

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*Income Statement Report *
As of FY2020-12

*Year-To-Date*
### 2019

#### RDA - Resource Development Associates

**Income Statement Report**

As of FY2019-12

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<td>50.26 - Direct Subcontractors</td>
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| **50 - Direct Costs Total** | 2,537,751.64 |

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# Economic Development Strategic Action Plan

## RDA - Resource Development Associates

### Income Statement Report

**As of FY2019-12**

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### Resource Development Associates

#### Profit & Loss

**Accrual Basis**

January through December 2018

<table>
<thead>
<tr>
<th>Jan-Dec 18</th>
</tr>
</thead>
</table>

**Ordinary Income/Expense**

**Income**

- 4100 · Evaluation: 2,236,595.97
- 4200 · Grant Writing: 229,600.00
- 4300 · MIS Design: 70,050.00
- 4400 · OD / Business Planning: 659,338.75
- 4500 · Planning: 1,297,902.72
- 4600 · Research: 86,764.47
- 4700 · Training & Facilitation: 123,300.00
- 4910 · Reimbursements: 36,056.98

**Total Income**: 4,939,688.89

**Cost of Goods Sold**

- 4921 · Production Salary and Wages: 1,990,040.21
  - 4922 · Production Gross Pay: 1,931,983.89
  - 4924 · Production Vacation & Sick Pay: 58,056.32

**Total 4921 · Production Salary and Wages**: 1,990,040.21

- 4930 · Production Employee Benefits
  - 4932 · Production Employer Payroll Tax: 158,090.36
  - 4934 · Production Health Insurance: 56,815.07
  - 4942 · Production Dental/Vision Insur: 17,546.34
  - 4950 · Production Staff Training/Conf: 9,180.42
  - 4930 · Production Employee Benefits - O...: -13,514.90

**Total 4930 · Production Employee Benefits**: 228,117.29

- 4960 · Production Subcontractors
  - 4962 · Production Subs Billable: 415,697.21
  - 4964 · Production Subs Non-billable: 8,031.25
  - 4960 · Production Subcontractors - Other: 0.00

**Total 4960 · Production Subcontractors**: 423,728.46

- 4968 · Production Expenses
  - 4970 · Production Travel: 30,894.93
  - 4972 · Production Entertainment/Meals: 4,453.87
  - 4976 · Production Printing Expense: 1,825.76

**Total 4968 · Production Expenses**: 37,174.56

---

2018
### Economic Development Strategic Action Plan

#### Profit & Loss

**Accrual Basis**

**January through December 2018**

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<thead>
<tr>
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**Page 2**
### Profit & Loss

**Resource Development Associates**

**Economic Development Strategic Action Plan**

**Jan - Dec 18**

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### Profit & Loss

**Accrual Basis**

**January through December 2018**

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<td>Coffee</td>
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<td><strong>Total 6400 · Office Supplies</strong></td>
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<td>6500</td>
<td>Office Equipment</td>
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<td>Furniture ($100+)</td>
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<td>Security</td>
<td>2,416.35</td>
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<td>6570</td>
<td>IT Equipment</td>
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<td>Interest</td>
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<td>Meals for Special Events</td>
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### Profit & Loss

**Accrual Basis** January through December 2018

<table>
<thead>
<tr>
<th>Jan - Dec 18</th>
</tr>
</thead>
</table>

**6900 · Other**

- **6910 · Miscellaneous**
  - **6912 · Staff Appreciation** 6,527.33
  - **6913 · Fingerprinting** 636.00
  - **6916 · Donations** 50.00
  - **6910 · Miscellaneous - Other** 0.00

Total **6910 · Miscellaneous** 7,213.33

- **6914 · Moving Expense** 5,000.00
- **6930 · Licenses & Fees** 1,409.21

- **6950 · Bank Service Charges** 9,649.35
- **6960 · Dues** 0.00
- **6970 · Advertising - Job Posting** 66,459.90

Total **6900 · Other** 89,731.79

**7000 · Project-Specific Expenses**

- **7010 · Focus Groups**
  - **7011 · Food for FG** 0.00
  - **7012 · Gift Cards for FG** 0.00
  - **7013 · Space Rental for FG** 0.00
  - **7010 · Focus Groups - Other** 0.00

Total **7010 · Focus Groups** 0.00

Total **7000 · Project-Specific Expenses** 0.00

**8000 · Ask My Accountant** 0.00

Total Expense 2,161,829.23

**Net Ordinary Income** 86,660.43

**Other Income/Expense**

**Other Expense**

- **9200 · Board Fee** 0.00
- **9310 · Taxes - Federal** 0.00
- **9315 · Federal Taxes Penalty** 7.68

Total Other Expense 7.68

Net Other Income -7.68

**Net Income** 86,652.75
### Summary Balance Sheet

**As of December 31, 2018**

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<tr>
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<td><strong>TOTAL ASSETS</strong></td>
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<table>
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<tr>
<th>Liabilities &amp; Equity</th>
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</thead>
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<tr>
<td><strong>Liabilities</strong></td>
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<tr>
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<td><strong>Total Current Liabilities</strong></td>
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<tr>
<td><strong>Total Liabilities</strong></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; EQUITY</strong></td>
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## 2017

**Resource Development Associates**  
**Profit & Loss**  
**Acruural Basis**  
**January through December 2017**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td><strong>Ordinary Income</strong></td>
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<td>4500 · Planning</td>
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<td>4700 · Training &amp; Facilitation</td>
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<td>4910 · Reimbursements</td>
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<td>4960 · Production Subcontractors</td>
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<td>4962 · Production Subs Billable</td>
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<td><strong>Total 4960 · Production Subcontractors</strong></td>
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<td><strong>Total COGS</strong></td>
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<td><strong>Expense</strong></td>
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### Profit & Loss

**Jan - Dec 17**

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<td><strong>Total 5200 · Subcontractors</strong></td>
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<td><strong>5300 · Professional Fees</strong></td>
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<td>5330 · Payroll Expenses</td>
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<td>5360 · Legal Fees</td>
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<td>5370 · Management Consulting</td>
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<td>5380 · Computer Technical Assistance</td>
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<td>5390 · Consulting Other</td>
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<td>6025 · Electric/Gas - 42B Alice</td>
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<td>6133 · Email</td>
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### Profit & Loss

**Accrual Basis** January through December 2017

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<td><strong>Software License &amp; Subscription</strong></td>
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<td><strong>Interest</strong></td>
<td><strong>21,378.62</strong></td>
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## Profit & Loss

**Accrual Basis**  
January through December 2017

<table>
<thead>
<tr>
<th>6700 · Taxes</th>
<th>6710 · Local - City or County tax</th>
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<tbody>
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<table>
<thead>
<tr>
<th>6800 · Travel &amp; Meals</th>
<th>6810 · Local Travel</th>
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<tr>
<td>6820 · Long Distance Travel</td>
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<td>6870 · Staff Travel Meals</td>
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<td>6880 · CEO Meals</td>
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<table>
<thead>
<tr>
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<tr>
<td>6911 · Miscellaneous CEO</td>
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<tr>
<td>6912 · Staff Appreciation</td>
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<tr>
<td>6913 · Fingerprinting</td>
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<td>26,433.61</td>
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| 6940 · Moving Expense | 9,379.24 |
| 6930 · Licenses & Fees | 726.75  |
| 6950 · Bank Service Charges | 349.40  |
| 6960 · Dues            | 4,197.00|
| 6970 · Advertising - Job Posting | 45,903.26|
| **Total 6900 · Other** | 60,309.29|

<table>
<thead>
<tr>
<th>7000 · Project-Specific Expenses</th>
<th>7010 · Focus Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>7011 · Food for FG</td>
<td>5,433.23</td>
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<tr>
<td>7012 · Gift Cards for FG</td>
<td>20,232.39</td>
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<tr>
<td>7013 · Space Rental for FG</td>
<td>559.00</td>
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<td><strong>Total 7010 · Focus Groups</strong></td>
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<tr>
<td>Account Description</td>
<td>Jan - Dec 17</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>--------------</td>
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<tr>
<td>7000 · Project-Specific Expenses · Other</td>
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<tr>
<td>Total 7000 · Project-Specific Expenses</td>
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<tr>
<td>8000 · Ask My Accountant</td>
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<tr>
<td><strong>Total Expense</strong></td>
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<tr>
<td><strong>Net Ordinary Income</strong></td>
<td><strong>913,624.56</strong></td>
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<tr>
<td><strong>Other Income/Expense</strong></td>
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<tr>
<td><strong>Other Income</strong></td>
<td></td>
</tr>
<tr>
<td>9100 · WIP Revenue/ (Deferred Revenue)</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Other Expense</strong></td>
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<tr>
<td>8100 · Overhead Allocation OpExp</td>
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<tr>
<td>9200 · Board Fee</td>
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<tr>
<td>9315 · Federal Taxes Penalty</td>
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<td>9400 · Depreciation</td>
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<td><strong>Total Other Expense</strong></td>
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<td><strong>Net Other Income</strong></td>
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<tr>
<td><strong>Net Income</strong></td>
<td><strong>841,433.20</strong></td>
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### Summary Balance Sheet

**As of December 31, 2017**

<table>
<thead>
<tr>
<th><strong>Assets</strong></th>
<th><strong>Dec 31, 17</strong></th>
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</thead>
<tbody>
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<td><strong>Current Assets</strong></td>
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<td>Accounts Receivable</td>
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<td><strong>Other Assets</strong></td>
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<td><strong>Total Assets</strong></td>
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</table>

<table>
<thead>
<tr>
<th><strong>Liabilities &amp; Equity</strong></th>
<th><strong>Dec 31, 17</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
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<tr>
<td>Current Liabilities</td>
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<td>Accounts Payable</td>
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<td>Credit Cards</td>
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<tr>
<td><strong>Equity</strong></td>
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<td><strong>Total Liabilities &amp; Equity</strong></td>
<td>1,871,627.00</td>
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</table>
Corporate Structure, Organization

RDA is an Oakland-based, mission-driven consulting firm dedicated to working toward a just and equitable society by partnering with diverse stakeholders in addressing barriers to individual, organizational, and community well-being. RDA is led by owner, President, and Chief Executive Officer Dr. Patricia Marrone Bennett, who brings nearly 40 years of experience in planning, facilitation, research, fund development, and evaluation for government agencies and nonprofit organizations. Senior Director of Consulting Services Amalia Freedman ensures that all projects provide client satisfaction and maximize team productivity, learning, and engagement by managing RDA’s systems for project delivery across multiple services including strategic planning, systems-change plan development, organizational development, and evaluation. She directly supervises three Consulting Directors, each of whom oversees a portfolio of projects within a specific service area. Director of Business Development and Marketing (and Acting Director of Operations) Diana Dahl ensures organizational functionality and sustainability by overseeing RDA’s finance, human resource, operations, information technology, and business development functions. This group comprises RDA’s Executive Team. A description of RDA’s relevant experience may be found above in Minimum Experience Qualifications Summary and Resumés.

Key Staff

RDA’s proposed team for this engagement brings deep experience in strategic planning and community engagement, as well as considerable expertise in economic and workforce development. This team consists of Consulting Director John Cervetto, MSW, as Project Sponsor (Principal in Charge); Consultant Kirsten White, MPP, as Project Manager; Senior Director of Consulting Services Amalia Egri Freedman as Strategic Planning Subject Matter Expert; and Associate Deirel Marquez Perez. The BW Research team for this project will consist of BW President and Principal Josh Williams, MA; BW Principal and Vice President Philip Jordan, JD; and Senior Research Analyst and Project Manager Nate Hunt, MA. Resumes for the key management team for this project, John Cervetto and Josh Williams, are included below.
Summary

John Cervetto brings more than ten years of professional experience working in local government, nonprofit, and community-based settings, with a focus on systems change through collaboration and innovation. As a Consulting Director, Mr. Cervetto leads RDA’s portfolio of adult education and economic and workforce development contracts, supporting the planning, implementation, and evaluation of programs and systems with coordinated pathways to employment. These efforts largely focus on using data-driven and stakeholder-engaged planning strategies to increase the levels and types of economic and workforce development and adult education programs in a community. He specializes in coordinating stakeholders across systems for more effective service delivery, and he excels in qualitative research, program evaluations, and financial analysis and planning. Mr. Cervetto also serves as a member of RDA’s Executive Team, contributing to organizational strategy, sustainability, and employee development.

Contact

(510) 488-4345 x116  
jcervetto@RDAconsulting.com  
www.linkedin.com/in/johncervetto

Skills

• Strategic Planning
• Community Engagement
• Cross-system Analysis
• Facilitation
• Needs Assessment
• Predictive Analytics
• Project Management
• Public Meeting Facilitation
• Report Writing
• System Assessment
• System Mapping

Education

MSW: Social Welfare  
University of California, Berkeley

BA: Anthropology  
University of California, Santa Cruz

Select Project Experience

Resource Development Associates, 2013-Present

Consulting Director

- Oversee a portfolio of planning, evaluation, research, and grant writing projects focused on strengthening human services systems.

Representative Projects

Contra Costa County Adult Education Consortium, Project Sponsor  
Adult Education Block Grant (AEBG) Coordination & Facilitation, 2017-Present

Oakland Workforce Development Board (OWDB), Project Manager  
Local Plan Facilitation, 2017-Present

San Joaquin Valley Regional Planning Unit, Project Sponsor  
Data Analysis, 2020-Present

Stanislaus County Workforce Development, Project Sponsor  
Commuter Survey, 2019-2020

Bay Area Community College Consortium, Project Manager  
Data Strategy, 2017

California Office of Statewide Health Planning and Development (OSHPD), Analyst  
Study of Changing & Emerging Needs of Public Mental Health Workforce, 2016-2017

EASTBAY Works, Project Manager  
Prison to Employment Grant Writing, 2018-2019

North Bay Regional Planning Unit (RPU), Project Sponsor  
Regional Strategic Plan Modification and Grant Writing, 2018-2019

Other Professional Experience

Lifelong Medical Care, Berkeley, CA  
Behavioral Health Analyst, 2012-2013

McGill Middle East Programs, Jordan, Israel, and Palestine  
Community Development Consultant, 2012

Alameda County Office of AIDS Administration, Oakland, CA  
Program Management Intern, 2011-2012

St. Vincent’s School for Boys, San Rafael, CA  
Group Home Team Leader, 2009-2011

United States Peace Corps, Kyrgyz Republic  
Health Promotion Specialist, 2007-2009
Josh Williams, President and Founder of BW Research, has been leading and directing applied workforce and economic research for almost 20 years. His work builds on complex research methodologies to gather and analyze empirical data to reveal the strengths and weaknesses of different policies and strategies as well as identifying new opportunities. With a passion and deep understanding of applied quantitative research, Mr. Williams is committed to providing insightful research findings that support stronger communities, employment pathways, and economic opportunity for everyone.

**PUBLICATIONS**


“Statewide SlingShot Evaluation.” California Workforce Development Board, 2018

“Santa Cruz County: Industry, Economic & Workforce Research.” Santa Cruz County Workforce Development Board, 2018


“Silicon Valley Employment Trends Though 2016.” Joint Venture Silicon Valley, 2017


**PROFESSIONAL EXPERIENCE**

**PRINCIPAL, PRESIDENT | 2006 - Present**

*BW Research Partnership, Carlsbad, CA and Wrentham, MA*

A research firm committed to providing insightful and evidence-based indicators and analyses for our clients.

- Principal Researcher on Economic and Workforce Development, as well as Resident and Market Research
- Responsible for managing research team and directing internal staff
- Responsible for managing new business development efforts
- Responsible for directing and developing new research products and analytical tools

**APPLIED RESEARCH DIRECTOR | 2013 - Present**

*Economic Advancement Research Institute (EARI), Carlsbad, CA and Wrentham, MA*

A nonprofit think-tank focused on economic mobility.

- Develop strategic plans focused on economic mobility, diversity, and inclusion
- Create indicators, input metrics, and output metrics to better understand regional, statewide, and national workforce and economic development.
- Conduct research on public policy related to economic and workforce development
- Prepare reports with recommendations for more inclusive and effective workforce outcomes
Proposal Fee

As directed, the Proposal Fee has been submitted under separate cover.
Proposal to
The City of Stockton
for Economic Development
Strategic Action Plan
March 25, 2021

Mr. John Driscoll, Procurement Division
CITY OF STOCKTON
425 North El Dorado Street
Stockton, CA 90717
city.clerk@stocktonca.gov

SUBJECT: RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN (PUR 21-001)

Dear Mr. Driscoll & Review Committee:

Thank you for the opportunity to provide the enclosed response to the city’s Request for Proposals (RFP) to produce an Economic Development Strategic Action Plan focused on providing a roadmap for Stockton’s quest to becoming a thriving 21st century city for all its citizens. This letter serves to introduce you to our organization and outline the unique value of working with our team.

The Regional Government Services (RGS) team is uniquely qualified to produce this action plan because of its depth of experience in San Joaquin County working with local officials to solve some of the very issues identified in the RFP. RGS has fielded a team that is plugged in locally and has directly participated in past and on-going regional efforts, has wide-ranging experience in other regions, and brings in the best of current academic thinking on new, innovative research to directly suggest a framework to move Stockton forward as the vibrant, 21st century city envisioned by city leaders. Besides our local experience, our team has supported economic and workforce development efforts throughout the Central Valley of California and beyond. Assisting RGS in this effort is Smart Incentives, a firm specializing in making sure incentives are used to demonstrably support a community’s economic development goals, and the Community Foundation of San Joaquin.

Our approach described under the Scope of Work section of the attached proposal, builds on and updates previous work as needed, but focuses on concrete implementation efforts and the data and metrics to both measure success and drive future policy decisions. RGS will provide the tactics that explain how to go about implementation primarily using existing tools and initiatives – updated to reflect current conditions and the incentives needed to ensure that implementation maintains strong forward momentum. This will include an analysis of any institutional or community roadblocks impeding the success of work already in progress.

The enclosed materials comprise all requested information from the city’s RFP, and we hope to have the opportunity to work with you and your team on this exciting project. If you have any questions regarding this response, please contact Josh Metz at (650) 587-7300 x27 or via e-mail at jmetz@rgs.ca.gov, or me at sselivanoff@rgs.ca.gov or (650) 587-7315.

Sophia Selivanoff, Deputy Executive Director

REGIONAL GOVERNMENT SERVICES
Qualifications Summary .......................................................................................................................... 1
Key Project Team ..................................................................................................................................... 1
Joshua Metz, Senior Advisor/co-Project Lead ....................................................................................... 1
David Spaur, Senior Advisor CEcD, EDFP ........................................................................................... 2
Kim Anderson, Senior Advisor, Regional Planning and Strategic Communications – Co-Project Lead .............................................................................................................................. 2
Stephanie Hobbs, Grants and Engagement Advisor ............................................................................ 3
Jen Simon, Research, Coordination and Project Support .................................................................... 3
Brad Evanson, Planning Advisor ........................................................................................................... 3
Tracy Fuller, Finance Advisor .............................................................................................................. 4
Firm Structure ....................................................................................................................................... 4
Project Management ............................................................................................................................... 4
Relevant Experience ............................................................................................................................... 5
Agency Experience ................................................................................................................................. 7
Community Partnerships ....................................................................................................................... 8
Innovative Tools ................................................................................................................................... 9
RGS and Our Approach ......................................................................................................................... 9
The Tools: ........................................................................................................................................... 10
Work Plan Summary and Expected Results ......................................................................................... 10
References .......................................................................................................................................... 13

APPENDICIES
Appendix A - Additional Data
Appendix B - Resumes
Appendix C - Requested Exceptions and Insurance

* Note: Proposed Fees can be found in a separate PDF document included in this package, labeled "Proposed Fees".
QUALIFICATIONS SUMMARY

The Team assembled for the City of Stockton Economic Development Action Plan is co-led by the RGS Economic Development Service Line leader Joshua Metz and Regional Planning and Strategic Communications Service Line Leader Kim Anderson; it also includes other RGS Senior Advisors with deep and broad domain knowledge and experience. Besides these principal project team leaders, RGS has a deep bench of senior advisors fluent in local-agency finance, organizational development, strategic planning, and local land-use planning from which to draw as needed. Project coordination, financial and administrative support would be provided by additional RGS team members. In addition, our project team features partners Smart Incentives (assisting with incentives analysis for the ED toolkit, small business/entrepreneur/start-up ecosystem development, and metric framework) and Community Foundation of San Joaquin (stakeholder/CBO outreach related to equity and community focused economic prosperity to make sure we receive broad-based and inclusive representation as we investigate community needs in workforce development, skills training/upskilling, and job creation).

RGS is uniquely qualified to provide these services based on our specific public sector economic development, administrative, and land use expertise, and extensive experience working with local government agencies throughout California. RGS is a virtual government agency and has developed a unique network of geographically distributed Advisors who work in teams primarily through various remote access technologies to deliver services to partner agencies, reducing overhead and expanding our ability to provide high-quality services throughout the state. Co-project team leader Kim Anderson is located in San Joaquin County and will be available for local, in-person project team meetings and community/stakeholder engagement. Other project team members will attend either in-person or remotely as needed for each task. RGS reserves the right to offer and/or assign available and qualified Advisors at any time. A full rate sheet can be seen below.

KEY PROJECT TEAM

JOSHUA METZ, SENIOR ADVISOR/CO-PROJECT LEAD

Joshua Metz is a landscape architect and planner by training, and an accomplished, public service executive with demonstrated experience in economic development, land use planning, and fiscal management. Josh brings over twenty years of progressively responsible experience, managing large, community-engaged economic development and planning projects. Most recently Josh served as the Executive Officer at the Fort Ord Reuse Authority (FORA), charged with overseeing the completion of a 26-year educationally centered reuse project in Monterey County, California. Josh is the RGS Economic Development Service Line leader.
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN PROPOSAL

DAVID SPAUR, SENIOR ADVISOR CEcD, EDFP

David Spaur has on-the ground, management level experience in economic development throughout the Central Valley of California. Dave has worked for Fresno, Merced, Modesto, and Sacramento cities and counties. He joins RGS with more than thirty (30) years professional public/private sector experience in municipal management, urban planning, redevelopment, real estate development and public finance. As a consultant, developer or as a municipal employee, he has served more than 30 public and private sector organizations. He has negotiated, developed public financing structures, prepared development feasibility studies, and provided project management services to nearly $2 billion in industrial, commercial, and residential development projects. Additionally, he has prepared comprehensive strategic plans, general plans, project fiscal impact reports and market based strategic economic development plans for multiple governmental agencies. Currently, Mr. Spaur serves as a consultant assisting communities and economic development organizations in California.

KIM ANDERSON, SENIOR ADVISOR, REGIONAL PLANNING AND STRATEGIC COMMUNICATIONS – CO-PROJECT LEAD

Kim Anderson is an energetic, accountable, versatile, and forward-thinking professional planner and project manager. Her breadth of experience includes economic & real estate analyses, project & program management, transportation planning, demographics, sustainable development, habitat conservation planning, intergovernmental coordination, and civic engagement. Her unique blend of technical, analytical, and interpersonal skills allows her to interpret issues with a sound understanding of the underlying data and to effectively communicate complex information to a wide variety of audiences.

Importantly, Kim has lived and worked in San Joaquin County for two decades on many of the very regional planning issues identified in the RFP. As a regional planning manager with the San Joaquin Council of Governments for over twelve years, she has expertise in the dynamic interaction of land-use and transportation, as well the effects that infrastructure investments have in community resiliency, health outcomes, equity, and economic opportunity. Kim led the development and implementation of two long-range regional transportation plans and their imbedded Sustainable Communities Strategies (SCS) component. These plans were both visionary and had clear paths to implementation – both involved a high level of technical competence and the ability to navigate complex political and stakeholder engagement. The result was plans that were adopted in 2014 and 2018 with minimal controversy and broad-based community support.

Kim has deep roots in San Joaquin County and in the City of Stockton and has developed long-standing professional networks across city staff, elected leaders, community groups, industry and economic development groups, as well as local business groups. She is well versed in all aspects of Stockton’s history, demographics, previous planning & economic development efforts, its assets, and its political climate. She will bring all this experience and expertise to bear in developing a robust action plan for the City of Stockton’s visionary economic development goals.
STEPHANIE HOBBS, GRANTS AND ENGAGEMENT ADVISOR

Stephanie Hobbs has experience collaborating with municipal agencies and continues to serve as a consultant for non-profits, as well as administrative support for VMH Consulting - an Emergency Management/Disaster Response business. Her work to raise funds and awareness has led to many successful grants, collaborative public/private partnership projects and has taken her to Washington DC with regional electees four times with SJCOG. She has managed virtually every aspect of a grassroots $3.8M capital campaign in partnership with Ripon Unified School District. Stephanie has helped several non-profits establish credibility in their community and has been instrumental in helping a local community garden trigger successful grant applications. She is best known locally as someone who "gets things done."

Relevant Skills

- Voracious grant funding source researcher and relationship-builder.
- An understanding (Insight?) in the importance culture and relationships play in public projects which steers public outreach and communication.
- Putting a large plan together with many stakeholders, then implementing keeping them engaged.

JEN SIMON, RESEARCH, COORDINATION AND PROJECT SUPPORT

Jen T. Simon joins RGS as a highly responsive communications and analytical professional with 27 years of hands-on experience in the public sector, non-profit, internet start-ups, and business environments. An effective collaborator and motivator, combining knowledge and expertise within a variety of technical skillsets to elevate the work product to a high standard.

BRAD EVANSON, PLANNING ADVISOR

Bradley Evanson joined RGS in 2017 as an Advisor. Bradley has over 20 years of experience in private and public sector community development. His experience includes Municipal Planning Department experience, real estate development project management and working as a public-sector consultant in these fields. Bradley has worked in municipal planning departments in progressively responsible positions including Department Director and has developed and managed large department budgets.

He has experience in zoning ordinances, master plans and general plans, code enforcement and development and building permits, and has served as a Public Information Officer.

Bradley has a Bachelor of Arts in Political Science, with emphases in Planning and Public Administration from the University of California, Santa Barbara.
TRACY FULLER, FINANCE ADVISOR

Tracy joined RGS in 2014 as an Advisor. She has 33 years of local government management experience providing both broad, and deep management skills in the areas of administration, finance, IT, and human resources. Tracy is skilled in all aspects of budgeting, capital planning, debt and treasury management, general ledger accounting, accounts payable, payroll, cash receipts, and process improvement. She has experience managing public sector economic development departments, public works departments, and parks & recreation departments.

Tracy has a MBA from the University of California, Riverside and a Bachelor of Science in Business Administration from the University of Southern California.

FIRM STRUCTURE

Regional Government Services (RGS) is a California Joint Powers Authority established in 2002 to serve the needs of cities, counties, special districts, and other governmental entities throughout California. Under California law, a JPA can be formed by two or more governmental agencies, with the agencies becoming governing members of the JPA. The members of RGS are the Cities of Dublin, Larkspur, Napa, Soledad, and Walnut Creek, the Town of Yountville and the Citrus Heights Water District. Each agency’s chief executive officer has a seat on the RGS Board of Directors.

Our Executive Director and Chief Financial Officer, Richard Averett, has worked with the Board of Directors, since the JPA’s inception, to implement the Authority’s strategic plan and to oversee the day-to-day operations through a staff of professionals. Sophia Selivanoff, Deputy Executive Director, joined RGS in 2009 and currently directs and manages all RGS services provided to partner agencies, develops new business and partner relationships, and supervises all client services team members throughout the Authority. RGS’ service lines include human resources, finance, community and economic development, strategic planning, community outreach and engagement. RGS currently serves approximately eighty agencies.

PROJECT MANAGEMENT

Kim Anderson and Josh Metz will oversee all aspects of this project and be responsible for overall quality control. As part of this role, the co-project managers will:

- Weekly internal team meetings to track progress and deliverables;
- Bi-monthly meetings with the City of Stockton Project Manager/Management Team and key staff to track progress and deliverables;
- Monthly reports detailing progress, deliverables, and key milestones; and
- Monthly billing statements identifying progress by task.
RELEVANT EXPERIENCE

Ms. Anderson and Co-Project Manager, Mr. Metz will meet with City of Stockton staff to create a shared understanding of the project purpose, process, and schedule for the project.

RGS offers both comprehensive Economic Development and Regional Planning service lines to local city, county, university, and special district public agencies. The RGS team is comprised of highly skilled, seasoned professionals with deep expertise in a broad range of economic development, planning, and civic engagement services. Our team is uniquely qualified to support the City of Stockton in completion of the requested Economic Development Strategic Action Plan due to our team’s particular experience guiding planning and economic development activities within San Joaquin County and numerous other San Joaquin Valley communities, and our breadth of experience supporting local agencies with similar and related projects across the State. Key examples of relevant experience by the RGS team and while serving in public agencies and private consultancies are listed below:

- **Innovation District Strategy, UC Santa Cruz:** RGS is supporting the University of California, Santa Cruz in updating and refining its strategic plan for development of the UC Monterey Bay Education Science and Technology (UCMBEST) Center – a 500-acre former Fort Ord property – long-dreamed of as a collaborative, regional technology focused, research and development center. This on-going project involves coordinating an internal strategic planning process, conducting market research, and supporting University executive decision making. Key elements of similarity to the former Mill Site reuse project in the City of Fort Bragg include a focus on workforce training, research and education,
university-industry partnerships, mixed-use development, and development within a high visibility, environmentally sensitive project area.

- **Business Recruitment & Expansion, City of Marina:** The RGS team was responsible for guiding multiple civic & educational partners in preparation and delivery of compelling business recruitment package integrating local, regional, and State incentives. Local City provided incentives included development fee adjustments, expedited plan and permit processing, and capital projects support. Regional incentives included workforce training and research and development support commitments from the University of California, California State University, and regional community colleges. State incentives included California Competes Tax Credit, Partial Sales & Use Tax Exemptions, Advanced Transportation and Manufacturing Sales & Use Tax Exclusion, Utility Rate Reduction, Research & Development Tax Credit, and the Employment Training Panel. This effort was instrumental in securing a emerging aerospace manufacturer representing 1600 new jobs.

- **City of Fort Bragg Economic Development Feasibility Study:** The RGS team is assisting the City of Fort Bragg in delivering an economic development feasibility study focused on the reuse of the former Georgia Pacific mill site. By conducting robust engagement with staff, local policy makers, the business community, and residents, the team will produce a detailed strategy for economic reuse of the former Mill Site, consistent with city leadership and community priorities. The strategy includes target industries and key actions for increasing the probability of successfully attracting and growing desired economic activity. Proposal Personnel: Josh Metz, Dave Spaur, Kim Anderson

- **Eastside Corridor Transportation Study, Fresno County:** RGS is assisting a transportation project team in articulating the short-term and long-term benefits of alternative transportation investments. Benefits include short-term construction job creation and increasing area attractiveness to potential employers. Study results suggest strategic investments in transportation infrastructure and aligning complimentary land-use for business retention would yield desired results.

- **Policy Development and Project/Program Project Management, San Joaquin Council of Governments, Stockton, CA:** RGS is providing a variety of high-level policy development, program services, and project management assistance to SJCOG staff in multiple areas, including 2022 Regional Transportation Plan development and implementation, Regional Planning studies (Truck Planning Study, Climate Adaptation, Innovation & Technology, Gentrification & Displacement, Economic Modeling for Policy Analysis), Regional Transportation Impact Fee (RTIF) program, and the on-going $7.5 million Sustainable Transportation Equity Program (STEP) grant for EV Technology Workforce Development and deployment of pilot projects for EV Bike and Car Share programs.
AGENCY EXPERIENCE

Members of the RGS Economic Development Team played central roles in the development and implementation of economic development plans during past tenures in public agencies including:

- **Economic Development Strategy, Fort Ord Reuse Authority (FORA):** At the direction of the FORA Board of Directors in 2015, key RGS team members conceived and implemented a regional economic development strategy framed on the following principles: Build on regional strengths; Engage partners and stakeholder; Retain existing and pursue new business; Develop and leverage information resources; Measure and report progress. The reuse of 45-square mile former Fort Ord area on the Monterey Bay was guided by an American Planning Association award winning reuse plan that balanced Environmental Restoration, Educational and Economic reuse. The 2015 strategy brought new focus on housing starts and jobs creation and resulted in continuous increases in housing starts, jobs growth and business recruitment over a 5-year period (2015-2020). The reuse of the former Fort Ord included extensive environmental clean-up and regulatory sign-off from US Environmental Protection Agency and California Department of Toxic Substances Control and was recognized with a 2020 National EPA Excellence in Site Reuse Award. The RGS Economic Development team is able to offer many lessons learned from strategy development and implementation for the benefit of the City of Fort Bragg.

- **Strategic Economic Development Plan Revision, City of Sacramento:** Led Strategic Economic Development Plan revision to align downtown redevelopment with the draft General Plan, aligning land use and public works to support two key project areas: A Brownfield project area that needed $3 million in Federal funding. By re-zoning and re-aligning public works and road projects, staff was then able to apply for federal funds to clean the site and prepare the site for housing and mixed-use retail resulting in over 50 units of housing and 200,000 square feet of new neighborhood serving retail. Realignment an underutilized industrial park into a new Green Tech Zone through an overlay zone that combined Redevelopment, Military Base Reuse, Enterprise Zone, and Property Business Improvement District into a solar, wind and new technology business park that attracted four new companies in the first year creating several hundred new jobs.

- **Economic Development Strategy Implementation, County of Placer:** Led Economic Development Strategy and implementation to redevelop the shuttered lumber mill site in North Lake Tahoe, Forrest hill, and the Sierra Pacific door company in Rocklin and other underutilized industrial parcels that lacked critical infrastructure including fire services, water pressure for fire suppression, fiber optic telecom and road capacity. The strategy prioritized critical infrastructure that was needed to first expand existing businesses located in rural communities and second, to demonstrate the sites were ready to attract new business. Worked with the Fresno Workforce Board to convert an old lumber mill into a bio-fuel facility. Incorporated local strategic initiatives into Comprehensive Economic Development Strategies for EDA funding. Successfully obtained Brownfield Grants from
the EPA to remediate the Rail Yards Site resulting in new multi-family housing and the Trap Shoot site of lead contamination which resulted in the location of the new Mel Raton Honda dealership.

COMMUNITY PARTNERSHIPS

Along with offering top quality site development and feasibility analysis advising, member of the RGS Economic Development team have deep experience creating impactful community partnerships to drive good-fit economic development. Examples programs are summarized below:

- **Monterey Bay Drone Automation & Robotics Technology Initiative:** This forward-looking economic development strategy was launched in 2017 to align industry, academia, and government towards these future growth sectors. To facilitate broad public and private participation, a not-for-profit public benefit corporation was formed and includes representatives from the University of California Santa Cruz, California State University Monterey Bay, Joby Aviation, Airspace Integration, the City of Marina, and the County of Monterey. To date this effort has contributed to the successful recruitment and expansion of Joby Aviation; strengthened partnerships and research collaboration between the Universities; increased Federal government investment in multiple municipalities and led to an increased awareness of the opportunities for industry growth in the region.

- **Central Coast Marketing Team:** The Central Coast Marketing Team (CCMT), which was created as a non-profit public benefit corporation to provide business attraction and site location services to its members. The organization included representatives from the public and private sectors and provided a single point of contact for site selectors to the Central Coast. The CCMT engaged with Federal and State partners to attract investors and contributed to securing multiple projects in the hospitality, agricultural processing, and manufacturing sectors. CCMT also coordinated and implemented educational and business forums including the Monterey Bay Regional Opportunity Zone Investment Forum, the Monterey Bay Sustainable Hospitality Summit and the Monterey Bay Cannabis Policy Forum. A regionalized business attraction organization such as the CCMT could be a useful model for economic development on the Mendocino Coast.

- **Taste of Mendocino:** Members of the proposal team played pivotal roles in conceiving and realizing a multi-stakeholder effort to bring Mendocino County wine, food, and tourism experiences to a premier event at Fort Mason Center in San Francisco in 2011. This first of its kind event, involved significant participation from the Mendocino Wine & Winegrape Commission, Visit Mendocino, Destination Hopland, the Skunk Train, and numerous individual Mendocino County based businesses.

- **Destination Hopland:** Members of the proposal team played pivotal roles in attracting new businesses and investment into southern Mendocino County, and worked with a regional tourism attraction organization to grow revenues. This work brought two new
businesses into Hopland that drove visitation, new investment, and increased digital engagement for 16 wineries in the Destination Hopland Association from 2010-2012.

INNOVATIVE TOOLS

The RGS Economic development team employs leading edge software and data systems in service of its client agencies. Along with industry standard tools in social media, web, and digital communications the team brings the following application specific tools to its projects:

- **IMPLAN.** Input-output economic analysis platform.
- **JobsEQ.** A software tool that gives you the labor market data and analysis you need to make good decisions.
- **OppSites.** A digital platform for connecting development opportunities with interested developers and partners.

RGS AND OUR APPROACH

The RGS team is approaching this opportunity with a multi-disciplinary, tactical mindset designed to examine Stockton’s requested action plan through multiple lenses. Each RGS team member and partner has been strategically recruited to bring together a plan with multiple avenues to success. Since RGS has direct experience with the previous efforts that are pre-cursor to the current request, we suggest a framework to development of the Economic Development Strategic Action Plan that builds on and updates previous work as needed but focuses on concrete implementation efforts that can be directly adopted as the Economic Development Element to the General Plan.

The main focus of this plan will outline the analytical tools and measurements for the City to be successful. RGS will provide the tactics that explain how to go about implementation primarily using existing tools and initiatives – updated to reflect current conditions and will document the progress (or barriers to progress) in the last three to six years. Champions for the city’s efforts exist at local, regional, state, and national levels – RGS will help the City tap into existing resources, fill any gaps, and recognize any exogenous factors (new or existing) that will aid or potentially hinder plan implementation. The RGS team will do this with a team that is plugged in locally and has directly participated in past and on-going regional efforts, has wide-ranging experience in other regions, and brings in the best of current academic thinking on new, innovative research to directly suggest a framework to move Stockton forward as the vibrant, 21st century city envisioned by city leaders.

The City of Stockton has identified key goals in its RFP. We have chosen to reorganize these goals into tools and the desired outcomes to be supported by these tools.
THE TOOLS:

- Tell the Stockton Story
- Develop/Refine Data & Metrics for Decision Making
- Define the Role of the City in Workforce Development
- Develop a Robust ED Toolkit

This set of tools will be operationalized into strategic actions to support these key outcomes:

- Support for Small Businesses
- Continue Building a Thriving Entrepreneur Ecosystem
- Attract/Retain High Caliber Businesses

WORK PLAN SUMMARY AND EXPECTED RESULTS

Due to proposal size constraints, we have summarized our proposed scope of work below, but have included a detailed scope of work in the Additional Information section and in our project budget, presented under separate cover. Since the RFP is not specific in its approach, we have outlined a work plan that we believe gets at the heart of the City’s goals but are open to refining both tasks and deliverables at our initial meeting with City staff. Many of the tasks between the project kick-off and the finals deliverables will occur simultaneously – we will develop our detailed schedule in concert with the City of Stockton but are committed to completing the project within 12 months.

The RGS team would engage with City staff and leadership to gather relevant inputs from past city actions, committees, and planning efforts. Our team would also conduct independent research to gather relevant information from other sources. While we understand that the city is focused forward, understanding what has been tried in the past can lay a strong foundation for launching into the future. We will not only lift up the successes but cast a critical eye at less successful programs and actions and the reasons for any less than outstanding results or barriers to implementation (internal or external). In addition, the project team is aware of several on-going complimentary initiatives that will be interrogated as potential implementation strategies and data sources for future city actions.

Key existing documents will include:

- City of Stockton 2015 Economic Development Strategic Plan
  The project team will build on core plan initiatives surrounding economic development (business retention/expansion, attraction, entrepreneurial development and related education/workforce development initiatives), quality of life (improve Stockton’s attractiveness to residents, visitors, businesses and their employees), and foundations (linking core city functions to economic development).
- 2018 Workforce Development Action Plan

Key current on-going initiatives:
The Stockton Community Development Project (Phase 1 will deliver a California Community Economic Development Association (CCEDA) driven feasibility report as a steppingstone to building a community development organization – potentially a community development corporation or a CDFI. The report is due in March 2021.

Equitable Economies Project (a partnership between San Joaquin, Stanislaus and Merced Community Foundations to build on CA Forward work in regional economic inclusiveness).

The final Strategic Action Plan will be a compilation of all the proposed detailed tasks that brings all the technical work into focus but emphasizes the action steps to get early and sustained success in its implementation. It will:

### Actions

**Tell the Stockton Story** through its history of previous efforts, data trends, community profiles of success, and readiness to embrace the future. Tell the story from the lens of its government leaders, institutions, community champions, business leaders, its enduring small business community, and its citizens. It will also identify:

- Social media champions for Stockton
- Examples of positive stories to replicate
- Develop weekly storylines for dissemination
- Highlight current innovative initiatives and community, neighborhood, and regional infrastructure improving both the business environment and quality of life – advance the narrative that Stockton is ready for the future

**Assure Transparent Data Driven Decision Making** is achieved through:

- Review and update of key metrics currently being employed (and identify data gaps) through a framework to derive “just right” metrics:
  - Smart Incentives logic model to identify input, output, and outcome metrics that connect activities to priorities [program, community, economic, engagement] -see recent report for a discussion of this
  - Jobs EQ analysis
  - IMPLAN economic multiplier modeling
  - OppSites analysis
- Process to Select Key Data Points that truly measure success and suggest improvement steps, including purchase or acquisition of needed data sets
- Identify “Readiness for Implementation” Measures
  - Workforce
  - Infrastructure
  - Entrepreneurial Investment
  - Knowledge Workers
  - Quality of Life
  - Ease of Response to Changing Commute and Home Choice
- Feedback Loop of Corrective Actions

**Populate A Robust Economic Development Toolkit with:**
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN PROPOSAL

**Actions**

- Assessment relationships of current ED incentives to businesses attraction/retention, small business and entrepreneur support through Smart Incentives framework that will identify links to community priorities and gaps with options to address gaps
- Employ Kauffman Foundation Measurement of Entrepreneur Activity (Smart Incentives report to be released in 2021)
- Identify Sources of capital for small businesses
- Build a Venture Network Pipeline
- Connect Entrepreneurial Support Resources to Stockton
- Set process to continually measure and report success stories

**Define Stockton’s Role in Workforce Development by:**

- Revisiting the 2018 Workforce Development Action Plan to understand the foundation of data, studies, key leadership findings, and series charges (goals), service examples, and preliminary calls for action (where are we and why?)
- Analyzing results of key stakeholder/informant interviews to ascertain what specific actions the City of Stockton may undertake and what actions require support from the city for external actors: private and public job training, apprenticeship programs, local colleges/university and trade schools, and others.
- Define Stockton’s version of the workforce of the future given the present – consider Stockton’s place in a regional ED strategy (think complimentary, no direct competitiveness)
- Center activities on inclusiveness, equity, and the needs of Stockton’s greatest asset: its passion for its citizens (Community Foundation of San Joaquin will be key here). Don’t do more work for the sake of doing it – interrogate the existing foundational work at the neighborhood, local, regional, and mega-regional scale. Scale up or down as needed.
- Identify and fill skills gaps by apprenticeship training, upskilling, reskilling, and supporting trade schools, and industry/employer specific training opportunities

**Analyze Stockton and Its Readiness to Implement the Action Plan:**

- Use information compiled during previous tasks (i.e. readiness indicators) to develop a matrix of indicators/data points that are either advancing implementation readiness or impeding full success.
- Each asset or impediment will be matched with action steps to accelerate or remedy the issue as appropriate.
- Outline early action steps to prepare for or accelerate implementation.

**Adopt the Strategic Action Plan, including:**

- A Strategic Alliance dedicated to guiding and championing implementation actions and holding the process accountable
- Adopt the Action Plan as the City’s Economic Development Element
- Regularly update the public and media on successes – lift up not only City actions, but highlight the success of other initiatives at the local and regional level, celebrate Stockton’s businesses, and do it transparently to garner trust
REFERENCES

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APPENDICES
APPENDIX A – ADDITIONAL DATA
DETAILED SCOPE OF WORK

The scope of work in the RGS budget includes tasks for contracting, project management, project team meetings, and progress reporting (Task 0) that are not shown below. Since the RFP is not specific in its approach, we have outlined a work plan that we believe gets at the heart of the City’s goals, but are open to refining both tasks and deliverables at our initial meeting with City staff. Many of the tasks between the project kick-off and the finals deliverables will occur simultaneously – we will develop our detailed schedule in concert with the City of Stockton, but are committed to completing the project within 12 months. Our proposed work plan to complete the City of Stockton Economic Development Action Plan is outlined below:

TASK ONE: CURRENT CONDITIONS & PREVIOUS EFFORTS

The RGS team would engage with City staff and leadership to gather relevant inputs from past city actions, committees, and planning efforts. Our team would also conduct independent research to gather relevant information from other sources. While we understand that the city is focused forward, understanding what’s been tried in the past can lay a strong foundation for launching into the future. We will not only lift up the successes but cast a critical eye at less successful programs and actions and the reasons for any less than outstanding results or barriers to implementation (internal or external). In addition, the project team is aware of several on-going complimentary initiatives that will be interrogated as potential implementation strategies and data sources for future city actions.

Key existing documents will include:

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**APPENDIX A – ADDITIONAL DATA**

- Equitable Economies Project (a partnership between San Joaquin, Stanislaus and Merced Community Foundations to build on CA Forward work in regional economic inclusiveness).

A summary of Actions for each task area is included below:

<table>
<thead>
<tr>
<th>Actions – Task One</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Launch:</strong> This critical step would establish common understanding between the RGS team and city staff involved in supporting the project. Goals of this step include:</td>
</tr>
<tr>
<td>• Adjustments or refinements to project scope and deliverables;</td>
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<tr>
<td>• Project timeline and tolerance for variations;</td>
</tr>
<tr>
<td>• City staff, elected officials, and community stakeholders to interview and formats for those interviews (i.e., one-on-one vs. groups);</td>
</tr>
<tr>
<td>• Timing and mechanism for initial interview communications;</td>
</tr>
<tr>
<td>• Identify City of Stockton liaison to assist RGS team with acquiring relevant city-controlled information and supporting stakeholder communications.</td>
</tr>
<tr>
<td><strong>City Staff Engagements:</strong> Scheduled interviews with key city staff to ensure RGS team has best available information, and efforts are in alignment with staff directions and city priorities (up to three).</td>
</tr>
<tr>
<td><strong>Council Interviews:</strong> Subject to staff agreement, the RGS would interview city council members regarding their understanding of the project and relevant economic development goals. Pending availability this process might occur over a 2-week period or as needed to accommodate scheduling (up to seven).</td>
</tr>
<tr>
<td><strong>Stakeholder Meetings:</strong> This task would build from outcomes of earlier steps. The RGS team would seek to interview key stakeholders involved in previous and on-going efforts. There is a lot of great work completed and currently underway on which to build the new action plan. A key source of information will be the organizations represented on the 2015 study’s steering committee and those identified in the 2018 Workforce Development Action Plan. The Community Foundation of San Joaquin will also play a key role in ensuring local CBOs are represented to ensure broad community representation (up to five; others may be conducted during other project phases).</td>
</tr>
<tr>
<td><strong>Deliverable:</strong> The RGS team will compile information gathered during the city, leadership and stakeholder interviews into a Current Conditions Assessment or ‘Look Book.” This material would also inform subsequent project phases and the final action plan. This synthesis will be key to “telling the Stockton story” from not only the viewpoint of previous efforts, current demographic and key indicators, but also from the viewpoint of city staff, elected officials, key community partners, and the community itself.</td>
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</table>
APPENDIX A – ADDITIONAL DATA

TASK TWO: DEVELOP/REFINE DATA & METRICS FOR DECISION MAKING

Stockton desires the ability to utilize data and “key metrics” to drive decisions. Since the City of Stockton is already utilizing several robust metrics for detailed employment data, shift-share analysis, and location quotient analysis, the RGS team, featuring the work of Smart Incentives, will begin by developing a framework that devises “just right” metrics and public reporting that are necessary for transparency and accountability for the community. To ensure that metrics are aligned with priorities, measure performance, and progress toward overall goals, the framework would include a logic model to identify input, output, and outcome metrics that connect activities to priorities. These could address program metrics, community and economic indicators, and community engagement metrics (see this recent report from Smart Incentives for a discussion of this). The goal would be:

- Standardized data collection and comprehensive metrics and granular data that capture the inputs, outputs, outcomes, and impacts of a program.
- Clear definitions of appropriate metrics aligned with strategic priorities and data aligned with policy and program goals.

The selection will initially focus on results of Task One. But, the team may employ the use of analytics to measure workforce, infrastructure readiness, new entrepreneurial investment, knowledge workers who reside in Stockton and commuters to the Bay Area and Sacramento - all important indicators for decision making. RGS will employ the innovation tools at its disposal to drive new metric development, including JOBS EQ, IMPLAN, and OppSites. Final metrics will be vetted based on the following criteria:

- Is the City currently tracking this metric? What trends/information has it revealed?
- Is the data readily available and at an appropriate level of granularity?
- Does the metric/data tell us something new?
- Is the metric easy to understand and/or explain for a variety of audiences (technical staff, policy makers, interested citizens)?

Each recommended action item will have a least one quantitative or qualitative metric, data point, of reference by which success can be measured.
APPENDIX A – ADDITIONAL DATA

<table>
<thead>
<tr>
<th>Actions - Task Two</th>
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</thead>
<tbody>
<tr>
<td>Review of current metrics and identified trends</td>
</tr>
<tr>
<td>Metric Framework and Evaluation</td>
</tr>
<tr>
<td>Draft metric recommendations for discussion with city staff and select stakeholders – Key Measures of Success and</td>
</tr>
<tr>
<td><strong>Deliverable:</strong> Final metric and data recommendations matrix aligned with policy and program goals, including improvement steps to acquire or purchase needed data sets.</td>
</tr>
</tbody>
</table>

**TASK THREE: ECONOMIC DEVELOPMENT TOOLKIT**

The Economic Development Strategic Action Plan provides an opportunity to take a fresh look at Stockton’s incentive and other programs to assess if and how they are aligned with Stockton’s current economic development priorities related to business attraction, retention and expansion and small business and entrepreneur support. To accomplish this task, Smart Incentives will review a set of incentives and other programs to be identified jointly with the Stockton project team. We will review statutes, program guidelines, and data on program usage and outcomes. Task One will directly inform this subsequent task through the interviews previously conducted with Stockton staff, economic development and community partners, and incentive recipients/program participants to determine whether programs can be adjusted to be better aligned with strategic priorities. This task will focus on the desired target outcomes for the following stated focused goals to:

- Support for Small Businesses
- Building a Thriving Entrepreneur Ecosystem
- Attract/Retain High Caliber Businesses

Each tool or incentive considered will be evaluated through the lens of these overarching goals. The Smart Incentives Framework will be coupled with an analysis of the available sources of capital for small business owners that can ensure the needed support for small businesses to thrive.

In reaching these conclusions we would review incentives and other programs to assess if and how they are aligned with Stockton’s current economic development priorities for small business and the entrepreneur/start-up ecosystem. A recent Kauffman Foundation report (“Business Incentives in Entrepreneurship: Typologies, Effectiveness, and Implications,” forthcoming 2021), Smart Incentives reviewed state incentive programs and existing academic and evaluation research to provide insights to policymakers on the development and use of incentives to support entrepreneurial firms, which commonly target small business entrepreneurs or innovation-or technology-oriented entrepreneurs. Our review would examine Stockton’s current incentives and services that foster small business and start-up growth, focusing on how they could better cultivate
APPENDIX A – ADDITIONAL DATA

traded-sector businesses, higher-skilled, quality jobs, and equitable opportunity for people of color to operate small businesses and become entrepreneurs.

Optional Task: As an optional task, the project team could provide a deeper dive into the mechanics of the structure and performance for an incentive or financing program to be selected in consultation with the city, stakeholders, and the project team.

Process affects results. Good internal procedures can reduce risk, focus resources on the best opportunities, and ultimately achieve better outcomes. RGS and Smart Incentives will provide an external perspective on Stockton's procedures for providing, managing, and monitoring the incentive or financing program and related outcomes. To accomplish this task efficiently we will use the process structure that Smart Incentives developed around Managing Incentives for Transparency & Accountability. The framework is built around Operations, Stakeholder Engagement and Strategic Purpose and defines the critical process steps involved in collecting and managing data; monitoring, assessing and evaluating outcomes; and reporting on results. Smart Incentives has successfully used this process in several state and local level engagements to provide immediate feedback on how to enhance incentives management and operations. This optional process is detailed in the Additional Data section and can be repeated for multiple incentives or pricing programs on an item by item basis as desired by the city.

<table>
<thead>
<tr>
<th>Actions – Task Three</th>
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<tbody>
<tr>
<td>Review and select incentives &amp; programs to be considered</td>
</tr>
<tr>
<td>Review of statutes, program guidelines, and data on program usage/outcomes</td>
</tr>
<tr>
<td>Conduct additional interviews with Stockton staff, economic development and community partners, and incentive/program recipients for any data not revealed under Task One</td>
</tr>
<tr>
<td>Program/incentive matrix and written summary of incentives/programs and how they support economic development priorities, incentive gaps, and actions to address gaps and improve effectiveness</td>
</tr>
<tr>
<td>Build out a Venture Network pipeline of ways to incorporate private funding sources and entrepreneurial focused funding and other support mechanisms</td>
</tr>
<tr>
<td>Identify all sources of capital for small businesses; explore access to newly available Federal, State, and Local funding for infrastructure needs</td>
</tr>
<tr>
<td>Identify feedback loop process from Task Two results to continually measure and identify success of efforts</td>
</tr>
<tr>
<td>Optional Task: One or more incentive/programs are selected for a deeper analysis of its structure and performance potential</td>
</tr>
</tbody>
</table>
APPENDIX A – ADDITIONAL DATA

TASK FOUR: THE CITY’S ROLE IN WORKFORCE DEVELOPMENT

Again, building on Task One, the consultant team will take data established from existing conditions, review of the previous Workforce Development Action Plan, and key stakeholder interviews to ascertain what specific action the City of Stockton may undertake and what actions require support from the city for external actors: private and public job training, apprenticeship programs, local colleges/university and trade schools, and others. The previous action plan is only three years old and lays a solid foundation of data, studies, key leadership findings, and a series charges (goals), service examples, and preliminary calls for action. The team will revisit the data as part of Task Two to either update or validate the findings and conduct an additional series of interviews to specifically explore the service example organizations to update these sections and/or discover additional examples. Each individual call for action will be evaluated along four initial areas:

- What has happened in the intervening three years on this action?
- Is it an action for the City to take?
- Is it an action for the City to support others in making?
- Does the action still align with City priorities?

In addition to these actions, RGS, along with partner Community Foundation of San Joaquin, will interrogate their recent series of webinars and interviews for other projects related to their workforce development and equitable and inclusive economic development efforts to see where alignment occurs with the proposed City of Stockton action plan. Outreach will be conducted with up to two groups to receive input on specific skills development or upskilling needed. Groups may be chosen based on target industries or industry clusters, previous level of engagement, previous work in advancing workforce development, or on the populations they serve – with an eye toward racial or economic equity. The partnership with the Community Foundation allows the project team and the City to leverage existing community trust and intersect City of Stockton’s needs with outside regionally focused efforts. While our efforts are aimed directly at the needs of the City of Stockton, a regional look at economic development, and particularly, workforce development can show places for complementary workforce training – a focus on areas that are not directly competitive but provide workforce for industries or businesses that are ancillary to existing regional clusters.

<table>
<thead>
<tr>
<th>Actions – Task Four</th>
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<tbody>
<tr>
<td>Initial matrix of goals, service examples, calls to action for evaluation with updated data as needed</td>
</tr>
<tr>
<td>Evaluation of what’s worked, what progress has been made, and the status of on-going or new efforts</td>
</tr>
<tr>
<td>Integration of Community Foundation analyses gleaned from The Stockton Community Development Project outreach and expert panels</td>
</tr>
</tbody>
</table>
**APPENDIX A – ADDITIONAL DATA**

### Actions – Task Four

<table>
<thead>
<tr>
<th>Community Foundation Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify skills gaps and opportunities to fill gaps through apprenticeship training, upskilling, reskilling and ways to support trade schools and industry specific employer training programs</td>
</tr>
<tr>
<td>Draft Workforce Development Recommendations with Action Steps for Discussion</td>
</tr>
<tr>
<td>Final Workforce Development Recommendations with Action Steps</td>
</tr>
</tbody>
</table>

### Task Five: Assets/Opportunities & Obstacles/Impediments to Implementation Readiness

Rather than the standard SWOT Analysis, the RGS team will develop a *Readiness Analysis* to determine the competitive position of Stockton. The RGS team would use information compiled during previous tasks to develop a matrix of indicators/data points that are either advancing implementation readiness or impeding full success. These indicators would include infrastructure requirements across both the City of Stockton and within partnering agencies in the larger region, institutional capacity, available capital/funding, political will, available workforce, and others determined in previous tasks. Each asset or impediment will be matched with action steps to accelerate or remedy the issue as appropriate.

### Actions – Task Five

| Review Readiness Indicators from Task Three develop matrix |
| Preliminary Readiness Matrix will be presented to city staff and key stakeholders for discussion |
| Refine Matrix from Input Received |
| Finalize Matrix and Match each Readiness Measure to an Action Step |

### Task Six: Next Steps – Economic Development Strategic Action Plan/General Plan Element Update

The final Strategic Action Plan will be a compilation of the previous tasks that brings all the technical work into focus, but emphasizes the action steps to get early and sustained success in its implementation. It will:

**Tell the Stockton Story** through its history of previous efforts, data trends, community profiles of success, and readiness to embrace the future. Tell the story from the lens of its government leaders, institutions, community champions, business leaders, its enduring small business community, and its citizens. It will also identify:
**APPENDIX A – ADDITIONAL DATA**

### Actions

- Social media champions for Stockton
- Examples of positive stories to replicate
- Develop weekly storylines for dissemination
- Highlight current innovative initiatives and community, neighborhood, and regional infrastructure improving both the business environment and quality of life – advance the narrative that Stockton is ready for the future

**Assure Transparent Data Driven Decision Making is achieved through:**

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  - Ease of Response to Changing Commute and Home Choice
- Feedback Loop of Corrective Actions

**Populate A Robust Economic Development Toolkit with:**

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- Employ Kauffman Foundation Measurement of Entrepreneur Activity (Smart Incentives report to be released in 2021)
- Identify Sources of capital for small businesses
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- Connect Entrepreneurial Support Resources to Stockton
- Set process to continually measure and report success stories

**Define Stockton’s Role in Workforce Development by:**
APPENDIX A – ADDITIONAL DATA

Actions

- Revisiting the 2018 Workforce Development Action Plan to understand the foundation of data, studies, key leadership findings, and series charges (goals), service examples, and preliminary calls for action (where are we and why?)

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Adopt the Strategic Action Plan, including:

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- Regularly update the public and media on successes – lift up not only City actions, but highlight the success of other initiatives at the local and regional level, celebrate Stockton’s businesses, and do it transparently to garner trust
Joshua Metz
Senior Advisor/Project Lead

Joshua Metz is an accomplished, goal-oriented public service executive with demonstrated experience in economic development, land use planning, and fiscal management. Over twenty years of progressively responsible, experience, managing multi-jurisdictional coordination across local, state, and Federal governmental agencies, universities and the private sector. Responsible, ethical, productive team and organizational leadership.

- Led and facilitated a 23-member Board of Directors comprised of elected leaders from 8 cities, county, state and Federal jurisdictions, overseeing 45-square mile area, military base reuse project.
- Supported completion of $150 million of commercial, light industrial, university and airport-related and $300 million of residential and community-related development.
- Lead strategy and successful implementation of $30 million tax revenue bond issuance.
- Managed multi-million-dollar budgets including:
  - $3.5 million annual operating
  - $16 million annual capital improvements
  - $30 million environmental cleanup
- Managed staff, consultants, and contractors to final transition of capital improvements, environmental conservation obligations and dissolution of local reuse authority.

PROFESSIONAL EXPERIENCE

REGIONAL GOVERNMENT SERVICES
Senior Advisor, Economic Development
Serving as Senior Economic Development Advisor to local governments, special districts and universities throughout California. Primary focus on innovation and entrepreneurship, business recruitment and strategic planning:

- Supporting retention and expansion of market leading Electric Vertical Take-off and Landing (eVTOL) aircraft manufacturer at the Marina Municipal Airport. Lead coordination, development and completion of municipal retention package involving, state, local and universities partners.
- Advancing land use planning, academic visioning, and market alignment for 400-acre, University of California Monterey Bay Education Science and Technology (UCMBEST) Center research and development business park. Focus on Artificial Intelligence/Mobility, Agricultural Technology, and Marine Science/Conservation.

FORT ORD REUSE AUTHORITY
Executive Officer/Assistant Executive Officer
Served as the Executive Officer (Assistant ExO, June-Dec 2019) leading completion of key Fort Ord base reuse programs including economic development, planning, habitat conservation, building removal bond financing and capital improvements. Skillfully navigated a complex,
contentious, land use and development process to achieve consensus and results. Key accomplishments of smooth agency closure and outstanding obligations transition included:

- Lead successful legal and fiscal effort to secure $30 million in tax revenue bonds.
- Facilitated distribution of $17.8 million funding of a regional habitat conservation plan.
- Guided Board through consensus decision-making across multiple agencies.
- Lead and facilitated elected board members and committees to achieve consensus on complex land use, environmental, and capital improvement obligations.
- Lead completion and transition of complex Environmental Protection Agency (EPA) award-winning Superfund site environmental remediation.
- Successfully managed staff, contractors, and consultants by promoting teamwork and collaboration during challenging environment of agency closure and global pandemic.
- Lead economic development activities in entrepreneurship, workforce development, university liaison, and community engagement.

**Economic Development Manager**
Partnered with key industry sectors to lead strategic initiatives in economic recovery efforts and economic development focused on clean tech manufacturing, advanced technology application, agriculture, tourism, national defense and higher education. Contributed to strong regional innovation ecosystem including drones and aerospace, entrepreneurship acceleration, workforce development, and trend analysis.

- Drove $300M in new capital improvements, infrastructure and community development projects.
- Supported the creation of over 2500 jobs by developing and managing economic development initiatives in higher education, clean-tech manufacturing, and hospitality.
- Attracted multi-million dollars of private investor funds by increasing awareness of local potential through the development of Monterey Bay Drone, Automation & Robotics Technology (DART).
- Advanced University partnerships in entrepreneurship and innovation, agricultural technology, and sustainable tourism; improving information access and community engagement.
- Managed effective intergovernmental and community relations, complex real estate negotiations, strategic planning, digital marketing and communications, persuasive public speaking, and general management.

**Senior Planner**
Led planning team focused on educational reuse and regional economic recovery at the historic Fort Ord, the nation’s largest military base reuse project. Oversaw urban design and planning, economic development, housing, tourism and finance research, website development, GIS database management and integration, multi-media production, public engagement, design charrettes, and consultant management.

- Led American Planning Association, National Best Practice award winning, multi-jurisdictional urban design and planning process to create new regional urban design guidelines on the former Fort Ord.
• Completed cross-jurisdictional regional trails plan between five local jurisdictions leading to unanimous Board adoption, subsequent transportation measure funding, and plan implementation.
• Engaged the community leading to creation of new regional urban design guidelines focused on education oriented, walkable town centers, mobility alternatives, connecting urban and natural landscapes, and regional economic development.

**GEOVINE, SANTA CRUZ, AS**
**Land Planning, Economic Development Strategy, and Management Consultant**
• Founded specialized land use planning and economic development, strategy, research, and information services consultancy.
• Generated over $50M in new rural area tourism, hospitality and agricultural investment by leading, developing and implementing new economic and business development strategies.
• Supported the generation of more than $10M annual revenues in Northern California counties by working with rural area entrepreneurs and businesses to grow existing and create new businesses.
• Developed, coordinated and led application of modern information system tools, communication and marketing strategies and engagement practices for regional planning, sustainable resource management, economic and business development.

**EDUCATION**
**Master of Landscape Architecture**, UC Berkeley College of Environmental Design

Bachelor of Science, Environmental Biology *Cum Laude*, Humboldt University

**BOARDS AND COMMITTEES**
**Board Member**, California Association for Local Economic Development
2019-Present

**Board Member**, Monterey Bay Drone, Automation & Robotics Technology (DART)
2018-Present

**Board Member**, Central Coast Marketing Team
2017-2020

**Member**, Tech Ecosystem Committee, Monterey Bay Economic Partnership
2015-2020

**PROFESSIONAL AFFILIATIONS**
• California Association for Local Economic Development
• International Economic Development Council
• American Planning Association
• National Charrette Institute
• Leadership Monterey County
David L. Spaur, CEcD, EDFP
Senior Advisor

David Spaur joins RGS with more than thirty (30) years professional public/private sector experience in municipal management, urban planning, redevelopment, real estate development and public finance. As a consultant, developer or as a municipal employee, he has served more than 30 public and private sector organizations. He has negotiated, developed public financing structures, prepared development feasibility studies and provided project management services to nearly $2 billion in industrial, commercial and residential development projects. Additionally, he has prepared comprehensive strategic plans, general plans, project fiscal impact reports and market based strategic economic development plans for multiple governmental agencies. Currently, Mr. Spaur serves as a consultant assisting communities and economic development organizations in California.

PROFESSIONAL EXPERIENCE

REGIONAL GOVERNMENT SERVICES
Senior Advisor
Serving as Senior Economic Development Advisor to local governments, special districts and universities throughout California. Primary focus on economic development, innovation and entrepreneurship, business recruitment and strategic planning.

COUNTY OF MONTEREY
Director of Economic Development Department
Completed the first Economic Development Strategic Plan with the assistance of SRI International and successfully integrated the plan into a Comprehensive Economic Development Strategy (CEDS) to include a resiliency plan with the assistance of the County Office of Emergency Services then submitted and accepted by the Economic Development Administration. Successfully negotiated and completed the first affordable-workforce housing project with the Pebble Beach Company. Identified a new sponsor for Laguna Seca Raceway providing an annual $4 million revenue stream with WeatherTech.

MERCED COUNTY ECONOMIC DEVELOPMENT CORPORATION (MEDCO)
President / Chief Executive Officer
MEDCO, a non-profit organization serving six incorporated cities and four unincorporated communities in Merced County. Successfully transformed a City Enterprise Zone into a County-wide Enterprise Zone, one of only three accepted in the state. Managed two USDA grants resulting in an innovation award grant to install and test an agriculture digester for a dairy and proving the technology works. A 2012 CALED Grand Prize Award, “Buy Local” Campaign.
CITY OF SACRAMENTO
Economic Development Director
Managed a redevelopment program with $95 million in projects and an economic development program with half a billion in projects. Responsible for moving the organization into a customer and project focused program that worked collaboratively with public groups to deliver a visionary Strategic Economic Development Plan focused on neighborhoods, the city and the best that the region has to offer. Produced over $4 million in annual revenue, led over 100 industry expansion, retention, or location projects; and produced nearly 1,000 jobs during a period of major real estate and municipal financing challenges.

- Provided leadership on the City’s first completed Economic Development Strategy; integrating a model Downtown Redevelopment Plan into the updated process of the City’s new General Plan. Created the first Stimulus Plan for the City of Sacramento that included an innovative Auto Retail agreement with the County of Sacramento.
- Innovative in re-design of the City Enterprise Zone into a partnership with the County of Sacramento and three military re-use bases to create the only second county-wide Enterprise Zone approved by the State of California.
- Incorporated the first green-business zone into the Enterprise Zone resulting in the attraction and start-up of six new “clean-tech” businesses in the zone.
- Key decision-maker on a municipal economic development team; wrote and managed financial grants; and instrumental in the successful location, planned relocation, and/or retention of numerous clean technology, industrial, and manufacturing businesses including Siemens, ETIMEX Solar Inc., and Nestle’ Water North America.

ECONOMIC DEVELOPMENT CORPORATION (SERVING FRESNO COUNTY)
President / Chief Executive Officer
Set the benchmark as a working Economic Development Executive managing a non-profit organization responsible for over $300 million in new investments from business retention and new locations.

- Managed a twenty-eight-member Board of Directors serving the County of Fresno and 15 major Central Valley municipalities and earned a well-deserved reputation for expanding economic diversity, increasing net job growth, and positioning the Fresno County area as an excellent choice for business development, business retention, and new locations.
- Developed the first Federal Empowerment Zone for the City of Fresno and executed an economic development strategy that doubled the number of business locations to Fresno County from three to an average of eight new companies per year.
- Directed a strong economic management team that included a Redevelopment Manager, Chief Finance Officer, and Marketing & Membership Manager.
- Earned CALED’s 2004 Award of Merit for the Strategic Alliance Agreement and CALED’s 2003 Award of Merit for the GIS Business Attraction and Site Selection.
ECONOMIC VITALITY CORPORATION OF SAN LUIS OBISPO COUNTY, INC

President / Chief Executive Officer
Managed a 501c (3) non-profit corporation serving six Central Coast cities and initiated programs to market economic development opportunities for business and investment region-wide.

- Re-focused the program to target business start-ups; directed community development block grant loan programs, micro-loan, and angel investment programs for early start-up and rapidly growing businesses; and generated over $10 million in new venture funding.
- Winner of CALED’s 2001 Award of Merit for the Business Retention and Economic Program for San Luis Obispo County and SEMPRA Energy’s 2000 Exceptional Leadership Award.
- Adjunct Professor in Urban and Regional Planning at California Polytechnic University.

CITY OF MESA, AZ

Director, Economic Development
Successfully merged the non-profit MEGACORP organization into a city department; developed MEGACORP’s first 5-year Strategic Plan; and awarded the American Economic Development Council’s (AEDC) 1999 honor as an Accredited Economic Development Organization.

- Managed a coalition of 27 organizations charged with international and national business attraction, expansion, and retention within Maricopa County out of 34 communities.
- Assisted in the acquisition of Williams Airforce Base and transition to a city owned civilian air cargo port and Foreign Trade Zone. Winner of AEDC’s 1998 Award of Excellence.
- Earned two 1997 Arizona Association of Economic Development Awards of Merit.

THE GREATER FLAGSTAFF ECONOMIC COUNCIL, INC. - FLAGSTAFF, AZ

President & Chief Operations Officer
Created a successful real estate development plan and recruited over $40 million in new investments for the City Airport and Camp Navajo Military Base industrial park. Arizona Association of Economic Development 1996 Member of the Year.

COUNTY OF PLACER

Economic Development Director
Under direction of the County Administrator’s Office created an Economic Development and Infrastructure Strategy and Business Retention program that resulted in the recruitment and location of five of the Best 100 Companies to Work for in America; AT&T, GAP Data Center, Hewlett-Packard, Herman Miller, NEC Electronics.

EDUCATION & TRAINING:

THUNDERBIRD GLOBAL LEADERSHIP CERTIFICATE
The American Graduate School of International Management - Glendale, AZ (1998)

GRADUATE – MASTERS LEVEL PROGRAM
Economic Development Institute / University of Oklahoma - Norman, OK (1989)

Thesis: Critical Infrastructure
BACHELOR OF ARTS - GEOGRAPHY AND PLANNING & DEVELOPMENT
California State University, Chico (Graduated with a Double Major) (1980)

PROFESSIONAL CERTIFICATIONS
CERTIFIED ECONOMIC DEVELOPER (CEcD)
International Economic Development Council, (IEDC)

CERTIFIED ECONOMIC DEVELOPMENT FINANCE PROFESSIONAL (EDFP)
National Development Council, (NDC)

CERTIFIED TRAINER
Advanced Micro Devices (AMD) - Sunnyvale, CA

AFFILIATIONS / ASSOCIATIONS:
(Partial listing - detailed list available upon request)

- Band of Entrepreneur’s
- Bay Bio
- California Association for Local Development, (CALED)
- CEO for Cities
- Corporate Office and Real Estate Executive Network (CoreNet) Global
- International City Managers Association (ICMA)
- International Economic Development Council, (IEDC)
- Municipal Managers Association of Northern California (MMANC)

STRATEGIC PLANS
- City of Williams Retail Strategy
- County of Monterey Comprehensive Economic Development Strategy
- County of Monterey Economic Development Strategic Plan with SRI
- Merced County Comprehensive Economic Development Strategy
- City of Sacramento Economic Development Strategic Plan resulting in the first Auto retail tax sharing agreement, a combined city/county Enterprise Zone, Green Tech Zone and fully integrated our Redevelopment Plan and General Plan Update
- Fresno County Economic Development Strategic Plan
- San Luis Obispo Economic Development Strategic Plan
- City of Mesa, AZ Economic Development Strategic Plan
- City of Mesa, AZ Certified Economic Development Organization
- County of Placer Economic Development and Infrastructure Strategy
Kim Anderson
Senior Advisor

Kim Anderson is an energetic, accountable, versatile and forward-thinking professional administrator and regional planning manager. Her unique blend of technical, analytical, and interpersonal skills allows her to interpret issues with a sound understanding of the underlying data and to effectively communicate complex information to a wide variety of audiences.

Her breadth of experience includes economic & real estate analyses, project & program management, transportation planning, demographics, sustainable development, habitat conservation planning, intergovernmental coordination, and civic engagement. With over thirteen years of progressively responsible project management, planning & technical work at a regional planning agency and two decades in real estate appraisal (commercial/industrial properties, large residential subdivisions, and agricultural land), Kim brings wide-ranging skills in research, problem solving, policy analysis, and economic studies to any team of professionals.

The intersection of her skills, passions and interests provides her with the foundation to provide superior public service to the citizens of communities where she works on a wide array of programs, technical analyses, and policy questions.

RECENT RELEVANT PROJECT EXPERIENCE
SAN JOAQUIN COUNCIL OF GOVERNMENTS
2022 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS)
Project Management Support Services
As a Senior Advisor with RGS, Kim provides project management support on all aspects of the development of SJCOG’s long-range planning process - to include scenario development process, stakeholder and public outreach, technical methodology development, and strategic communications with SJCOG Board, committees, and expert panels for emerging policy issue development. Chief among the on-going technical studies for this RTP’s development is analyses of the economic impact of potential packages of transportation improvements and enhanced jobs and housing forecasting utilizing the Regional Economic Modeling, Inc. (REMI)model, as well as a technical analysis of potential gentrification effects of policies and transportation improvements supporting mixed-use and infill development.

2018 Regional Transportation Plan/Sustainable Communities Strategy
Project Manager
As the Manager of the RTP/SCS, Data Center & Special Projects, Kim assembled and led a high-performing team to successfully deliver the consensus-based 2018 RTP/SCS, including innovative approaches to implementation of this visionary long-range plan. The plan development was a multi-year effort of coordination of financial, policy, and technical work that culminated in a consensus based long-range plan governing all aspects of SJCOG’s transportation planning and project delivery. Technical and analytical work included economic analysis of the impact of
various packages of transportation investments, analyses of future revenue expectations, and small area forecasts of jobs, housing, and population to support transportation demand modeling and the potential effects of transportation improvements on public health indicators.

**2014 Regional Transportation Plan/Sustainable Communities Strategy**  
*Project Lead Staff*

As the lead staff for multiple aspects of the 2014 RTP/SCS, Kim lead technical work for scenario development, forecasting & demography work products, and all aspects of engagement of stakeholder, advocacy & civic groups, public engagement. This first RTP in San Joaquin County to include a sustainable communities strategy required extensive outreach, engagement and coordination with advocacy groups and public members under sometimes contentious circumstances. The plan was successfully brought to the SJCOG board and adopted with a broad spectrum of support from these groups.

**Regional Transportation Impact Fee (RTIF) Program**  
*Program Manager*

Kim served as program manager for SJCOG’s RTIF program, including required AB 1600 comprehensive five-year updates in 2011 and 2016. The 2016 update, successfully adopted in early 2017, including creation and implementation of a new economic development incentive program (Jobs Balancing Investment Fund).

**EDUCATION**

**Master of Public Administration (MPA),** California State University, Stanislaus, Graduated with Distinction


**Bachelor of Arts (BA), Economics,** California State University, Stanislaus, Graduated Cum Laude


**EXPERIENCE**

**REGIONAL GOVERNMENT SERVICES**

**Senior Advisor / Regional Planning, Strategic Communications & Civic Engagement**

As a senior advisor, I adapt my skills, passions, and expertise to each client’s needs. Each project and client are unique.
Recent & Current Projects:
- SR 233/Robertson Blvd Corridor Planning Study, Chowchilla, CA | Transportation Planning | Civic Engagement & Communications
- Eureka: Broadway Corridor Plan, Eureka, CA | Transportation Planning | Civic Engagement & Communications
- SR 29 Comprehensive Multimodal Corridor Plan, American Canyon, CA | Transportation Planning | Civic Engagement & Communications
- Suisun City Strategic Plan, Suisun City, CA | Strategic Planning | Facilitation & Civic Engagement
- Reverse Triangle Transportation Area Plan, Fresno, CA | Transportation Planning | Civic Engagement & Communication
- Project Management Support, Staff Skills Development & Coaching, San Joaquin Council of Governments (SJCOG) | Regional Planning | Stockton, CA
- Fort Ord Reuse Authority (FORA), Monterey, CA | Strategic Planning | Facilitation & Civic Engagement

SAN JOAQUIN COUNCIL OF GOVERNMENTS
Manager Regional Transportation Plan (RTP), Data Center, & Special Programs / Regional Planning
Senior Regional Planner
Associate Regional Planner
Areas of budget responsibility and program oversight included the Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS), Regional Transportation Impact Fee (RTIF) program, Regional Congestion Management Program (RCMP), Airport Land Use Commission (ALUC), Census Data Center/Demography, Regional Housing Needs Allocation (RHNA), Land-Use Modeling, and Public Health Integration in Planning. Supervision of three professional staff and responsibility for department budgets totaling $2.5 million.

MAJOR PLANNING PROJECTS
RTP/SCS: After assembling and leading a high-performing team to successfully deliver the consensus-based 2018 RTP/SCS, attention was directed to innovation in implementation of this visionary long-range plan. The plan development was a multi-year effort of coordination of financial, policy, and technical work that culminated in a consensus based long-range plan governing all aspects of SJCOG’s transportation planning and project delivery. Extensive federal, state, regional, and local coordination for integration of appropriate legislative and statutory requirements. Regular meetings and consensus building with federal & state agency staff, other regional partners, local agency staff & elected officials, and stakeholder/advocacy groups. Ongoing implementation activities:

- Sustainable Communities Barriers to Implementation Study
- Infrastructure Adaptation & Resiliency Plan
- Public Health Indicators – From Measurement to Meaningful Project Analysis
- Regional & Mega-Regional Economic Modeling for Policy Analysis
- Facilitation and Coordination for South Stockton Promise Zone Neighborhood Transformation Initiatives
- Transportation Technology Innovation Plan
- Gentrification and Displacement Study
- Census Data Center & Demography: Demographic support and analysis on a wide variety of projects, including small area population and employment estimates in support of Sustainable Communities Strategy Scenario development for Regional Transportation Plan. Responsibility for collaborative efforts with University of the Pacific Center for Business and Policy Research including Regional Analyst & Regional Spotlight publications, quarterly speaker series, and presentations to various community groups.

PREVIOUS PROJECT HIGHLIGHTS
- RTIF: Comprehensive five-year required AB1600 fee update successfully adopted in early 2017, including creation and implementation of new economic development program (Jobs Balancing Investment Fund).
- RCMP: Required two-year program update competed, including closer integration with RTIF fee program and improvements to project tracking database and informational/data sharing website. The program has been strategically positioned for in-house updates, greatly reducing costs for outside consultant services.
- ALUC: Led successful Update of Airport Land Use Compatibility Plan for Stockton Metropolitan Airport, including extensive consensus building with adversarial stakeholder groups. Plan was adopted with minimal controversy in May 2016.
- Habitat Conservation Plan: Lead staff for annual reporting, easement acquisition, restoration project coordination. Responsible for audit of member agency fee collection and reporting; resulted in additional fee collection from incorrect application of fee structure and reform of fee collection and reporting process

SKILLS SUMMARY
Administrative: Top-notch education in administrative functions through Masters level education in Public Administration. Core competencies in budgeting, personnel, quantitative analysis, organizational theory, policy analysis, and environmental law & policy. Practical leadership and project management skills honed through budget and program management of the Regional Transportation Plan, Regional Transportation Impact Fee program, Congestion Management Program, Airport Land Use Commission, Active Transportation Program, and Census Data Center.

Public Engagement: Distinctive blend of interpersonal skills affords a high level of comfort in both professional groups and client-based interactions. Extensive interaction with community leaders, local elected officials, professional organizations, non-profits, and other stakeholder groups – including meeting facilitation, public presentations, and one-on-one informational meetings in support of a variety of regional government-based programs.

Research & Writing: Excellent research and report writing skills developed over 13-year regional planning career and 15-year career as a real estate appraisal professional (commercial, agriculture, residential subdivision property valuations and feasibility studies – including absorption studies and detailed economic analysis for both urban & rural settings). Highly effective at writing and presenting staff reports and workshop materials to agency standing committees (technical/public works, management/city managers, citizens) and policy board members on complex technical topics.
**Analytical:** Deep understanding of demographic trends - providing data & in-depth analysis in support of myriad planning processes, including Regional Housing Needs Analysis, Smart Growth / Transit-Oriented Development plan, and small area estimates for Regional Transportation Plan forecasts. I am adept at learning complex technical issues quickly, resourceful in my use of subject area experts, and tenacious in translating data and research into problem solving policy positions. A recent example includes the successful adoption of an Airport Land Use Compatibility Plan for the Stockton Metropolitan Airport, which required learning and explaining airport operations and their relationship to landfills to a non-technical audience.

**Local & Regional Governance:** Extensive familiarity with transportation and land-use policy affecting local jurisdictions and regional agencies. Particular expertise with Senate Bill 375 (Sustainable Communities and Climate Protection Act of 2008), Habitat Conservation Plans, jurisdictional Climate Action Plans, and various other sustainability and climate change initiatives in California. The last ten years of my career have been spent managing programs requiring coordination between regional and local governments, as well as State and Federal agencies.

**Grant Writing:** Part of collaborative multi-agency team responsible for two successful grant applications under Proposition 84 through the Strategic Growth Council to further regional and local sustainability efforts in the central valley of California. Served as the administrative coordinator of an eight-county pilot project to provide technical assistance to private sector developers writing applications for funding for the Affordable Housing Sustainable Communities (AHSC) program furthering the provision of infill, affordable housing.

Ardently interested in developing new skills and learning new things; avid reader of professional publications, blogs, newspapers and biographical books. Particular interests are land-use, environmental law, planning, statistics, economics, and organizational theory.

**PROFESSIONAL EDUCATION**

- One of 23 regional leaders in the inaugural cohort of the California Association of Regional Councils’ (CALCOG) California Academy for Regional Leaders – Completed April 2019
- Six-week conference series on Infill Development, UC Berkeley
- Audited 12-week Graduate level course at UC Davis – Integrated Land Use & Transportation Modeling to Support Policy Decisions
- Regular Attendance at Valley Futures Forum in Modesto on planning and sustainability topics relevant to the San Joaquin Valley
- Annual Attendance at San Joaquin Valley Regional Policy Conference
- Senior Staff representative with Executive Management to National Association of Regional Councils (NARC) in Salt Lake City – 2015

ESRI Geographic Information Systems (GIS) related classes: Desktop I & 3, Designing Geo-databases, Attendance at Annual ESRI Users Conference, Attendee & Presenter at Annual Socio-Economic modeling Mini-Conference (SANDAG)
OTHER PROFESSIONAL ENDEAVORS

- Regular Presenter at various professional conferences, recent presentations include
  
  - Walkability Forum for Older Adults with San Joaquin County Public Health (2018)
  - Affordable Housing Sustainable Communities (AHSC) workshop on lessons-learned for applicants (2017)
  - Demographic Forecasting for the Curious or Fearful – American Planning Association state conference 2015
- Guest lecturer for Geography / GIS & Politics and Public Administration departments at CSU, Stanislaus (2009 – Current)
- Independent Contractor- Service evaluator for retail, financial and hospitality firms; provided contracted call center customer service for various national companies (2004 - 2007)

NON-PROFIT WORK

- Valley Futures Forum, Organizing Committee
- Secretary, Friends of the Ripon Library
- Community organization providing outreach, funding, and support to the Ripon Library
- Committee Member, Castle Joint Powers Authority
- Coalition of community members and local leaders planning for the eventual closure of Castle AFB
- Board Member, Atwater Chamber of Commerce, Atwater, CA
- Served as chairperson of Executive Search Committee
- Peer Counselor, A Woman’s Place, Merced, CA
- Hot Line Operator, In-Person Counseling
- Peer Counselor, Abilene Crime Victims Center, Abilene, TX
- Hot Line Operator, In-Person Crisis Counseling, Court Accompaniment
Stephanie Hobbs
Grants and Engagement Advisor

Stephanie Hobbs recently joined Regional Government Services (RGS) to serve as an Outreach and Communication Program Advisor.

Prior to joining the JPA, Ms. Hobbs has had over twenty years of experience in organizational leadership, marketing, fundraising, donor recognition, public advocacy, and networking. Her mission has been to create an atmosphere of collaboration between non-profits and public entities. Her professional contributions focus on economic development, education, cultural identity, and the cultivation of a sense of community.

REGIONAL GOVERNMENT SERVICES
Outreach and Communication Program Advisor
Ms. Hobbs is responsible for managing a variety of professional-level service assignments for RGS in collaboration with public sector agencies. She provides services in strategic communications, community engagement, grant writing, and economic development.

VMH CONSULTING
Project Coordinator/Editor
Ms. Hobbs provides project coordination and communications services for an emergency and contingency planning consultancy firm. In addition, she is responsible for document and presentation editing, for example, preparing the Incident Action Plan for an active wildland fire.

STEPHANIE HOBBS CONSULTING
Marketing and Development Consulting
As a consultant, Ms. Hobbs consulted with non-profits on donor relations, fundraising events, grant writing, IRS process, and mediation during times of conflict. In one client agency, she facilitated the successful turn-around of a local non-profit school.

WAY FINANCIAL
Client Care Specialist
Ms. Hobbs is responsible for maintaining beneficial relationships with wealthy clients.

SAN JOAQUIN VALLEY COLLEGE
Career Services Specialist
Ms. Hobbs taught career development courses and coached students in interviewing and networking skills. She collaborated with community businesses to facilitate the students’ employment opportunities.
**PRESIDENT AND FOUNDER**

**Ripon Community Athletic Foundation (RCAF)**

For twelve years, Ms. Hobbs managed a 501(c)3 organization dedicated to revitalizing the local high school stadium. Her accomplishments included:

- Performed initial cost benefit analysis
- Managed RCAF’s operations and budget
- Cultivated relationships with donors and community leaders
- Mobilized 900+ members of the community, RUSD, and public agencies to raise $1,800,000
- Facilitated all aspects of construction for stadium revitalization project
- Created, and currently maintains, a media campaign to sustain fundraising for future phases and stadium maintenance

**PUBLICITY CHAIR**

**Rotary International**

Ms. Hobbs was responsible for marketing events and projects, administering social media, and submitting press releases and articles to Rotary publications and media outlets.

**COMMUNITY SERVICE**

- Member, Ripon Government Relations Committee
- Member, San Joaquin Council of Governments Citizens Advisory Committee
- Board Member, Ripon Rotary International
- Member, Ripon Community and Youth Commission (City Council appointed)
- Member, Ripon Unified School District Strategic Planning Team
- Grant Reader, 21st Century Community Learning Centers, California Department of Education
- Board Member, Friends of the Ripon Memorial Library
- Founder and Board Secretary, Riverbank Community Theater

**COMMUNITY SERVICE RECOGNITION**

- Community Volunteer of the Year, American Legion
- Citizen of the Year, Ripon Chamber of Commerce
- Congressional Recognition
- Senate Certificate
- State Assembly Certificate
- County Board of Supervisors Certificate
Jen T. Simon
Research, Coordination and Project Support

Jen T. Simon joins RGS as a highly responsive communications and analytical professional with 27 years of hands-on experience in the public sector, non-profit, internet start-ups, and business environments. An effective collaborator and motivator, combining knowledge and expertise within a variety of technical skillsets to elevate the work product to a high standard.

PROFESSIONAL EXPERIENCE

JEN TAM DESIGN - CAPITOLA, CA | FREELANCE / CONSULTANT
- Provide marketing, promotional graphics, and website support for various clients.

FORT ORD REUSE AUTHORITY (FORA) fora.org - MARINA, CA | PRINCIPAL ANALYST
- Multi-level principal support and assistance to the Executive Officer and senior staff, provided analytical studies on wide range of administrative, operational, and financial activities and programs. Consistently provided guidance, leadership, and hands-on assistance wherever needed.
- Successfully lead the creation and redesign of the Authority website, produce and project manage all annual reports and collateral materials within budget and on-time delivery to elevate the FORA presence and transparency in its service to the board and general public on the former Fort Ord.
- Lead FORA’s internal communications, provided coordination for external communications, outreach programs, activities, and special projects, consistently increasing FORA’s public outreach metrics.
- Effectively and efficiently provided all IT-related services as technical support and maintenance for computer workstations, Exchange server, equipment, and office network.
- Developed and improved the FORA brand, website; produced graphic/multi-media publications, materials, and special event promotions; engaged in community outreach and social media outlets and communications.
- Human Resources support: personnel hiring recruitment review and interview panel team; fostered activities and engagement opportunities for positive team building, collaboration, and effectively managed and directed positive internal communications.

BRIAN MARIDON
Architect
- Efficiently managed construction projects, coordinated with contractors, suppliers and City/County building departments through all phases of design-build projects.
- Drafted architectural construction drawings and documents for building permit submittals, verified compliance with all zoning, building, energy, and green codes and requirements;
maintained office computer and network systems (Mac) and performed daily business administration duties.

**Graphic & Web Design**
- Managed multiple graphic and web projects from inception to final on-time delivery.
- Produced and generated sketches, information architecture, graphical elements, and content to successful launch of several websites which elevated client brand profiles.

**InSight Agency, Inc. - Santa Cruz, CA | Production Manager**
- Managed production schedules including websites, collateral print materials, direct mail, and electronic promotional pieces.
- Coordinated with vendors, account executives, and producers from estimate stage to final delivery.
- Successfully implemented new business management software and systems (Clients & Profits).
- Assisted in all aspects of growing agency including production, proof-reading/editing of all materials.
- Coordinated marketing campaigns, promotional product fulfillment, and tradeshow logistics.

**Charlton Innovations, Inc. / Zangle.com**
**Graphic Designer/ Content Developer**
Produced and edited graphical items for placement in company website, print brochures and other materials. Researched and gathered web content and graphical items for a student information and school information systems websites, provided writing and editing for original content.

**Office Manager**
Organized and managed all necessary aspects of an internet startup company in new office location: coordinated with human resources staff, managed calendars and scheduled department meetings, administered daily office procedures, worked with outside vendors and other support entities.

**Downtown Association of Santa Cruz - Santa Cruz, CA | Marketing Manager**
- Managed all phases of media advertising and promotional projects through regional print, radio and television media.
- Acted as public relations liaison to 550 business owners, City staff and agencies, City Council members, the general public, and other community organizations.
- Coordinated all downtown special events, including the first three years of the Art, Wine & Jazz Festival which included organizing and supervising over 200 volunteers and 40 participating food vendors, while also overseeing all operations during the two-day event.
- Designed, produced, and wrote copy for all in-house advertising and promotional collateral materials including monthly newsletter, print advertising, brochures, and flyers.
ADDITIONAL SKILLS

- Analyze & Problem Solve: Critical thinker, able to effectively gather information, analyze, develop solutions, produce alternative procedures.
- Graphic & Web Design/Production: Adobe Creative Suite [Photoshop, Illustrator, Dreamweaver, InDesign, Acrobat], Wordpress, HTML, Javascript, CSS, MailChimp; hand drawing, sketch, and technical drafting.
- Public Outreach: Engagement through social media platforms (Instagram, Facebook, Twitter, YouTube, Vimeo, MailChimp), direct digital messaging, special events coordination and participation.
- Information Technology: Exchange Server, Windows & Mac technical and network/software, and user support.
- Human Resources: Internal Communications management, Employment laws compliant reviews, personnel hiring review/interview panel, team and relationships building, conflict resolution.

EDUCATION

University of California, Berkeley | B.A., Environmental Design – Major: Architecture
Bradley Evanson
Planning Advisor
Mr. Evanson joined Regional Government Services in 2017. He provides professional consulting services to partner agencies in the areas of community development, sustainability, and public outreach.

Prior to joining RGS, Mr. Evanson had over twenty years of professional experience in three distinct aspects of the planning and community development field - as a public sector manager, a consultant, and a real estate developer.

Mr. Evanson earned his Bachelor’s Degree in Political Science with and emphasis in Planning and Public Administration.

REGIONAL GOVERNMENT SERVICES
Planning Advisor
As a Planning Advisor, Mr. Evanson has provided planning and community development services to a variety of RGS partner agencies, for example:

- City of Mill Valley – oversaw current planning efforts; assessed operations within the department
- City of Gilroy – served as City liaison and project manager for California High Speed Rail Station area planning; developed project scopes for several RFPs, including a historic resources survey and land management software acquisition
- Stanislaus Council of Governments, Merced County Association of Governments, and Kings County Association of Governments – helped develop Regional Transportation Plan/Sustainable Community Strategy for each organization

REGIONAL MUNICIPALITY OF WOOD BUFFALO, CANADA

Director, Planning and Development Department
Mr. Evanson managed the eighty-seven employee Planning and Development Department and was responsible for comprehensive planning, community development, planning, building and safety codes, and by-law enforcement.

Manager, Community Development Planning
Mr. Evanson managed the twenty-six employee current planning branch responsible for governing land use documents, zoning ordinances, general, master, and specific plans, approval and issuance of subdivisions, development and building permits
SALLYPORT GLOBAL, AFGHANISTAN
Lead Master Planner/ Project Manager
Mr. Evanson managed nine Master Planners who provided planning and site design support to the US and NATO Coalition military forces in Afghanistan. Mr. Evanson was also the lead civilian responsible for managing base closure and consolidation efforts as U.S. Forces prepared to close out combat operations in 2012.

IAP WORLDWIDE SERVICES, AFGHANISTAN
Master Planner/ Program Manager
Mr. Evanson was responsible for designing, programming, executing, and managing funding, budgeting, scheduling, and construction of base improvement and unit support projects throughout the Combined Joint Operation Area in Afghanistan.

PMC LLC. INC
Senior Planner/ Public Information Manager
Mr. Evanson provided land use, environmental, and public affairs consulting services to local government agencies.

HERITAGE PACIFIC HOMES
Project Manager
Mr. Evanson was a project manager for a real estate developer with responsibilities such as administering RFP/RFQ processes, developing the scopes of services, maintaining project schedules and budget, and ensuring contracted work was performed efficiently and cost-effectively.

KB HOME
Senior Forward Planner
Mr. Evanson was the entitlement and land acquisition planner for a major real estate developer and was responsible for performing land-use and zoning due diligence and managing contracting activities for the projects.
Tracy Fuller
Finance Advisor

Ms. Fuller brings thirty-five years of executive-level local government management experience providing public policy, legislative, administrative, budget, finance, and personnel advice and management to RGS’s local government clients. She has organized and directed public agency administrative functions including budget processes and capital project planning and funding budgeting; revenue development; finance including accounts payable, payroll, cash receipts, and process improvement; audit; GAAP accounting, treasury management and investments; debt issuance and management; risk management; human resources; labor negotiations; franchise agreement negotiations; information and communications technology; procurement; city clerk services; California Public Records Act; elections, initiatives, and recalls; and other administrative services. Additionally, she has managed economic development programs, housing programs, and franchise agreements including solid waste franchises and the related compliance requirements. During periods of staff transition, she has provided active management of departments such as public works, economic development, tourism development, planning & zoning, and parks & recreation. She also has professional experience in the private sector with start-ups, marketing plans, financial plans, and business development.

PROFESSIONAL EXPERIENCE
Public sector clients have included: County of Alpine; Cambria Community Services District; Cameron Park Community Services District, City of Artesia; City of Cloverdale; City of Colma; City of Desert Hot Springs; City of Novato Successor Agency; City of Rolling Hills; City of Rolling Hills Estates (brought in to work with bankruptcy attorneys); City of San Jacinto; City of Willits, City of Laguna Beach, City of Novato, City of Westlake Village. Private sector clients include CVAN; IDInfo; Medigator; Rabobank; Steripros. Tracy also served as the General Services Director for the City of Desert Hot Springs from the period just after bankruptcy filing until the agency exited bankruptcy (1/2002-8/2003); was brought in to work with the bankruptcy attorneys. (*1984-1985)

EDUCATION
- M.B.A., — University of California, Riverside
- B.S., Business Administration — University of Southern California

SPECIALIZED CERTIFICATES AND/OR TRAINING:
- Sierra Business Council's Leadership Training Workshop Series
- Karrass' Negotiation Skills
- U.C. Davis' Public Policy Institute
- U.C. Davis' Issues Framing Workshop
- U.C. Davis' The Art of Facilitation
- Various Government Finance Officers Association (GFOA) GASB courses
Smart Incentives Input on Stockton RFP Tasks for RGS

March 15, 2021

QUALS LANGUAGE: We have successfully applied this process in several contexts to connect legacy incentive programs to current economic development priorities. For example, we served as incentives technical experts for the National League of Cities/Urban Land Institute Equitable Economic Development fellowship program and have been engaged in work on using incentives to achieve equitable economic development goals in communities across the country. In 2020 we completed projects on incentives for entrepreneurial firms for the Ewing Marion Kauffman Foundation (forthcoming 2021) and Reflecting Community Priorities in Economic Development Practices for the Pew Charitable Trusts.

Ensuring incentives serve the economic development mission. Smart incentive use is always about achieving goals, not completing transactions. Every project, workshop and presentation we do builds from this premise. This ethos has been reflected in our strategic planning work in Utah and Franklin County, Ohio, our incentive program assessments in Oregon, Michigan and Jefferson County, Arkansas, and our incentive management reviews in Atlanta, Georgia, Wisconsin, and Tennessee.

Data, analysis, transparency and accountability as organizing principles. Documenting how incentives state economic development goals is critical. Incentive use should be seen as a process, not an event. Good program management practices throughout this process are necessary for success. We use the Smart Incentives 4x4 framework to break down and analyze the steps in the incentives process efficiently to help EDOs identify risks, prioritize the best opportunities, and collect the data to determine whether results are being achieved by project and by program.
Rigorous analytics to reduce risk

Data  Analysis

at all 4 stages of the incentives process

Recipient  Deal  Compliance  Effectiveness

and to communicate and improve incentive outcomes

Transparency  Accountability
Darrene Hackler

Darrene is a consultant and senior advisor to Smart Incentives and Business Development Advisors. Darrene brings economic development expertise in economic equity and inclusive growth, entrepreneurship and small business, and innovation. She assists local and regional government officials, as well as large and small economic development, non-profit organizations, and foundations with policy analysis, strategic plans, incentives analysis, and technical assistance. She works with a variety of stakeholders, including universities, think tanks, foundations, governments, and funding agencies to build partnerships that can strengthen local economic development ecosystems.

She has served as an Executive Director at the University of California, Davis’ Office of Research, the Vice President of the International Economic Development Council (IEDC), a Senior Fellow at the Information Technology and Innovation Foundation (ITIF), and an associate professor at George Mason University.

RELEVANT EXPERIENCE

Pew Charitable Trusts
Equitable Economic Development and Community Engagement
Washington, DC

Ewing Marion Kauffman Foundation
Economic Development Incentives Analysis for Entrepreneurial Firms
Kansas City, Missouri

The James Irvine Foundation
Strategic Policy and Grantmaking: Business and Workforce Development
San Francisco, California

Franklin County Economic Development and Planning Department
Economic Development Strategic Plan and SWOT Analysis
Franklin County, Ohio

City of Sacramento
I. Project Prosper: Strategic Stakeholder and Community Engagement
II. Project Prosper: Neighborhood Economic and Community Development Strategy
III. Scale Up Sacramento: An Inclusive Economic Development Action Agenda
Sacramento, California

Greater Sacramento Economic Council
Inclusive and Equitable Economic Development Performance Metrics
Sacramento, California

Arlington County Economic Development and Commission
Economic Sustainability, Resiliency, Competitiveness, and Innovation Assessment
Arlington County, Virginia

Orange County Business Council
Information and Communication Technology Comprehensive Economic Development Strategy
Orange County, California

Business Development Advisors
I. Kansas City Enhanced Enterprise Zones Review
II. Michigan Economic Development Business Incentive Analysis
III. Pine Bluff, Arkansas Downtown Revitalization
Arlington, Virginia

Center of Excellence, Northern California, California Community Colleges and Los Rios District
Strategic consulting and analysis on projects, industry cluster, regional workforce, Economic Development Administration CEDS.
Sacramento, California
**Dr. Ellen Harpel** is the founder of Smart Incentives, which helps state and local governments make sound decisions throughout the economic development incentives process. She works with communities to implement policies that enable them to achieve their development goals while making smart fiscal and economic decisions. Smart Incentives is also at the forefront of efforts to develop better processes for monitoring compliance and evaluating the effectiveness of incentive programs. Ellen speaks and writes frequently on incentive policies and programs for national audiences comprising economic developers, elected officials and finance professionals. Recent projects have included state and local incentive program evaluations, competitive analyses of incentive policies, and assessments of incentive management practices. Smart Incentives has worked with organizations including Invest Atlanta, The Pew Charitable Trusts, Franklin County Ohio, and state economic development entities in Oregon, Oklahoma, and Utah. Ellen holds a Bachelor of Science in Foreign Service from Georgetown University, an MBA from the University of North Carolina, and a Ph.D. in regional economics from George Mason University’s Schar School of Policy and Government.
Moses Zapien serves as the Chief Executive Officer and President of the Community Foundation of San Joaquin. Serving in that role for more than four years, Moses has been instrumental in growing and transforming the Community Foundation into one of the area’s largest grantmaking organization, which stewards more than $21 million in charitable assets and annually giving out millions of dollars in grants to support nonprofit organizations in the region. The Community Foundation regularly partners with individuals, businesses, nonprofits, other foundations, and local governments to build charitable resources to address community needs and to advance the public good.

Moses has an abiding commitment to public service. In 2012, he was elected to serve on the Stockton City Council, where he worked to help the city emerge from municipal bankruptcy and improve the quality of life. He also served briefly as a criminal prosecutor in the San Joaquin County District Attorney’s Office. In 2015, he was then appointed by Governor Edmund Brown to the San Joaquin County Board of Supervisors where he served until 2017.

The son of Mexican immigrant parents who worked the farmlands along the San Joaquin Delta, Moses was born and raised in Stockton, California. His parents taught him the value of hard work and importance of education early on in his life. Moses went on to become the first in his family to graduate from college, attending both the University of the Pacific, and the University of Southern California. Moses holds a law degree from Humphreys University School of Law and a Master’s in Public Affairs from the Goldman School of Public Policy at U.C. Berkeley. In his downtime, you can find Moses playing fetch with his golden retriever Duke, and globe-trekking.
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: Regional Government Services

CONTACT NAME: Sophia Selivanoff

ADDRESS: PO Box 1350 Carmel Valley, California, 93924

TELEPHONE NUMBER: 650-587-7300

EMAIL: sselivanoff@rgs.ca.gov
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROHONENT'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

Regional Government Services

FIRM

PO Box 1350 Carmel Valley, California, 93924

ADDRESS

Deputy Executive Director

TITLE OR AGENCY

SIGNED BY

650-587-7300

TELEPHONE NO./FAX NO.

2/25/2021

DATE

sselivanoff@rgs.ca.gov

E-MAIL ADDRESS
The Notary Public-California, Sonoma County, Commission #2194205, Comm. Expires May 25, 2021, Barbara L. Staggs Naranjo at the UPS Store, located at 1007B W College Ave, Santa Rosa, CA 95401, would not sign the Non collusion affidavit because she stated the notary at the bottom of the form was not correct. She struck out that portion of the form and signed the attached form and Jurat that we have included. Please accept this notarized Form and Jurat for the Non-Collusion Affidavit form from RFP request.
No. 1

STATE OF CALIFORNIA, ss.

County of __________________________

(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Individual Proponent)

Subscribed and sworn to (or affirmed) before me on this ______ day of ______, 20________ by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 2

STATE OF CALIFORNIA, ss.

County of __________________________

(insert)

being first duly sworn, deposes and says: That they are the __________________________ of __________________________, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

Subscribed and sworn to (or affirmed) before me on this ______ day of ______, 20________ by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 3

STATE OF CALIFORNIA, ss.

City of Stockton, County of San Joaquin

(insert)

Maura Griffin, Administrative Support, each being first duly sworn, deposes and says: That they are a member of the firm, association or co-partnership, designated as __________________________ who is the party making the foregoing bid; that the other partner, or partners, are __________________________, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

(Signature)

Subscribed and sworn to (or affirmed) before me on this ______ day of ______, 20________ by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

Notary Certificate Attached

25
State of California
County of Sonoma

Subscribed and sworn to (or affirmed) before me this 25 day of March, 2021
by Maura Griffin

Proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

CAPACITY CLAIMED BY SIGNER
(  ) Individual
(  ) Corporate ________________________(Title)
(  ) Partners — (  ) Limited (  ) General
(  ) Attorney-in-fact
(  ) Trustee(s)
(  ) Guardian / Conservator
(  ) Other ____________________________

Signer is representing _____________________

Document attached to ___________________
INSURANCE REQUIREMENTS – SELF INSURED RETENTIONS
RGS as a public agency, can, pursuant to California Government Code Section 990, satisfy the insurance requirements set forth in the Agreement with a combination of self-insurance and self-insured pool insurance.

REQUESTED EXCEPTIONS TO THE PROFESSIONAL SERVICES AGREEMENT
SECTION 11, TERMINATION
Amend as follows:

11.1 Termination for Convenience of the City. The City or Contractor may terminate this Agreement at any time by mailing a notice in writing the Contractor or other party. The Agreement shall then be deemed terminated as of the date stated in the letter, and no further work shall be performed by Contractor. If the Agreement is so terminated, the Contractor shall be paid for the work actually completed at the time the notice of termination is received prior to the noticed date of termination.

SECTION 13 – INDEMNITY AND HOLD HARMLESS
Amend as follows:

To the fullest extent permitted by law, Contractor shall hold harmless, defend at its own expense, and in indemnify the City of Stockton, its officers employees, and agents, and volunteers, against any and all liability, claims, losses, damages, or expense, including reasonable attorney’s fees, to the extent arising from all negligent acts or omissions of contractor of its officers, agents, or employees in rendering services under this contract, excluding, however, such liability, claims losses, damages, or expenses arising form the City of Stockton’s’ sole negligence or willful acts. The duty to defend and the duty to indemnify are separate and distinct obligations. The indemnification obligations of this section shall survive the termination of this agreement.

SECTION 14 – INSURANCE
Add to the end of the paragraph — Consultant, as a public agency, can, pursuant to California Government Code Section 990, satisfy the insurance requirements set forth in the Agreement with a combination of self-insurance and self-insured pool insurance.

SECTION 17 – LICENSES, CERTIFICATES AND PERMITS —
The second sentence of the provision requires the contractor to obtain a City Business License. Regional Government Services Authority (RGS) is a non-profit, municipal Joint Powers Authority, organized by California Government Code 6500 and as such, should be exempt from the Business License requirement.
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: KS6, Inc

CONTACT NAME: Jim Simen

ADDRESS: 17872 Gillette Ave. Suite 350

           Irvine CA 92614

TELEPHONE NUMBER: 714-541-4585

EMAIL: jsimen@webor3g.com
CITY OF STOCKTON REQUEST FOR PROPOSAL (RFP)

PROPONENT'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be 'A Jural' notarization.

4. They have reviewed all clarifications/questions/answers on the City's website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

FIRM

RSG, Inc.

SIGNED BY

Jim Simon

ADDRESS

17872 Collete Ave #300

Innie CA 92614

TELEPHONE NO./FAX NO.

714-541-4585 / 714-541-1175

E-MAIL ADDRESS

jim@webersg.com

DATE

3/20/2021

TITLE

President
No. 1

AFFIDAVIT FOR INDIVIDUAL PROPONET

STATE OF CALIFORNIA, ss.
County of __________________________ ____________

(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Individual Proponent)

Subscribed and sworn to (or affirmed) before me on this __________ day of __________________________, 20__________

by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal __________________________

Signature __________________________

No. 2

AFFIDAVIT FOR CORPORATION PROPONET

STATE OF CALIFORNIA, ss.
County of Orange, (insert)

Jim Simon, (President of BSG INC., (insert)

being first duly sworn, deposes and says: That they are the President of BSG INC., a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

Subscribed and sworn to (or affirmed) before me on this 23 day of March, 2021

by Jim Simon, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal __________________________

Signature __________________________

No. 3

AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP

STATE OF CALIFORNIA, ss.
County of __________________________

(insert)

each being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership,

designated as __________________________, who is the party making the foregoing bid; that the other partner, or partners, are in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

(Signature)

Subscribed and sworn to (or affirmed) before me on this __________ day of __________________________, 20__________

by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal __________________________

Signature __________________________
REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

ADDENDUM No. 1

DATE: 3/4/21

To All Potential Bidders:

A. This Addendum shall be considered part of the proposal documents for the above-mentioned project as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this Amendment shall govern and take precedence. PROPONENTS MUST SIGN THE ADDENDUM AND SUBMIT IT WITH THEIR PROPOSALS.

B. Proponents are hereby notified that they shall make any necessary adjustments in their estimates as a result of this Addendum. It will be construed that each proponent’s proposal is submitted with full knowledge of all modifications and supplemental data specified herein.

PLEASE NOTE THE FOLLOWING CHANGES TO REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR THE CITY OF STOCKTON,
CALIFORNIA (PUR 21-001)

1. Can you share the budget range that has been established for this project?

Budget has not yet been determined but this project is estimated to cost $80,000-$120,000. Budgeted information is for informational purposes only and should not impact the thoroughness of the proponent’s fee schedule.

2. If a company is new, what does the City need to see from a financial perspective in order to be comfortable working with a new company?

Per Section 3.0.5, “the proponent must be able to demonstrate a good record of performing and have sufficient financial resources to ensure that they can satisfactorily provide the services required.”

All companies doing business with the City of Stockton are required to have a Stockton Business License.

3. If a company does not have past work examples and references for this type of work, but the founders, partners and employees do have relevant experience, would examples of past work and references, from individuals rather than the company, qualify? Will this reduce the likelihood of winning this contract?

Please submit all relevant experience for the City’s review. The City will review all proposals for sufficient qualifications.

4. Has a plan like this been prepared by or for the City of Stockton in the past? If so, who prepared it? When was it most recently prepared? Can it be made available for review?

A 5-year Economic Development Strategic Plan (EDSP) was created in 2015. Nateison Dale prepared the EDSP.
5. Sections 1.25 and 1.26 refer to a proposal security bond/cashiers checks and contract bonds in the amount of “N/A”. Please confirm this means that no Proposal Security checks or Contract Bonds are required to accompany the proposal documents.

Confirmed this section is N/A

6. Page 31 of the RFP shows an example statement of work. Would you like to see that type of statement of work in the proposal or is it put together collaboratively during the contracting phase?

Exhibit A – Statement of Work is part of the City’s standard agreement; if sections are applicable, the selected firm’s scope of work will be required to include within the Statement of Work.

7. If we opt to submit the proposal electronically, does a scan of the notarized version of the Non-Collusion Affidavit form and other forms requiring signature suffice?

Yes

8. Can companies from Outside USA can apply for this (like, from India or Canada)?

Yes. However, a foreign corporation, LLC, LP, LLP, etc. must be eligible to do business in the State of California. Please contact the California Secretary of State’s office regarding eligibility prior to submitting a proposal. Below is a link to the California Secretary of State’s website and a link to FAQs addressing the formation, registration, and licensing of foreign business entities in California. These links are being provided for convenience only and should not be considered a comprehensive list of requirements for foreign business entities.

https://www.sos.ca.gov
https://www.sos.ca.gov/business-programs/business-entities/faqs

Although we do not have limitations for submissions; it is strongly encouraged that the firm has done relevant work for familiarity.

9. Do we need to come to the City of Stockton for meetings?

Yes, it is imperative that the selected firm be engaged in the development process.

10. Can we perform the tasks (related to RFP) outside USA (like, from India or Canada)?

The City would prefer the selected firm be available and engaged during the development process.

11. Can we submit the proposals via email?

Proponents may submit proposals electronically to city.clerk@stocktonca.gov.

12. The RFP states “Please no more than 10 typed pages; we will allow up to 5 additional pages for illustrations, diagrams, and photographs.” Can you please specify which sections of a proposer’s response are included in the 10 page limit:

3.1 Cover Letter
3.2 Minimum Experience Qualifications Summary and Resumés
3.3 Management/Method of Operation
3.4 References
3.5 Financial statement
3.6 Corp structure, organization

Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:

Company Name ___________________________  B&G, Inc
Contact Person ___________________________  Jim Stover
Signature ________________________________
Date 3/23/2021

Proposals Due – Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov

---------------------------------------------------City of Stockton Use Only below this line---------------------------------------------------

Addendum acknowledged and signed? _________ (Procurement Specialist’s initials)
PROPOSAL

ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN
FOR THE
CITY OF STOCKTON

MARCH 25, 2021

RSG
March 25, 2021

John Driscoll, Procurement Specialist
CITY OF STOCKTON
c/o City Clerk’s Office
425 North El Dorado Street
Stockton, CA 95202-1997

PROPOSAL – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN
FOR THE CITY OF STOCKTON

Dear Mr. Driscoll:

In response to your February 18, 2021 Request for Proposals (RFP No. PUR 21-001), RSG is pleased to present our scope of services and qualifications to assist the City of Stockton formulate an economic development strategic action plan.

Our focus involves the focused data analytics, determined outreach to key segments of the workforce and business communities, and early and effective collaboration with local leadership inside and outside City Hall to synthesize a strategy that speaks for all of Stockton. Specific components of our approach include the following:

• An understanding of the current focus and expected capabilities of the Economic Development Department for the planning period,
• Analysis of pertinent economic data including wages, industry subsector strength, and opportunities,
• Understanding how workforce and education partners see current trends and programming gaps,
• Substantial stakeholder outreach involving a variety of interviews, surveys, and ultimately a working group / task force that would collaborate on the prioritization of potential actions and city roles, and
• A succinct and focused strategic planning document that addresses business, infrastructure, workforce, and programmatic needs for optimal success.

RSG has identified and dedicated staff to commence this project immediately, including myself, as soon as the City is prepared to proceed. In the meantime, should you wish to discuss any of the information presented, please feel free to contact me directly at jsimon@webrsg.com or by phone at (714) 316-2120.

Respectfully,

Jim Simon, Principal
ABOUT RSG

RSG, Inc. is a California-based, Subchapter “S” Corporation. Founded in 1979, the firm is currently managed by active Principals Jim Simon and Tara Matthews. We maintain three offices in California, including our main office in Irvine and two satellite offices in Berkeley and Vista.

RSG is a creatively charged counterpart to California public agencies. We work with the people responsible for creating vibrant places to accomplish their goals. The inspired leaders at RSG create stronger communities capable of achieving bolder futures by bringing more than four decades of native knowledge to each engagement. As diverse as the agencies we work with, our services span real estate, economic development, fiscal health, and housing initiatives.

Mission Statement
RSG creates solutions to enhance communities’ physical, economic, and social future.

Core Values
Our core values define who we are as people and the standards by which we provide services to our clients. At RSG, we:

● Craft Sincere Relationships
● Only See Opportunities
● Are Driven by Determination
● Make Investments in Ourselves
● Value the Wisdom of our Client
EXPERIENCE & QUALIFICATIONS SUMMARY

We are passionate champions of effective economic development, well before it became the widely popular essential service of local government after the COVID-19 crisis. We see our role as technicians and advisors, collaborating with our clients using the necessary but imperfect tools available to communities today.

From developing outcome-focused strategies informed by data and community voices to working as an extension of staff to work closely with small businesses and your local partners, RSG possesses the knowledge and experience to plan, execute, and fine-tune your economic development priorities. RSG clients are often communities where businesses and the workforce are underserved by state and federal programs, where poverty, gentrification, and displacement pose threats to households daily.

RSG’s economic development clients have included urban, full service cities creating innovation hubs and transforming industries, to poverty stricken suburban communities recovering from displacement of manufacturing and disinvestment, communities that rely on a robust tourism industry threatened by climate change and recession, to rural and agricultural towns seeking to attract investment and jobs to diversify and offer employment pathways to young adults who must chose to leave for work.

We are not only consultants in the field, but leaders in the industry as well. We give voice to the challenges our clients and communities face in California as active members of CALED and develop and influence legislative initiatives actively. We share your stories of success with other clients to build capacity and broader successes in the state. Like you, we hope our successes make us obsolete someday where businesses and households can enjoy the fruits of their hard work and drive, but until then, we are proud to be part of a challenging field that brings out the best in us.

Creating & Achieving Strategic Goals
Gone are the days of voluminous studies that sit in attractive binders on a shelf.

As an economic developer, you have many possible projects and opportunities, but which do you focus on now with the resources you have available? This is the fundamental question that RSG aims to answer when we prepare strategic plans for our clients. Using data and the informed stories of your businesses and households, we approach strategic planning as an exercise in prioritization and transparency.

We study broader economic trends on wages, workforce needs, real estate, infrastructure, and land use policy. With our knowledge and relationships across California, we help you expand your capacity by using the strategic planning process to strengthen your partnerships with chamber, business association, state, and federal representatives. We embrace the political realities of working in local government and emphasize the needs for short-term and immediate actions oriented towards a consensus built long term vision of the community’s future. Because we are using your tax dollars, we believe ardently that the public and taxpayers deserve at least annual reports on the outcomes achieved and the necessary adjustments to the policies and goals that must take place.

Response & Recovery Actions
With the COVID-19 economic crisis, reprioritization is a way of life now. RSG is helping our clients update economic development websites and communication tools to more effectively reach the business community, administer small business emergency grant programs, and identify a targeted action plan to industry sectors more vulnerable to the short- and long-term effects of the pandemic and recession.
We can help you sort out what is next for your economic development program once the grants have been given away and the businesses are reopened to a new reality that is still uncertain.

**Expanding Your Financing Tools**

We know of few places where economic development program funds are part of any annual operating budget for a city or county; yet dedicated resources are critical to success of many projects.

Today’s tax increment financing tools are a far cry from the robust resources that hundreds of California communities had prior to the loss of redevelopment nearly 10 years ago. RSG helps our clients understand today’s “alphabet soup” of tax increment financing options: EIFD, CRIA, AHA, NIFTI, and others to ascertain which of these is right for your community. We prepare feasibility studies to estimate the potential capacity, costs, and benefits, while showcasing the need for critical partnerships with other taxing agencies to make these resources more bountiful. We draw upon our 3 decades of experience in tax increment financing plus expertise in the current financing tools to help you decide which of these may best fit your needs.

Beyond tax increment financing, RSG also assists our clients pursue a variety of grants from state and federal programs to address technical assistance needs, Brownfields assessment and cleanup, and infrastructure funding. RSG also prepares reports entitlement jurisdictions qualify areas for CDBG eligibility under the HUD’s Slum/Blight criteria, enabling them to collect additional Federal block grant dollars for reinvestment in communities.

**Designing Community Benefit & Public-Private Partnerships (P3)**

While it has its shortcomings for some, capitalism does afford the opportunity to leverage private investment to achieve meaningful public benefits, be they diversification of the local tax base, development of workforce and affordable housing, construction of new public facilities, and other local needs. RSG can help your community understand the potential value of these partnerships to the public by using real estate investment analysis to ensure that any public benefit is reasonable and accounts for the ongoing fiscal impacts of the project.

RSG’s clients have relied on our analysis to evaluate potential site-specific subsidies from the taxes generated to incentivize the creation of jobs, investment, and community benefits. In some cases, our clients have realized a yield on the public investment of anywhere from 10 to 100 percent of the public investment.

Under California Health and Safety Code Section 53083, public agencies that assist projects today must prepare an economic development subsidy report and make this report available to the public prior to approving an agreement. RSG prepares these reports, including the fiscal and economic impacts related to the project, and works frequently with the IMPLAN model to extrapolate direct, indirect, and induced employment and investment impacts of new projects.

**Special Studies**

Change is inevitable, even in communities that have enjoyed decades of economic success. RSG’s clients have asked us to study the long-term opportunities for diversification of tourist economies, emerging life sciences, expansion of cannabis industries, and the creation of local small business incubators to help entrepreneurs bring about the businesses of tomorrow.

These special studies are based on credible data on workforce needs, employment demands, real estate, and other factors that influence decisions of businesses to choose where they locate. Often, RSG’s work involves not only a market analysis and absorption forecast, but also
recommendations to policy makers on land uses, local tax and fee regulations, and strategic partnerships needed with educational, government, and industry representatives.

RSG also uses “Fiscal DNA” analysis of general fund revenues to help a city understand the taxes that sustain their operations and how these compare to neighboring cities – shedding new light on a different path to understanding economic development strengths and opportunities in communities.

Program Implementation
Resources for economic development are scarce, so it is difficult for some communities to make an ongoing commitment for staffing to carry out the day-to-day duties of being an economic developer. For some of our local economic development clients, RSG functions as an extension of staff, meeting with businesses, promoting programs and organizing updates for social media and your stakeholders. We help staff be more effective by taking on outreach to SBA, SBDC, SCORE, and other regional or state partners.

In one community, we helped attract SCORE to host workshops with the City and Chamber to help small businesses with business planning, capital budgeting, and other entrepreneurship fundamentals. In another, we coordinated the first workshop with small Latinx business owners to discuss their needs for technical assistance.
RSG’s scope of services is presented beginning on page 17. Please refer to that section for a detailed description of our approach and planned activities to execute this assignment.

With a staff of nearly 20 employees, RSG manages staff allocation weekly to ensure that clients experience consistent, timely, and high-quality services. When responding to a proposal, RSG considers the expertise needed as well as the availability of personnel and makes assignments at that stage – even before getting a contract. This early commitment of resources minimizes the personnel turnover on engagements, so clients have a consistent team of consultants working on their project.

Each month, employees submit a forecast of their three-month (3) workload (after collaborating with project managers and principals) to RSG’s resource management team for a review of overall hourly commitments to ensure adequate time allocation for the highest quality work products.

Project management is a critical part to RSG’s operations, and we use several tools that all consulting staff employ as part of their daily activities. RSG employs WorkFlowMax, a project and time management application, daily to manage and track hours and milestones on assignments. On a weekly basis, all RSG team members provide updates on each project assignment in Microsoft Teams, and the Principals conduct weekly one-on-one meetings with each of our staff to review all assignments, actual hours, projected hours, and deliverables to ensure jobs are completed on time, within budget, and at our quality standards.
REFERENCES

RSG has selected three recent references on economic development strategic plans in communities similar to Stockton, as noted below:

<table>
<thead>
<tr>
<th>STOCKTON (Proposed)</th>
<th>ANAHEIM (Comp. 2020)</th>
<th>SOUTH GATE (Comp. 2018)</th>
<th>SANTA ANA (Comp. 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Population 309,228</td>
<td>- Population 349,964</td>
<td>- Population 94,642</td>
<td>- Population 332,794</td>
</tr>
<tr>
<td>- MHI $54,614</td>
<td>- MHI $71,763</td>
<td>- MHI $54,614</td>
<td>- MHI $66,145</td>
</tr>
<tr>
<td>- Poverty 17.9%</td>
<td>- Poverty 14.8%</td>
<td>- Poverty 17.2%</td>
<td>- Poverty 15.7%</td>
</tr>
<tr>
<td>- Bachelor's Degree + 18.3%</td>
<td>- Bachelor's Degree + 25.5%</td>
<td>- Bachelor's Degree + 9.4%</td>
<td>- Bachelor's Degree + 15.0%</td>
</tr>
</tbody>
</table>

Anaheim Business Expansion and Retention Strategy

In 2020, RSG presented the results of an industry subsector analysis that aimed to quantify and strategize opportunities to capture higher wage jobs into Anaheim. At the time, the City had been the subject of significant focus due to the prominent role that the leisure industry plays in the local economy, which generally tended to favor lower wage jobs. The City sought to identify how it could bolster other sectors through its economic development division. Rather than the traditional focus on cluster strategies that look at concentrations and overall job growth, RSG’s analysis was able to highlight industry subsectors that also offered higher wages across the city, including manufacturing and construction. The resulting strategy was presented to Department management along with GIS shape files identifying where establishments in the targeted industry subsectors were located, allowing the City insight into how to program future events to cater to these businesses. **One of the deliverables on this study is contained in the Additional Data section beginning on page 22.**

RSG has been recently retained by the same client contact to work on a new economic development strategy in the City of Corona.

Jessica Gonzales (Now Economic Development Director at the City of Corona)
951.736.2297
jessica.gonzales@coronacaca.gov

South Gate Economic Development Strategy

In 2018, RSG prepared an economic development strategic plan for the City of South Gate, which entailed a market assessment of socioeconomic and business conditions, interviews with several stakeholders, and collaboration with local and regional economic development organizations. Historically, South Gate had relied on project-specific activities and had seen little ongoing economic development work, but since the strategy, the City had launched several new business support programs, leading up to and including COVID-response initiatives. Each year, the City presents the City Council and public an update on the progress on the economic development strategy. **A copy of the strategic plan is included herewith.**

This assignment also led to a small business resource study undertaken by RSG and CALED leadership later in 2018.

Joe Perez (Now Community Development Director with the City of Jurupa Valley)
951.332.6464
jperez@jurupavalley.org
Santa Ana Economic Development Strategy

RSG was retained by the City of Santa Ana to prepare an economic development strategic plan in 2015. RSG conducted a series of stakeholder interviews and meetings, including one-on-one meetings with Council members, to gather insights to their vision and goals for the City, understand how the City’s unique assets could be leveraged, and gain perspective on how to best achieve alignment among their peers and throughout the community. The strategy included preparation of socioeconomic and real estate analysis, which was presented in the form of infographics in both English and Spanish.

Marc Morley, Economic Development Specialist – City of Santa Ana
714.647.6588
mmorley@santa-ana.org
FINANCIAL STATEMENT

RSG is a Subchapter S Corporation based in California, incorporated in 1979. RSG has maintained a profitable and solid foundation based on long standing client relationships and our attention to client satisfaction.

Our 2020 income statement and balance sheet follow this page.
## Balance Sheet

**RSG, Inc.**  
**As at 31 December 2020**

### Assets

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2020</th>
<th>31 Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash and Cash Equivalents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>398,559</td>
<td>92,003</td>
</tr>
<tr>
<td><strong>Total Cash and Cash Equivalents</strong></td>
<td>398,559</td>
<td>92,003</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td>1,157,206</td>
<td>989,005</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>1,157,206</td>
<td>989,005</td>
</tr>
<tr>
<td><strong>Property, Plant and Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment, Net</td>
<td>46,635</td>
<td>51,060</td>
</tr>
<tr>
<td><strong>Total Property, Plant and Equipment</strong></td>
<td>46,635</td>
<td>51,060</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,602,400</td>
<td>1,132,068</td>
</tr>
</tbody>
</table>

### Liabilities and Equity

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2020</th>
<th>31 Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>340,698</td>
<td>243,098</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>340,698</td>
<td>243,098</td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td>372,402</td>
<td>71,437</td>
</tr>
<tr>
<td><strong>Total Non-Current Liabilities</strong></td>
<td>372,402</td>
<td>71,437</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>713,100</td>
<td>314,535</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Year Earnings</td>
<td>71,767</td>
<td>6,609</td>
</tr>
<tr>
<td>Equity</td>
<td>817,533</td>
<td>810,924</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>889,300</td>
<td>817,533</td>
</tr>
<tr>
<td><strong>Total Liabilities and Equity</strong></td>
<td>1,602,400</td>
<td>1,132,068</td>
</tr>
</tbody>
</table>
# Income Statement

RSG, Inc.
For the 12 months ended 31 December 2020

<table>
<thead>
<tr>
<th></th>
<th>Dec-20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>2,879,941</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>2,879,941</td>
</tr>
<tr>
<td><strong>Less Cost of Sales</strong></td>
<td></td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>1,022,226</td>
</tr>
<tr>
<td><strong>Total Cost of Sales</strong></td>
<td>1,022,226</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>1,857,715</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>1,783,708</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>1,783,708</td>
</tr>
<tr>
<td><strong>Operating Income / (Loss)</strong></td>
<td>74,008</td>
</tr>
<tr>
<td><strong>Other Income and Expense</strong></td>
<td></td>
</tr>
<tr>
<td>Interest Expense</td>
<td>(5,214)</td>
</tr>
<tr>
<td>Interest Income</td>
<td>118</td>
</tr>
<tr>
<td><strong>Total Other Income and Expense</strong></td>
<td>(5,096)</td>
</tr>
<tr>
<td><strong>Net Income / (Loss) before Tax</strong></td>
<td>68,911</td>
</tr>
<tr>
<td>Income Tax Expense</td>
<td>(2,855)</td>
</tr>
<tr>
<td><strong>Total Income Tax</strong></td>
<td>(2,855)</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>71,767</td>
</tr>
<tr>
<td><strong>Total Comprehensive Income</strong></td>
<td>71,767</td>
</tr>
</tbody>
</table>
CORPORATE STRUCTURE, ORGANIZATION

We have assigned five members of our consulting team to this engagement, led by Jim Simon, Principal, Mark Sawicki, Director, Suzy Kim, Senior Associate, Dominique Clark, Senior Associate, and Alex Lawrence, Associate. Upon award of a contract, RSG would also assign 1-2 Analysts for the technical research involved in this strategy.

Resumes of the RSG team assigned to this project are included for your perusal.
PROFILE
“With determination and imagination, I serve myself and others to discover our capacity for what is possible by designing solutions for a complex world so we can cherish and nurture our communities.”

ABOUT JAMES
Inspired to improve the Golden State in his work, Jim delivers intelligence, innovation and passion to projects requiring his unparalleled expertise in fiscal health, real estate and economic development. For over 30 years, Jim is proud to have led projects that have resulted in the investment of over $10 billion in private and public capital, transforming cities and communities across California. As President of RSG, Jim is helping to shape the next generation of the firm’s legacy - leading RSG’s team of inspired, creative and insightful consultants that serve over 100 communities each year.

OUT & ABOUT
CALED 40 at 40 Honoree for contributions to California Economic Development

Co-Chair, CALED EDFRE Technical Committee

Member, CALED Legislative Committee

“Business Retention and Attraction” – Advanced Certification Program Instructor (CALED)

“Community Economic Development” – Keys Program Instructor (CALED)

EDUCATION
Jim joined RSG in 1991 and has served as a Principal and shareholder since 2001. He received a BA in Business Administration with a concentration in entrepreneurial management from California State University, Fullerton.

In 2014, Jim was selected as an Advisory Board member of the California Association for Local Economic Development, where he serves as Co-Chair of CALED’s Economic Development, Real Estate and Finance technical committee. Jim is also an Advisory member of the Legislative Committee for the California Association of LAFCOs (CALAFCO), and active in other professional organizations including NAIOP, ICSC, NPH, and SCANPH.

RECENT ENGAGEMENTS
Led the preparation of economic development strategies for the cities of South Gate, Irwindale, Belmont, Santa Ana, Pico Rivera, Oroville, Westminster, Temple City, San Marcos, and La Quinta.

Led acquisition, financing, and redevelopment of a 4-acre Brownfield in San Carlos resulting in development of a 200-room upper midscale hotel and a 120% internal rate of return on the City’s investment.

Prepared the 2020 Municipal Services Review and SOI Update for the Consolidated Fire Protection District of Los Angeles County, the largest special district in California, for LA LAFCO.

Analyzed and developed deal terms for a disposition and development agreement for a public-private partnership of a $70 million mixed use project in downtown San Carlos.
MARK SAWICKI
Director
714.316.2194  msawicki@webrsg.com

PROFILE
“I am at my best solving complicated problems, being both logical and innovative, creative and inventive, as I seek to understand, enhance, and improve programs, policies, systems and organizations for the benefit of California communities.”

ABOUT MARK
Mark seeks to understand complex matters through analysis, synthesizing and summarizing information, developing effective, efficient, and pragmatic policy solutions, and presenting them in clear and persuasive ways. Mark has forged a unique 30+ year career across both the public and private sectors, from real estate asset management and small business startups to economic and community development, which informs his approach to municipal consulting services.

OUT & ABOUT
Urban Land Institute (ULI)
San Francisco Planning and Urban Research (SPUR)
Municipal Managers Association of Northern California (MMANC)
San Diego Housing Federation
California Association for Local Economic Development (CALED)
Non-Profit Housing Association of Northern California
SCANPH

EDUCATION
Mark joined RSG in 2020 after leadership roles in economic development, community development, workforce development, and housing in the cities of Oakland, Vallejo, and San Carlos. He had previously consulted for cities, counties, and redevelopment agencies with Seifel Consulting based in San Francisco. Mark was appointed and served five years on the Housing Advisory Commission with the City of Berkeley. Earlier in his career he managed a national portfolio of real estate limited partnership investments and co-founded an outsourced financial consulting and accounting firm.

He earned a Masters in Public Policy from the Goldman School at the University of California, Berkeley, and a BS in Finance, cum laude, from New York University.

RECENT ENGAGEMENTS
Negotiated for the acquisition, sale, lease, and development of property for more than 15 public/private development projects aggregating over 2500 homes and 2 million square feet of commercial space.

Advanced redevelopment and base reuse plans for the former Mare Island Naval Shipyard in Vallejo.

Facilitated General and Specific Plan updates in San Carlos, Vallejo, and Oakland.

Established an Affordable Housing Impact Fee, rewrote the Inclusionary Housing Ordinance, and managed the Low/Mod housing Fund and First Time Homebuyer Program in the City of San Carlos.

Facilitated a tax allocation bond refinancing and implemented statutory dissolution of the Redevelopment Agency in San Carlos.

www.webrsg.com  |  17872 Gillette Ave., Suite 350, Irvine CA 92614  |  714.541.4585
PROFILE

“My love for numbers, data, and spreadsheets benefits entire communities, not just one person or one company. I’m grateful that my analytical and project management skills contribute to work that matters to me.”

OUT & ABOUT

Licensed California Real Estate Agent (#01989248)
San Diego Housing Federation
California Association for Local Economic Development (CALED)
Non-Profit Housing Association of Northern California
SCANPH

ABOUT DOMINIQUE

Dominique shares her knowledge and proficiency in real estate, municipal finance, and affordable housing to advance client and community objectives. Her work includes real estate disposition, pro forma analyses, affordable housing work, fiscal impact analyses, and fiscal consultant and continuing disclosure reports.

EDUCATION

Dominique joined RSG in 2013. She earned a BA in Sociology from Wheaton College and a Master of Public Policy (MPP) from the University of Southern California.

RECENT ENGAGEMENTS

Reviewed several commercial and mixed-use development proposals submitted to the City of Los Angeles Economic and Workforce Development Department ("EWDD") to advise the City on the feasibility of each proposal.

Managed the two-year process of selling several of the City of Irwindale’s former RDA properties listed in their Long-Range Property Management Plan, resulting in significant revenue for the City and other taxing entities.

Projected the financial feasibility and fiscal and economic impacts of a $828 million mixed-use development proposed to be located in downtown Los Angeles to assist the City in negotiating a subvention agreement with the developer.

Drafted the City of Los Angeles’ policy for establishing Enhanced Infrastructure Finance Districts (EIFDs) and created a user-friendly Excel “app” that enables City staff to project the amount of tax increment that would be generated by a proposed EIFD.

Evaluated responses to County of San Diego and City of Murrieta Notices of Funding Availability (NOFAs) and provided recommendations regarding whether to provide the funding requested by the applicants.

Managing CALED’s Local Economic Advisory Program (LEAP), which provides technical assistance to cities and counties regarding specific economic development challenges facing their communities.
PROFILE
“I value the close relationships I develop with clients while creating solutions driven by a genuine interest in improving our communities.”

OUT & ABOUT
San Francisco Planning & Urban Research
California Community Economic Development Association
Association of California Cities Orange County (ACCOC)
Orange County Business Council
California Association for Local Economic Development
Non-Profit Housing Association of Northern California Housing California
SCANPH
San Diego Housing Federation

EDUCATION
Suzy joined RSG in 2006. She received a dual BA in Sociology and Asian American Studies from Scripps College, and a Master of Urban and Regional Planning from the University of California, Irvine. Suzy anchors RSG’s Berkeley office and has worked from the Bay Area since 2009.

RECENT ENGAGEMENTS
Created an Offering Memorandum for a P3 project in the City of Rancho Cordova. The City offered $35 million and City-owned land to create a vibrant mixed-use district. Coordinated proposal requirements, Bidder’s Conference, and proposal submission. Will collaborate with the City to evaluate proposals and enter into an ENA with a selected development team.

Conducted an Enhanced Infrastructure Financing District (EIFD) and Community Revitalization and Investment Area (CRIA) Feasibility Study for the County of Sacramento. Determined financial feasibility to complete desired projects. Identified the pros and cons of financing alternatives to reach overall goals.

Developed an economic development implementation strategy for the City of Belmont. Researched market data and interviewed business community stakeholders to conduct a SWOT analysis and identify the needs of all parties. Created short- and long-term goals to implement the strategy and measure success.

As a member of CALED’s Economic Development, Finance, and Real Estate Committee (EDFRE), Suzy sits on a panel of experts to provide member training materials, plan conference sessions, and provide input on legislative advocacy efforts. Ms. Kim was instrumental in preparing a resource guide of tax increment tools available for California economic development efforts. She has organized conference sessions on the nexus between economic development and homelessness, and tools to compel owners to revitalize stagnant properties. Ms. Kim supports CALED’s legislative efforts by providing language for bill proposals and support letters.
ALEX LAWRENCE
Associate
☎ 714.316.2104  ✉ alawrence@webrsg.com

PROFILE
“I am passionate about working with community leaders and residents to help solve the diverse and challenging problems that local governments face. I strive to facilitate growth and development that is fiscally responsible, sustainable and equitable to help communities meet their goals.”

ABOUT ALEX
Alexandra joined RSG in 2018 bringing with her a background in public financial management and economic development research. She has performed market analysis research, feasibility studies, and has developed best practice assessments to facilitate growth in industries and communities.

OUT & ABOUT
CALED Annual Conference Committee Member
International Council of Shopping Centers
San Diego Housing Federation
California Association for Local Economic Development
Non-Profit Housing Association of Northern California
Housing California
SCANPH

EDUCATION
Alexandra holds a Bachelor’s Degree in Political Economy from the University of Southern California as well as a Master’s Degree in Public Administration from USC. Alexandra’s educational background combined with her significant experience in research have provided her with an extensive set of analytical skills that she is able to impart upon each job she assists with.

RECENT ENGAGEMENTS
Provided analytical support to develop a Business Attraction and Retention Strategy for the City of Anaheim.

Performed research and analysis to develop a Local Economic Development Strategy in the City of South Gate and managed preparation of the City’s Annual Economic Development Progress Report.

Conducted research, analysis, and interviews with community members to develop effective retail marketing materials for the City of Westminster.

Assisted in organizing a panel of economic development experts for the Local Economic Advisory Program for the City of South Gate, which provided the City recommendations and assistance to address economic development challenges within the community.

Analyzed developer qualifications, cash flows, and land use concepts for the joint development of a former elementary school site in Willowbrook near the MLK Community Hospital in partnership with the County of Los Angeles and Compton Unified School District.
SCOPE OF SERVICES

RSG is proud of the diverse communities we have served over the years, including the City of Stockton were we were involved in expansion of redevelopment project areas 20 years ago to more recent work in 2016 and 2017 where we worked with the Economic Development Department on several initiatives, including:

1. Preparation of a Request for Information for development of City-owned Waterfront Properties,
2. Preparation of an Offering Memorandum to solicit interest from retail and commercial users for the City-owned Arena commercial space,
3. Updating the City's real estate policies and guidelines to conform to more contemporary practices and streamlining,
4. Preparation of a feasibility study for formation of tax increment financing districts throughout the city including the airport area, Waterfront, and Downtown, and
5. Interim staffing assistance on a variety of projects.

When we were introduced to Stockton in the late 1990’s, we discovered a community that had seen very different types of economic progress – blight in downtown, neglect (from both the public and private sectors) in South Stockton, and a community that was still trying to find a path forward. It was both an opportunity – and a tragedy – to see how South Stockton had been left with the parks in poorer condition and lack basic services like a quality grocery store – all while the attention was on new master planned northward.

Working with the community at the time – we heard the frustration aimed at City Hall and other leaders for these issues, and we hoped that redevelopment resources could soon be used to improve the quality of life. Even after finishing the work, we would ask City staff if they were successful in getting the grocery store (they were), so when the opportunity to work in the City again several years later happened, we jumped at the opportunity. The most recent work was successfully concluded and presented to the City Council, but due to budget constraints at the time the City was unable to extend RSG’s service agreement.

OUR VISION – STOCKTON: A COMMUNITY OF SHARED PROSPERITY

We share the determination expressed by the RFP, City leadership, and the community discourse that has gained national attention about Stockton’s future. We see our role as not an outside expert (there are plenty of them) but as your partner who will work with the super mentors, community champions, economic development partners, and the City to synthesize an economic development strategy that is not just City Hall’s, but all of Stockton’s to share.

For many reasons, economic development strategies around the state are viewed as tools of local government to organize and prioritize their resources; while this is needed it misses the mark on how communities thrive. Too often, a city believes it’s their role to lead economic development and recovery – but miss the fact that CBOs, collaboratives, educational institutions, neighborhoods, and even the private sector have been engaged in the fight for equity, opportunity and advancement well before it was popular in local government. And because of the volatility of election cycles and the long arc needed for true economic recovery
that takes generations, working with these formal and informal mission-based stakeholders is critical to economic development success.

Our focus involves the focused data analytics, determined outreach to key segments of the workforce and business communities, and early and effective collaboration with local leadership inside and outside City Hall to synthesize a strategy that speaks for all of Stockton.

PROJECT KICKOFF

RSG would conduct a virtual kickoff meeting with Economic Development Department staff with the goals of reviewing our scope of work and process, confirm assumptions and approach, and gain an insight on the current priorities and resources of the Department. Irrespective of what strategic plan emerges, the strategy needs to come from an understanding of what resources the city can commit to the Department.

At this kickoff meeting, we would discuss ideas on how to best approach the scope of services effectively and identify data and other information that the City may be able to share with RSG to perform our services. Finally, we would discuss and agree upon a plan for ongoing communication and collaboration with staff, including the timing and nature of periodic project updates.

DATA ANALYSIS – UNDERSTANDING JOBS AND WAGES AMONG INDUSTRY SUBSECTORS

RSG would collect and analyze credible economic studies of the regional economy including relevant demographic and business forecasts and reports of key economic indicators, real estate conditions, and industry trends. These larger economic trends define the opportunities and threats to any local community.

Next, RSG would compile business establishment (Dun & Bradstreet), workforce (Quarterly Census of Employment and Wages, or “QCEW”), and demographic and GIS data. With this information, RSG would identify growing industry subsectors with opportunities for new employment in the City, as well as their corresponding wages. These data can enable Stockton to make informed decisions on where private sector investment will carry the community forward and where the city and its partners need to engage. In Anaheim, where the City was seeking to put more focus on its manufacturing sector, we were able to identify many key avenues for specific employment growth among higher-wage and skilled jobs for the city that had to respond to the calls for focus beyond tourism.

Our team includes Mark Sawicki, who previously oversaw Economic and Workforce Development for the City of Oakland. Mark understands potential challenges WIBs face in aligning to the dynamic needs of the business community, which can cause gaps in workforce programming. We would collaborate, and share our findings, with the San Joaquin County WorkNet representatives, who use similar data and explore what actions they are pursuing within Stockton to assist the workforce prepare for these opportunities along with educational partners.

We also have learned that COVID has had a particularly hard impact on households that have limited access to Broadband and computers. In one community, three trade schools have either had to suspend operations or shift to an online model – neither of which is necessarily beneficial to all households, particularly those local trade schools aim to help most. With this in mind, RSG would also interview representatives from trade schools, public schools,
community college, and higher education institutions in Stockton to understand how career pathways are working, including how COVID may, if at all, permanently shifted their operations and/or effectiveness within Stockton.

COLLABORATION – LEARN FROM STOCKTON’S ECONOMIC NETWORKS AND SUPPORT ORGANIZATIONS

A thriving economy is one in which entrepreneurship is encouraged and fostered; RSG knows that business in Stockton is a result of both investment and creative and confident entrepreneurs. In order to understand the condition of the small business and startup climate is within various areas of Stockton, we would seek to interview key champions and mentors to these businesses, including but not necessarily limited to community leaders, mentoring entrepreneurs, SBA lenders, SBDC management, and SCORE representatives.

We fully expect other mentors and champions to emerge and be interviewed, particularly among the traditionally-underrepresented demographic groups of the community. Influenced by our demographic analysis and other insight gained by this stage of the planning process, RSG would also aim this survey at traditionally underrepresented sectors in the community, including non-English speaking business community representatives as well as BIPOC businesses. (RSG would collaborate with City staff on necessary translation services.)

Using a variety of surveys (aimed to capture the largest number of results in an efficient manner) and one-on-one or small group interviews, we would discuss the impressions of the existing economic development and workforce infrastructure supporting local entrepreneurs as well as their thoughts about specific business and workforce opportunities from their vantagepoint.

RSG would analyze this qualitative data from these interviews and develop an overall assessment of the threats, opportunities, weaknesses, and strengths of the economic development program and network in Stockton. RSG would also organize ideas, needs and other impressions from these surveys and interviews. Finally, these interviews would provide opportunities to participants to join a working group or task force to participate in the further development of the strategy.

FACILITATION – ASSEMBLE TASK FORCE TO DISCUSS STOCKTON’S NEEDS AND CITY’S ROLES

RSG would prepare and present, in person, a summary of analysis of these data for presentation to city management and a representative working group/task force. We expect this to involve one presentation sharing the findings and input received, then open up to a discussion on the overall themes and challenges that are evident to the group. If desired, RSG would hope to collaborate with local nonprofit organizations on cohosting or co-leading the workshops, or at a minimum designing the overall structure and format.

For example, we would make specific efforts to provide equal voice and participation to all participants in the working group, meaning that not just the loudest or most powerful individuals would speak (for example a blue collar worker before a developer). To the contrary, we would propose starting with working group participants that have the least position of power to speak first or similar techniques aimed at balancing power and voice.
We would capture all of the input in notes and share these with the group, and then work on planning subsequent meetings with the working group to develop the strategy, including the guiding principles, priorities, and responsibilities. Over a series of up to three subsequent task force workshops scheduled around the group’s convenience, RSG would facilitate the group formulate a consensus around the strategic actions, needed champions, roles, and barriers as well as opportunities to success.

A fifth and final workshop would be held with the working group, and possible host the greater community in a town hall format, to present the draft strategy for input and discussion.

PREPARE AND PRESENT STRATEGIC ACTION PLAN TO CITY LEADERSHIP

In our view, economic development strategic plans sit on shelves when they take the form of a study and are too long for both comprehension by the general public as well as leaders responsible for their execution. Instead, we propose developing a 6-8-page strategic plan consisting of an economic summary of current conditions and baseline metrics, goals and actions addressing SWOT (stakeholder) themes, market opportunities, and best practices under current budget constraints and priorities with additional funding. Strategic plan would feature quarterly milestones and desired outcomes, roles and responsibilities of the City and its economic development partners, and a plan for reporting and transparency in administration and oversight.

Our budget includes design costs for a high-quality and visually engaging strategy that is written clearly and concisely, avoiding jargon, and focuses on desired outcomes.

The strategic plan would be provided to staff first for administrative review; after one round of comments, a second draft would be provided to the proposed working group and public for general discussion. A third and final draft would then be prepared and presented to the City Council for consideration and adoption, during which we would hope that members of the working group would support and perhaps participate in the presentation.

The timeframe to complete the strategy would be approximately 9 months contingent on availability of staff, key stakeholders, and data instrumental to the preparation of the strategy.
PROPOSED FEE

Pursuant to Section 3.0.7 of the RFP, this information has been submitted under separate cover.
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: _________________________________

CONTACT NAME: _________________________________

ADDRESS: _____________________________________

________________________________________________

TELEPHONE NUMBER: ____________________________

EMAIL: _________________________________________

Strategic Economics, Inc.

Sujata Srivastava

2991 Shattuck Ave Ste 203

Berkeley, CA 94705

(510) 647-5291 ext. 105

ssrivastava@strategiceconomics.com
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPONENT'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be 'A Jurat' notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

Strategic Economics, Inc.

FIRM

Dena Belzer: [Signature]

SIGNED BY

2991 Shattuck Ave Ste 203, Berkeley, CA 94705

ADDRESS

President

TITLE OR AGENCY

(510) 647-5291 x108

TELEPHONE NO./FAX NO.

dbelzer@strategiceconomics.com

E-MAIL ADDRESS

3/23/21

DATE

Strategic Economics' Contact Person for this Proposal is:
Sujata Srivastava, Principal
(510) 647-5291 x105
ssrivastava@strategiceconomics.com
No. 1
AFFIDAVIT FOR INDIVIDUAL PROONENT
STATE OF CALIFORNIA, ss.
County of ____________________________
(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Individual Proponent)

Subscribed and sworn to (or affirmed) before me on this ______ day of __________, 20__
by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 2
AFFIDAVIT FOR CORPORATION PROONENT
STATE OF CALIFORNIA, ss.
County of Alameda
(insert)

being first duly sworn, deposes and says: That they are the President of Strategic Economics Inc. a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

Subscribed and sworn to (or affirmed) before me on this ______ day of __________, 20__
by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 3
AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP
STATE OF CALIFORNIA, ss.
County of ____________________________
(insert)

each being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership,

designated as __________________________ who is the party making the foregoing bid; that the other partner, or partners, are __________________________, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

(Signature)

Subscribed and sworn to (or affirmed) before me on this ______ day of __________, 20__
by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature
PROPOSAL TO PREPARE THE STOCKTON ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

RESPONSE TO RFP PUR 21-001

Prepared for:
City of Stockton
March 25, 2021
March 25, 2021

John Driscoll, Procurement Division
City of Stockton
425 North El Dorado Street
Stockton, California 95202

Dear Mr. Driscoll:

I am pleased to submit the enclosed proposal to prepare the Economic Development Strategic Action Plan for the City of Stockton. Strategic Economics specializes in conducting municipal economic development strategic plans and studies in California and the U.S. We recently completed economic development strategies and implementation work plans for the Cities of Santa Cruz, Milpitas, and Culver City, and are in the process of completing similar work for South San Francisco and an economic recovery plan for the City of Alameda. Our firm has also completed economic development strategies and related work for communities including Pleasanton, Cupertino, East Palo Alto, Alameda, San Jose, and Rancho Cucamonga.

Through past projects, we are also familiar with Stockton and San Joaquin County’s economic role, opportunities, and challenges. Most recently, we examined Stockton’s positioning within the Northern California goods movement network as part of a study for the Metropolitan Transportation Commission. We have also previously completed economic analyses in Tracy.

We bring a fresh perspective to each project, with a focus on connecting data analysis with input from diverse local stakeholders. We emphasize a flexible, creative approach that adjusts and responds to Stockton’s unique mix of assets and opportunities for building future shared prosperity. Our focus and experience in developing equitable economic development strategies—most recently as part of our work on the City of Memphis Comprehensive Plan—infoms our emphasis on the importance of creating high-quality job opportunities and building local business and entrepreneurial capacity, beyond merely pursuing economic growth for its own sake.

Strategic Economics has the right combination of technical expertise and a holistic and creative approach to prepare the Stockton Economic Development Strategic Action Plan. Please feel free to contact me or Sujata Srivastava, this proposal’s Principal in Charge and primary contact, at any time if you have questions regarding our proposal.

Best regards,

Dena Belzer, President
dbelzer@strategiceconomics.com
(510) 647-5291 ext. 108

Primary Proposal Contact:
Sujata Srivastava, Principal, ssrivastava@strategiceconomics.com, (510) 647-5291 ext. 105
MINIMUM EXPERIENCE QUALIFICATIONS
SUMMARY AND RESUMES

About Strategic Economics

Strategic Economics, Inc. provides economic analysis and advisory services for local and regional governments, developers, community groups, and non-profits to create sustainable, high-quality places for people to live and work. We are widely recognized for our strength in addressing complicated projects requiring innovative analysis, creative thinking, and cross-disciplinary teamwork. Our staff brings extensive expertise in many disciplines including economics, urban planning, public policy and finance, and real estate development. We combine depth of technical knowledge with an understanding of “the big picture,” and excel at translating our work into materials that are accessible to any audience.

Strategic Economics specializes in conducting municipal economic development strategic plans and related studies. We recently completed economic development strategies for the cities of Santa Cruz and Milpitas, and in recent years completed similar or related projects for Culver City, Alameda, Cupertino, Pleasanton, East Palo Alto, San Jose, the East Bay Economic Development Alliance (Alameda and Contra Costa Counties), Memphis, and Rancho Cucamonga. We are also currently engaged in the creation of pandemic economic recovery strategies for the City of Alameda and the East Bay Economic Development Alliance. Our approach to economic development strategies emphasizes close collaboration with City staff, flexibility and responsiveness to local assets and opportunities, and engagement with diverse stakeholders and the City’s partner agencies and organizations.

Founded in 1998, Strategic Economics has 11 employees. The firm is a Berkeley, California-based corporation and a certified woman-owned, small business, Alameda County Small Local Business, and California Small Business Enterprise.

Qualifications and Experience

The following three projects exemplify Strategic Economics’ experience developing economic development strategic plans, implementation plans, and/or policies. Examples of additional experience are described in the resumes of Sujata Srivastava and Derek Braun that follow.

Milpitas Economic Development Strategy | Milpitas, California | 2019-2020

Milpitas retained Strategic Economics to provide a road map to grow and diversify the City’s economy, support businesses and workers, and improve quality of life. The City especially sought to identify opportunities associated with introduction of a new BART station, to attract innovation-
focused businesses, and to better align local jobs with the City’s highly-skilled residents—many of whom currently commute to Silicon Valley communities.

Strategic Economics completed extensive data analysis of the City’s industries and economic performance, small businesses, workforce, real estate market conditions, and fiscal conditions. Strategic Economics also conducted extensive stakeholder and community engagement, including a community workshop and online survey, a series of industry- and topic-specific focus groups, interviews, and outreach to business organizations.

Based on the insights gained from these efforts—and subsequent consideration of supporting the economy during recovery from the COVID-19 pandemic—Strategic Economics developed an economic development strategy that focused on supporting small local businesses, supporting reinvestment in retail centers, and collaborations to support the workforce. Strategies also focused on growing innovative industries by leveraging BART access and the City’s unique role as an advanced manufacturing and R&D center with access to a surrounding diverse regional workforce.

Memphis 3.0 Comprehensive Plan Update and Equitable Economic Development Policies | Memphis, Tennessee | 2018

Memphis is a city struggling with many challenges including a long history of decentralization, neighborhood disinvestment, and racial/income segregation. The City used the comprehensive plan update process to address these issues by balancing a more equitable distribution of public resources with market driven growth and investment. Memphis 3.0 emphasizes growing “up, not out,” reinvesting in neighborhoods, and growing an inclusive economy.

Strategic Economics contributed to the Memphis 3.0 process by examining the trends and conditions that have led to demographic and real estate market changes at the neighborhood scale; and by tracking industry, employment, and commercial real estate trends by subarea within the city. This work included preparing a nuanced analysis of “change over time” in a spatial framework. Strategic Economics also characterized changes in the Memphis economy to inform land use policy, evaluate current policy approaches to using existing incentive programs, and provide input into ways that the Comprehensive Plan could support employment growth that would benefit workers at all levels of educational attainment.

Our technical analyses and strategic advising provided guidance for every aspect of Memphis 3.0, including contributing to the goals and objectives, preparing the Equitable Opportunity Goal within the Equity Element, and identifying implementation actions involving leveraging financial
resources and stronger partnerships across multiple governmental entities, non-profits and community based organizations, philanthropy, and Memphis’ many strong anchor institutions.

The Memphis 3.0 plan is significant in that it does not rely solely on market forces to deliver positive change. Instead, the Plan uses “anchor” locations to identify where future investment should occur, recognizing that anchors can be as small as a cluster of community institutions, such as churches, up to major employment concentrations like the “Medical District.” This approach ensures that all Memphians will experience positive change in the future, even if market forces are not driving this change. The draft Plan was released in December 2018, and in January 2019 Mayor Strickland announced a Community Catalyst fund providing $2 million annually for neighborhood investment.


Strategic Economics worked in close coordination with the City of Alameda and a Task Force to create a community-driven Economic Development Strategic Plan. The EDSP serves as Alameda’s roadmap to achieve economic growth, and to improve the quality of life for residents and workers.

Strategic Economics conducted economic, market, and demographic analyses, completed stakeholder focus groups with industry leaders and stakeholders, and organized two community workshops, resulting in a detailed understanding of economic development opportunities and challenges. Strategic Economics then facilitated a series of meetings with a 23-member Task Force that included Alameda business owners, labor representatives, housing advocates, developers, residents, and other community leaders. The Task Force provided guidance on key implementation strategies and actions for the plan. The Task Force process resulted in an EDSP that had strong community support. The document established a vision and strategies, including implementation time frames, responsible parties, partners, and funding. The City Council approved the plan in 2018.

Upon the onset of the COVID-19 pandemic, the City again retained Strategic Economics to guide a new economic recovery task force’s work and to develop a short-term strategy that would complement the longer-term EDSP. Strategic Economics led a series of 12 task force meetings. For each meeting, Strategic Economics completed qualitative research and examined case studies to identify the impacts of the pandemic and projected recovery issues and strategies. This work was complemented by focus groups convened by City staff. Guided by the Task Force, Strategic Economics developed the economic recovery strategy content. The project is already having an immediate impact, with City staff having already implemented many of the recommendations.

Resumes of Key Management Team Members

As shown in the following two resumes, Sujata Srivastava, our Principal-in-Charge for this project, and Derek Braun, who would manage this project, have deep knowledge and extensive experience in preparing municipal economic development strategies and related projects and analyses similar to the requirements of the Stockton Economic Development Strategic Action Plan.
Sujata Srivastava has over 18 years of experience in urban economics consulting. She specializes in economic development, real estate market analysis, development feasibility analysis, and fiscal impact studies, especially in transit-oriented and infill locations. Ms. Srivastava has completed numerous projects for California cities and regions addressing economic and workforce development. Ms. Srivastava has a Master’s Degree in City and Regional Planning from the University of California, Berkeley. She is a fluent Spanish speaker, and is proficient in Hindi and Portuguese.

**Selected Projects**

**Culver City Economic Development Plan, Culver City, CA; 2018-2020**
Ms. Srivastava was the Principal-in-Charge for this effort, which focused on growing the creative economy and revitalization of suburban corridors and business parks. She worked closely with City staff and the Economic Development Subcommittee of the City Council to develop implementation actions and identify opportunity sites for new commercial development and revenue generation.

**Rancho Cucamonga Economic Development Strategic Plan, Rancho Cucamonga, CA; 2014-2015**
Ms. Srivastava was the Principal-in-Charge; she oversaw the completion of the technical analysis, including analysis of employment trends, commercial real estate markets, retail, and tourism and visitation; stakeholder outreach; and development of actionable implementation strategies.

**Alameda Economic Development Strategic Plan, Alameda, CA; 2016-2018**
Ms. Srivastava was the Principal-in-Charge; she supervised the technical research and analysis, focusing on potential growth industries, including small-scale food and beverage manufacturing. She also facilitated Task Force meetings to engage a cross-section of community members and business leaders. The Task Force process led to the creation of community-supported strategies and action items in the EDSP, adopted in 2018.

**Memphis 3.0 Comprehensive Plan Update, Memphis TN; 2017-2018**
Strategic Economics prepared a technical report documenting trends in neighborhood change, real estate investment, business and employment growth, and the spatial distribution of various incentives. The firm prepared an extensive literature review regarding inclusive economic growth to inform the Plan’s economic development objectives and policies. Mr. Srivastava served as co-Principal-in-Charge for this effort.

**Pleasanton Economic Development Strategic Plan, Pleasanton, CA; 2014**
Ms. Srivastava was the Principal-in-Charge for the update of Pleasanton’s Economic Development Strategic Plan, identifying strategies and actions to improve business retention and attraction, re-orient the built environment to meet modern workforce preferences, and grow the City’s retail and hospitality base. Ms. Srivastava also led creation of content for an “Economic Assets Report” to be used for business marketing and recruitment efforts.
Derek Braun specializes in managing analyses of employment and industry trends, economic and fiscal impacts of development, market opportunities and demand, and development feasibility. With 13 years of experience at Strategic Economics, Mr. Braun has performed analyses and provided strategic guidance to clients in a variety of market contexts across the United States.

Selected Projects

**Milpitas Economic Development Strategy**, Milpitas, CA; 2019-2020
As project manager, Mr. Braun oversaw analyses of industries and employment, market positioning, workforce opportunities, and entrepreneurship. He then co-authored an Economic Development Strategy and work plan to guide the City’s economic development efforts, including COVID-19 pandemic recovery.

**Alameda Economic Recovery Strategy**, Alameda, CA; 2020-2021
Mr. Braun is managing work with an economic recovery task force in the City of Alameda, including research into topic- and industry-specific impacts and case studies. He has led task force meetings and is currently developing the City’s economic recovery strategy. Mr. Braun also managed previous work on the City’s economic development strategic plan, which included community meetings and stakeholder engagement, and close work with a citizen task force to develop the plan’s strategies and implementation actions.

**Santa Cruz Economic Development Strategy**, Santa Cruz, CA; 2019-2021
As project manager, Mr. Braun oversaw analyses of the unique mix of industries, retail and other commercial market conditions, and major employment subareas within the City of Santa Cruz. These analyses are informing the creation of a new Economic Development Strategy and work plan to guide the City’s economic development efforts, including COVID-19 pandemic recovery strategies.

**Culver City Economic Development Implementation Plan**, Culver City, CA; 2020
Mr. Braun was the project manager for the Culver City Economic Development Implementation Plan. He managed the technical employment analysis, with a focus on the city’s burgeoning creative tech economy and resulting demand for creative office space in former industrial districts. He also worked closely with City staff and the Economic Development Subcommittee of the City Council to develop implementation actions and identify development opportunity sites.

**Pleasanton Economic Development Strategy**, Pleasanton, CA; 2013
As project manager and lead analyst, Mr. Braun conducted market and economic analyses, and produced content for a promotion of the City’s strengths as a business destination. In close consultation with the City’s Economic Vitality Committee (EVC) he authored the final report, including strategy recommendations and actions for the EVC and City Council.

**East Bay EDA Business Climate and Jobs Analysis**, Alameda and Contra Costa Counties; 2011
Mr. Braun led analyses of employment trends and the business environment of the East Bay region. He co-authored the final report identifying the composition of major employment clusters, business dynamics over the past fifteen years, historic land use shifts, labor market shifts, and relative strengths and challenges affecting sub-areas within the region.
III. MANAGEMENT/METHOD OF OPERATION

Strategic Economics’ approach will ensure that the Stockton Economic Development Strategic Action Plan (EDSAP) is a forward-looking strategy for shared prosperity that is rooted in the best of Stockton’s fundamental local assets and opportunities. Our approach identifies these assets and opportunities through data-driven analysis, and also through engagement with a wide array of local individuals and organizations that represent entrepreneurs, minority-owned and women-owned small businesses, major institutions, and workforce and business development partners. In partnership with City staff, we will also reach out to community groups and non-profit organizations to reach a wide variety of stakeholders to ensure participants in our proposed focus groups and interviews are inclusive and represent Stockton’s rich racial and ethnic diversity.

Our approach to the EDSAP incorporates Strategic Economics’ unique understanding of equitable economic development and what works to lift up an entire community through growth in high quality jobs, growth in entrepreneurship, and enhanced opportunities for low-income residents and people of color. Our work recognizes that Stockton can achieve the greatest “bang for its buck” by building on the city’s local assets of existing workforce skills, existing businesses and entrepreneurs, institutions, and investments in infrastructure and amenities that support businesses and residents alike.

Our proposed work plan is broken into three phases, as described below. Our flexible approach to the project allows for creative adjustments in response to our findings about Stockton’s unique mix of assets and opportunities.

Phase 1: Identification of Assets and Opportunities

- **Project Initiation:** Strategic Economics will participate in a kick off meeting with City staff to confirm goals and priorities of the study, review the scope of work and schedule of deliverables, coordinate on upcoming tasks, and tour the city; this meeting may be held virtually, based on COVID-19 restrictions, with an in-person tour later if restrictions allow. Strategic Economics will also gather and review background reports and data.

- **Industry and Workforce Data Analysis:** Strategic Economics will conduct an analysis of Stockton’s significant industry sectors to gain a more nuanced understanding of the types of industry and business clusters that provide the most promising economic growth opportunities and/or provide high and middle “livable” wage jobs with opportunities for career advancement. As part of this analysis, Strategic Economics will identify major assets that support Stockton’s economy, such as the Port of Stockton, education and healthcare institutions, and transportation and other infrastructure.

- **Business Starts and Entrepreneurship:** Strategic Economics will evaluate business start-up and entrepreneurial activity in the City through focus group and individual stakeholder interviews, including a focus on challenges and opportunities affecting minority-owned and women-owned small businesses.

- **City Revenues Analysis:** Strategic Economics will examine the sources of Stockton’s General Fund revenues and the connections between these revenues and the City’s different businesses and land uses. Strategic Economics will examine sales tax data and transient occupancy tax data to gauge retail and hotel performance, needs, and opportunities.
• **Incentives Review:** Strategic Economics will conduct a review of local, state, federal, and private incentives (including philanthropy) available to support business growth, retention, and attraction in Stockton. This baseline information will be used to later narrow the list of the highest-potential incentives within Stockton’s economic context and opportunities.

• **Focus Groups and Stakeholder Interviews:** Strategic Economics will conduct individual stakeholder interviews as needed, and will facilitate a series of up to six stakeholder group meetings. The individual interviews will be conducted via phone or video conference, while the stakeholder interviews may be held in-person over two days, or held virtually depending on local restrictions on gatherings and participants’ preferences. The stakeholders will be defined in close coordination with City staff, but could potentially include:
  - business representatives for different industry sectors,
  - small business owners and entrepreneurs,
  - partners such as nonprofit organizations that provide technical assistance, philanthropic funds, labor groups, community colleges, and school districts
  - City staff from the many departments that play a role in implementing economic development programs and policies

Strategic Economics will facilitate each of the meetings, formulating specific topics and questions with the goal of gathering required information and generating ideas for potential strategies and cross-sectoral partnerships. It is assumed that City staff will contact all stakeholders to schedule and coordinate the meetings.

*Phase 1 Deliverables: Administrative draft and final draft of an “Economic Conditions and Opportunities Report” that summarizes the findings of the Phase 1 tasks.*

**Phase 2: Building a Roadmap for Shared Prosperity**

• **Establish Goals and Shared Vision:** Strategic Economics will incorporate the results of the Economic Conditions and Opportunities analyses and stakeholder interviews to draft an initial outline of proposed goals and a roadmap of prioritized strategies, programs, and actions. The roadmap will include short-term actions for immediate implementation, and longer-term efforts that build on Stockton’s unique local assets and opportunities. Strategic Economics will work closely with City staff to refine and finalize the content of the outline.

*Phase 2 Deliverables: Up to three drafts of the outline of goals and recommended strategies, programs, and actions.*

**Phase 3: Prepare Economic Development Strategic Action Plan**

• **Economic Development Strategic Action Plan:** Strategic Economics will prepare the EDSAP. The EDSAP is anticipated to include 1) an executive summary, 2) a section that tells Stockton’s story of success, assets, and future opportunities, 3) economic development goals, 4) the roadmap of prioritized short-term and long-term strategies, actions, policies, and programs for achieving the goals, and 5) a “toolkit” of current incentives with high potential for success in retaining and growing Stockton businesses while attracting additional investment activity. The document will be authored in and provided in Microsoft Word format.
Phase 3 Deliverables: Administrative draft, public draft, City Council draft, and final draft of the EDSAP document.

Ongoing Project Coordination and City Council Meetings

- Weekly Check-In Calls with City Staff: Strategic Economics’ project manager (and other staff, as needed) will participate in weekly check-in calls with City staff to share project updates and preliminary findings, and to coordinate on issues such as data collection, outreach to stakeholders, project schedule, and preparation/review of deliverables.

- City Council Meetings: Strategic Economics will present at up to two City Council meetings or working sessions; these could include a mid-project check-in to review preliminary recommendations, and a presentation of the City Council draft of the EDSAP document.

Procedures and Management Techniques

Strategic Economics has a long history of providing economic development strategy services both on-time and within budget. Within the firm, our staff works in a small, versatile team overseen by a project manager and directed by the Principal-in-Charge. The team itself meets regularly to share information and coordinate on all moving components of the project. Externally, the project manager and other staff maintain close communication with the client, including weekly coordination calls. Invoices are submitted monthly with a progress report that summarizes the work completed.

Strategic Economics currently anticipates completion of the project within a nine-month timeframe, including City Council meetings. At project kick-off, Strategic Economics will work with staff to confirm the schedule and milestones.

IV. REFERENCES

Alameda Economic Development Strategic Plan and Economic Recovery Strategy
Eric Fonstein
Development Manager, City of Alameda
(510) 747-6895
efonstein@alamedaca.gov

Milpitas Economic Development Strategy
Alex Andrade
Economic Development Director, City of Milpitas
(408) 586-3046
aandrade@ci.milpitas.ca.gov

Memphis 3.0 Comprehensive Plan Update and Equitable Economic Development Policies
John Zeanah, AICP
Deputy Director, Division of Planning and Development, City of Memphis
(901) 576-7167
John.Zeanah@memphistn.gov
V. FINANCIAL STATEMENT

Please see Strategic Economics’ balance sheet and income statement in Appendix A, provided under separate cover to better maintain the confidentiality of these documents.

VI. CORPORATE STRUCTURE, ORGANIZATION

Founded in 1998 by our President, Dena Belzer, Strategic Economics has 11 employees. The firm is an independent Berkeley, California-based corporation with no subsidiaries, and is a certified woman-owned, small business, Alameda County Small Local Business, and California Small Business Enterprise.

Sujata Srivastava, Principal, will serve as Principal-in-Charge for our work on the Stockton Economic Development Strategic Action Plan. In this role, she will guide our work, provide general project oversight, and be responsible for final work products. Ms. Srivastava will have at least 10% availability throughout the project’s life.

Derek Braun, Senior Associate, will serve as our project manager. He will be the primary point of contact for day-to-day communication throughout the project and will manage Strategic Economics’ work by staff assigned to the project. Mr. Braun will have at least 20% availability throughout the project’s life.

Please see the prior sections of our proposal for key staff resumes and additional firm information.

VII. PROPOSAL FEE

Please see Strategic Economics’ detailed budget proposal in the separate PDF file delivered with this proposal.
REQUEST FOR PROPOSALS (RFP)  
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR  
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)  

ADDENDUM No. 1  

DATE: 3/4/21  

To All Potential Bidders:  

A. This Addendum shall be considered part of the proposal documents for the above-mentioned project as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this Amendment shall govern and take precedence. PROPONENTS MUST SIGN THE ADDENDUM AND SUBMIT IT WITH THEIR PROPOSALS.  

B. Proponents are hereby notified that they shall make any necessary adjustments in their estimates as a result of this Addendum. It will be construed that each proponent's proposal is submitted with full knowledge of all modifications and supplemental data specified herein.  

PLEASE NOTE THE FOLLOWING CHANGES TO REQUEST FOR PROPOSALS (RFP)  
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR THE CITY OF STOCKTON,  
CALIFORNIA (PUR 21-001)  

1. Can you share the budget range that has been established for this project?  

Budget has not yet been determined but this project is estimated to cost $80,000-$120,000. Budgeted information is for informational purposes only and should not impact the thoroughness of the proponent's fee schedule.  

2. If a company is new, what does the City need to see from a financial perspective in order to be comfortable working with a new company?  

Per Section 3.0.5, "the proponent must be able to demonstrate a good record of performing and have sufficient financial resources to ensure that they can satisfactorily provide the services required."  

All companies doing business with the City of Stockton are required to have a Stockton Business License.  

3. If a company does not have past work examples and references for this type of work, but the founders, partners and employees do have relevant experience, would examples of past work and references, from individuals rather than the company, qualify? Will this reduce the likelihood of winning this contract?  

Please submit all relevant experience for the City's review. The City will review all proposals for sufficient qualifications.  

4. Has a plan like this been prepared by or for the City of Stockton in the past? If so, who prepared it? When was it most recently prepared? Can it be made available for review?  

A 5-year Economic Development Strategic Plan (EDSP) was created in 2015. Natelson Dale prepared the EDSP.
5. Sections 1.25 and 1.26 refer to a proposal security bond/cashiers checks and contract bonds in the amount of "N/A". Please confirm this means that no Proposal Security checks or Contract Bonds are required to accompany the proposal documents.

Confirmed this section is N/A

6. Page 31 of the RFP shows an example statement of work. Would you like to see that type of statement of work in the proposal or is it put together collaboratively during the contracting phase?

Exhibit A – Statement of Work is part of the City’s standard agreement; if sections are applicable, the selected firm’s scope of work will be required to include within the Statement of Work.

7. If we opt to submit the proposal electronically, does a scan of the notarized version of the Non-Collusion Affidavit form and other forms requiring signature suffice?

Yes

8. Can companies from Outside USA can apply for this (like, from India or Canada)?

Yes. However, a foreign corporation, LLC, LP, LLP, etc. must be eligible to do business in the State of California. Please contact the California Secretary of State’s office regarding eligibility prior to submitting a proposal. Below is a link to the California Secretary of State’s website and a link to FAQs addressing the formation, registration, and licensing of foreign business entities in California. These links are being provided for convenience only and should not be considered a comprehensive list of requirements for foreign business entities.

https://www.sos.ca.gov
https://www.sos.ca.gov/business-programs/business-entities/faqs

Although we do not have limitations for submissions; it is strongly encouraged that the firm has done relevant work for familiarity.

9. Do we need to come to the City of Stockton for meetings?

Yes, it is imperative that the selected firm be engaged in the development process.

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Proponents may submit proposals electronically to city.clerk@stocktonca.gov.

12. The RFP states “Please no more than 10 typed pages; we will allow up to 5 additional pages for illustrations, diagrams, and photographs.” Can you please specify which sections of a proposer’s response are included in the 10 page limit:

3.1 Cover Letter
3.2 Minimum Experience Qualifications Summary and Résumés
3.3 Management/Method of Operation
3.4 References
3.5 Financial statement
3.6 Corp structure, organization

Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

**BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:**

Company Name ____________________________

Contact Person ____________________________
Signed by: Dena Belzer, President

Signature ________________________________

Date 3/22/21

**Proposals Due** – Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov.

--------------------------------------------------------------------------------
City of Stockton Use Only below this line

Addendum acknowledged and signed? ____________ (Procurement Specialist’s initial)
Please Read Carefully and Fully Complete: SBA uses Form 912 as one part of its assessment of program eligibility. Please reference SBA Regulations and Standard Operating Procedures if you have any questions about who must submit this form and where to submit it. For further information, please call SBA’s Answer Desk at 1-800-U-ASK-SBA (1-800-827-5722), or check SBA’s website at www.sba.gov. DO NOT SEND COMPLETED FORMS TO OMB as this will delay the processing of your application; send forms to the address provided by your lender or SBA representative.

SBA District/Disaster Area Office
455 Market Street Suite 600 San Francisco, CA 94105

Amount Applied for (when applicable) N/A N/A

1. Name and Address of Applicant (First Name) (Street, City, State, ZIP Code and E-mail)

Strategic Economics 2991 Shattuck Ave, Suite 203, Berkeley CA 94704

2. Give the percentage of ownership in the small business

100 percent

3. Date of Birth (Month, day, and year)

11/20/54

4. Place of Birth: (City & State or Foreign Country)

Chicago, IL

5. U.S. Citizen? X YES # NO

If no, are you a Lawful Permanent resident alien? YES NO

If no, country of citizenship:

6. Present residence address:

From: December 1989
To: Present
Address:

2816 Fulton Street, Berkeley CA 94705

Most recent prior address (omit if over 10 years ago):

From:
To:
Address:

7. Are you presently subject to an indictment, criminal information, arraignment, or other means by which formal criminal charges are brought in any jurisdiction?

X Yes # No

INITIALS: D B

8. Have you been arrested in the past six months for any criminal offense?

X Yes # NO

INITIALS: D B

9. For any criminal offense—other than a minor vehicle violation—have you ever: 1) been convicted; 2) pleaded guilty; 3) pleaded nolo contendere; 4) been placed on pretrial diversion or 5) been placed on any form of parole or probation (including probation before judgment)?

X Yes # No

INITIALS: D B

10. I authorize the Small Business Administration to request criminal record information about me from criminal justice agencies for the purpose of determining my eligibility for programs authorized by the Small Business Act and the Small Business Investment Act.

CAUTION: PENALTIES FOR FALSE STATEMENTS: Knowingly making a false statement on this form is a violation of Federal law and could result in criminal prosecution, significant civil penalties, and a denial of your loan, surety bond, or other program participation. A false statement is punishable under 18 USC 1001 and 3571 by imprisonment of not more than five years and/or a fine of up to $250,000; under 15 USC 646 by imprisonment of not more than two years and/or a fine of not more than $5,000; and, if submitted to a Federally insured institution, under 18 USC 1014 by imprisonment of not more than thirty years and/or a fine of not more than $1,000,000.

Signature

Date 3/22/21

Title President

Agency Use Only

11. X Fingerprint Waived

Date

Approving Authority

12. X Cleared for Processing

Date

Approving Authority

13. X Request a Character Evaluation

Date

Approving Authority

(Required whenever 7, 8 or 9 are answered "yes" even if cleared for processing.)
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: TIP Strategies, Inc.

CONTACT NAME: Jeff Marcell, Principal

ADDRESS: 14417 SE 16th Street, Bellevue, WA 98007

TELEPHONE NUMBER: 512.343.9113

EMAIL: jeff@tipstrategies.com
REQUEST FOR PROPOSALS (RFP)
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)

ADDENDUM No. 1

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3.4 References
3.5 Financial statement
3.6 Corp structure, organization

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BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:

Company Name: TIF Strategies, Inc.

Contact Person: Jeff Marcell, Principal

Signature: [Signature]

Date: 3/19/2021

Proposals Due: Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov.

-------------------------------City of Stockton Use Only below this line-------------------------------

Addendum acknowledged and signed? [Initial] (Procurement Specialist’s Initial)
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPONEENT'S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be 'A Jurat' notarization.

4. They have reviewed all clarifications/questions/answers on the City's website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

TIP Strategies, Inc. 2905 San Gabriel St., Ste 309, Austin, TX 78705
FIRM ADDRESS

Tom Stellman, Founder & CEO
SIGNED BY TITLE OR AGENCY

512.343.9113 3/19/2021
TELEPHONE NO./FAX NO. DATE

tom@tipstrategies.com
E-MAIL ADDRESS

Project contact: Jeff Marcell, Principal
Email: jeff@tipstrategies.com
NON-COLLUSION

No. 1

STATE OF CALIFORNIA, ss.
County of ____________________________

(insert)

____________________, being first duly sworn, deposes and says: That on behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Individual Proponent)

Subscribed and sworn to (or affirmed) before me on this __________ day of ____________________, 20________ by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 2

STATE OF CALIFORNIA, ss.
County of Travis

Tom Stellman being first duly sworn, deposes and says: That they are the Founder & CEO of TIP Strategies, Inc. a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature Corporation Proponent)

Subscribed and sworn to (or affirmed) before me on this 19th day of March 20________ by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

No. 3

STATE OF CALIFORNIA, ss.
County of ____________________________

(insert)

____________________, being first duly sworn, deposes and say: That they are a member of the firm, association or co-partnership, designated as ____________________________ who is the party making the foregoing bid; that the other partner, or partners, are in the interest or behalf of any person not named herein; that said Proponent has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from proposing; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other Proponent.

(Signature)

Subscribed and sworn to (or affirmed) before me on this __________ day of ____________________, 20________ by __________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal

Signature

25
## CONTENTS

**COVER LETTER** ............................................................................................................................................... 1  
**FIRM QUALIFICATIONS & STRUCTURE** ........................................................................................................... 2  
**CORPORATE STRUCTURE AND HISTORY** ........................................................................................................... 2  
**ORGANIZATIONAL STRUCTURE** .......................................................................................................................... 2  
- **MANAGEMENT RESUMES** .......................................................................................................................... 2  
- **BACKGROUND AND EXPERIENCE** ....................................................................................................................... 4  
**PROJECT PERSONNEL** ......................................................................................................................................... 6  
- **TEAM RESUMES** ............................................................................................................................................. 6  
**MANAGEMENT/METHOD OF OPERATION** ...................................................................................................... 7  
- **PROJECT MANAGEMENT** .................................................................................................................................... 7  
- **PROJECT APPROACH** .......................................................................................................................................... 7  
  1. **DISCOVERY** ................................................................................................................................................ 8  
  2. **OPPORTUNITY** ............................................................................................................................................. 8  
  3. **IMPLEMENTATION** ........................................................................................................................................ 9  
**REFERENCES** ................................................................................................................................................. 10  
**APPENDIX: IMPLEMENTATION CASE STUDIES** ............................................................................................ 11  
**FINANCIAL STATEMENT** ................................................................................................................................. APPENDED

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TIP is a privately held Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm’s core competence in strategic planning for economic development has broadened to include expertise in talent strategies and organizational development.

**Headquarters**  
2905 San Gabriel St, Suite 309  
Austin, Texas 78705

**Seattle-area office**  
14417 SE 16th Street  
Bellevue, Washington 98007

**All locations**  
PH 512.343.9113 | FX 512.343.9190  
www.tipstrategies.com
March 19, 2021

John Driscoll, Procurement Division
City of Stockton
425 North El Dorado Street
Stockton, CA 95202

Dear Mr. Driscoll:

TIP Strategies is pleased to present our proposal for the preparation of an economic development strategic plan for the City of Stockton. TIP will bring to the project a combination of practitioner experience; national best practices; and innovative, actionable recommendations to help create a vibrant, resilient, and inclusive economy.

As you evaluate proposals, we invite you to consider the advantages of our team:

- **We have a long history of successful planning engagements.** Since 1995, we have completed more than 500 engagements in 44 states and 5 countries, including California. Our work in East Kern County united stakeholders around a region-wide industry diversification plan, along with six custom strategies for the region’s cities and communities. We also created the economic development component of the 2030 general plan for the City of Watsonville and a recent strategic planning board retreat for the Greater Sacramento Economic Council.

- **We understand that equity is the most pressing issue in economic development today.** Simultaneous health, economic, and social justice crises have highlighted the need for actions and policies designed with under-resourced populations at the center. We are committed to helping our clients achieve equitable and inclusive strategies. Most recently, TIP has helped Harris County, Texas, set up a department focused on equity and opportunity and assisted the Delaware Prosperity Partnership with creating an inclusive tech talent pipeline.

- **We are helping clients with short- and long-term resilience planning.** Examples of our current economic recovery and resiliency work include a CARES Act-funded recovery and resiliency strategy for the Economic Development Districts of Idaho, small business support strategies for communities in the Phoenix area, and local business and talent retention strategies for suburban counties near New Orleans and Detroit.

- **We are thought leaders in economic development.** TIP has been on the cutting edge of the practice of economic development for 25 years. Our principals bring a broad base of experience that includes running state and regional economic development programs and participating in venture capital initiatives.

Principal JEFF MARCELL will serve as the project’s authorized representative. His information is provided below:

**Address**  
14417 SE 16th Street | Bellevue, WA 98007

**Phone | Email**  
512.343.9113 | jeff@tipstrategies.com

Our team is excited by the prospect of working with you. We appreciate the opportunity to present our firm, and we encourage you to contact our references. Please reach out if you have any questions concerning our submittal.

Sincerely,

Tom Stellman, Founder & CEO
Firm Qualifications & Structure

TIP Strategies, Inc. (TIP) is submitting this proposal to assist the City of Stockton with an economic development strategic plan. Our team members are experienced in 1) leading economic development planning projects across the US and internationally; 2) structuring effective and sustainable organizations; 3) identifying appropriate target industries and designing effective marketing strategies to recruit them; 4) crafting talent retention, development, and attraction strategies; and 5) assisting with the implementation of economic development plans for cities, counties, regions, and states.

CORPORATE STRUCTURE AND HISTORY

TIP is a privately held consulting firm (C Corporation) committed to providing innovative strategy solutions for public and private sector clients since 1995. The firm began as a Texas-based site selection practice and transitioned into a national strategy firm in the early 2000s. Today, TIP maintains offices in Austin and Seattle, and its core competence in strategic planning for economic development has broadened to include expertise in talent strategies and in organizational development. Specific topics in which TIP has deep experience include entrepreneurship, target industries, workforce analytics, equity and inclusion, and defense industries/communities.

During more than 25 years in business, we have completed more than 500 engagements in 44 states and 5 countries. Our methods establish a clear vision for economic growth. Community leaders across the country have embraced the TIP model of Talent, Innovation, and Place to achieve successful and sustainable economies. This framework recognizes that vibrant and resilient economies are not achieved passively. Competition for businesses, people, and funding is a challenge which must be met on all fronts while also considering how the benefits of these efforts play out across a broad constituency. We believe successful planning efforts must center on the idea of creating economic opportunity for all people.

ORGANIZATIONAL STRUCTURE

TIP is managed by a team of four principals ideally suited to assist the City of Stockton with this work. They are assisted by a staff of analysts and consultants experienced in managing projects similar in scope to the requested work. Abbreviated resumes for TIP principals are provided below.

MANAGEMENT RESUMES

TOM STELLMAN | Founder/CEO | tom@tipstrategies.com

Tom brings a wealth of experience working with communities and businesses. As developer of TIP’s model of Talent, Innovation, and Place, he has helped clients identify sustainable strategies to promote workforce and economic health. Prior to founding TIP, Tom served as director of international business development and marketing for the State of Texas, where he assisted Texas companies looking to expand and locate in international markets. Over the last decade, Tom has concentrated on leading our workforce projects. Significant work includes facilitating an 80-member task force for the Greater Houston Partnership that engaged high-level executives from the region’s largest employers, including JPMorgan Chase, ExxonMobil, and AT&T, to address workforce challenges. Other major projects include the preparation of a defense industry adjustment strategy for the State of Massachusetts and the preparation of a collaborative framework for addressing workforce challenges in the Austin area. Tom received a Bachelor of Arts in Government from the University of Texas at Austin.
TRACYE MCDANIEL | President | tracye@tipstrategies.com

Tracey is based in Austin, Texas. Tracey is a recognized trailblazer in the economic development and travel marketing industry. She has been a trusted advisor to CEOs, nonprofits, public organizations and private enterprises for more than three decades. As a widely recognized strategist with C-Suite level experience in all facets of the industry, Tracey has earned a reputation of creating mutually beneficial strategic partnerships across a broad spectrum of industries. She is past chair of IEDC, the world's largest economic development association. Prior to joining TIP, Tracey founded McDaniel Strategy Ecosystems and served as president and CEO for two separate state-level marketing and lead-generation organizations: first in New Jersey (where she was appointed by then newly elected New Jersey governor, Chris Christie, and business leaders to serve as the founding CEO of Choose New Jersey) and later in Texas (where she headed up the Texas Economic Development Corporation). Her expertise in international business development and marketing spans more than 50 countries. Tracey also served as executive vice president and COO of the Greater Houston Partnership where she teamed with business leaders to raise more than $32 million and to devise and execute Opportunity Houston, the organization's successful economic development global marketing and lead generation initiative. She holds a Bachelor of Science in Communications from the University of Texas at Austin.

JON ROBERTS | Managing Director | jon@tipstrategies.com

Jon has been a principal and managing partner at TIP since 2000. He helped transition the company from its Texas-based site selection practice to a national strategy firm. His portfolio includes planning work from New York to California, with significant regional projects in the Mississippi Delta, Seattle’s Puget Sound, and in the Great Lakes area. Prior to joining TIP, Jon was the director of business development first for the State of Washington and then, under Governor Ann Richards, for the State of Texas. During the transition to Governor Bush’s tenure, he helped restructure the state’s economic development and then co-authored the new strategic plan for the State of Texas. Jon also has deep ties to the state of Oregon. He was vice-president with the Oregon Technology Fund and was the lead investor for the Hood River Brewing Company (Full Sail), which continues to hold a prominent place in the craft brewing industry. He also managed two start-up technology companies: Fiberlite Composites and LifePort Inc. (subsequently acquired by Sikorsky). Jon organization has served on the boards of several start-up technology companies and on state task forces and gubernatorial committees. He has lectured in business at the University of Washington, the University of Texas, and was on the faculty at Marylhurst College in Portland, Oregon. Jon was also the founder of a mountain bike company in Portland, Oregon: the Fat Tire Farm, which now operates multiple retail outlets. Born and raised in Germany, he has traveled extensively throughout Europe and Asia. He received his BA and MA degrees from the University of Hawaii and did post-graduate work at the University of Oregon. He resides in Austin but spends his summer in Bend, Oregon.
JEFF MARCELL | Principal | jeff@tipstrategies.com

Jeff leads high-profile national consulting engagements and provides input from the practitioner’s point of view. His recent work includes facilitating the Governor of Delaware’s Economic Development Taskforce that established a new statewide public/private partnership for economic development and supporting the Detroit Regional CEO Group in exploring the feasibility of creating employer-led workforce partnerships and training pilots. Other major projects include preparing a defense industry adjustment strategy for the State of Washington; crafting the Center Cities Economic Development Playbook, an urban economic development strategic plan for Minneapolis-Saint-Paul; and providing strategic guidance for the City of Detroit’s proposal to a large-scale business recruitment target. Prior to joining TIP, he was with the Economic Development Council of Seattle and King County for a decade, first as the organization’s executive vice president and COO and then serving five years as the president and CEO. During this time, Jeff was active in a variety of statewide and regional organizations and industry trade associations. These relationships, coupled with his experience recruiting companies to the state, give him important insights into the requirements of firms in a variety of industries. Jeff holds a law degree from the South Texas College of Law and a BA in Political Science from the University of Illinois at Chicago.

Montana Next Generation Analysis, Montana Economic Developers Association | June 2020

Strategic Operations Plan, Charleston County Economic Development | December 2019

BACKGROUND AND EXPERIENCE

TIP’s national portfolio of consulting engagements spanning more than two decades, combined with “hands-on” program management experience, provides our team with a unique perspective.

- WE HAVE EXPERIENCE IN CALIFORNIA AND THE PACIFIC COAST. Our recent work in East Kern County united multiple organizations, stakeholder groups, and community and business leaders around a region-wide diversification plan, along with custom strategies for the region’s three incorporated cities and three unincorporated communities. The East Kern economic diversification plan resulted in a $1.2 million federal grant from the Department of Defense’s Office of Economic Adjustment to hire three new economic development professionals to implement the strategic plan. We also created the economic development component of the 2030 general plan for the City of Watsonville and facilitated a recent strategic board retreat for the Greater Sacramento Economic Council. Our team has crafted economic development strategies for several cities in the Seattle region (Auburn, Redmond, Shelton), in addition to recent Oregon projects (Bend, Medford, Greater Portland Inc., Oregon Talent Council).

- WE ARE COMMITTED TO EQUITABLE DEVELOPMENT. We have years of experience that demonstrate this commitment. TIP president Tracye McDaniel is currently leading a team charged with establishing an Economic Equity and Opportunity Department for Harris County, Texas. This work includes an assessment of the county’s economic development-related functions and the creation of an initial program of work. Our team is also presently creating a strategy for an inclusive tech talent pipeline for the Delaware Prosperity Partnership. Previous work on equity and inclusion includes creating a roadmap for the Detroit Regional CEO Group aimed at helping industry-led workforce partnerships increase opportunities for residents while filling critical jobs for the region’s largest employers and assisting a group of Detroit-area foundations in creating a funders collaborative focused on a racially equitable workforce system for the region. We have also provided a center city “playbook” for a consortium in the Minneapolis-St. Paul metro area designed to benefit market-challenged areas and lower-skilled workers, and a collaborative framework for reducing or eliminating the widening economic gap in Travis County, Texas.

a business retention strategy for Irving, Texas; small business support strategies for communities in the Phoenix area; and local business and talent retention strategies for suburban counties near New Orleans and Detroit.

- **WE UTILIZE CUTTING-EDGE ANALYTIC TOOLS.** Our data visualization tools have been widely cited. The Geography of Jobs tracks job growth by metropolitan area over the past 20 years. The Occupational Risk Tool was created in 2020 to illustrate the risk to health and income from COVID-19 across 700 occupations and can be customized for Stockton. These tools can be accessed at [https://tipstrategies.com/geography-of-jobs/](https://tipstrategies.com/geography-of-jobs/) and [https://tipstrategies.com/blog/2020/10/geography-of-risk-covid-19/](https://tipstrategies.com/blog/2020/10/geography-of-risk-covid-19/).

- **WE THINK THROUGH STRATEGY FROM A DELIVERY STANDPOINT.** Success metrics guide our planning process and form the basis of our implementation matrix and workshop. We work closely with clients to identify metrics that impact the success of the regional economy and determine if strategies are working or need adjustment. We can point to numerous examples where our clients have successfully implemented recommendations and achieved results. In addition to the projects below, please see the Appendix (pages 11-15).
  
  → **Fort Campbell, Kentucky.** The Pennyrile Area Development District engaged TIP to prepare a federally funded defense diversification strategy. The plan proposed two key initiatives: 1) establishing Fort Campbell Strong as a regional defense alliance and 2) expanding advanced manufacturing education and training in the region. Regional partners were successful in securing additional grant funding through the Department of Defense to support the launch and operations of these two initiatives for a two-year period.
  
  → **Lubbock Economic Development Alliance (LEDA).** LEDA engaged TIP to help create an economic development strategy that would leverage existing and emerging assets to propel the economy forward. Since the plan’s completion, LEDA has successfully implemented most of the recommendations. The organization has made substantial progress in two areas: 1) tapping into research and innovation assets at Texas Tech University to foster entrepreneurship and 2) transforming downtown into a destination for new development.

- **WE ARE EXPERIENCED FACILITATORS.** Our team has managed complex consulting engagements involving representatives from diverse backgrounds for more than two decades. During this time, we have engaged thousands of employers, business organizations, and education and workforce professionals through roundtables, personal interviews, focus groups, and surveys conducted in person and virtually. As a result, we have extensive experience balancing competing interests and identifying shared goals. Examples include our work on middle skills for the Greater Houston Partnership focused on facilitating a task force of more than 100 members that included executives from the region’s largest employers, such as JP Morgan Chase, ExxonMobil, and AT&T. We also recently conducted a statewide survey of businesses to solicit feedback on challenges and opportunities as part of the NextGen Analysis we prepared for Montana.

- **WE BRING A PRACTITIONER’S PERSPECTIVE TO OUR WORK.** Our team members have spent decades first as practitioners, then as consultants, helping organizations across the country identify and attract well-suited target industries. As a result, we understand the factors that drive successful economies. Our approach recognizes that investment decisions consider a range of factors, including the available workforce, the presence of well-prepared industrial sites, a climate that fosters innovation, and a quality of place that will support the retention and recruitment of talent. For more than 25 years, TIP’s client engagements have been guided by this Talent, Innovation, and Place framework. This framework acknowledges that vibrant and resilient economies can only be achieved through an innovative, holistic approach.

In short, our team has the capability, creativity, and commitment to get it right. Hiring TIP to lead your strategy process will result in 1) a shared vision for economic resilience; 2) clear strategies to support the vision; and 3) an actionable plan for moving forward.
PROJECT PERSONNEL

The work of our consulting team is conducted under the direct supervision of a senior member of the firm who is actively involved in every phase. TIP principal JEFF MARCELL will act as principal-in-charge and will manage the project from our Seattle office. The principal-in-charge receives input from other senior members of our staff who serve as strategic advisors to the work. TIP president TRACYE MCDANIEL will serve in this capacity and will contribute expertise on topics including global business recruitment and organizational management. In addition, a lead consultant is assigned to manage each engagement and is responsible for day-to-day client communication, directing project research, and report writing. The project leads are assisted by a team of analysts and design professionals who have extensive experience preparing thought-provoking analyses and engaging deliverables.

TEAM RESUMES

TIP senior leadership will be assisted by consultant ELIZABETH SCOTT and senior VP of consulting ALEX COOKE. Abbreviated resumes for Jeff and Tracye have been provided on pages 3 and 4; resumes for Elizabeth and Alex are provided below. Full resumes for all TIP personnel are available upon request.

ELIZABETH SCOTT | Consultant | elizabeth@tipstrategies.com

Elizabeth will serve as lead consultant on the project. She has experience managing a wide range of projects including business recruitment and retention, economic and workforce development strategy, socioeconomic impact studies, and land use studies. Elizabeth works closely with community, business, and academic leaders to develop comprehensive strategies that improve economic vitality and quality of life. Her recent client engagements include preparing One Rogue Valley, a comprehensive economic development strategy for Jackson and Josephine Counties in southern Oregon and drafting regional strategies for the Tampa Hillsborough Economic Development Corporation and the Association of Central Oklahoma Governments. Prior to joining TIP, Elizabeth spent seven years working in regional economic development, specializing in business recruitment and retention strategy. Additional areas of expertise include over ten years of combined experience in research and data analysis, project management, and business development. She received a Master of Natural Resources from Virginia Tech and a Bachelor of Arts in History and Sociology from the University of Tampa.

- Economic Development Strategic Plan, Tampa Bay Economic Development Council | Sept. 2019

ALEX COOKE | Senior VP Consulting | alex@tipstrategies.com

Alex will assist the lead consultant as needed on the project. Since joining TIP in 1997, Alex has managed engagements extending from Alaska to the US Virgin Islands. His recent work includes large regional projects in Northeast Wisconsin and Northwest Florida. Alex also played a key role in helping the State of Delaware establish a new public-private partnership (P3) to lead the state’s economic development efforts. During his tenure with TIP, Alex has gained extensive experience working in military dependent communities. Most recently, he managed our statewide defense industry work for MassDevelopment and was part of a team assisting the Washington State Dept. of Commerce with multiple phases of the state’s $4.3 million US Dept. of Defense Office of Economic Adjustment (OEA) grant. His other professional experience includes working as a management consultant with MGT of America and as Director of Research and Grants for the International Business Education Program at Texas Tech University’s Rawls College of Business. He is a member of the Association of Defense Communities and closely tracks the aerospace and defense sector. Alex holds a Master of Public Affairs from the LBJ School of Public Affairs at University of Texas at Austin and a Bachelor of Arts from Texas Tech University.

- Delaware Growth Agenda, Delaware Business Roundtable | July 2016 | www.dbrt.org/delaware-growth-agenda
Management/Method of Operation

TIP is a full-service economic strategy consulting firm with the resources to carry out the scope described in the proposal. Our team has the capacity and project management experience to successfully execute this work. Our goal for each project is to conduct a planning engagement that meets—and exceeds—our client’s expectations.

PROJECT MANAGEMENT

We know that clear and effective communication is the cornerstone of a successful project. We start by designating a lead consultant who is responsible for day-to-day client communication (see page 6 for a discussion of project staffing). We also make use of the following tools to keep our clients up-to-date and ensure milestones are met.

- **Project roadmap.** At the outset of the engagement we prepare a reference document for each client that includes consulting team contact information, key dates, and tools for use over the course of the project, including sample invitations for meeting participants and a press release template.

- **Project updates.** We will meet periodically with the client team to present interim findings and discuss upcoming tasks. These meetings will allow us to achieve consensus on specific goals and provide the opportunity to refine our work product as we go rather than waiting until the final stages of the engagement. Regular updates are also typically provided through brief progress reports.

- **Peer review.** Beyond the immediate project team, our process includes regular brainstorming sessions that involve the entire firm. At these meetings, project managers present their findings for peer review. We believe our clients benefit from this approach, which engages the full brainpower and expertise of our team in addressing their challenges.

- **Definition of success.** TIP’s mission is to engage and inspire leaders to help those they serve thrive. We succeed in this mission when we bring diverse stakeholders together to lay out a desired future for their community, region, or state. We succeed when our clients are inspired to action by a big idea or a catalyst project identified by a TIP-led planning process. We succeed when we leave in place a framework for collaboration that can survive political and economic cycles.

PROJECT APPROACH

We have an established approach to our strategic planning engagements. In our years of leading consulting projects across the country, our three-phase Theory Into Practice (TIP) planning model—Discovery, Opportunity, Implementation—has proven flexible enough to address the variety of challenges our clients face.

Beyond its value as an organizing structure, the TIP planning model helps reinforce our team’s deep commitment to getting it right. The Discovery phase reflects our interest in learning what makes a community or region unique. By its very name, the Opportunity phase ensures a focus on identifying the “big idea” (or ideas) that will contribute to the community’s economic vitality and garner widespread support for the planning process. And, finally, the Implementation phase keeps us focused on the desired outcome and the steps needed to translate ideas into action.

**NOTE:** We are committed to protecting the health of our clients, their communities, and our team. Given social distancing policies associated with COVID-19, we assume meetings and community outreach will be conducted remotely for the foreseeable future. Our team has extensive experience using easily accessible and user-friendly software. We are currently working with several clients to conduct workshops, breakout sessions, and team meetings across multiple geographies, while helping them navigate the use of these virtual tools. We continue to monitor the situation closely. Should travel become practical during the project, the timing and number of any on-site visits would be determined via a mutually agreed upon set of criteria that conform to recognized public health standards.
1. DISCOVERY

We begin by reviewing available materials, visiting with knowledgeable sources, and conducting a targeted analysis of relevant trends to create a common foundation for the planning process.

1.1 Project launch. The kickoff meeting provides the opportunity to discuss objectives, define success factors, identify stakeholders and partners, formalize the outreach strategy, and review the team’s expectations for the engagement.

1.2 Planning context. The team will examine the policies (background documents, current initiatives, relevant programs), relationships (partner network, existing relationships, potential partnerships), and organizational priorities (initiatives and core functions) that will influence the planning process. Our work on this task will be expanded in subsequent phases and help shape our recommendations.

1.3 Economic context. Our analysts will prepare a targeted assessment of factors that define the area’s overall competitiveness and are of greatest concern to economic decision makers. Our analysis will be tailored to meet project objectives and to take advantage of available data resources.

1.4 Stakeholder engagement. We design a custom input process that engages the appropriate groups for a successful planning effort. Our goal is to design a strategy that engages the broadest possible constituency, provides meaningful information to the planning process, raises awareness of economic issues, and builds support for the outcome.

→ Roundtables. These input sessions are designed to encourage productive discussions around a targeted set of topics. They are typically conducted with major employers, elected officials, human resources specialists, real estate professionals, and other experts to gather information about trends, barriers, opportunities, and assets that will help shape recommendations. Where appropriate, these sessions will be supplemented by one-on-one interviews to solicit feedback that may not surface in a collective setting.

→ Interactive tools. To expand participation in the process, we can facilitate the use of social media, online surveys, and other interactive tools, such as the creation of a project website to share documents and updates. These tools can be effective mechanisms for engaging stakeholders, gathering anecdotal information about assets and challenges, and increasing “buy-in” among the broader community.

1.5 Competitive position. Findings from the Discovery phase will be used to summarize the City of Stockton’s competitive position. In addition to considering strengths, weaknesses, opportunities, and threats that emerge from this work, our analysis will highlight factors that differentiate the area from the competition. The results will suggest potential opportunities and strategic growth areas that will drive our work in subsequent phases.

2. OPPORTUNITY

Building on our Discovery phase findings and a review of best practices, we identify which opportunities are likely to have the greatest potential for success.

2.1 Strategic direction. Armed with a full picture of Stockton’s competitive position and strategic priorities, we will work with the City to develop a vision and mission for economic development. We will also help craft a set of guiding principles that will embody the goals and objectives of the planning process. This step will provide a framework that points to recommended actions and establishes priorities among available alternatives.

2.2 Strategic growth area analysis. Strategic growth areas can include traditional sectors that can be defined using the existing industry classification systems, as well as emerging activities and technologies that do not align
neatly with these structures. This more flexible terminology enables “targeting” efforts to encompass strategic projects that can support multiple areas of activity and enhance innovation and entrepreneurship. Findings from this work will further refine our understanding of the City’s value proposition and will shape our recommendations in the Implementation phase.

This task will include an analysis of quantitative data for those growth areas that align with industry (NAICS) and occupational (SOC) classification systems, as well as a review of the assets that could support emerging sectors and opportunities. Potential growth areas are validated and clarified based on input from major employers, industry experts, and local and regional partners.

2.3 **Best practices.** Drawing on our team’s extensive network, we will research national best practices that may be a fit for the City based on our work on prior tasks. For each best practice identified, we will provide a brief profile outlining the approach along with any available information on how the program or initiative was implemented. The results of this task will help shape our recommendations and will be integrated into the final deliverable where appropriate.

2.4 **Opportunity workshop.** We will facilitate a discussion of potential strategies and opportunities for consideration in the Implementation phase. The purpose of the workshop will be to build consensus on economic development priorities for the City. The outcome of this task will be a set of prioritized strategies and focus areas, along with a collaborative framework for aligning available resources to accomplish them.

### 3. IMPLEMENTATION

*We provide a transparent, actionable plan for achieving the identified goals and objectives.*

3.1 **Strategic plan.** Using findings from prior phases, coupled with the experience of the consulting team, TIP will prepare a strategic plan. In addition to outlining specific goals and strategies, the plan will highlight key findings from our quantitative analyses and stakeholder input. Together with the implementation matrix (see Task 3.2), the resulting document will provide specific recommendations and tools needed to implement a long-term economic strategy. We anticipate the plan would address a number of topics, including:

- Identifying incentives and programs that will attract, retain, and expand high-caliber businesses and support business and entrepreneurs (e.g. economic development toolkit)
- Positioning Stockton with key sectors
- Telling the Stockton story
- Aligning the talent pipeline with the needs of current and future employers
- Defining the City’s role in workforce development
- Evaluating potential public-private partnerships
- Suggesting organizational frameworks for accomplishing the identified objectives

3.2 **Implementation matrix.** TIP will prepare a matrix that accomplishes the following:

- Identifies responsible parties and potential partnership opportunities
- Establishes timelines and sets priorities
- Includes budget estimates (where applicable) and identifies potential funding sources
- Defines meaningful and realistic performance metrics

3.3 **Final presentation & workshop.** Once the strategy is finalized, we will present the recommendations to the leadership. To build momentum for implementation, we will also facilitate an Implementation workshop focused on near-term tasks in conjunction with the final presentation. We have found this step capitalizes on the energy that is typically present at the rollout and helps to “jump start” the process.
We have provided a brief selection of relevant work, including reference information for individuals who can speak to the quality of TIP’s work along with links to any deliverables that have been made available online.

EAST KERN COUNTY, CA | ECONOMIC DIVERSIFICATION STRATEGY FOR EAST KERN COUNTY
In 2016, Kern County hired TIP to complete a federally funded diversification plan to help mitigate planned reductions in federal defense spending. The plan recommended collaborating with the Mojave Air & Space Port to expand existing businesses and recruit new companies; encouraging new partnerships among the region’s military installations, higher education institutions, and other stakeholders to foster innovation and entrepreneurship; and packaging the region’s outdoor recreation and tourism assets to attract visitors and talent. In addition to the regional diversification plan, TIP created strategic plans tailored to each of the region’s six communities. **REFERENCE:** Thomas Brown, Fiscal and Policy Analyst; Kern County | 1115 Truxtun Avenue, Bakersfield, CA 93301 | PH 661.868.3198 | brownt@kerncounty.com. **DELIVERABLE:** [https://www.kerncounty.com/home/showdocument?id=1692](https://www.kerncounty.com/home/showdocument?id=1692)

CITY OF AUBURN, WA | TEN-YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN
Boasting one of Boeing’s most essential fabrication sites and the world’s largest parts plant, the City of Auburn hired TIP to ensure its competitive edge. TIP lead a team that assessed the city’s real estate market fundamentals, regulatory environment, market capacity, and retail opportunities. Recommendations focused on delivery—a service delivery system for economic development opportunities; product—a business climate and a physical environment that foster growth and resiliency; place—attractive gateways, corridors, and destinations; and messaging—coordinated marketing that elevates Auburn’s reputation. **REFERENCE:** Douglas Lein, Manager; City of Auburn Office of Economic Development | 25 West Main Street, Auburn WA 98001-4998 | PH 253.804.3101 | dlein@auburnwa.gov. **DELIVERABLE:** [https://www.ipzauburn.com/wp-content/uploads/2019/05/2016-Auburn-EcDev-Strategic-Plan.pdf](https://www.ipzauburn.com/wp-content/uploads/2019/05/2016-Auburn-EcDev-Strategic-Plan.pdf)

NATIONAL LEAGUE OF CITIES | SMALL BUSINESS ECONOMIC RESILIENCY SUMMIT
During the second year of an ongoing partnership between TIP and the National League of Cities, TIP facilitated a summit on small business resiliency for cities in the Phoenix East Valley. The summit offered insights into business challenges and strategies based on stakeholder input, data analysis, and best practices. Recommendations centered on regional collaboration, information sharing, and connection to resources that address the specific needs of businesses. **REFERENCE:** Jaye O’Donnell, Assistant Economic Development Director, City of Mesa | PO Box 1466, 20 E. Main Street, Suite 200, Mesa, AZ 85211 | 480.644.3457 | jaye.odonnell@mesaaz.gov.

HARRIS COUNTY, TX | DEPARTMENT OF ECONOMIC EQUITY AND OPPORTUNITY
To define its role in fostering equitable economic development, Harris County hired TIP to articulate an organizational structure and prepare an operations plan for the new Department of Economic Equity and Opportunity (DEEO). Following extensive stakeholder discussions and a review of best practices, the DEEO came to comprise two operational divisions: Economic Opportunity (minority, women, and disadvantaged business enterprise program; small business assistance; and traditional economic development activities) and an Office of the Director (community partnerships, policy, strategic planning, and metrics). TIP was later engaged to guide the search for an executive to head up the DEEO. **REFERENCE:** Brandon Dudley, Chief of Staff to Harris County Commissioner Rodney Ellis | 1001 Preston, 9th Floor, Houston, TX 77002 | PH 713.274.1000 | Brandon.dudley@cp1.hctx.net.

CITY OF FORT COLLINS, CO | ECONOMIC HEALTH STRATEGIC PLAN
Struggling to recover from the 2008 recession, the City of Fort Collins engaged TIP to reevaluate its economic position and refresh the community’s existing strategy. The Economic Health Strategic Plan identified strategies to strengthen and diversify the Fort Collins economy and create economic opportunities for residents. Recommendations and metrics emphasized business retention and expansion, small business support, and innovation-driven entrepreneurship. Adopted in June 2012, the plan was incorporated into the Office of Economic Health’s work plan and the City’s budget process. TIP has since worked with the City to evaluate its industry cluster initiative, performed fiscal impact analyses of the business assistance program, conducted a study to inform a new incentives policy, performed a labor study, and assisted with a subsequent update to the Economic Health Strategic Plan. **REFERENCE:** Josh Birks, Economic Advisor, City of Fort Collins | 300 LaPorte Ave, PO Box 580, Fort Collins, CO 80522 | PH 970.221.6324 | jbirks@fcgov.com.
Appendix: Implementation Case Studies

The following case studies highlight the progress of selected clients on implementing plans prepared by TIP. Profiles containing an overview of the project, selected achievements since the plan’s adoption, and a contact for more information are provided.

CITY OF AUBURN, WA | TEN-YEAR ECONOMIC DEVELOPMENT STRATEGIC PLAN

THE CHALLENGE: From its origins as a farming community, Auburn has transformed into a center for industry, serving as home to one of Boeing Commercial Airplanes’ most essential fabrication sites and the largest airplane parts plant in the world. The community’s commitment to quality of place is demonstrated by the Auburn Environmental Park (a 200-acre passive open space and educational facility located one mile west of downtown) and the attention to detail given to civic spaces in recent downtown redevelopment projects. Auburn’s designation as an Innovation Partnership Zone further illustrates the city’s forward-thinking approach and demonstrates its focus on economic success through partnerships. Even with all its successes, local leaders understand the only path to a sustainable, healthy economy is through good jobs and a diversified economic base.

THE RESPONSE: The planning process was ambitious and took place over the course of 11 months. The comprehensive scope of work included an assessment of the city’s competitive position, a deep dive into Auburn’s real estate market fundamentals, a review of the regulatory environment, an analysis of retail opportunities, a survey of regional commercial real estate brokers (to document perceptions of Auburn as a place to do business), a target industry analysis, an evaluation of key marketing materials, and organizational recommendations. The plan was organized around four focus areas: delivery—a service delivery system for economic development opportunities; product—a business climate and a physical environment that foster growth and ensure resiliency; place—an emphasis on creating attractive gateways, corridors, and destinations; and messaging—a coordinated marketing effort that elevates Auburn’s reputation, internally and externally.

SELECTED RESULTS:

The City of Auburn made great strides in implementing the strategy in the first 12 months after its unanimous approval by the City Council in 2017. Achievements in the initial year include the following:

► Expanded staffing (2 positions) to support economic development has been approved.
► The City was awarded 2 competitive grants from the Port of Seattle to support the plan’s entrepreneurship activities: $60,000 in 2017 and $60,000 again in 2018.
► Three new restaurants, including a Dave and Busters, have been located in Auburn under the plan’s retail attraction strategy tasks.
► The City reestablished the development planning process for an 80-acre site owned by an institutional investor out of Southern California (Hall Equities) supported by research used in the planning process.
► Auburn launched the plan’s regional marketing campaign, including a “buy local” component using City business license data to build an online promotional app.
The City’s regional ad campaign has received 6.5 million impressions of Auburn’s online messaging. Marketing expenditures are correlated with quarterly sales tax revenue increases. Revenues have increased every quarter since the campaign began, with the 4th quarter of 2018 being up $1 million over the previous quarter. Additionally, there has been a 17% increase in the lodging tax for 2018 over the previous year.

Windham, Hilton, and Holiday Inn have announced intentions of locating hotel developments in the city and all are in the development process. Research conducted during the plan as well as the plan’s recommended hotel demand study was used as the basis to recruit these hotel brands to the city.

The plan called for business recruitment, retention, and expansion efforts to be targeted to specific industries, including aerospace, advanced manufacturing, and craft beverage. During the first two years of the plan’s implementation, the City supported and encouraged the following business investment activities and announcements:

- **Aerospace**: Cascade Gaskets has announced 350 new jobs in the city. Skills, Inc., is expanding and adding 600-900 jobs in the city. Spaceflight Industries will be locating a facility in Auburn.
- **Advanced Manufacturing**: Ply Gem Windows will be adding 150 jobs in Auburn.
- **Craft Beverage**: Schilling Hard Cider, located in Auburn, is moving from a 30,000 SF facility to a 100,000 SF facility and will expand from 75 to 250 jobs at full capacity.

The Auburn 10-Year Economic Development Plan will be formally included in the City’s comprehensive plan and submitted to the State of Washington.

**LINK:**
See link to deliverable in the References section on page 10.

**REFERENCE:**
See contact information in the References section on page 10.

**YEAR 1 IMPLEMENTATION UPDATE:**
The following is taken from a score card completed for the City of Auburn. It measures progress towards completion of tasks and provides an opportunity to assess if strategies are working or need adjustment.

**CITY OF AUBURN, WASHINGTON | YEAR 1 IMPLEMENTATION UPDATE**

**PERCENTAGE OF TASKS BY OPPORTUNITY AREA AND STATUS (MAY 2018)**

### OverAll (All Opportunity Areas)

- **Complete**: 10%
- **In Progress**: 56%
- **Not Started**: 34%

### Opportunity One: DELIVERY

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### Opportunity Two: PRODUCT

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### Opportunity Three: PLACE

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### Opportunity Four: MESSAGING

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THE CHALLENGE: The North Louisiana Economic Partnership (NLEP) serves the 14-parish North Louisiana region, which includes Shreveport, Monroe, and Natchitoches. The region experienced a number of high-profile relocations and expansions, including nearly 1,600 new information technology (IT) jobs resulting from the expansion of CenturyLink in Monroe and Computer Sciences Corp.’s (CSC) plans to bring jobs to the Cyber Innovation Center in Shreveport. Along with the expanding professional services and IT sectors, the region had also experienced employment growth in its historically strong manufacturing sector, including the construction of Benteler Steel/Tube’s 800,000-square-foot tube rolling and finishing mill. To capitalize on this momentum and shore up the talent pipeline, NLEP hired TIP to assist in preparing an economic development strategic plan to guide the organization’s activities and structure over a five-year planning horizon.

THE RESPONSE: To identify the region’s most promising opportunities and define NLEP’s role in economic development, TIP prepared a comprehensive economic assessment that provided the baseline for the planning process. The resulting strategy was structured around areas where NLEP has the most potential to affect change: 1) providing world-class economic development services to and on behalf of the region; 2) supporting the region’s talent pipeline, especially in light of an anticipated increase in the demand for IT workers; and 3) serving as an advocate in scaling regional efforts in workforce and other areas to gain critical mass. This highly focused approach allows NLEP to concentrate on core services in support of economic development.

SELECTED RESULTS:

TIP has documented the NLEP’s progress by goal as part of an annual scorecard and presentation since the plan’s adoption in 2014. Achievements over that time include:

- Restructured business development team to focus on specific target sectors (defense, technology, and value-added agriculture) and prepared a template to use in building industry knowledge base. Established clear process and project flow to guide prospect management.
- Maintained and promoted an inventory of certified sites and key real estate assets, including the certification of two additional sites and the development of a template for responding to RFIs.
  - Became the first AEROready certified region in Louisiana, positioning the community for aerospace/aviation investment. In May 2018, Western Global Airlines, a cargo freight carrier, announced it will create 170 new jobs over the next decade at the Shreveport Regional Airport.
- Continued focus on building external relationships with brokers, site selectors, and state and regional partners through activities such as Site Selectors Guild Familiarization Tour.
- Assigned an NLEP representative to each parish to strengthen internal relationships and provide a higher level of service, such as hosting six capacity-building workshops for rural leaders in the region.
- Enhanced North Louisiana brand including new logo and collateral material, including video “brochures.”
  - Launched “Top of Louisiana” branding campaign.
  - Conducted six out-of-state marketing trips in 2015.
► Hired Director of IT Initiatives to build capacity to support the IT sector’s workforce needs.
  ► Received 2018 IEDC Excellence in Economic Development Silver Award for public-private partnership between NLEP, Louisiana Economic Development (state agency), General Dynamics Information Technology (GDIT), and area colleges to provide a talent pipeline to support the IT needs of GDIT and other technology employers in the region.
  ► Piloted “Digital Ambassadors” program to support CenturyLink’s workforce recruitment in Year 2 of plan. Increased to 122 digital neighbors and 162,000 contacts by Year 3.
► Supported talent goals by creating and participating in specific initiatives (e.g., Jump Start and Work Ready Communities) and by leveraging existing business relationships to encourage employer involvement.
  ► Re-energized TECH BY 20—an association of businesses, non-profits, and educational institutions focused on supporting technology growth along the I-20 corridor—and integrated program into NLEP.
  ► Held 3rd Annual Manufacturing Week – 9 parishes, 875 students, 41 plant and college tours.
  ► Hosted inaugural Top Skills Workforce Summit in March 2015.
  ► Created and launched an online internship database for North Louisiana called The interNET to promote the availability of internships and support talent retention goals (www.nlep.org/Workforce/Internships.aspx).
  ► Launched North Louisiana Workforce Report, a quarterly e-newsletter.
► Formalized and expanded advocacy efforts, including forming “Top of Louisiana PAC;” adding government relations committee; and participating in federal and state legislative delegations.

REFERENCE:
Scott Martinez, CECd, President (former), NLEP | current role: President/CEO, Tyler Economic Dev.Council | 315 N. Broadway Avenue, Suite 300, Tyler, TX 75702 | PH 903.593.2004 ext. 246 | jmartinez@tylertexas.com
**THE CHALLENGE:** The Greater Green Bay area owes much of its economic success—past and present—to its strong manufacturing base. However, as the sector was becoming increasingly dependent on the development and adoption of new technologies, new challenges emerged related to this transition such as low enrollment and minimal levels of R&D at the University of Wisconsin–Green Bay (UW-GB), limited air travel connections, and a lack of networking and connectivity across the region’s IT workers, startups, and tech firms.

**THE RESPONSE:** To better position the region, the Greater Green Bay Chamber engaged TIP to prepare an economic development strategic plan. Over 12 months, the consulting team met with 200+ community, business, and academic leaders through roundtable discussions, one-on-one employer interviews, and stakeholder meetings to identify opportunities for economic growth. TIP also identified the most promising industry sectors for new business investment and job growth. Recommendations included an aggressive recruitment effort, an emphasis on downtown and urban development (including a downtown innovation district), a greater alignment of economic development activities with the Green Bay Packers, and the development of a robust ecosystem for innovation and entrepreneurship. The community’s biggest challenge—attracting, retaining, and developing talent—was addressed by the plan through an ambitious strategy to re-mission UW-GB to become larger and more R&D-focused.

**SELECTED RESULTS:**

Since completion of the planning process in March 2017, the Greater Green Bay Chamber has made impressive strides towards its goal of building a robust ecosystem for innovation and entrepreneurship.

- In October 2017, the Green Bay Packers and Microsoft announced the launch of TitletownTech, a one-of-a-kind partnership focused on three initiatives:
  - an accelerator aimed at digital technology products and services,
  - an investment fund jointly financed by the Packers and Microsoft, and
  - an 18-week lab that connects established firms with Microsoft’s global resources.
- Microsoft’s involvement in Titletown Tech is a reflection of Green Bay’s selection as the northeastern Wisconsin headquarters of the company’s TechSpark program, which partners Microsoft employees with local leaders to examine technology's role in addressing economic challenges in smaller, less densely populated areas.
- Armed with the plan’s recommendations and letters of support prepared by TIP, the Chancellor of the University of Wisconsin –Green Bay (UW-GB) obtained approval to move forward with creating an engineering school. The Richard J. Resch School of Engineering began accepting students in the fall of 2019.

**LINK:**
Economic Development Strategic Plan, Greater Green Bay Chamber | May 2017

**REFERENCE:**
Laurie Radke, President, Greater Green Bay Chamber | 300 N. Broadway, Ste. 3A, Green Bay WI 54303 | 920.593.3405 | lradke@greatergbc.org

Image credit (center): Packers Heritage Trail Plaza by Chris Rand via Wikimedia Commons (CC BY-SA 3.0)
TIP Strategies, Inc.
Profit & Loss
November 2020 through February 2021

**Fiscal Year End is 10/31**

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<tr>
<th>Category</th>
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# Balance Sheet

**As of February 28, 2021**

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<th><strong>Assets</strong></th>
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<td><strong>Current Assets</strong></td>
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<th><strong>Liabilities &amp; Equity</strong></th>
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**TOTAL LIABILITIES & EQUITY**

**375,323.76**
City of Stockton, CA

Proposal for

Economic Development
Strategic Action Plan
PROPOSAL DOCUMENTS

A) RFP – ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

B) PUR 21-001

C) MARCH 25, 2021

COMPANY NAME: Willdan Financial Services

CONTACT NAME: Molly McKay

ADDRESS: 66 Franklin Street, Suite 300, Oakland, CA 94607

TELEPHONE NUMBER: (800) 755-6864

EMAIL: MMcKay@Willdan.com
CITY OF STOCKTON
REQUEST FOR PROPOSAL (RFP)

PROPOSER’S COVENANT

In submitting this proposal, as herein described, the proponent agrees that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of same.

2. They will enter into contract negotiations and furnish the services specified.

3. They have signed and notarized the attached Non-Collusion Affidavit form, whether individual, corporate or partnership. Must be ‘A Jurat’ notarization.

4. They have reviewed all clarifications/questions/answers on the City’s website at www.stocktonca.gov/adminbid.

5. Confidentiality: Successful Proponent hereby acknowledges that information provided by the City is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposal. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

W illdan Financial Services

66 Franklin Street, Ste 300

FIRM

Oakland, CA 94607

ADDRESS

SIGNED BY

President & CEO

TITLE OR AGENCY

(800) 755-6864 (888) 326-6864

TELEPHONE NO./FAX NO.

March 23, 2021

DATE

MRisco@Willdan.com

E-MAIL ADDRESS
No. 1
AFFIDAVIT FOR INDIVIDUAL PROPONENT
STATE OF CALIFORNIA, ss.
County of ________________

(insert)

being first duly sworn, deposes and says: That on behalf of any person not named herein; that said PropONENT has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other PropONENT.

(Signature Individual PropONENT)

Subscribed and sworn to (or affirmed) before me on this ______ day of _____________, 20______ by ___________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal
Signature

No. 2
AFFIDAVIT FOR CORPORATION PROPONENT
STATE OF CALIFORNIA, ss.
County of ________________

(insert)

Mark J. Risco
President & CEO
Willdan Financial Services

being first duly sworn, deposes and says: That they are the President & CEO of Willdan Financial Services, a corporation, which corporation is the party making the foregoing bid, that such bid is genuine and not sham or collusive, or made in any manner in the interest or behalf of any person not named herein; that said PropONENT has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation to put in a sham bid, or that such other person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other PropONENT.

(Signature Corporation PropONENT)

Subscribed and sworn to (or affirmed) before me on this ______ day of _____________, 20______ by ___________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal
Signature

No. 3
AFFIDAVIT FOR FIRM, ASSOCIATION, OR CO-PARTNERSHIP
STATE OF CALIFORNIA, ss.
County of ________________

(insert)

each being first duly sworn, deposes and says: That they are a member of the firm, association or co-partnership, designated as ___________________________ who is the party making the foregoing bid, that the other partner, or partners, are not in any manner in the interest or behalf of any person not named herein; that said PropONENT has not colluded, conspired, connived or agreed, directly or indirectly with, or induced or solicited any other bid or person, firm or corporation shall or should refrain from bidding; and has not in any manner sought by collusion to secure to themselves any advantage over or against the City, or any person interested in said improvement, or over any other PropONENT.

(Signature)

(Signature)

Subscribed and sworn to (or affirmed) before me on this ______ day of _____________, 20______ by ___________________________, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Seal
Signature

See Attached
CALIFORNIA JURAT WITH AFFIANT STATEMENT

See Attached Document (Notary to cross out lines 1-6 below)
☐ See Statement Below (Lines 1-6 to be completed only by document signer[s], not Notary)

1. 
2. 
3. 
4. 
5. 
6. 

Signature of Document Signer No. 1  
Signature of Document Signer No. 2 (if any)

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California  
County of Riverside

Subscribed and sworn to (or affirmed) before me on this 23 day of March, 2021 by Mark Risco

(1) Mark Risco

and (2) NA

Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Signature

Rebekah Smith

Signature of Notary Public

Seal

Place Notary Seal Above

OPTIONAL

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: Non Collusion Affidavit  Document Date: 3/23/2021

Number of Pages: 1  Signer(s) Other Than Named Above: None
March 25, 2021

Mr. John Driscoll  
Procurement Division  
City of Stockton  
425 North El Dorado Street, 1st Floor  
Stockton, California 95202

Dear Mr. Driscoll:

Willdan understands that the City of Stockton, CA (“City”) is seeking consulting services to undertake an innovative Economic Development Strategic Action Plan (“EDSAP”) to guide economic development efforts. The outcome of this engagement will be an Implementation Plan to guide policies, programs and strategies with the goal of recovering from the negative impacts of COVID-19 and achieving economic resiliency and growth.

The EDSAP will be the basis for City of Stockton’s economic development policies and program in the near- to mid-term, providing guidance for support to existing businesses (business retention) and strategies for business development (business attraction), as well as real estate development and workforce needs/opportunities. Ultimately, implementation of City of Stockton’s EDSAP will serve to diversify and expand the tax base in order to provide exceptional economic resiliency and to enhance the community’s social equity and quality of life.

The EDSAP will also serve as a mechanism for coordinating the efforts of individuals, organizations, private industry, and local governments concerned with the City’s economic development and future through a thorough stakeholder engagement and consensus building effort.

Our team is excited to leverage our extensive experience in economic development strategic planning/implementation and our experience with many similar projects. Our range of expertise and unique resources will enable the City to achieve its primary objectives via cutting edge policies, creative programs and other effective tactics. The Project Team has extensive internal resources and has developed strong partnerships with regional and national real estate developers, investors, and economic development entities, which enables us to hit the ground running to undertake a complex and detailed project.

Furthermore, our team is skilled in high-quality community engagement with all types of stakeholders to build consensus around priorities and catalytic strategies as a critical component in supporting decision-making and developing a unified direction.

The Willdan team is comprised of a senior project team of subject matter experts who have worked together for more than 15 years, supporting both public and private clients across the United States to implement economic development plans and provide market and fiscal analysis, finance strategies, and public policy support. This team has collectively worked in 38 states and 40 countries.

Willdan has partnered successfully with the City of Stockton throughout the years on a variety of projects. Willdan has provided special district administration services, including arbitrage rebate to the City for almost 30 years. Willdan’s knowledge of the City, project experience and politics, will help us effectively gather data and information and clarify questions, and bring an informed approach to developing recommendations. We will leverage our knowledge of the City’s operations to facilitate this study in a cost-effective and efficient manner, focusing less time on data gathering and more on analysis and realistic strategies, providing a higher value.

To fully address the Economic Development needs of the City of Stockton, Willdan is partnering with our frequent teaming partner at The Metts Group. We are also partnering with Randy Starbuck, A2B Consulting, and Michael Ammann, both long-time economic developers in California’s Central Valley. Our Project Team is excited about this opportunity to continue serving the City of Stockton.

Ms. McKay is authorized to represent Willdan Financial Services regarding this submittal. Please feel free to contact Ms. McKay, to discuss any aspect of our proposal and/or arrange for an interview with our team, Tel #: (202) 510-0511 | Email: MMcKay@Willdan.com, 66 Franklin Street, Suite 300, Oakland, CA 94607

As Vice President, I, Chris Fisher, am authorized to bind the firm to a contract with City of Stockton.

Sincerely,

Molly S. McKay, CEcD  
Principal Consultant

Chris Fisher  
Vice President and Director

submited via email: city.clerk@stocktonca.gov
Minimum Experience Qualifications Summary and Resumes

Extensive Experience

Willdan Financial Services advises governments throughout the United States, and abroad, about real estate economics and development policy, project feasibility, public-private partnerships, and economic development. Our clients include public agencies, private firms, and not-for-profit institutions. Willdan understands public sector policy objectives, private sector economic imperatives and the political public decision making process. We serve all levels of government and collaborate with government staff, constituents, businesses, developers, officials, and other professional services firms.

Our experienced, multidisciplinary team brings skills in real estate economics and development, planning, economic development and finance to bear on complex development and revitalization projects.

Proven Professionals

The Team’s quality is often as important as the consulting firm’s reputation. The proposed project team have collectively completed more than 100 economic development and strategic planning analyses in 40 states, and abroad in 25 countries in the Middle East, Africa, and the Caribbean and triggering more than $10 billion in economic development investment. Their professional skills are anchored by an educational foundation in applied economic analysis, commercial financing structures, urban planning, sustainable environmental management, and cutting-edge economic policy tools. As a Certified Economic Developer, Ms. McKay is trained to position cities large and small to overcome economic challenges, and meet the opportunities of the future. Ms. McKay has proven experience to produce actionable economic development strategic plans that are market-driven, build consensus, and catalyze equitable and impactful projects. Willdan is known for its personal, customized, long-term Client service.

Similar Projects

Provided in the table below is an abbreviated listing of projects that we believe highlight the breadth and depth of our team’s experience and knowledge, as well as the project team’s capabilities. Additional projects will be provided upon request.

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<th>Abbreviated Related Experience</th>
<th>Project Description</th>
<th>Client</th>
<th>Real Estate Market &amp; Development</th>
<th>Demographic, Economic &amp; Land Use</th>
<th>Fiscal &amp; Economic Impact</th>
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<th>Partnerships</th>
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</table>
Project Team
The project team includes Subject Matter Experts, practitioners and policy professionals who are internationally recognized for their contributions to a variety of fields including economic development, redevelopment, energy, finance, technology, tourism, business development, and real estate.

Organizational Chart
Provided below is the organizational and reporting structure of the City of Stockton proposed project team.

Resumes
To abide by the page limit set forth in the City’s RFP, we are providing a table of expertise for our proposed project team on the following page. We look forward to sharing full resumes, inclusive of projects and bios, to the City upon request.
### Key Team Members

<table>
<thead>
<tr>
<th>Subject Matter Expert</th>
<th>Experience &amp; Education</th>
<th>Stockton Project Role</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>James Edison, JD, MPP</strong>&lt;br&gt;Managing Principal Willdan</td>
<td>- Juris Doctorate, Boalt Hall School of Law, University of California, Berkeley&lt;br&gt;- Master of Public Policy, Richard and Rhoda Goldman School of Public Policy, University of California, Berkeley&lt;br&gt;- Bachelor of Arts, Magna Cum Laude, Harvard University&lt;br&gt;- Over 25 years of specializing in the nexus between public &amp; private, with expertise in public-private partnerships&lt;br&gt;- Conducted hundreds of impact and financial feasibility studies across the USA and abroad</td>
<td>- Quality Assurance &amp; Control; &lt;br&gt;- Public Finance Expertise; and&lt;br&gt;- Implementation Plan</td>
</tr>
<tr>
<td><strong>Molly McKay, CEcD, MA</strong>&lt;br&gt;Principal Consultant Willdan</td>
<td>- Master of Arts (Honors), International Politics &amp; Economics Fulbright Scholar, University of Exeter, Devon, UK&lt;br&gt;- Bachelor of Arts (Honors), University of Kansas&lt;br&gt;- Certified Economic Developer (CEcD), International Economic Development Council&lt;br&gt;- Certification in Social Science Research Methodology, University of Exeter, Devon, UK&lt;br&gt;- 25 years as community engagement lead responsible for direct contact with 1,000+ stakeholders via interviews, workshops, focus groups, and electronic surveys to form strategic partnerships &amp; secure public-private funding commitments&lt;br&gt;- Authored over 150 financial and economic strategic plans in 26 U.S. states and 20 countries abroad triggering $10 billion+ in infrastructure investment</td>
<td>- Design and execute Project Management Plan to direct research and analysis;&lt;br&gt;- Community engagement/public input, and communications; and&lt;br&gt;- Formulate innovative economic development policies, programs &amp; implementation plan</td>
</tr>
<tr>
<td><strong>Tracey Burghy</strong>&lt;br&gt;Project Director Willdan</td>
<td>- Business/Marketing BA, Florida Atlantic University (FAU), Boca Raton, FL&lt;br&gt;- 23 years dedicated to project oversight, strategic market growth and stakeholder outreach with a focus on place-based branding and real estate public-private partnerships&lt;br&gt;- Developer incentives strategic advisor</td>
<td>- Project tracking, and oversight;&lt;br&gt;- Community outreach; and&lt;br&gt;- Implementation Plan</td>
</tr>
<tr>
<td><strong>Carlos Villarreal, MPP</strong>&lt;br&gt;Project Manager Willdan</td>
<td>- Master of Public Policy, Richard and Rhoda Goldman School of Public Policy, University of California, Berkeley&lt;br&gt;- Bachelor of Arts, Geography, Minor in Public Policy and Urban Planning, University of California, Los Angeles&lt;br&gt;- 15 years of experience conducting Fiscal Impact Analyses; Economic Analysis, Development Impact Fees; Public Facilities Financing Plans; Stakeholder Outreach, &amp; GIS Analysis for hundreds of agencies throughout California and US</td>
<td>- Collect and analyze key demographic and economic data;&lt;br&gt;- GIS Mapping;&lt;br&gt;- Fiscal Impact Analysis; and&lt;br&gt;- Implementation Plan</td>
</tr>
<tr>
<td><strong>Michelle Tierney</strong>&lt;br&gt;Project Director Willdan</td>
<td>- Bachelor of Science, Vanderbilt University, Human and Organizational Development, Community Development&lt;br&gt;- 17 years of experience in public and private planning and community development.&lt;br&gt;- Background in planning and community development, and key positions in Business Improvement Districts, with a tactical dual perspective and experience in research and evaluation land use strategies, bridging the gap in the development community to identify needs and strengths</td>
<td>- Community outreach; and&lt;br&gt;- Real estate market research</td>
</tr>
<tr>
<td><strong>Alvia Metts</strong>&lt;br&gt;Lead Economist&lt;br&gt;The Metts Group Certified W/DBE</td>
<td>- Bachelor of Arts, Economics, University of Michigan&lt;br&gt;- 19 years of experience in economic and demographic analyses and guidance for economic and commercial development, as well as transportation and community development.&lt;br&gt;- Facilitated studies throughout US, focusing on Market Feasibility; Economic Impact; Demographic Analysis</td>
<td>- Workforce/Skills Gap Analysis; and&lt;br&gt;- Implementation Plan</td>
</tr>
<tr>
<td><strong>Randy Starbuck</strong>&lt;br&gt;CEO&lt;br&gt;A2B Consulting Group</td>
<td>- MAPA, Public Administration, Northern Illinois University&lt;br&gt;- Bachelor of Arts, Political Science, Westmont College&lt;br&gt;- Over forty years of professional economic development experience&lt;br&gt;- A manager in Economic Development Departments throughout cities in the Central Valley, most recently in Elk Grove</td>
<td>- Local Economic Development Advisor and Engagement Support</td>
</tr>
<tr>
<td><strong>Michael Ammann</strong>&lt;br&gt;Business Development Advisor</td>
<td>- Master of Business Administration, Marketing, Seidman Graduate School of Business&lt;br&gt;- Bachelor of Arts, Business Administration, Grand Valley State University&lt;br&gt;- Past President of San Joaquin Partnership “Grow It! Make It! Ship It!”&lt;br&gt;- Public-private partnership organizational leader with start-up, turnaround &amp; organizational renewal experience in multi-jurisdictional economic development marketing organizations and a metro chamber of commerce.</td>
<td>- Local Economic Development Advisor and Engagement Support</td>
</tr>
</tbody>
</table>
Management / Method of Operation
Project Understanding & Scope of Work
The Willdan Team ("Willdan") understands that the City of Stockton is seeking a qualified firm with significant experience in developing and implementing Economic Development Strategic Action Plans (EDSAP). Willdan’s plan, developed through a data-driven and participatory planning process, will be innovative and specific to Stockton, providing a tactical roadmap to meet the City's goals.

The reality is that there are many qualified consultants that can research, analyze, and develop an EDSAP using the industry-standard outline and data sources. The Willdan difference is going beyond that, to the next level of innovative, yet realistic, implementation that makes a significant positive impact for the entire community.

In the Request for Proposal, the City states: "We are not looking for a shiny economic development strategic plan that sits on a shelf; we are looking for an implementation plan that supplies intel, strategies, and a tactical roadmap for activation." For this to occur, the City will also need to utilize a realistic approach to partnering and investing accordingly, by providing dedicated leadership, allocating team resources and the associated budget to overcome past and present challenges, and fund economic strategic growth that will improve the community.

Willdan’s detailed methodology and approach leads to a successful EDSAP that clearly defines initiatives and actions that support residents, local businesses and entrepreneurship, attraction and retention of high caliber businesses, workforce development, and the creation of community wealth and prosperity. The EDSAP will include four key elements: analytics and data, action plan, metrics and milestones, and required resources.

Task 1: Project Mobilization & Management

Objective: To refine the scope and execute a Project Management Plan that will direct research, analysis, community engagement/public input, communications. Establish a Working Group to facilitate engagement with key stakeholders and community partners across government, private and public sectors.

<table>
<thead>
<tr>
<th>Task Lead</th>
<th>Molly McKay</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Subject Matter Experts | James Edison  
Tracey Burghy  
Carlos Villarreal  
Ammann/Starbuck | - Final Project Scope, Kick-off Meeting, Project Management Plan  
- Schedule of Progress Calls, Deliverables, Meetings and Presentations  
- Information Request Memo  
- Existing Documents Review & Data Resources  
- Economic Development Strategic Action Plan (EDSAP) Working Group |

Task 2: Economic Baseline & Data Collection

Objective: To collect and analyze key data on existing demographic, socioeconomic, economic, and real estate conditions to identify current and potential economic engines and formulate a baseline for community input and ultimately the EDSAP.

<table>
<thead>
<tr>
<th>Task Lead</th>
<th>Carlos Villarreal</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Subject Matter Experts | Alivia Metts  
Molly McKay  
Tracey Burghy  
Michelle Tierney | - Economic Profile Report (Executive Summary)  
- Economic Indicators SWOT Analysis  
- Organizational Capability and Partnership Opportunities Summary |

Task 3: Stakeholder Engagement

Objective: To engage community partners and key stakeholders to build consensus around a shared vision and mission for the City of Stockton’s Economic Development Strategic Action Plan initiatives and future implementation. Utilize a multi-faceted approach to community input that includes small focus groups, one-on-one interviews, public workshops, business survey.

<table>
<thead>
<tr>
<th>Task Lead</th>
<th>Molly McKay</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Subject Matter Experts | James Edison  
Tracey Burghy  
Michelle Tierney  
Ammann/Starbuck | - Internal Vision/Mission Workshop  
- Stakeholder Input Documentation & Summary  
- Business Climate Survey Results  
- Draft EDSAP Implementation Plan Framework |

Due to the ongoing uncertainty of the COVID-19 pandemic, discussions will include the option of Willdan procuring a one-year community engagement software license from Bang the Table (www.bangthetable.com) to enable comprehensive digital outreach throughout the engagement.
### Task 4: Strategy Development & Draft Economic Development Strategic Action Plan

**Objective:**
To solicit input and collaborate with Client Team on the draft vision, goals, objectives, and proposed data-driven policies/programs/initiatives as identified through the economic profile report, workshops and stakeholder outreach that provides the foundation for the Economic Development Roadmap & Toolkit for the next 5-years. Develop a plan that will be supported by a majority of stakeholders, and provides a unified direction, which will be a critical component of this deliverable.

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<tr>
<th>Task Lead</th>
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</table>
- Draft EDSAP with a prioritized list of up to ten Economic Development Strategic Plan strategies/tactics, fully supported by a recommended Implementation Action Plan for achieving the goals of each strategy. These strategies will be specific, measurable, attainable, relevant, and time-bound (SMART). |

The following details expand upon the potential programmatic elements to be incorporated in the draft EDSAP and are based upon research, comprehensive stakeholder research and collaboration with the Client Team:
- Economic Development Program & Policy Recommendations
- Workforce Development, Support & Leadership
- Community Partnership and Capacity Building
- Public Incentives Toolkit for Innovation & Entrepreneurship
- Business Retention, Expansion & Attraction Strategies, Small Business Resource
- Land Use & Infrastructure Recommendations
- Community Marketing/Brand Awareness Strategies

### Task 5: Implementation Recommendations & Performance Measures and Metrics (PMM)

**Objective:**
To develop actionable and measurable implementation recommendations that align with the economic development strategies. To identify and organize key performance indicators and intel in a manner that allows for accurate assessment and reporting of the EDSA’s implementation progress and provides a mechanism for ongoing improvement.

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<tr>
<th>Task Lead</th>
<th>Subject Matter Experts</th>
<th>Deliverables</th>
</tr>
</thead>
</table>
| Molly McKay | James Edison Carlos Villarreal Tracey Burghy Ammann/Starbuck | - Internal Implementation Action Plan/PMM Work Session (concurrent with Strategy Development Work Session)  
- 5-Year Implementation Matrix that defines goals, objectives, strategies, and performance metrics |

Willdan will prepare the draft comprehensive EDSAP culminating with research, analysis, input from officials, staff, business leaders, organizations and the regional community which will include Implementation Recommendations.

The Implementation Action Plan will include:
- Action/Initiative description and desired outcome.
- Sources and uses of funding (capital, operating, staffing, other).
- Institutional and organizational framework (organizational chart of primary agency responsible and key partners that can assist in carrying out the strategy).
- Identified connections to existing recommendations.
- Target/estimated time frames/deadlines for completion by phase and year - short-term (one to three years) and mid-term (three to five years).

Willdan fully understands the value of tracking, measuring and accountability along the implementation of an EDSAP at both an internal and external levels. Performance measures and metrics include, but are not limited to:
- Expected growth across sectors (number of new businesses, expanded businesses, square feet, gross sales)
- Vacancy rate targets (retail, office, industrial)
- Protection against recession (diversified tax base, jobs/housing balance)
- Feedback and lessons learned (internal)
Task 6: City Council Work Session & Final Report

Objective: To incorporate all deliverables and project components into a consolidated and visually appealing document that tells the Stockton story and provides a strategic roadmap. To present major components of the plan to Stockton City Council prior to finalization of the project.

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<thead>
<tr>
<th>Task Lead</th>
<th>Molly McKay</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>Subject Matter Experts</td>
<td>James Edison</td>
<td>▪ Draft Final Report</td>
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<tr>
<td></td>
<td>Tracey Burghy</td>
<td>▪ City Council Work Session</td>
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<td></td>
<td>Carlos Villarreal</td>
<td>▪ Final Report</td>
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</table>

The final Economic Development Strategic Action Plan will provide a clear, high level road map of concrete recommendations, along with clear accountabilities. It will be informed by rigorous analysis and engaging key stakeholders within the City and across the broader development and business community. We will present the project’s methodologies and findings during a final project capstone Work Session presentation with the City Council and other internal and/or public stakeholders to be identified in consultation with the Client Team.

Timeline

Stockton, CA - Economic Development Strategic Action Plan | Project Work Plan & Timeline

<table>
<thead>
<tr>
<th>Project Month – 2021</th>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
<th>Month 4</th>
<th>Month 5</th>
<th>Month 6</th>
<th>Month 7</th>
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<tbody>
<tr>
<td>Task 1: Project Mobilization &amp; Management</td>
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<td>Task 2: Economic Baseline &amp; Data Collection</td>
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<tr>
<td>Task 3: Stakeholder Engagement</td>
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<tr>
<td>Task 4: Strategy Development &amp; Draft EDSAP</td>
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<tr>
<td>Task 5: Implementation Plan</td>
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<tr>
<td>Task 6: City Council Work Session &amp; Final Report</td>
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Milestones/Deliverables Legend:

1. Project Mobilization & Management Start Date
2. Economic Baseline & Data Collection Start Date
3. Stakeholder Engagement Start Date
4. Strategy Development & Draft EDSAP Start Date
5. Implementation Plan Start Date
6. City Council Work Session & Final Report Start Date

1. On-site: Project Kick-off & PMP, site visit, preliminary stakeholder engagement
2. On-site: Workshop Facilitation, stakeholder engagement
3. On-Site: Final Presentation
4. Draft/Final Deliverable
5. Client Review/Comment
## References

### Willdan Client References

<table>
<thead>
<tr>
<th>Client &amp; Project Name</th>
<th>Client Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Lancaster, TX</td>
<td>Shane Shepard, Economic Development Director&lt;br&gt;211 N. Henry St. Lancaster, TX 75134</td>
</tr>
<tr>
<td>City of Hayward, CA</td>
<td>Jennifer Ott, Assistant City Manager&lt;br&gt;777 B Street, Hayward, CA 94541</td>
</tr>
<tr>
<td>City of Alameda, CA</td>
<td>Debbie Potter, Base Reuse &amp; Community Division Manager&lt;br&gt;950 West Mall Square, Alameda CA 94501</td>
</tr>
<tr>
<td>City of Tamarac, FL</td>
<td>Kathleen Gunn, Assistant City Manager&lt;br&gt;2600 West Taylorsville Blvd, Taylorsville, UT 84129</td>
</tr>
</tbody>
</table>

### The Metts Group Client References

<table>
<thead>
<tr>
<th>Client &amp; Project Name</th>
<th>Client Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Falls Urban Renewal Agency, ID</td>
<td>Diane Fountain, Executive Director&lt;br&gt;Post Falls Urban Renewal Agency, ID&lt;br&gt;Economic Feasibility Studies for several urban renewal districts (TIF Districts)</td>
</tr>
<tr>
<td>City of Kuna, ID</td>
<td>Lisa Holland, Economic Development Director&lt;br&gt;Kuna West Urban Renewal District Economic Feasibility Study (TIF District)</td>
</tr>
<tr>
<td>Augusta Economic Development Authority, GA</td>
<td>Cal Wray, CEO&lt;br&gt;Augusta Economic Development Authority, GA&lt;br&gt;Economic Feasibility Study (TIF District)</td>
</tr>
</tbody>
</table>

### A2B Consulting Client References

<table>
<thead>
<tr>
<th>Client &amp; Project Name</th>
<th>Client Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Pittsburg, CA</td>
<td>Jordan Davis, Assistant to the City Manager&lt;br&gt;City of Pittsburg, CA&lt;br&gt;4 different contracts over the years; including strategy implementation plans for 4 target development areas; business retention strategies and business recruitment strategies (current).</td>
</tr>
<tr>
<td>San Benito County, CA</td>
<td>Marc Fontes, CEO, EDC for San Benito County&lt;br&gt;San Benito County, CA&lt;br&gt;Assisted the Board of Directors in restarted the EDC including establishing new program guidelines for business recruitment and retention. This eventually led to the hiring of Marc as CEO. Secondary contracts for as needed research and guidance.</td>
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</table>

### Michael Ammann Client References

<table>
<thead>
<tr>
<th>Client &amp; Project Name</th>
<th>Client Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Joaquin Partnership, CA</td>
<td>Bob Gutierrez, Interim President/CEO&lt;br&gt;San Joaquin Partnership, CA&lt;br&gt;4 different contracts over the years; including strategy implementation plans for 4 target development areas; business retention strategies and business recruitment strategies (current).</td>
</tr>
<tr>
<td>Team California (Team CA)</td>
<td>Mary Ingersoll, CEO&lt;br&gt;Team California (Team CA)</td>
</tr>
</tbody>
</table>
Corporate Structure
Willdan Firm Profile
Willdan Financial Services is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation’s infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has annual revenues in excess of $400 million and approximately 1,400 employees working in more than a dozen states across the U.S. Our employees include a number of nationally recognized Subject Matter Experts for all areas related to the broadest definition of connected communities—five of whom are committed to contribute their expertise throughout the duration of the City of Stockton’s Economic Development Strategic Action Plan.

Willdan has solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, we are leading our clients into a future accelerated by change in resources, infrastructure, technology, regulations and industry trends.

57 Years of Success Serving Government Authorities & Community Stakeholders

<table>
<thead>
<tr>
<th>Financing Plans</th>
<th>Program and Project Management</th>
<th>Stakeholder Outreach</th>
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<tbody>
<tr>
<td>Willdan Financial Services has helped over <strong>1,500 public agencies</strong> successfully address a broad range of financial and economic challenges to foster resilient communities with a high quality of life.</td>
<td><strong>57 years of providing program and project management services to agencies</strong> ($443 million in FY2019 revenues)</td>
<td><strong>We support successful project delivery,</strong> leveraging the City of Stockton’s current assets with progressive techniques to sustain a successful Economic Development Strategic Action Plan.</td>
</tr>
<tr>
<td></td>
<td>Willdan analyzes, recommends and executes creative and innovative strategies, while educating our clients through the Economic Development stakeholder outreach process.</td>
<td><strong>Willdan’s Subject Matter Experts understand the City and your stakeholders needs; we will ensure your vision matches your future.</strong></td>
</tr>
</tbody>
</table>

Financial Statement
To establish our financial stability, we are providing the following information. Willdan Group, Inc. (WGI) has sustained a healthy financial performance record due to the outstanding performance of our operating divisions and a strong, dependable reputation in municipal consulting. A snapshot of WGI’s financial statistics are provided to the right demonstrating our financial position and stability. As a publicly traded company (WLDN), must provide public financial information as required by the SEC. **Detailed financial statements and annual reports are included on our webpage** ([http://ir.willdangroup.com/](http://ir.willdangroup.com/)). SEC form 10-K, Willdan Group Inc Annual Report is attached as a separate file.

Willdan Financial Services is not currently involved in any condition (e.g., bankruptcy, current or pending litigation, planned office closures, impending merger) that may impede our ability to complete this engagement.

Financial Stability
- In business for 57 years
- **1,400 employees, throughout the US**
- Market capitalization of $503M (as of end of 4th Quarter, 2020)
- 4th Quarter 2020 revenue $50.8M
- Fiscal Year 2020 revenue of $391M
- $50 million Line of Credit with the ability to increase up to $60 million (as of end of 1st Quarter, 2020)
- $28.4M in cash and cash equivalents (as of end of 2020)
Subconsultants

The Metts Group Firm Profile
The expertise at The Metts Group reflects the understanding of communities, the economy, and market opportunities through a wide array of services providing businesses, developers, government agencies and other entities the tools to make informed decisions.

Informed Research: Each of our projects is underwritten with sound research. We dig deeply to understand your community in both qualitative and quantitative ways. Grass-roots outreach and the most up-to-date economic and demographic data inform our research process. Only then can we determine how a project will change the lives of current and future stakeholders.

In-depth Analysis: This solid foundation of research now informs the methodology we use to help you balance fiscal, social, economic and environmental factors. Count on an in-depth analysis that delivers a high level of detail and insight. We assess the direct and indirect impact of a project on your community as well as recommend the means to mitigate any adverse effects.

Insider Insight: What sets our research and analysis apart? Insider advantage. Alivia Metts spent nearly 20 years serving communities in the planning and development realm. She has extensive knowledge of the economic and social assets of regions and a deep understanding of rural and urban communities. Her insight enhances our ability to design an inclusive process and leverage data for superior results.

The Metts Group is Idaho DBE Certified.

A2B Consulting Group
Randy Starbuck has over four decades of economic development experience, having worked for a variety of small, medium and large cities in California and the mid-western United States as well as having served as a consultant on tax increment finance and redevelopment issues. He has extensive experience in business development and expansion, having worked with such notable global companies as Apple and USS/POSCO, as well as retail, biotech, medical and industrial recruitment. Mr. Starbuck’s connections in the development and site selection world are very deep and long standing. He has contributed to the development of several landmark projects in both rural and suburban communities including:
- Napa Factory Outlets (Napa, CA)
- Great River Industrial Park (East Moline, IL)
- The Vidrio and Entrata mixed use developments (Old Town Pittsburg, CA)
- Apple campus expansion (Elk Grove, CA)

In 2014, Mr. Starbuck created A2B Consulting Group (A2B), an avenue to use his extensive experience to help communities and economic development groups “get from point A to point B” in their economic development efforts. A2B focuses on creating workable practical solutions and actions for building local economies that cities and economic development organizations can implement today, particularly in the area of business retention and expansion. A2B clients include economic development corporations, city economic development department, chambers of commerce as well as foreign trade ministries.

Michael Ammann
Business Development Advisor, California Technology Council
Past President of San Joaquin Partnership “Grow It! Make It! Ship It!”

Mike’s career path has led him to manage economic development programs at both ends of the bountiful Central Valley of California, first turning around the Kern Economic Development Corporation located in Bakersfield, CA then growing the Solano Economic Development Corporation marketing team. Mike recently stepped down from management of the award-winning San Joaquin Partnership into consulting and acting as a Business Development Advisor for the California Technology Council. As a founding member and past president of Team CA, he also participates as an advisor to the Board of Directors. Team CA is a statewide public/private economic development marketing cooperative that arranges events, trade show exhibitions while handling online marketing inquiries. The hallmark of Mike’s professional experience is pulling together volunteer public and private competitors into effective marketing teams that rebrand communities that produce measurable results.
Additional Data
Willdan Project Examples

**City of Lancaster, TX**

**Economic Development Strategic Plan**

Willdan was retained by the City of Lancaster’s Department of Economic Development to formulate an Economic Development Strategic Plan including a review and prioritization of six pending Master Plans.

The objective of the plan is to create a growing tax base for the community of Lancaster through new business development, existing business retention and job creation, ensuring a financially sustainable City government and enhancing the overall quality of life for the citizens of Lancaster. Willdan conducted a detailed demographic, economic and real estate market analysis to evaluate the feasibility of new retail, industrial, hotel, office, and residential development in the City and to benchmark existing conditions against the site selection requirements of each sectoral target.

To achieve the City’s economic development goals and objectives, Willdan conducted stakeholder interviews with real estate developers, brokers, retail tenants and others to collect key data that would serve to inform the City’s marketing and branding plan to retain and attract business investment activity in the City. The implementation plan provided detailed action items and milestones to:

- Continue to Market Sites & Successes
- Promote Pro-Growth / Pro-Business Culture
- Collaborate with Regional Strategic Partners
- Implement Incentives Program Enhancements (Land Bank/TIF)
- Implement Marketing & Branding Plan

**Economic Development Workshop Invitation**

**SWOT Workshop Sample**

The Lancaster engagement required studying the greater Dallas Metroplex region, collecting data from multiple regional target sectors; this experience will guide our engagement to achieve local and regional stakeholder input.
The City of Fort Lauderdale’s Sustainable Development Department retained Willdan to develop the City’s Five-Year Economic Development Strategic Action Plan. Following substantial community outreach including more than 100 individual stakeholder interviews and 7 public meetings, the Project Team produced an Economic Profile Report; an Economic Development Issues Identification and Prioritization Analysis; and an Economic Benchmarking Assessment comparing key statistical trends in Fort Lauderdale to nine competitive cohort cities. To inform the policy recommendations resulting from the economic performance indicators, Willdan conducted substantial national case study research on best practices in transit-oriented development, business incubation/acceleration, and retail retention and recruitment.

The results of these analyses directed the identification of 10 Economic Development Strategic Action Plan Initiatives related to entrepreneurial business development/job creation, retail recruitment and retention, small business loan funding, economic development placemaking marketing/branding public transportation/parking facility advocacy.

Implementation of the EDSAP is guided by an organizational and institutional assessment, a detailed annual funding plan, and an “Annual Economic Development Benchmarking Dashboard” to track progress in achieving the Plan’s targeted outcomes.

Organization & Institutional Capacity Assessment Example

The Fort Lauderdale Economic Development Strategic Action Plan underwent an extensive Business Retention and Expansion Plan (BREP) assessment to inform the 5-year plan, which established new entrepreneurial business development programs tapping in from regional resources.
BREP Experience
Business Retention and Expansion Programs

City of Ft. Lauderdale, BREP Elements

Willdan has successfully undertaken similar Business Retention and Expansion Program (“BREP”) and redevelopment planning initiatives in more than 50 municipalities throughout the United States. Willdan’s methodology and approach is guided by best-in-class industry standards established by the International Economic Development Council, led by Ms. McKay, CEC.D.

The Project Team has facilitated BREP Workshops, these workshops enable the BREP program manager to initiate recruitment for the BREP survey. The Economic Development Action Plan will include a framework for future recruitment/training lunches and survey implementation timeline. Additionally, BREP recommendations typically include guidance regarding a communications plan with all participating businesses regarding community-wide policies/programs that have been implemented to address overarching issues identified in the SWOT. The Action Plan also includes a draft tracking tool to ensure program effectiveness.

Community Engagement Experience
Community Engagement Framework and Execution

Willdan has extensive experience in establishing comprehensive Community Engagement Frameworks for Economic Development Strategic Action Plans to ensure critical data, perspectives, experience and input are collected from a range of public and private stakeholders. The community engagement process is an integral part of consensus-building for a unified and actionable plan.

Willdan typically utilizes a combination of community engagement tools depending on the objectives, budget and nature of the project and its location to ensure wide-reaching feedback. Tools include, but are not limited to, focus groups, SWOT workshops, consensus building workshops, one-on-one stakeholder interviews, variety of surveys, and most recently in the context of COVID-19, interactive online dashboards for community engagement, such as Bang the Table (www.bangthetable.com), which is profiled here.
The Metts Group Project Examples
CEDS Update; Confederated Tribes of the Umatilla Indian Reservation, OR, 2016
During Ms. Metts tenure at Emsi, she worked on the update to the Confederated Tribes CEDS (Comprehensive Economic Development Strategy) plan that provided long-term vision, strategies, implementation and assessment tools for management of economic resources to build economic resiliency and sovereignty. The work further provided an update that was consistent with the values, cultures, philosophies, and environmental priorities of the tribal community.

Coeur d’Alene Reservation Community and Workforce Analysis; Coeur d’Alene Tribe, 2019
This study analyzed the gap in workforce and skills demanded from local employers and apparent needs within the Reservation in order to foster economic resiliency. Utilizing a variety of sources for desktop research along with interviews and data from Tribal leaders, this report was commissioned to assess the strengths and opportunities present in the Reservation’s community and workforce.

Rathdrum Urban Renewal District, City of Rathdrum, ID, August 2019 - October 2019
The Metts Group performed an assessment of the feasibility of tax allocation for the proposed 115-acre urban renewal district boundary for the Rathdrum Urban Renewal Agency. Working with J-U-B Engineers, the findings from this study served as a key determinant that the boundaries of the proposed urban renewal district boundaries did generate enough tax allocation and revenue for positive economic expansion and job growth.

Inland Northwest Technology Park Urban Renewal District, City of Post Falls, ID, May 2018 - July 2018
The Metts Group performed an assessment of the approximate 900-acre proposed urban renewal district boundary which incorporated the roughly 335-acre technology park. J-U-B Engineers provided the buildout for the technology park which fed the economic feasibility of this successful project.

Port of Pasco Industrial Park Master Plan, Port of Pasco, WA, April 2020 - Present
The Metts Group is working with J-U-B Engineers in creation of a master plan for a new proposed 300-acre industrial park. The overall goal of the economic feasibility component of this project is performed by The Metts Group to analyze economically feasible industrial uses that support the region, existing and adjacent property owners. It is vital for the future phases of the project. The economic analysis identifies interested companies and industries in the site by interviewing stakeholders and industry leaders coupled with data through identification of supply chain gaps and opportunities. The information feeds the eventual buildout in determining lot size and configuration, infrastructure needs, and wastewater treatment options.

South College Place Planning Study, City of College Place, WA, September 2018 - December 2018
The overall goal of the Economic Feasibility Study portion of this project conducted by The Metts Group in coordination with J-U-B Engineers was to analyze economically feasible industrial uses for the 60-acre proposed site. This target industry analysis was comprised of two components: (1) a commercial market feasible study with complementary uses to adjacent properties, and (2) a recommended marketing strategy. This economic feasibility portion of the study conformed to the minimum threshold criteria established by the Washington State Community and Economic Revitalization Board (CERB).

A2B Consulting Experience
Organization Development and Business Recruitment – Destination Angels Camp (Current)
A2B is currently under contract to Destination Angels Camp, (DAC) a 501(c)(3) economic development corporation, providing a variety of business recruitment, retention, and organizational development services.

Targeted Marketing Strategies – City of Pittsburg, CA (Current)
A2B is assisting the City of Pittsburg, CA economic development activities through:

- Development of targeted marketing strategies for five (5) Sub Areas (four retail and one industrial) within Pittsburg
- Economic development consulting services to Pittsburg regarding regional economic development initiatives such as the Contra Costa Northern Waterfront

Utilizing Startups in Business Retention (A Service of A2B Consulting Group)
A2B Consulting Group (A2B) has established strong connections with over 100 startups/young companies in the Silicon Valley/Bay Area region (SV). These firms offer a wide range of technological solutions, efficiencies and advancements in such verticals as logistics, manufacturing, food and agriculture, clean energy and biotechnology. A2B has also established working relationships with several accelerators and innovation hubs in SV, such as Plug and Play and Skydeck, providing additional networking opportunities with startups, their mentors and investors. A2B connects these startups with customers and regional partners.
Mike Ammann Experience

Business Development Advisor for the California Technology Council (CTC)

CTC advances an innovation agenda developed to preserve and further California’s primacy in all forms of technology, application, systems and infrastructure, serving a diverse membership community through advocacy, participation in the policymaking process, business development and a broad range of member services. Programming includes advocacy, original research, political activation, workforce development, educational programs, networking and business development, pre-commercial interaction with research institutions, and promotion of California’s long history of world leadership and achievement in technology and innovation.

TeamCalifornia (Team CA)

A private, non-profit membership-based corporation that represents every city, county and EDC across the state to market their communities. Team CA is a confidential centralized information source for expanding and locating a business in California. Team CA is a statewide public/private economic development marketing cooperative that arranges events, trade show exhibitions while handling online marketing inquiries. As a founding member and past president of Team CA, Mike also participates as an advisor to the Board of Directors.
REQUEST FOR PROPOSALS (RFP)  
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR  
THE CITY OF STOCKTON, CALIFORNIA (PUR 21-001)  

ADDENDUM No. 1  

DATE: 3/4/21  

To All Potential Bidders:  

A. This Addendum shall be considered part of the proposal documents for the above-mentioned project as though it had been issued at the same time and shall be incorporated integrally therewith. Where provisions of the following supplementary data differ from those of the original bid documents, this Amendment shall govern and take precedence. PROPOUNTS MUST SIGN THE ADDENDUM AND SUBMIT IT WITH THEIR PROPOSALS.  

B. Proponents are hereby notified that they shall make any necessary adjustments in their estimates as a result of this Addendum. It will be construed that each proponent’s proposal is submitted with full knowledge of all modifications and supplemental data specified herein.  

PLEASE NOTE THE FOLLOWING CHANGES TO REQUEST FOR PROPOSALS (RFP)  
ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN FOR THE CITY OF STOCKTON,  
CALIFORNIA (PUR 21-001)  

1. Can you share the budget range that has been established for this project?  

Budget has not yet been determined but this project is estimated to cost $80,000-$120,000. Budgeted information is for informational purposes only and should not impact the thoroughness of the proponent’s fee schedule.  

2. If a company is new, what does the City need to see from a financial perspective in order to be comfortable working with a new company?  

Per Section 3.05, “the proponent must be able to demonstrate a good record of performing and have sufficient financial resources to ensure that they can satisfactorily provide the services required.”  

All companies doing business with the City of Stockton are required to have a Stockton Business License.  

3. If a company does not have past work examples and references for this type of work, but the founders, partners and employees do have relevant experience, would examples of past work and references, from individuals rather than the company, qualify? Will this reduce the likelihood of winning this contract?  

Please submit all relevant experience for the City’s review. The City will review all proposals for sufficient qualifications.  

4. Has a plan like this been prepared by or for the City of Stockton in the past? If so, who prepared it? When was it most recently prepared? Can it be made available for review?  

A 5-year Economic Development Strategic Plan (EDSP) was created in 2015. Natelson Dale prepared the EDSP.
5. Sections 1.25 and 1.26 refer to a proposal security bond/cashiers checks and contract bonds in the amount of “N/A”. Please confirm this means that no Proposal Security checks or Contract Bonds are required to accompany the proposal documents.

Confirmed this section is N/A

6. Page 31 of the RFP shows an example statement of work. Would you like to see that type of statement of work in the proposal or is it put together collaboratively during the contracting phase?

Exhibit A – Statement of Work is part of the City's standard agreement; if sections are applicable, the selected firm’s scope of work will be required to include within the Statement of Work.

7. If we opt to submit the proposal electronically, does a scan of the notarized version of the Non-Collusion Affidavit form and other forms requiring signature suffice?

Yes

8. Can companies from Outside USA can apply for this (like, from India or Canada)?

Yes. However, a foreign corporation, LLC, LP, LLP, etc. must be eligible to do business in the State of California. Please contact the California Secretary of State’s office regarding eligibility prior to submitting a proposal. Below is a link to the California Secretary of State’s website and a link to FAQs addressing the formation, registration, and licensing of foreign business entities in California. These links are being provided for convenience only and should not be considered a comprehensive list of requirements for foreign business entities.

https://www.sos.ca.gov
https://www.sos.ca.gov/business-programs/business-entities/faqs

Although we do not have limitations for submissions; it is strongly encouraged that the firm has done relevant work for familiarity.

9. Do we need to come to the City of Stockton for meetings?

Yes, it is imperative that the selected firm be engaged in the development process.

10. Can we perform the tasks (related to RFP) outside USA (like, from India or Canada)?

The City would prefer the selected firm be available and engaged during the development process.

11. Can we submit the proposals via email?

Proponents may submit proposals electronically to city.clerk@stocktonca.gov.

12. The RFP states “Please no more than 10 typed pages; we will allow up to 5 additional pages for illustrations, diagrams, and photographs.” Can you please specify which sections of a proposer’s response are included in the 10 page limit:

  3.1 Cover Letter
  3.2 Minimum Experience Qualifications Summary and Resumés
3.3 Management/Method of Operation
3.4 References
3.5 Financial statement
3.6 Corp structure, organization

Financial Statements may be excluded from the 10-page maximum for written proposals. All other categories listed above must be no more than 10 pages combined.

BIDDER MUST ACKNOWLEDGE THIS AMENDMENT BY SIGNING BELOW AND ATTACHING THE SIGNED AMENDMENT TO THE BID FORM:

Company Name  Willdan Financial Services
Contact Person  Mark Rico
Signature  
Date  March 23, 2021

Proposals Due – Promptly by 2:00 P.M., Thursday, March 25, 2021, at the City Clerk’s Office or electronically to city.clerk@stocktonca.gov.

-----------------------------City of Stockton Use Only below this line-----------------------------

Addendum acknowledged and signed? (Procurement Specialist’s initial)