



July 6, 2021

Jennifer Phan, Principal Management Analyst
610 Foster City Boulevard
Foster City, CA 94404

RE: "Response to RFP for Economic Development Consultant Services for City of Foster City."

Dear Ms. Phan:

Good City Company (Good City), a California corporation, is pleased to submit this proposal to provide economic development consulting services to the City of Foster City. For decades, Good City, formerly known as Neal Martin & Associates, has provided local government consultant services for cities in Northern California. Good City is headquartered in San Carlos. We provide an array of services to support cities that includes economic development program implementation, planning and building services, executive management, and budgeting and finance.

Aaron Aknin, AICP, will serve as the Principal for this project. Having served as an executive overseeing community and economic development for the Cities of San Bruno and Redwood City, Mr. Aknin brings substantive experience in implementing short- and long-term economic development strategies, goals, and objectives.

The program implementation manager for the City of Foster City will be Sabina Mora. Ms. Mora has over ten years of municipal and state economic development experience. In addition to Ms. Mora, Good City team will include Leslie Parks, who has served as an economic development consultant or director to cities, counties and public agencies throughout the greater Bay Area and California, and Christopher Dacumos, who previously supported the economic development program in Redwood City.

As owner/principal, I have the authority to contractually bind Good City Co. and the following proposal will remain good for no less than sixty (60) days from the submission deadline.

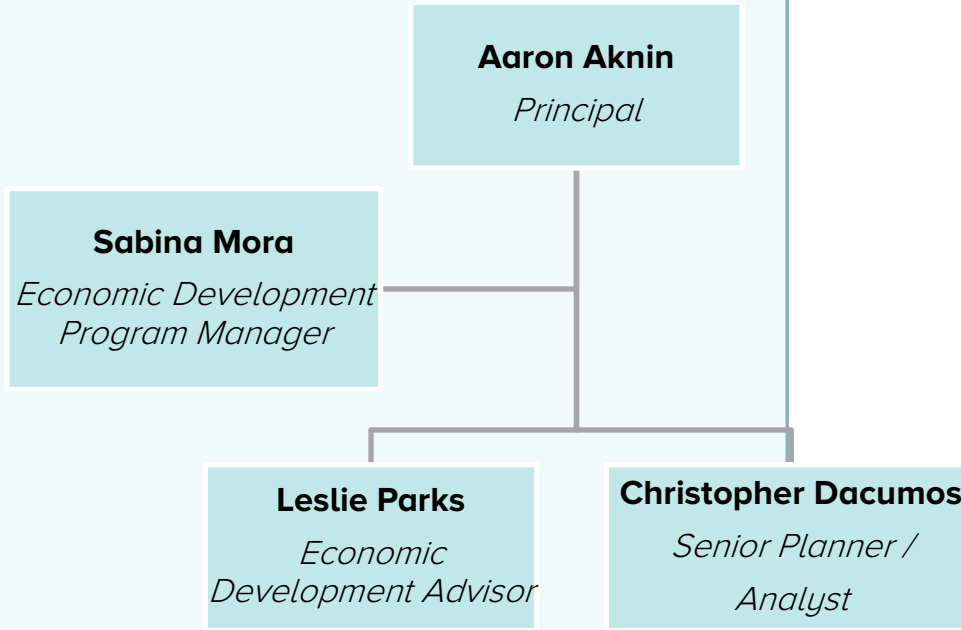
We look forward to the opportunity to assist the City of Foster City with professional economic development services and discussing our services and qualifications with you. Please contact me if you have any questions or need additional information. I can be reached at (415) 845-8344 or aaknin@goodcityco.com.

Sincerely,

A handwritten signature in blue ink, consisting of two stylized, overlapping loops.

Aaron Aknin, AICP
Principal
Good City Company

Proposed Project Team



Resume and Bios



AARON AKNIN, AICP

Principal / Owner

Aaron Aknin, AICP, is a Principal and Co-Owner of Good City Company. He has two decades of Bay Area municipal experience, including serving in an executive capacity for several different Peninsula cities. He is a member of the American Institute of Certified Planners (AICP) and the American Planning Association. Aaron has frequently spoken at regional events, as well as served on panels at national conferences on topics related to development, downtown planning, transportation, parking, affordable housing, and related issues.

Aaron is currently providing policy, staffing and negotiating services to a number of public sector agencies, including the cities of San Carlos, San Mateo, San Bruno, the County of San Mateo and the Joint Power Board (Caltrain). He recently completed the “Manzanita Report”, which was done in partnership with Joint Venture Silicon Valley, and coordinated transportation policy between eight cities and eight major corporations. He is also assisting the County Manager’s Office with the COVID-19 Long-

Term Recovery Plan. In addition to public sector work, he provides land-use advisory services to several private sector clients.

Prior to his current role, Aaron was the Assistant City Manager and Community Development Director with the City of Redwood City. In this capacity, he oversaw a 70+ member department, which included the Planning, Building, Housing, Engineering, Transportation, Front Counter Services, and Code Enforcement divisions. As the Assistant City Manager, he led other key Citywide Initiatives and also served as Interim City Manager.

Aaron was in Redwood City during a time of unprecedented growth and community involvement. During his half-decade with the City, the City reviewed and processed over 4,000 new housing units, as well as several million square feet of office space. Aaron oversaw the implementation of the Redwood City Downtown Precise Plan, including several key amendments to the plan. Aaron helped shape a first of its kind community benefits program (“Partnership Redwood City”), adoption of several key affordable housing initiatives including an inclusionary housing ordinance, an Airbnb affordable housing tax, and renter protections, as well as the adoption the Citywide Transportation Plan. Aaron was also deeply involved in economic development issues and served on the Redwood City Community Improvement Association (RCIA) Board. Aaron continues to serve on the RCIA Board and is on the Redwood City/San Mateo County Chamber of Commerce Board of Directors. Finally, one of Aaron’s key focuses in Redwood City was improving the process, both for residents participating in policymaking and development review, as well as applicants, business owners and developers who chose to invest in the City.

Before coming to Redwood City, Aaron was with the City of Palo Alto. He served as both the Assistant and Interim Director of Planning and Community Environment. In this capacity, he led the Planning and Transportation Divisions within the City, and helped oversee certain

components of the Development Services Center. Key projects included the formation of the first Downtown Residential Permit Program (RPP), leading the downtown development cap process, providing direction related to the Comprehensive Plan (General Plan), being the Planning Commission liaison, and overseeing several Stanford related developments. During his time in Palo Alto, Aaron focused much of his efforts on transparency by increasing the amount of available (and understandable) public information and building a connection within the community.

Aaron “grew up” as a local government professional within the City of San Bruno. He began his career in San Bruno in 2002 as an Assistant Planner, and left in 2012, spending the last five years as the Community Development Director. As Community Development Director, he was in charge of the Planning, Building, and the Code Enforcement divisions in the City. During his time in San Bruno, the Shops at Tanforan Mall was renovated for the first time in generations, and over 1,500 residential units were constructed citywide. This project included over 1,000 units at “The Crossing” (former Navy Base) which included 315 affordable units. During Aaron’s tenure as Director, the City adopted the first General Plan in 25 years, and the draft Transit Corridor Plan was released. Most importantly, Aaron served as the Plan Section Chief during the PG&E Pipeline Explosion and worked closely with property owners during the immediate aftermath and in the months and years following the disaster.

Education:

- B.A., Urban Studies, San Francisco State University
- M.A., Public Policy, Cal State Northridge

Memberships:

- American Institute of Certified Planners
- American Planning Association



SABINA MORA

*Senior Economic Development Planner /
Program Manager*

Sabina Mora joins Good City Company as a Senior Economic Development Planner. Ms. Mora has spent the last 12 years working for state, regional, and municipal agencies in communities across New York, Texas and California. Her areas of focus have been planning, economic development planning, small business assistance programs, business expansion and attraction programs, and downtown and neighborhood development strategies.

She has worked as a Senior Planner for the City of Austin, Senior Economic Development Specialist for the City of Albany's (New York) Capitalize Albany – an economic development corporation, Economic Development Project Manager for the State of New York's Empire State Development, and Economic Development Specialist for the City of Binghamton (New York).

Ms. Mora graduated from the University of Texas with a Master of Science in Community and Regional Planning and from the Lyndon B. Johnson School of Public Affairs with a Master of Public Affairs in 2010. She is an active member of the International Economic Development Council (IEDC) and a Certified Economic Developer (CEcD). She also completed a yearlong ICMA Fellowship with the International City/County Management Association. She is bilingual in English & Spanish.

Most recently, Ms. Mora joined the economic development division at the City of Mountain View where her focus has been on small business assistance as well as supporting the City’s visual arts and downtown initiatives.

Education:

- B.A., History, University of Texas at Austin
- M.S., Community and Regional Planning, University of Texas at Austin
- M.S., Public Affairs, Lyndon B. Johnson School of Public Affairs, University of Texas

Memberships/Certifications:

- International Economic Development Council
- Certified Economic Developer



LESLIE PARKS

Economic Development Director

Leslie Parks has led and assisted with a diverse range of programs in economic development, workforce development, redevelopment, affordable housing, and public/private partnerships. In addition to her consulting work for urban and rural communities in California and the U.S., Leslie has served as Director of Economic Development for the City of San José; Director of Downtown and Industrial Development for the San José Redevelopment Agency; Director of Community Development for the City of San Carlos; Economic Development Coordinator for the City Burlingame; interim Director of Workforce Development for San Mateo County; and most recently, Special Projects Consultant for the City of Redwood City’s housing and economic development programs.

Leslie has also provided economic development consulting services to the cities of Santa Rosa, Mountain View, Half Moon Bay, Redwood City, Vacaville, the Solano Economic Development Corporation, and Joint Venture/Silicon Valley to name a few of

her previous clients. She is currently providing use tax consulting services to the cities of Menlo Park, Burlingame and San Jose and developed a small business action plan for the City of Mountain View. Leslie is also a trained facilitator in consensus building, community engagement, public process, and strategic planning.

Education

- B.A., History, San Jose State University
- M.A. History, San Jose State University



CHRISTOPHER DACUMOS

Senior Planner / Analyst

Mr. Dacumos has over 12 years of experience in government and has spent the past 5 years in community development. He began his career as an aide to Congressman George Miller (retired) handling constituent services and case management. Following graduate school, Christopher pursued a career in local government working for the San Mateo County Transportation District (Samtrans, Caltrain, and the San Mateo County Transportation Authority), the Town of Hillsborough, and the City of Redwood City.

His local government experience includes project management, policy analysis, fund and grants programming, fee development, capital program budgeting, contracts and procurement, public works administration, staffing analysis, land negotiations and property management.

With the City of Redwood City, Christopher managed the Ferry Financial Feasibility Study and Cost-Benefit & Economic Impact Analyses. The

effort involved coordination between the City, the Port of Redwood City, and the Water Emergency Transportation Authority.

Mr. Dacumos is adept at working across departments with the ability to digest complex ideas or processes and build partnerships with different functional areas. A recent example is working with the Chief Building Official to adopt Reach Codes and identifying potential impacts to the City's efforts to promote housing construction.

Education

- B.A., Social Welfare, University of California, Berkeley
- M.A., Public Affairs, School of Public and International Affairs, Princeton University

Approach to Scope of Services

I. Understanding of Scope of Services

Good City understands that the City of Foster City (City) seeks qualified consultants to provide comprehensive economic development services which are guided by the City’s Vision, Mission, Economic Development Work Plan and other relevant plans. These services require a familiarity and understanding of the City’s economic development priority goals, providing support to businesses including COVID-19 relief/assistance, identifying and researching additional revenue generation opportunities, assessing and monitoring the City’s businesses/economy, and implementing actions that enhance retention and expansion of existing and new businesses compatible with the City’s economic development goals and objectives.

Good City has reviewed the City’s Strategic Priorities and Economic Development Strategic Work Plan documents. We can also add value to the City’s efforts to deliver equitable business and customer-focused services with an emphasis on public safety, livability, smart planning, a vibrant economy, infrastructure improvements, innovation and a sustainable environment.

Aaron Aknin will serve as the Principal for this initiative, and Sabina Mora will lead the implementation of the City’s economic development program as Program Manager. Good City understands that the City requires the consulting team provide up to 20 hours per week for a term of one year. Good City proposes that 75 percent of this time will be provided by Ms. Mora who will manage and implement the City’s economic development workplan and tasks on a day-to-day basis. The remaining 25 percent will include oversight by the Principal and additional policy and program support by the Economic Development Adviser and Senior Planner/Analyst as needed. This structure allows flexibility to adjust hours depending on number and complexity of tasks.

II. Program Management

Ms. Mora will oversee the overall program budget and schedule, with support provided by Mr. Dacumos. Good City can work with Foster City’s existing project management platform. Good City will also work with the City to develop necessary reporting tools, reports or memos to assist and support the City’s decision-making process. Ms. Parks will provide quality assurance/direction for memos, reports, and plans and other technical assistance as needed.

Good City understands the City values customer service for both internal and external stakeholders. Additionally, in responding to the global COVID-19 Pandemic, Good City has demonstrated its ability to provide targeted services and assistance to local businesses. Ms. Mora’s has strong experience working with agencies at state and local levels and for a diverse range of communities. She has administered and implemented small business assistance programs and events (including grant and loan programs, webinars and business promotional events); developed electronic communication tools using social media, websites, web directories, and newsletters; and has been responsible for responding effectively to business inquiries and requests for assistance. Should the need arise, Ms. Parks is available to advise on more complex economic development issues.

Ms. Mora and Ms. Parks have extensive experience responding to unanticipated challenges with actionable, high-impact solutions. As example, Ms. Parks developed the City of Mountain View’s first-ever small business action plan in response to the challenges facing small businesses because of the COVID-19 Pandemic. Ms. Park and Ms. Mora helped manage the implementation the plan, which included actions such as the launch of a shop local campaign and development of small business loan and grant programs ultimately providing support for more than 130 small businesses. The team understands that implementation of a comprehensive economic development program will require staff to be deeply engaged with community stakeholders and flexible and responsive to changing community needs while adhering to the project budget and schedule.

III. City Support Needed

Good City anticipates needing access to City email, relevant economic development files, list and contact information for major employers and the City’s advisory body members, licensing/permitting information for businesses, and as appropriate, quarterly and annual revenue reports. Weekly or bi-weekly meetings with staff to discuss economic development work plan items in addition to staff attendance at meetings with key stakeholders in the community are expected. To implement a successful and comprehensive program, Foster City staff time is estimated at no more than five hours per month, which would include consultant management and meetings with stakeholders. Additionally, access to City facilities or meeting rooms may be needed to meet with businesses or organizations. Since Good City’s offices are in San Carlos, office workspace may not be necessary, unless required by the City.

IV. Value Added Services

Good City recognizes the importance of a community having a current economic development plan that includes the priority goals of the City Council. Good City can provide a review that notes which areas of the plan need to be updated. A complete update of the plan could be provided to the City as a value-added service or through a reprioritization of tasks identified by the City. A complete update would require additional time and resources and is not included in this proposal’s implementation budget.

Schedule

Task/Activity	Schedule
1. Program preparation and kickoff meeting – review City’s economic development priority goals as outlined in relevant plans, studies, and reports; discuss and agree on project understanding, meeting, schedule for providing services, current needs, review; and confirm priority of required services.	Within two weeks of contract award.
2. Program orientation - meet with City staff to access required information including city files, email, contact lists, meeting facilities, and introduction to key stakeholders.	Within four weeks of contract award
3. Provide ongoing meetings with City administration to update economic development program implementation, new opportunities, and challenges.	Weekly or bi-weekly.
4. Facilitate economic development related meetings and events.	As needed. Coordinate with appropriate City departments and external stakeholder groups.
5. Prepare an assessment of Foster City’s local businesses/economy and quarterly revenue reports and provide recommendations to further enhance the City’s economic development business retention and expansion efforts as well as revenue generation opportunities.	Updates to be prepared annually.

Task/Activity	Schedule
6. Provide visioning for future land use opportunities that support economic development.	As needed. Coordinate with appropriate City departments and external stakeholder groups.
7.	
8. Respond to inquiries for assistance from local businesses and other Economic Development stakeholders.	Ensure response within 24 to 48 hours.
9. Implement business retention and outreach effort to top sales tax generators and major employers.	Contact these businesses annually and respond to any specific issues or questions they may have during the year.
10. Assist with economic development program management and administration.	Ongoing
11. Staff Reports	Ensure reports are meet City prescribed internal deadlines and mutual agreement on time and resources needed to complete assignments.
12. Special analysis, research and studies such as updating the City’s long-term economic development strategy, goals, and objectives and completion of other economic development initiatives and tasks as required.	Some assignments may require additional time, expertise and resources to meet the specific requirements and objectives. Good City will identify these needs for consideration by the City.

Time and Material Based Cost Proposal

The proposed budget reflects how Good City would provide up to 20 hours per week over the course of a year. Ms. Mora will as the project manager will support the City up to 15 hours a week. If additional hours or support are needed Ms. Parks and Mr. Dacumos will be available to the City.

Roles	Estimated Hours (Annual)*	Hourly Rate	Estimated Cost
Project Manager	750	\$160	\$120,000
Economic Development Director	125	\$185	\$23,125
Senior Planner / Analyst	125	\$160	\$20,000
TOTAL BUDGET FOR ONE YEAR	1,040	-	\$163,125

**Takes into account holidays*

Statement of Qualifications

GOOD CITY COMPANY is a local government and land use consulting firm based in San Carlos, California, the “City of Good Living.” Initially founded in 1972 as Neal Martin & Associates, the company was re-established in 2019 as Good City Company (Good City). The company is a California Corporation owned and operated by Lisa Costa Sanders and Aaron Aknin, AICP.

Good City has a long track record of serving public and private sector clients. Our Northern California based history uniquely positions the company to provide technical services tailored to the local jurisdictions. Good City services include:

- Economic Development Services: program development, management and implementation, priority goal setting, analysis and research of economic development and revenue generating opportunities.
- Community Development Department Staffing: In-house Planning, Building, Engineering, Housing, Code Enforcement, and front counter staffing. We can provide staffing on both a short and long-term basis.
- Specialized Community Development Department Services: Site planning, project management (of long-planning range planning processes and development applications), staff report writing, design review, building permit review, Planning Commission facilitation, Code Enforcement Division Strategy documents, and other specialized project assistance.

- Policy Planning: Creation and process facilitation of policy planning initiatives such as General Plans, Specific Plans, Master Plans, Downtown/Transit Corridor Plans, and Zoning Codes.
- Housing Strategy: In addition to general policy planning work, Good City can assist cities in developing strategies and policies to produce more housing for all income levels.
- Policy Implementation: Implementation and tracking of Long-Range Planning documents, such as General Plans, Housing Elements, Downtown Plan, and Specific Plans.
- Permit Streamlining & Development Review: Review and make recommendations related to optimizing the development and project review processes, that meet the needs of the City and applicant, and follow State legislation and other regulatory agencies.
- Budgeting and Revenue Forecasting: Coordinate, make recommendations for action and policies for developing, implementing, and monitoring operating, capital improvement, and other public agency budgets. Identify key economic trends, challenges, opportunities using City data for revenue projections.
- State Law Compliance (E.G., SB 35): Completion of required annual reports, “audits” of the zoning code to ensure SB35 compliance and broader updates and information related to State level housing law and how it affects local entities.
- “Special Project” Assistance: Lead and manage projects for City /County Manager’s Offices, Parks Departments, transportation agencies, and other public sector entities.
- Interim Executive Level Assignments: Provision of interim

department/division head services, particularly related to Community Development Departments (Building/Planning) and City /County Manager’s Offices.

- Transportation Demand Management: Transportation-related strategy, policy planning, and monitoring services.
- California Environmental Quality Act (CEQA): Complete initial reviews, categorical exemptions, negative declarations, and monitor projects consistent with CEQA.
- Town Hall Meeting Facilitation: Facilitate community meetings or open houses - whether they relate to a specific policy planning topic or broader community topics and issues.

Local Government Planning and Economic Development Experience

Good City has extensive experience in successfully guiding the development process in Northern California. Good City has also expanded to include Economic Development Services complementing its existing suite of local government staffing, policy, planning, and land use strategy services. Good City staff has extensive economic development experience in the greater Bay Area and other states and levels of government. The project team brings more than 50 years combined experience managing and directing economic development programs as well as a professional certification in economic development from the International Economic Development Council

In-House Planning

- Atherton
- East Palo Alto
- Hillsborough
- Millbrae
- Pacifica
- Redwood City
- San Carlos
- San Bruno
- San Mateo

Economic Development

- County of San Mateo
- Foster City
- Palo Alto

Experience Example

Within the City of **SAN CARLOS**

- Economic Development assistance
- General Plan (and Climate Action Plan) Comprehensive Update
- Zoning Ordinance Comprehensive Update
- 2010, 2014 and 2022 (ongoing) Housing Element Update policy advisory and project management services
- Multi-tiered entitlement processing for large mixed-use projects, residential projects, and commercial projects
- Residential annexations
- Architectural Review for new single-family homes
- Subdivision Plan review and processing
- Conditional Use Permits for new businesses
- Tree removal applications
- Massage Permit Applications
- Sign Permit Applications
- City Council report preparation and presentation
- Planning Commission Review Preparation (Staff Reports, Minutes, Packet assembly and distribution)
- Property acquisition for economic development
- City-owned property management including lease negotiation
- Housing Program administration
- Manage consultant preparation of EIRs

- Housing Strategy
- Downtown Streetscape Strategy and Project Management

For the County of **SAN MATEO**

- Led Zoning Code Amendment Process for MidPen Open Space District project
- Assisting with the County Manager’s Office with COVID-19 Long-Term Recovery Plan
- General Project Management, Current Planning and Entitlement Review

For the City of **EAST PALO ALTO**

- Current planning project management services for the Ravenswood / 4 Corners TOD Specific Plan.
- Review plans for compliance with the zoning code, specific plan and general plan, prepare staff reports, and respond to public inquiries.

Statement Acknowledging the City’s Agreement for Professional Services

Good City Company (Good City) has reviewed the template Professional Services Agreement and agrees to execute and comply with an agreement in the form of that template if the proposal is selected. Good City will be able to fulfill the insurance requirements included in the template Agreement. No changes are requested.

References

City of San Bruno

Pamela Wu – Director of Community and Economic Development

pwu@sanbruno.ca.gov

p. 650.616.7039

Scope of Services: On-call community planning services

Team members involved: Aaron Aknin (Principal), Kelly Beggs (Senior Planner)

Budget/contract status: Ongoing basis with a not-to-exceed contract amount

City of Mountain View

Aarti Shrivastava – Assistant City Manager/Community Development Director

aarti.shrivastava@mountainview.gov

p. 650.903.6456

Scope of Services: Assist the City of Mountain View with economic development initiatives.

Team member involved: Leslie Parks (Economic Development Advisor), Sabina Mora (Business Development Specialist)

City of South San Francisco

Mike Futrell – City Manager

mike.futrell@ssf.net

p. 650.877.8500

Scope of Services: Draft, review and manage development of the City's General Plan Update

Team members involved: Lisa Costa Sanders (Principal)

Budget/contract status: Project is underway

The Organization Personnel

AARON AKNIN, AICP

Principal / Owner

LISA COSTA SANDERS

Principal / Owner

STEPHANIE DAVIS, AICP

Principal Planner

NEAL J. MARTIN, AICP

*Consultant
(Planning Director/Principal Planner)*

LESLIE PARKS

Economic Development Director

SABINA MORA

Senior Economic Development Planner

RON LA FRANCE

Chief Building Official

KELLY BEGGS

Senior Planner

CHRISTOPHER DACUMOS

Senior Planner / Project Manager

NICK HAMILTON

Senior Planner

JACOB GARCIA

Associate Planner

EMILIO FLAMENCO

Assistant Planner

RALPH ROBINSON

Assistant Planner

SARA CADONA

Assistant Planner

JULIA HOFFMAN

Planning Technician

Billing Rates

Good City prides itself on being a cost-effective solution for public sector agencies. Staff retains detailed timesheets and works efficiently to ensure the client is getting the best value for the services.

- Director/Principal \$225/hour
- Principal Planner \$195/hour
- Economic Development Director \$185/hour
- Chief Building Official \$140/hour
- Senior Planner/Project Manager \$160/hour
- Associate Planner \$125/hour
- Assistant Planner \$100/hour
- Planning Technician \$80/hour
- Administrative Assistant \$60/hour

Subconsultant Contracts Direct Billing + 10% oversight fee

* Rates subject to adjustment January 1st of each year (typically 3-5% increase).