

FOSTER CITY– Qualifications & Proposal for Economic Development Consultant Services

Submitted By:

HdL ECONsolutions

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I. COVER LETTER

July 6, 2021

RE: Proposal/Qualifications for Economic Development Consultant Services

City of Foster City
City Manager's Office: Jennifer Phan, Principal Management Analyst
610 Foster City Boulevard
Foster City, CA 94404

HdL ECONSolutions and HdL Companies would like to submit our qualifications and proposal to Foster City for Economic Development Consultant Services. Hinderliter de Llamas Associates (HdL) is a 37-year-old consulting firm with a corporate main office in Brea California, along with offices in California in Pleasanton and Fresno, as well as outside of California in Texas, Colorado, Georgia and Alabama. HdL is a highly respected consulting firm working in sales tax, property tax, tax & fee administration, economic development, and cannabis management. HdL is an Employee Stock Ownership Plan (ESOP) or employee-owned company. HdL ECONSolutions was formed by HdL in 2014 to provide a variety of economic development products and services, along with the ability to work on special projects in further serving the economic development needs of local governments. During the past seven years, HdL ECONSolutions has worked for 130 local governments in California and is presently working for 25 clients with a variety of economic development related work, including 2 cities for Economic Development Staffing Services and 8 cities for American Rescue Plant Act (ARPA) support, with several more ARPA clients coming on board soon.

HdL ECONSolutions is well positioned to assist Foster City with Economic Development Consultant Staffing Services, along with helping Foster City plan for effectively emerging from the COVID-19 Pandemic. HdL ECONSolutions is currently providing Economic Development Staffing Services for the cities of Menlo Park and Pacific Grove and recently completed a 1½ year contract with the City of Cupertino for Economic Development services, which included an average of 20 hours per week for Economic Development staffing services. During the past year, HdL ECONSolutions has worked with many cities to deal with the COVID-19 Pandemic and the negative economic impact it has delivered to cities, especially their business communities. HdL ECONSolutions has prepared Economic Recovery Action Plans for the cities of Eastvale, Menlo Park and Pacific Grove, as well as reopening plans for Calimesa and Cupertino. Additionally, we have assisted in creating several small business relief grant programs to deal with COVID-19 and the Pandemic, along with the eight cities we're assisting with ARPA support (and more cities coming on board soon).

Please feel free to call me if you have questions or require additional information. I can be reached via my cell phone at 951.233.0414 or by email at bfoster@hdlcompanies.com. If HdL ECONSolutions is selected to do the work in Foster City, I will serve as the Project Manager, with the primary staffing for Foster City being Angela Tsui, Senior Advisor, along with some staff support available from another Senior Advisor and an Analyst. Please note that I have the authority to submit this proposal on behalf of HdL and it shall be valid for 60 days.

Sincerely,



Barry Foster
Principal/Managing Director

II. PROJECT TEAM

Team of Professionals for Foster City

For Foster City, HdL ECONSolutions will use a team of four professionals that have more than 85 years of experience working in the community/economic development and development services fields.

HdL ECONSolutions TEAM

Barry Foster — Principal/Managing Director, HdL Companies (Barry Foster will be Project Manager for Foster City)

Barry Foster has more than 35 years of local government experience including 30 years in Southern California working for the cities of Moreno Valley, Rancho Mirage, Monrovia, and Loma Linda, as well as more than 7 years with the HdL Companies. Mr. Foster has more than 29 years of economic development experience. As a Principal & Managing Director with HdL, Barry Foster started the ECONSolutions Division for HdL in 2014 and has worked with 130 local governments in a variety of economic development related services. Additionally, he worked as a Development Consultant with five developers and retail advisors in Southern California. Over the years, he has helped facilitate more than 32 million square feet of new development projects including logistics-distribution, shopping centers, commercial retail/office, medical-healthcare, hotels, and auto centers. Mr. Foster is member of the International Council of Shopping Centers, as well as being a past President of the Municipal Management Assistants of Southern California (MMSASC). He holds a Bachelor of Science degree from Minnesota State University-Mankato and a Master of Public Administration degree from the University of Kansas.

Angela Tsui — Senior Advisor, HdL Companies (Angela Tsui be the Primary Staff Person assigned to Foster City)

Angela Tsui came to work for HdL in 2019 as a Senior Advisor working out the Pleasanton office. Before working for HdL, Ms. Tsui worked in the public sector, including for the cities of Fremont and Cupertino, where she was the Economic Development Manager for Cupertino for 7 years. With HdL ECONSolutions, Angela has worked on numerous studies and is the primary economic development staffing person for the City of Menlo Park and for 18 months was the primary economic development staffing person for the City of Cupertino. Angela has recently worked on Economic Recovery Action Plans for the cities of Eastvale, Menlo Park and Pacific Grove, as well as numerous programs and issues related to the Pandemic and economic recovery efforts in Cupertino. Angela has worked on several Economic Development Action Plans for HdL and authored the Economic Development Strategic Plan for Cupertino. Angela holds a Bachelor of Arts degree in Political Science from the University of California-Berkley.

Sandy Meyer — Senior Advisor, HdL Companies

Sandy Meyer joined HdL in June 2021 as a Senior Advisor working out of the Pleasanton office. Prior to joining HdL, Sandy worked more than 34 years in community and economic development, including 32 years with the City of Walnut Creek-with the last 11 years as the Community & Economic Development Director.

Fienna Cheng — Analyst, HdL Companies

Fienna Cheng joined HdL early in 2020 and works on a variety of analytics and revenue analysis project, as well as supporting the divisions administrative needs. Ms. Cheng has experience in the private sector in the healthcare and insurance industries. Fienna received a Bachelor of Arts degree in Economics from the University of California-Irvine.

III. QUALIFICATIONS AND SCOPE OF WORK

QUALIFICATIONS

HdL and the HdL ECONsolutions Team are uniquely qualified to assist Foster City with work related to Economic Development Consultant Services including:

- HdL ECONsolutions has demonstrated experience to work with cities to provide Economic Development staffing services with three Team members (Foster, Tsui & Meyer) having significant experience working as Economic Development staff for cities, as well as doing it for four cities (Cupertino, Menlo Park, Pacific Grove and Watsonville) in a consulting role.
- HdL ECONsolutions has significant experience working with California cities to help address the COVID-19 Pandemic and economic recovery efforts including working on Economic Recovery Action Plans (ERAP's) for the cities of Eastvale, Menlo Park and Pacific Grove, as well as numerous small business grant programs and focused economic recovery strategies. Presently, HdL is assisting 8 cities with ARPA including Los Altos, Lafayette, Oakley, Hawthorne, Hercules, Canyon Lake, Marina and San Leandro, along with several more coming soon.
- HdL ECONsolutions is recognized as one of the leading consultants in the economic development field in California, having worked with 130 local governments on a variety of programs and projects during the past 7 plus years.
- The HdL ECONsolutions Team is highly experienced in economic development and brings more than 75 years of experience in economic development, along with working for and with cities. Barry Foster, a Principal/Managing Director will serve as the Project Manager and Angela Tsui will serve as the primary staffing person for Foster City.
- HdL is a premiere consulting firm in California and is presently working with over 400 local governments and is recognized as a leader in sales tax and property tax management, budgeting and revenue projections, tax & fee administration, economic development, and cannabis management.



REFERENCES

<p>CITY OF LAFAYETTE (5/2021-Present) ARPA Assistance Niroop Srivatsa, City Manager 3675 Mt. Diablo Blvd. #210 Lafayette, CA 94549 925.284.1968/NSrivatsa@CityofLafayette.ca.us</p>	<p>CITY OF LOS ALTOS (5/2021-Present) ARPA Assistance Jon Maginot, Deputy City Manager 1 North San Antonio Road Los Altos, CA 94022 650.947.2700/JMaginot@LosAltosca.gov</p>
<p>CITY OF MENLO PARK (11/2020-Present) Economic Development Services-INSIGHT, ERAP, Downtown Market Study & ED Staffing Services Starla Jerome- Robinson, City Manager 701 Laurel Street, Menlo Park, CA 94025 650.330.6610/SLRobinson@MenloPark.org</p>	<p>CITY OF PACIFIC GROVE (8/2019-Present) Economic Development Services-INSIGHT, Community Profile, RvNR, ERAP & ED Staffing Ben Harvey, City Manager 300 Forest Avenue, Pacific Grove, CA 93950 213.364.2699/citymanager@CityofPacificGrove.org</p>

APPROACH TO SCOPE OF SERVICES FOR FOSTER CITY

After review of the Request for Proposals (RFP), the following represents the scope of services for Foster City.

HdL ECONsolutions is qualified to undertake the Economic Development Consultant Services being pursued by Foster City in the RFP by using the City's Economic Development Strategic Work Plan as a framework in doing Economic Development work for Foster City. The following components shall serve as the scope of services to be delivered by HdL ECONsolutions for Foster City.

Economic Development Consultant Staffing Services

- Assist Foster City with overall economic development program management. HdL ECONsolutions is presently doing this service for Menlo Park and Pacific Grove (and previously did it for Cupertino and Watsonville).
- HdL has the largest privately held data base in California and has sales tax data for 99% of every business in California that produces sale tax revenue, which is extremely useful researching revenue generating estimates.
- HdL ECONsolutions has significant experience preparing highest & best use studies, as well as market studies for both cities and private sector developers.
- HdL ECONsolutions shall act as the city's point person in working with the Chamber of Commerce, local business community and businesses/developers looking to do business in Foster City. HdL ECONsolutions has proven relationships with over 500 real estate brokers, site selectors and business representatives throughout California. HdL ECONsolutions suggests hosting a Brokers Lunch to introduce the HdL ECONsolutions Team to Foster City.
- Facilitate a Business Visitation Program for Foster City for the Top 25 sales tax generating businesses/major employers and a starting a Business Roundtable Program. HdL ECONsolutions has implemented several Business Visitation programs for cities.
- Prepare an assessment of Foster City's local economy, marketplace and as a place to do business, including recommendations to improve business retention and business attraction efforts.
- Undertake other economic development related duties and assignments as assigned by the City Manager's Office.

Other Economic Development Services Options Available

- **Task 1**--Help Foster City with COVID-19 Pandemic assistance, including supporting city staff in understanding the American Rescue Plan Act (ARPA), including General Fund Revenue Loss calculation, formulating an ARPA Strategy and ensuring federal compliance. HdL ECONsolutions is presently working with 8 cities for ARPA assistance. **Not-to-Exceed cost of \$25,000 with hourly rates applicable for actual work. Note: this work can be funded out of Foster City's ARPA funds of \$8,109,840**
- **Task 2**--Preparation of INSIGHT Market Analytics package for Foster City (includes the city and three trade areas, plus a mid-year update. This package to be placed on City's website and available to be accessed by developers and businesses interested in Foster City. HdL ECONsolutions currently provides this service for 15 clients. **Fixed annual cost of \$4,000**

- **Task 3**--Preparation of a Community Profile for Foster City that can be placed on the City's website. HdL ECONsolutions presently provides this service for 8 clients. **Fixed fee cost of \$4,000**
- **Task 4**--Update the Foster City's Economic Development Strategic Plan. HdL ECONsolutions has done 10 Economic Development Action Plans (similar to the Economic Development Strategic Plan) for cities during the past 5 years. Includes initial Study Session with City Council and key staff, plus presenting the draft Strategic Plan at a City Council meeting. **Fixed fee cost of \$12,000**

SCHEDULE

The following outlined schedule provides a preliminary timeline for undertaking the services presented in the RFP and contained in HdL's scope of services contained in this proposal.

- Kickoff Meeting with City Manager and key staff members to better understand timing and key initiatives to be undertake with economic development in Foster City-within 7 to 10 days of execution of the Agreement for Professional Services
- Research and gaining understanding of what Foster City has previously done and looking to do with economic development, as well as becoming acclimated and more familiar with Foster City-the 30 days after the Kickoff Meeting
- Preparation of the INSIGHT Market Analytics package for Foster City-within 15 days of the Kickoff Meeting
- Begin to work with the City Manager's Office and Finance Department on ARPA assistance for the City-within 30 days of the Kickoff Meeting
- Preparation of the Community Profile for Foster City-within 45 days of Kickoff Meeting
- Plan for and host a Brokers Lunch-within 3 months of the Kickoff Meeting
- Preparation of an assessment of the City's local economy, marketplace and as 'place to do business'-within 4 months of Kickoff Meeting
- Plan for and start-up of Business Visitation and Business Roundtable programs (two Business visits a month and a quarterly Business Roundtable event)-within 4 to 5 months of the Kickoff Meeting
- Update Foster City's Economic Development Strategic Plan-initial Study Session with City Council within 6 months of the Kickoff meeting and targeting consideration of a draft of the updated Strategic Plan within 4 months of starting the project.

IV. COMPENSATION-COST PROPOSAL

HdL ECONsolutions is recommending that the work desired by Foster City be done on a combination of an hourly basis and fixed fee services including the following:

Economic Development Consultant Staffing Services-Hourly basis, with up to 20 hours per week, with a not-to-exceed total annual amount of \$180,000.

Hourly Consulting Rates

<i>Staff Position</i>	Hourly Rate
<i>Principal</i>	\$240 *
<i>Sr. Advisor</i>	\$170 **
<i>Analyst</i>	\$100 ***

Notes on Hourly Rates

- * \$240/hr. is a discount from regular rate of \$250/hr. for Principal/Managing Director
- ** \$170/hr. is a discount from regular rate of \$180/hr. for Senior Advisor
- *** \$100/hr. is a discount from regular rate of \$110/hour for Analyst

NOTE: The RFP asked to include the hourly billable rate charged to the city (which has been provided), along with the hourly rate paid to staff that will perform the work. Please note that actual hourly rates paid to staff is confidential. Please note that HdL has a very competitive pricing structure in the consulting business that adequately compensates for workforce costs (including salary and generous benefits package), company overhead and margin return. HdL offers its employees competitive compensation packages, which include salary, benefits, annual bonus and profit sharing. Barry Foster can be contacted for more discussion of this item if necessary.

ECONOMIC DEVELOPMENT SERVICES OPTIONS:

Task 1-American Rescue Plan Act (ARPA) Assistance & COVID-19 Pandemic Planning

Hourly rate, with a not-to-exceed total amount of \$25,000. NOTE: this can be paid for out of Foster City's ARPA funding allocation.

Task 2-INSIGHT Market Analytics Package for Foster City

Annual fixed fee of \$4,000

Task 3-Community Profile

Fixed fee of \$4,000

Task 4-Update Foster City's Economic Development Strategic Plan

Fixed fee of \$12,000 (includes kickoff Study Session with City Council and presenting draft Economic Development Strategic Plan to City Council)

Total Compensation for Economic Development Consultant Staffing Services and if all four task options are selected shall be an amount Not-to-Exceed \$225,000 (with \$25,000 to be funded by Foster City's ARPA allocation)

V. ACKNOWLEDGEMENT OF ACCEPTANCE OF FOSTER CITY'S AGREEMENT FOR PROFESSIONAL SERVICES

HdL has reviewed the Professional Services Agreement for Economic Development Consultant Services provided with the RFP and finds it acceptable, including the insurance provisions.

ATTACHMENTS

- Handout document of HdL ECONsolutions Economic Development Services
- Resumes of Barry Foster, Angela Tsui and Sandy Meyer



Economic Development Services

HdL  ECON Solutions



Our Clients

Since starting in 2014, HdL ECONSolutions has provided Economic Development Services for 130 local government agencies.



Services Offered

- American Rescue Plan Act Assistance (ARPA)
- Business Attraction Support
- Community Profile
- Development Project Assistance
- Economic Development Action Plan
- Economic Development Staffing Services
- Economic Recovery Action Plan
- Economic Incentive & Public Private Negotiations
- Feasibility Studies & Revenue Projections
- Highest & Best Use Study
- Hotel Market Study
- ICSC Support
- INSIGHT Market Analytics
- Market Study
- Resident Vs Non-Resident Analysis
- Retail Performance Assessment
- Reuse & Redevelopment Study
- Void Analysis & Market Profile



ECON Solutions by HdL Team

ECON Solutions Team:

- Barry Foster, Principal/Managing Director
- Angela Tsui, Senior Advisor
- Sandy Meyer, Senior Advisor
- Fienna Cheng, Analyst



The Team

HdL ECONsolutions

- Over 85 Years Experience
- Proven relationships with over 500 brokers, site selectors and business representatives for leading retailers/restaurants
- Barry Foster has been an active member of ICSC for 29 Years
- Currently working with 22 California cities
- Presently performing retail attraction support for 6 cities
- Doing Economic Development Staffing Services for 2 cities
- Providing ARPA support for 8 cities
- During past 5 years, the ECONsolutions team has facilitated 60 retail/restaurant placements generating more than \$3.5 million annually in new sales tax revenue.
- Cutting edge software and INSIGHT Market Analytics

Products & Services

HdL[®] ECONsolutions

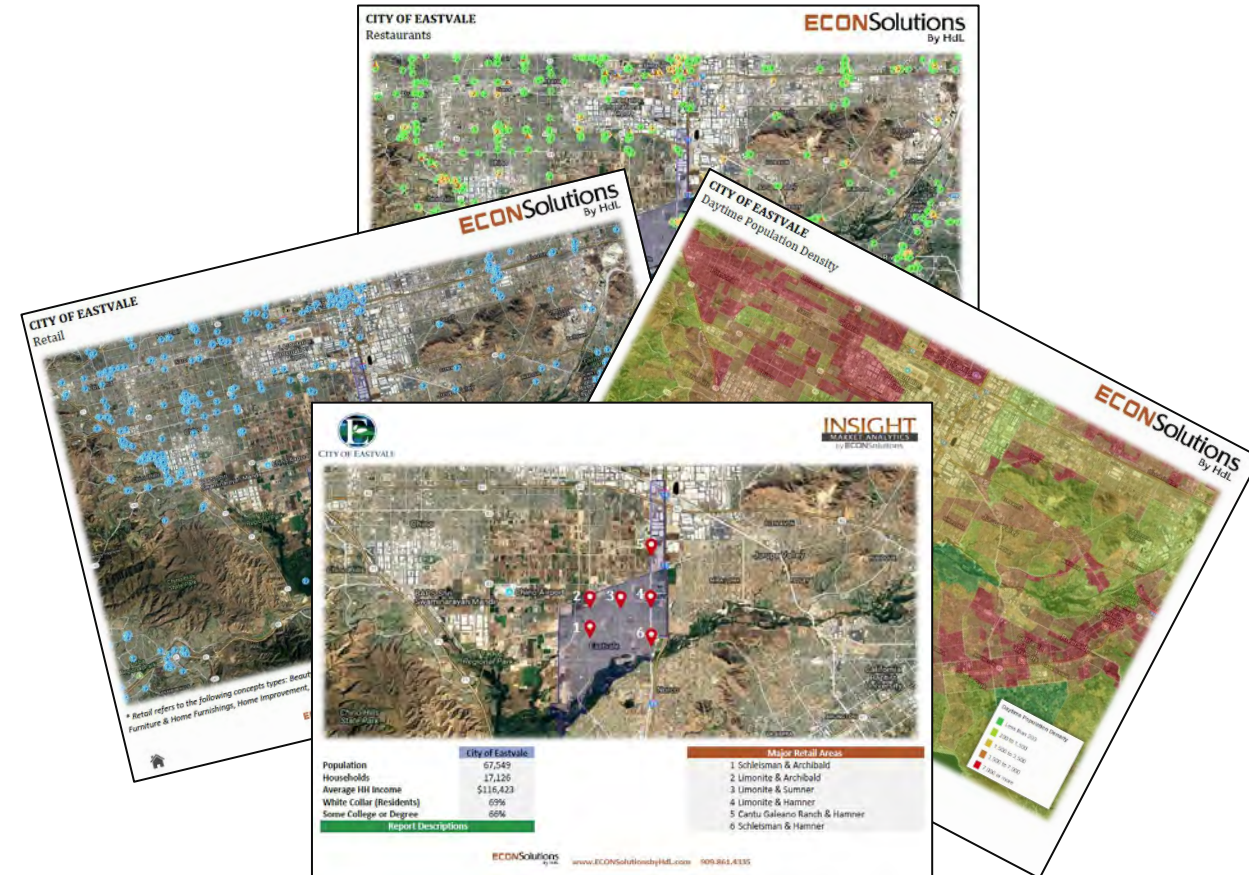


Explore Possibilities

INSIGHT Market Analytics

Intended Uses

- Tailored market reports and profiles and designated trade areas providing up-to-date analytic data.
- Each report focuses on a different analytic aspect that staff, developers, property owners, real estate professionals and local businesses can use to gain INSIGHT to the trade area's consumer market.
- Each selected trade area includes maps, consumer demographic profile, household segmentation profile, employment profile, consumer demand & market supply assessment.





Explore Possibilities

Community Profile



Intended Uses

- The Community Profile summarizes the trade area characteristics, market area and local economic indicators.
- The profile is a great marketing and recruiting tool as both electronic distribution and via handouts at tradeshows.
- Tells your trade area story to attract retailers.

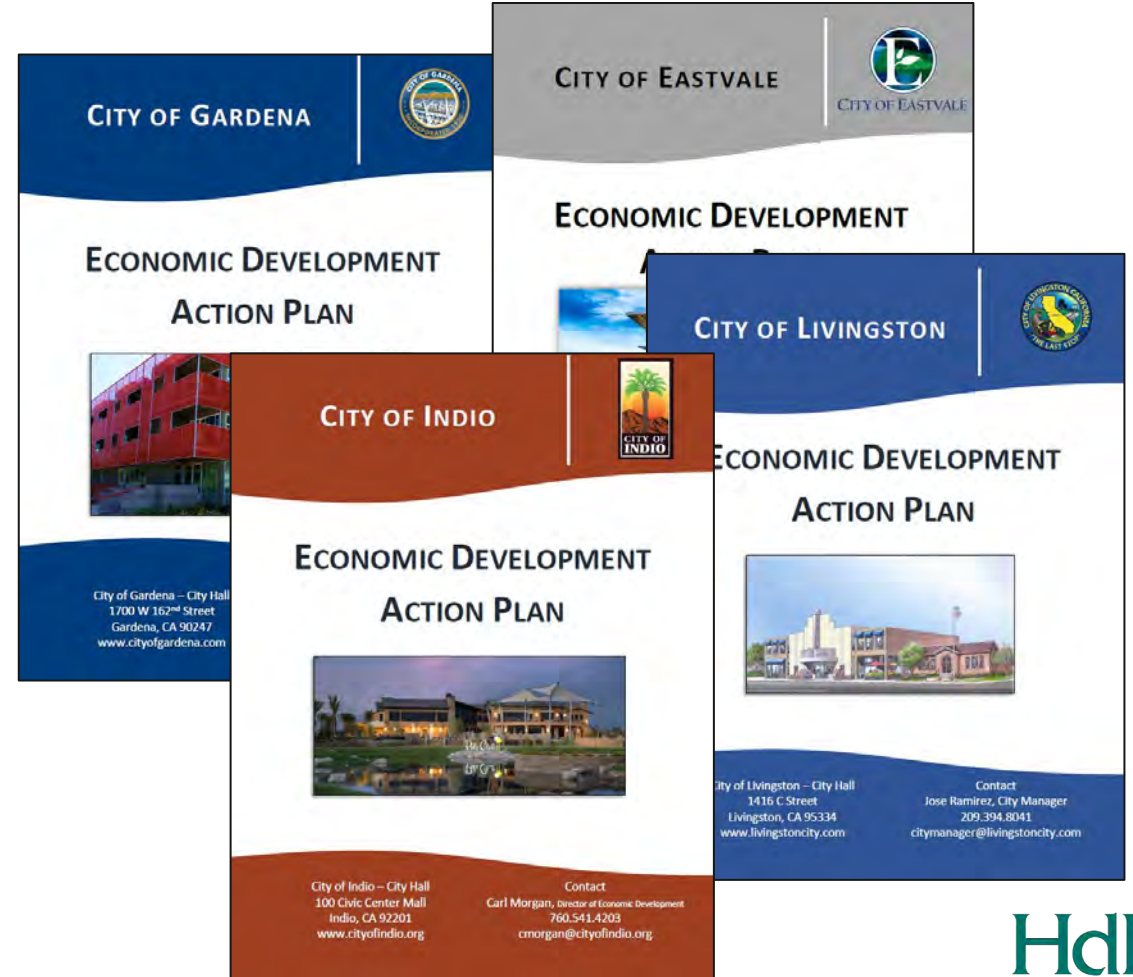


Explore Possibilities

3-Year Economic Development Action Plan

Intended Uses

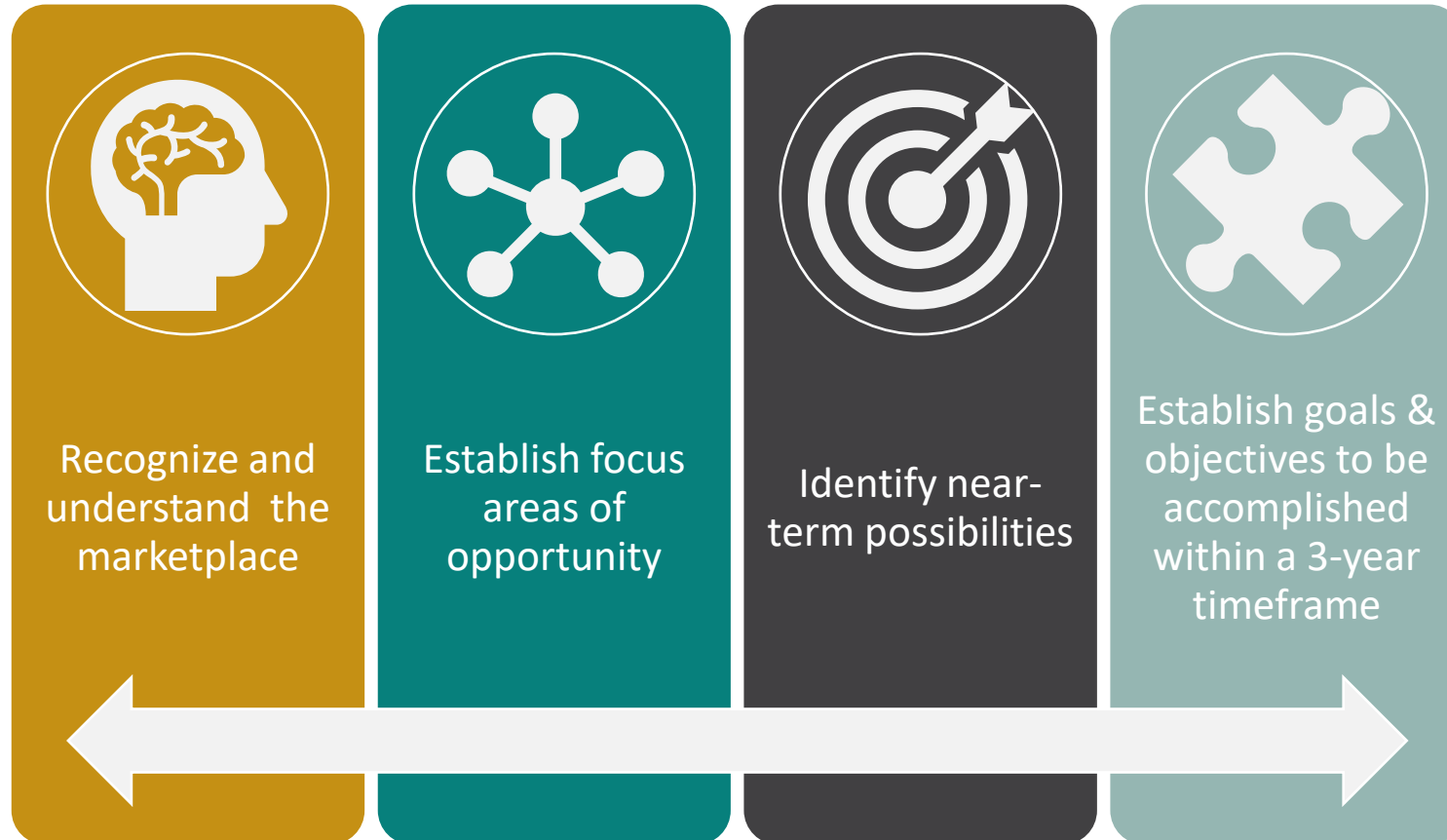
- Drafting an Economic Development Action Plan (EDAP) will help staff:
 - Focus in on Economic Development goals
 - Target priority areas within a geographic region
 - Have done 10 EDAP's





Economic Development Action Plan

Steps to formulating a plan





Explore Possibilities

Void Analysis

Intended Uses

- A void analysis will provide a list of retailers to target that would fill "voids" within a market.
- The Void is a useful tool when evaluating tenant mix for commercial development throughout a trade area.
- Software and data has over 1,100 retailers and restaurants.

VOID ANALYSIS SUMMARY & MARKET PROFILE
Town of Danville
W Prospect Ave and Hartz Ave
June 2019

Market Profile
Historic Downtown Danville is the heart of the Danville business community and is a shopping destination in the East Bay region. Located just off I-880 in the San Ramon Valley, the area includes four shopping centers including Historic Downtown, Danville Square, Iron Horse Plaza, and Crossroads of Danville where hundreds of stores and specialty shops, a variety of restaurants and coffee houses, along with multiple service businesses set up shop to supply all your needs. Some notable retailers located in Downtown Danville are Trader Joe's, Chiquita, BeMori! Starbucks, along with a long list of others. There are over 230,000 people located within a 15-minute drive with annual average incomes over \$17,000. There are also over 1,300 establishments with over 45,000 employees in the Town of Danville. Danville provides great team atmosphere with an outstanding quality of life.

Opportunities

	7 Mile	18 Mile	20 Mile
Population	19,069	67,739	158,179
Daytime Population	26,219	90,824	264,479
Specialty Food Stores	7,237	21,574	69,018
Average HH Income	\$204,879	\$201,218	\$172,491
Average Age	44	44	43
White Collar	83%	82%	84%
Culture Degree	64%	62%	66%

Business	Best Choice	Revenue (\$/Yr)	# of Retail Units (Yr)	Size (Sq Ft)	Contact	Phone	
Bakery	Apparel	9.6	\$10,000 - \$20,000	4,000 - 5,000	Brent Miller	brent.miller@hartz.com	(910) 850-3143
Beer/Drinking Places	Apparel	39.3	\$10,000 - \$17,000	8,500 - 8,000	Tom Power	tom.power@hartz.com	(410) 900-4942
Brewery	Apparel	44.7	\$10,000 - \$20,000	20,000 - 200,000	Mark Kirtch	mark.kirtch@hartz.com	(410) 615-5263
Butcher	Apparel	6.6	\$1,000 - \$21,000	1,500 - 5,000	Tom Power	tom.power@hartz.com	(410) 900-4942
Confectionery	Apparel	22.1	NA	1,500 - 3,000	Vic Martella	vmartella@hartz.com	(302) 453-8171
Gift Shop	Apparel	8.5	\$4,500 - \$8,500	700 - 2,000	Dawn Livley	dawn.livley@hartz.com	(317) 316-9123
Ice Cream Shop	Apparel	10.8	\$10,000 - \$18,000	2,000 - 5,000	Tim H.	timh77@hartz.com	(317) 726-3600
Ice Creamery	Apparel	48.0	\$8,000 - \$18,000	1,500 - 5,000	Michael Kirschner	michael@hartz.com	(800) 818-3224
Ice Creamery	Apparel	8.0	\$8,000 - \$18,000	1,200 - 4,000	Brayley	brayley@hartz.com	(800) 729-9023
Ice Creamery	Apparel	11.9	\$4,000 - \$8,000	2,000 - 2,500	Cecilia Ma	cecilia_ma@hartz.com	(800) 900-7152
Ice Creamery	Apparel	14.7	\$1,000 - \$2,500	150 - 300	Mark Gaudin	mgaudin@hartz.com	(302) 370-3798
Ice Creamery	Apparel	21.1	\$500 - \$700	1,000 - 1,700	Paul Henson	phenson@hartz.com	(310) 213-1126
Ice Creamery	Apparel	9.9	\$12,000 - \$17,000	1,500 - 4,500	Aaron Dan	aaron@hartz.com	(800) 548-2676
Ice Creamery	Apparel	8.1	\$8,000 - \$10,000	1,500 - 2,000	Jeff Press	jeff.press@hartz.com	(861) 715-0711
Ice Creamery	Apparel	7.8	\$7,000 - \$12,000	2,300 - 3,500	Kathie Mann	kathie@hartz.com	(410) 989-0821
Ice Creamery	Apparel	8.9	\$8,000 - \$12,000	2,000 - 3,000	Mark Schuster	mark@hartz.com	(800) 340-2319
Ice Creamery	Apparel	11.8	\$7,000 - \$11,000	1,500 - 2,200	Janice Johnson	jjohnson@hartz.com	(800) 675-1200
Ice Creamery	Apparel	3.4	\$16,000 - \$22,000	1,500 - 2,500	Christopher Schuster	cschuster@hartz.com	(800) 943-0845
Ice Creamery	Apparel	19.8	\$200 - \$500	3,500 - 4,500	Ryan Cunningham	ryan@hartz.com	(800) 798-8795
Ice Creamery	Apparel	12.1	\$12,000 - \$40,000	\$1,000 - \$4,000	William Burgess	wburgess@hartz.com	(310) 688-1410
Ice Creamery	Apparel	6.0	\$20,000 - \$40,000	8,500 - 8,500	David O'Bar	david@hartz.com	(302) 342-4762
Ice Creamery	Apparel	14.0	\$12,000 - \$40,000	4,000 - 5,000	Justin Reardon	justin@hartz.com	(800) 817-1122
Ice Creamery	Apparel	21.8	\$10,000 - \$20,000	1,500 - 7,000	Steve Carter	scarter@hartz.com	(800) 903-3400
Ice Creamery	Apparel	6.4	\$1,000 - \$1,500	1,500 - 1,800	Steven Greenberg	sgreenberg@hartz.com	(310) 291-0009
Ice Creamery	Apparel	99.9	NA	4,000 - 7,000	Robert Kirtch	rkirtch@hartz.com	(704) 843-4847
Ice Creamery	Apparel	11.0	NA	\$1,000 - 20,000	Brent Langford	brantlangford@hartz.com	(410) 261-4959
Ice Creamery	Apparel	11.4	\$64,000 - \$78,000	21,000 - 80,000	Dave Birmingham	dave@hartz.com	(800) 474-1300
Ice Creamery	Apparel	17.3	\$12,000 - \$17,000	8,500 - 20,000	Janet Weaver-Dobson	janet@hartz.com	(810) 874-0400
Ice Creamery	Apparel	14.0	\$15,000 - \$25,000	\$1,000 - 10,000	Mark Swanson	(700) 855-5268 (Parker Hand Center)	(700) 480-5000
Ice Creamery	Apparel	11.4	\$15,000 - \$20,000	15,000 - 45,000	Linda Kelley	lkelley@hartz.com	(910) 371-3131
Ice Creamery	Apparel	21.8	\$12,000 - \$22,000	20,000	Bob Kelley	bobk@hartz.com	(800) 348-5268
Ice Creamery	Apparel	NA	NA	\$1,000 - \$5,000	Jack Anderson	jack@hartz.com	(800) 348-5268
Ice Creamery	Apparel	1.3	\$12,000 - \$40,000	\$1,000 - 85,000	Linda Kelley	lkelley@hartz.com	(800) 371-3131
Ice Creamery	Apparel	8.5	\$100,000 - \$150,000	10,000 - 25,000	Anna Priddy	anna@hartz.com	(212) 777-0181
Ice Creamery	Apparel	9.5	\$6,000 - \$10,000	1,000 - 1,800	Janice Alway	janice@hartz.com	(800) 915-8822
Ice Creamery	Apparel	8.3	\$10,000 - \$30,000	1,000 - 1,500	Mark Swanson	mark@hartz.com	(800) 843-3071
Ice Creamery	Apparel	14.8	\$10,000 - \$20,000	900 - 1,200	Janice Chung	janice@hartz.com	(800) 480-3882
Ice Creamery	Apparel	4.8	\$600 - \$1,500	1,000 - 1,500	Aaron Dan	aaron@hartz.com	(800) 548-2676
Ice Creamery	Apparel	3.4	\$200 - \$1,200	1,000 - 1,300	Blair Wheeler	blair@hartz.com	(800) 328-1547
Ice Creamery	Apparel	8.9	\$8,000 - \$12,000	1,500 - 1,200	Gregory Taylor	gtaylor@hartz.com	(714) 989-7131

HdL ECONsolutions





Explore Possibilities

Retail Recruitment Services



Intended Uses

- Customized marketing efforts, outreach, and negotiation support to attract retailers on behalf of your City.
- Will include representation on behalf of the your City at ICSC events, including RECon (Las Vegas), Western Division Conference (Los Angeles), Idea Exchange (Anaheim), Deal Making (Monterey).



Business Attraction Successes



More than 60
Retailer/Restaurant
Placements



In 15 Different
Cities



More than \$3.5
Million in new
annual Sales Tax
Revenue





Explore Possibilities

Retail Performance Assessment

Intended Uses

- ECONSolutions can provide an in-depth assessment of your retail environment along with detailing key areas to focus on to encourage growth, development and revenue.

Development Driven by Data
City of Indio Retail Assessment

ECONSolutions by HdL
1340 Valley Vista Dr., Ste 200
Diamond Bar, CA 91765
www.ECONSolutions.com
www.ECONSolutionsbyHdL.com

City of Indio - Retail Assessment 10

Supply Assessment

Consumer Demand / Market Supply Index: 97

Consumer Demand	Market Supply	Opportunity
\$44,495,424	\$49,487,475	-11%
\$28,786,714	\$28,389,284	1%
\$17,448,086	\$15,819,817	10%
\$38,386,212	\$37,480,075	2%
\$18,397,823	\$18,146,893	1%
\$75,704,838	\$75,202,962	1%
\$28,952,933	\$28,524,763	1%
\$5,263,987	\$5,025,250	5%

City of Indio - Retail Assessment 11

Major Retail Area - Demand/Supply

City of Indio - Retail Assessment 12

Opportunity

Consumer Demand	Market Supply	Opportunity
\$38,244,244	\$38,376,265	-1%
\$18,346,742	\$18,389,283	-1%
\$79,443,497	\$85,871,274	12%
\$79,443,497	\$19,347,344	8%
\$79,443,497	\$79,443,497	0%
\$18,346,742	\$18,346,742	0%
\$18,346,742	\$18,346,742	0%
\$18,346,742	\$18,346,742	0%
\$18,346,742	\$18,346,742	0%
\$18,346,742	\$18,346,742	0%

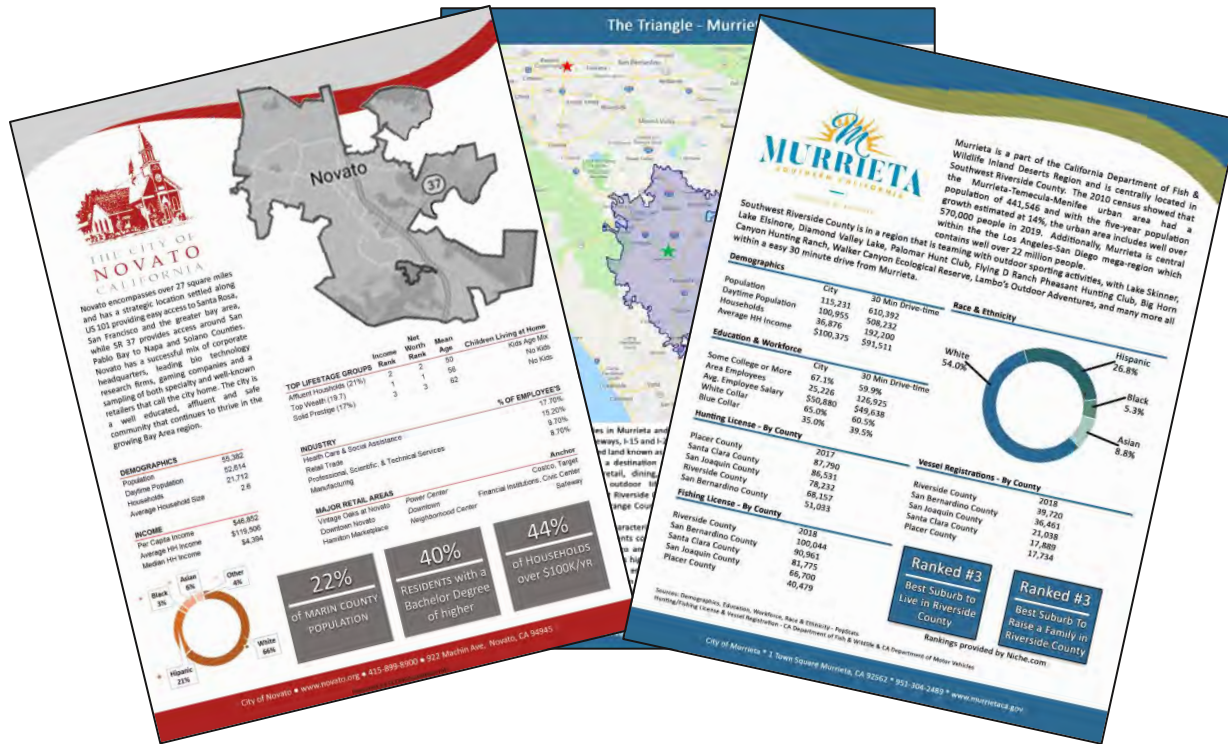
Figure 8 | City of Indio

By Establishment	Consumer Demand	Market Supply	Opportunity
Electronics/Appliance	\$22,465,406	\$23,444,991	-5%
Cooking Dishes	\$47,987,846	\$18,818,838	-15%
Spring/Bread/Pasta/Flour/Instruments	\$17,389,244	\$11,514,499	-27%
Other Breads/Electronic Dishes	\$15,108,814	\$15,048,838	-1%
Other Dishes	\$8,713,886	\$4,763,760	-24%
Full-Service Restaurants	\$78,430,367	\$41,025,831	-24%
Limited-Service Dining Places	\$77,806,740	\$45,186,170	-21%



Explore Possibilities

Marketing Packet



Intended Uses

- Preparation of a marketing packet to be used in conjunction with other business and retail attraction efforts.
- A great marketing and recruiting tool for both electronic distribution and via handouts at tradeshow.



Explore Possibilities

Market and Feasibility Studies

Development Driven by Data

City of Ontario
Peer Review - Market Study - Crow Holdings Property
at SWC of Hammer/Riverside

ECONsolutions by HDL
120 S. State College Blvd., Ste 200
Irvine, CA 92612
www.hdlcompanies.com

July 2019 City of Ontario - Crow Holdings Property 11

Market Analysis - Recommended Land Use

The proposed non-residential land uses within the Edengien Specific Plan provides an opportunity for the City of Ontario to increase employment opportunities and provide for additional retail that specifically caters to the primary trade area workforce. However, the land uses within the specific plan need to consider the residential to the west of the site and as such should look to implement land uses that allow for a transition of use types that are more complementary than large industrial buildings that would negatively impact both major and minor arterial roads. The intent of the suggested uses should provide a natural transition from the intense e-commerce/logistics uses to the east and north of the site to the residential to the west. Additionally, the suggested land use will also provide opportunities for quick convenience retail/restaurants in the primary trade area catering to the area's workforce and daytime population.

The potential to create a campus type location that is physically appealing with comfortable outdoor settings that invite pedestrian links and casual meetings, and whose architecture reflects both enduring institutional qualities and cutting edge features to attract potential tenants that will bring high wage job opportunities and also complement the surrounding area. The development of neighborhood scale shopping center here could serve the needs of residents, in the area, along with shopping and restaurant needs of the many employees working in the area.

The site could accommodate the following building square footage:

- Business Park/Office - 630,000 square feet (using existing FAR of 0.6)
- Office (SCE) - 440,000 square feet (using existing FAR of 0.55)
- Industrial - 350,000 square feet (using existing FAR of 0.6)
- Retail - 130,000 square feet (using existing FAR of 0.4)

City of Ontario - Crow Holdings Property 10

Edengien Specific Plan is defined in drivetimes with the City of Ontario and extends south Ontario. It also includes the most eastern most section of the City of Jurupa Valley. The Edengien Specific Plan includes some of the surrounding cities of northern Norco, southeast portion of Rancho City of Fontana as well as portion of unincorporated Fontana sphere of influence. Within the 5-minute neighborhood, strip/convenience centers, and a few in-area access to grocery, quick service/food casual is lacking - with only a small neighborhood shopping center of Riverside Drive and Archibald Avenue, 3 miles away are presently having to travel to the south to Fontana.

15,363 people living in 7,913 households and hosts a force of 28,440. The 5 minute drivetime makes up City of Ontario. The 10 minute drivetime consist of households and hosts a daytime population of 223,327 drivetime makes up approximately 31% of the total

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15 freeway exposure.

Void Analysis Summary
The following are possible national and regional targets from a Void not in the trade area, as well as those active in trade areas similar in

Bank	Fitness	Food/Convenience	Grocery/Drug Store	Restaurants	Retail
Bank of California	UFC Gym	Essex/Model	in Motion	Coffee Bean & Tea Leaf	F21 Retail
Bank of the West	Anytime Fitness	Texas	24 Hour Market	Peter's Coffee	W55
Chick-fil-A	Choice Fitness	Arvo AM/PM	Asis	Dutch Bros Coffee	Daiya Japan
		Shell	El Super	Pizza Studio	CosmoProf
			Grocery Outlet	Olive Garden	Bob's Discount Furniture
			Big Saver Foods	Foto Campore	
			Good Neighbor Pharmacy	Norri's Restaurant	
			Market's Market	101 Hawaiian Market	
				Barbours	
				El Dogone Bakery & Cafe	
				Corner Bakery	
				Doghies	

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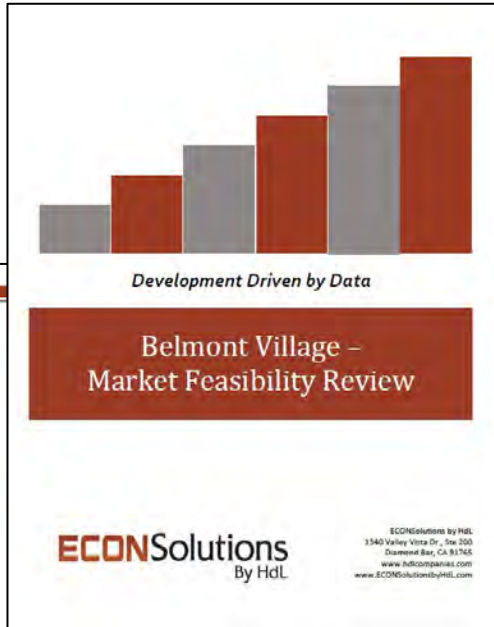
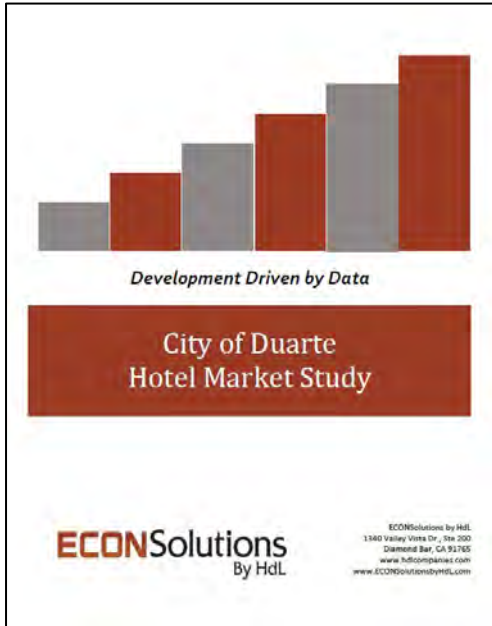
Intended Uses

- Study will provide an understanding of current market conditions, opportunities and best uses.
- Used to evaluate a specific area within your city to provide guidance on infrastructure quality, parking, ingress/egress, zoning etc.



Explore Possibilities

Hotel and Highest & Best Use Analysis



Market & Feasibility Studies

- Highest & Best Use Study
- Hotel Market Study
- Focused Market Study or Feasibility Review to evaluate development possibilities for an area or evaluation of a downtown
- Feasibility Study & Revenue Projections
- City County Education Study Session
- Provide Economic Development Staffing Services for cities including Cupertino, Menlo Park and Pacific Grove

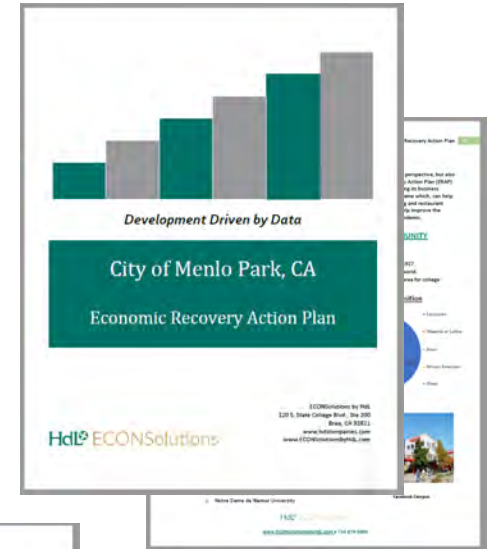
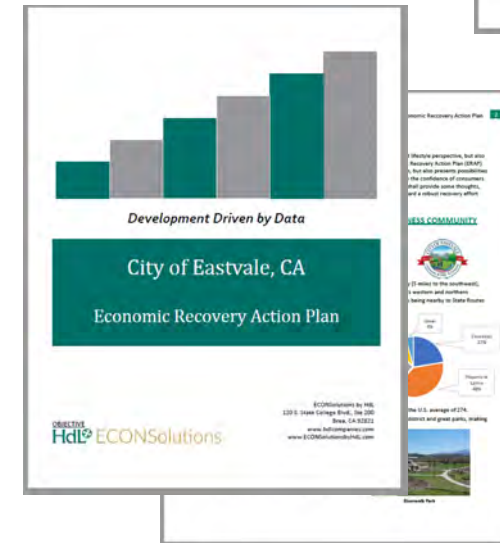
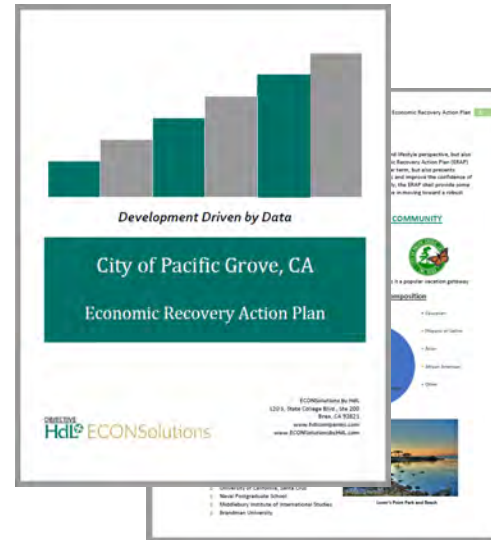


Explore Possibilities

Economic Recovery Action Plan (ERAP)

- ERAP will help a city in dealing with Pandemic now, and assist with reopening business community, along with presenting mid-term possibilities and best practices to drive recovery effort from COVID-19.
- HdL ECONSolutions has drafted ERAP's for three cities:

- **EASTVALE**
- **MENLO PARK**
- **PACIFIC GROVE**





Explore Possibilities

Economic Development Staffing Services

Intended Uses

- ECONsolutions can serve as a city's primary staffing point of contact for Economic Development, as well as support for existing city staff
- ECONsolutions brings significant experience and expertise in Economic Development
- Customized cost-effective out-sourcing model for Economic Development
- ECONsolutions is currently providing Economic Development Staffing Services for Cupertino, Menlo Park and Pacific Grove

A stylized, light teal globe is positioned on the right side of the image, partially overlapping the text. The globe features several dark teal, irregular shapes that represent continents or landmasses. The background is a solid, darker teal color.

What Do Our Clients Say...

HdL  ECONsolutions

Client Testimonial

"ECONsolutions has provided a number of valuable studies and reports for Banning for important projects in the community, along with helping reposition a shopping center with new uses"

Michael Rock

Retired & Former City Manager, Banning
CA

Case Study

Banning city government accomplished multiple economic development efforts with ECONsolutions as their partner. In less than 24 months, several shopping centers were repositioned.

Problem/Opportunity

Banning had a lot on its plate. Plans included new centers as well as redevelopment of existing property.

Solution

Banning turned to ECONsolutions! We provided proprietary development tools including a Void Analysis & Market Supply Assessment to identify and fill retail voids.

Success

Sun Lakes Village Shopping Center, San Geronio Crossing, Peninsula Retail/Legendary Restaurants...



Phase 1 – Opened in 2016



Phase 2 – Opened in 2017

Client Testimonial

"ECONsolutions has greatly assisted our efforts to work with the City of Upland to help reposition and redevelop a 13-acre shopping center at a key intersection".

Patrick Wood
Wood Investments

Case Study

The city of Upland produced dramatic expansion of their retail business base with help from ECONsolutions. In less than 24 months, two auto dealerships, a new shopping center were made ready for development and an existing shopping center was repositioned.

Problem/Opportunity

Upland was in a quandary. Plans called for increasing their sales tax revenue base to achieve revenue goals, but staff reductions made resources limited.

Solution

Upland turned to ECONsolutions! We provided proprietary development tools including a Void Analysis and Consumer Demand & Market Supply Assessment to identify and fill retail voids.

Success

Ford of Upland, CNC Motors, Upland Village Center and Sycamore Hills Plaza.



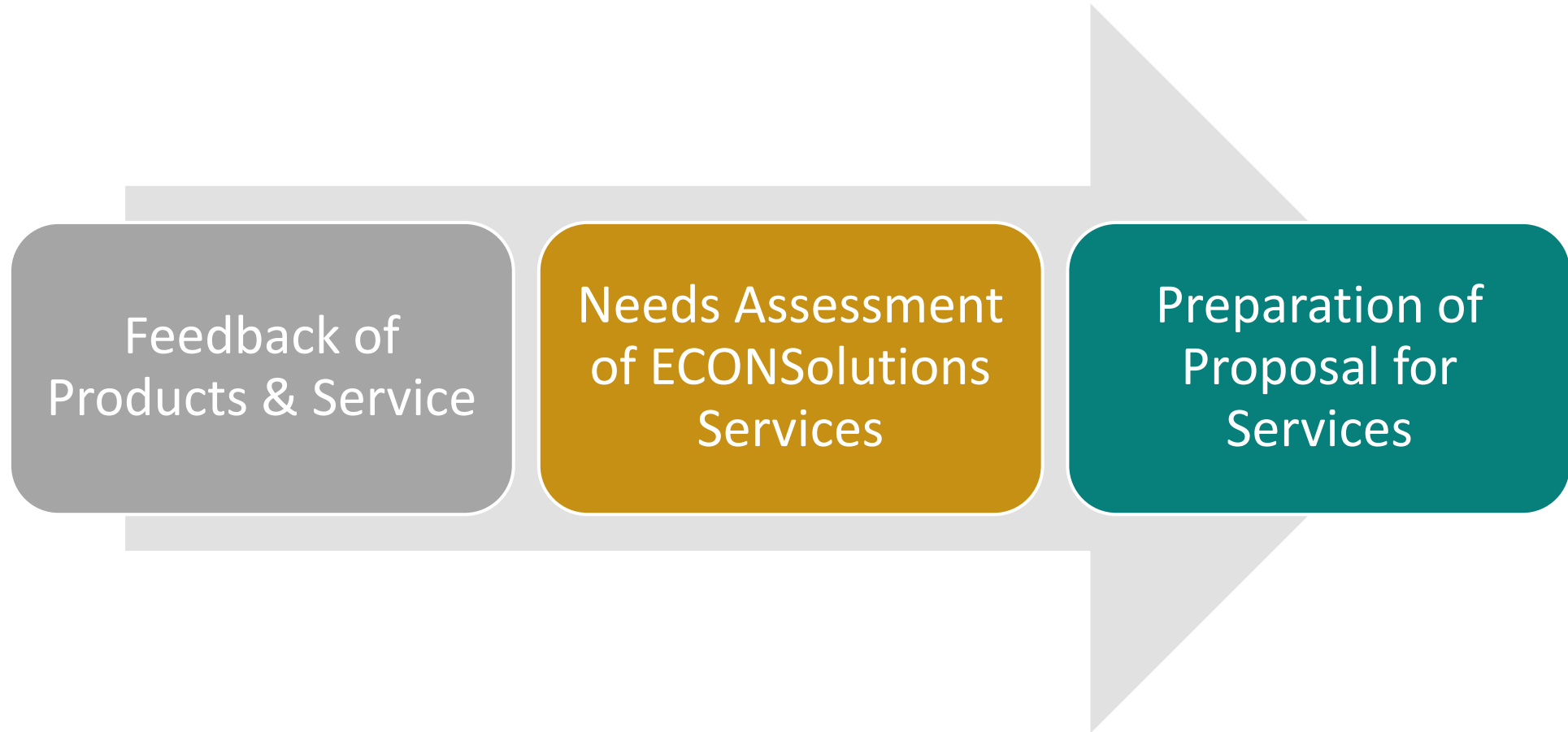
Upland Village – After Repositioning



Upland Village – Before Repositioning



Next Steps



Barry Foster

5762 Via Las Nubes, Riverside California 92506

Home: (951) 683-2146 Mobile: (951) 233-0414

Education

University of Kansas

Master of Public Administration, May 1991

Minnesota State University

Bachelor of Science in Urban Studies and Political Science, June 1989

Experience

May
2014 to
Present

Principal/Managing Director

HdL Companies-Diamond Bar, California

Created new economic development division in 2014 to enhance HdL's offerings to its 400 local government clients. New economic development products include site selection tools, demographic packages and customized economic development programs tailored to a community's needs. Worked for over 125 local governments and 20 developers on variety of projects.

May 2013 to
May 2014

Development Consultant-Project Manager

SARES-REGIS Group-Irvine California, Ridge Development Co.-Irvine California, Radius Retail Advisors-Newport Beach California, Wincorp Development Partners-Newport Beach California
Work included site selection, marketing, development services and economic development consulting.

September 2005 to
May 2013

Community & Economic Development Director

City of Moreno Valley, California (Riverside County city with a population of 210,000)

Managed six divisions (Building & Safety, Business Support Services, Code & Neighborhood Services, Land Development, Planning & Redevelopment), plus economic development with a total staff of 85.

- **Industrial development**—assisted with development of 24 industrial buildings with 18 million S.F for logistics/distribution users including Aldi, Amazon, Deckers Outdoor, Frazee Paint, Harbor Freight Tools, Lowe's, Phillips Electronics, O'Reilly, P&G, Ross Stores, Skechers & United Natural Foods.
 - **Regional mall development**—facilitated upgrade and expansion of 1.2 million S.F. Moreno Valley Mall including addition of Harkins Theatres, Rue 21, Aeropostale, Hollister, Crunch & Round 1.
 - **Master plan community**—assisted with development of 620-acre master planned TownGate community including five shopping centers. Retailers include Burlington Coat Factory, TJ Maxx, HomeGoods, Sports Authority, 24 Hour Fitness, WinCo, ULTA Beauty & BevMo. Restaurants include Bj's, Mimi's Café, Applebee's, Outback Steakhouse, Olive Garden, Buffalo Wild Wings, Panera Bread, Chipotle, Miguel's Jr. and Portillo's. Hotels include Ayres Suites, Fairfield by Marriott & Hampton Inn.
 - **Power center development**—facilitated development of Stoneridge Towne Center and Moreno Beach Plaza. Anchors include Walmart, SuperTarget, Kohl's, OfficeMax & LA Fitness. Restaurants include Bob's Big Boy, Chili's, Panda, Wendy's, Carl's Jr. & Starbucks.
 - **Auto mall development**—expansion of Moreno Valley Auto Mall including funding of freeway sign and public improvements, assisting Moss Bros. Auto Group to re-establish GMC/Buick and Volkswagen dealership, with \$12 million private sector investment to modernize seven dealerships with new corporate branding and amenities.
 - **Medical corridor**—expansion of City's medical corridor created 494 new jobs and facilitated investment of \$145 million through expansion of Riverside County Regional Medical Center and Kaiser Permanente Moreno Valley Community Hospital.
 - **Economic development strategy**—Economic Development Action Plan approved to focus economic development efforts within nine geographic areas and helped create 2,645 new jobs.
 - **Awards**—Moreno Valley selected as 2012 Community Partner by National Association of Office and Industrial Properties (NAIOP) for excellence in customer service delivery for development services.
-

October 1997 to
September 2005

Economic Development Director

City of Rancho Mirage, California (Riverside County city with a population of 18,000)

- **The River at Rancho Mirage**—spearheaded public/private partnership between City and JH Snyder Company to develop \$60 million, thirty-acre lifestyle project anchored by Century Theaters, Babe's BBQ & Brewhouse, Fleming's Steakhouse, PH Chang's, Cheesecake Factory & Yard House. Other retailers/restaurants include Bath & Body Works, Rocky Mountain Chocolate Factory, Bang & Olufsen, ULTA Beauty & Starbucks.
 - **Shopping center development**—managed development of 58-acre Monterey Marketplace on City-owned property adjacent to I-10 freeway. Anchor tenants include The Home Depot, Regency Theatres, Linen N Things, Pacific Sales, Plummers Furniture & Jo Ann Fabrics. Restaurants include Burgers & Beer, Red Robin and IHOP. Facilitated expansion projects for Pavilions Center and Rancho Las Palmas Center, along with development of Country Club Village.
 - **Auto mall development**—assembled two redevelopment projects for \$20 million expansion/upgrade of major sales tax producers—Desert European Motor Cars (Audi, Aston Martin, Bentley, Jaguar, Land Rover, Lotus, Maserati, Porsche and Rolls Royce) & Electric Car Distributors.
 - **Hotel development**—enhanced city's position in hotel/hospitality by facilitating new hotels and major hotel renovation projects including Country Inn & Suites, Hilton Garden Inn, Marriott Rancho Las Palmas, Ritz Carlton and Westin Mission Hills.
 - **Diversified economic base**—pursued diversification of City's economic base by facilitating medical and professional office development including Eisenhower Medical Center's \$320 million upgrade/expansion and other projects totaling 365,000 square feet.
 - **Business retention**—formulated program to target reuse/rehabilitation of vacant commercial buildings along Highway 111 corridor including productive reuse of 28 buildings resulting in high quality mixed-use projects including banks, retail stores, restaurants, design showrooms, and professional offices.
-

December 1991 to
October 1997

Project Manager (previous positions--Assistant to City Manager & Senior Management Analyst)

City of Monrovia, California (Los Angeles County city with a population of 37,000)

- **Krikorian Theatres**—project manager for \$12 million theater development in Old Town Monrovia.
 - **Redevelopment/economic development**—assisted with development of new retail centers including Monrovia Marketplace and Gateway Center, completion of I-210 Auto Center, expansion of high-tech research and development corridor, and relocation of The Home Depot to new I-210 freeway site.
 - **Auto center development**—helped expand the Monrovia Auto Center with BMW and Infinity dealers.
 - **Business attraction**—added new office headquarters for Trader Joes Co. and Lawry's Inc. New retailers include Office Depot and Michaels. Restaurants include Claim Jumper, Mimi's Café, Red Lobster, Applebee's & Macaroni Grill. Hotels include Homestead Suites and Courtyard by Marriott.
 - **Special projects**—worked on variety of special projects including upgrade of marketing program, expansion of Downtown Farmers Market, plan development for expansion of City parking lots in Old Town Monrovia and completion of City's All-America City application.
-

April 1988 to
December 1991

Management Assistant/Administrative Assistant

Cities of North Mankato, Minnesota, Lenexa Kansas, Loma Linda and Grand Terrace, California

Areas of focus included administrative policy, budget development, economic development, grant writing, human resources management, marketing, redevelopment and solid waste management.

Affiliations

International Council of Shopping Centers (ICSC), member.

Municipal Management Assistants of Southern California (MMASC), Annual Conference Chair, 1997-98; President 1996-97; Secretary 1995-96; and Chair Northern Los Angeles Region, 1994-95.

References

Batcheller, Stephen, Partner of Transwestern Development Company, 601 S. Figueroa Street, Suite 275, Los Angeles CA 92660 **(949) 351-5186**

Bergren, Chris, Principal of Evergreen Development Company, 219 California Street, El Segundo CA 90245 **(310) 480-0128**

Garcia, Henry, Retired City Manager of Moreno Valley CA, 461 Green Orchard Place, Riverside CA 92506 **(951) 999-1617**

Green, Shannon, Development Partner of Arizona Partners, 3711 Lilac Avenue, Corona Del Mar, CA 92660 **(949) 500-2587**

Harvey, Ben, City Manager of Pacific Grove CA, 300 Forest Avenue, Pacific Grove CA 93950 **(213) 364-2699**

Lewis, Randall, Executive Vice President of Lewis Group of Operating Companies, 1156 N. Mountain Avenue, Upland CA **(909) 946-7542**

Meyer, Joe, Partner Pacific Retail Partners, 5225 Canyon Crest Drive, Suite 355, Riverside CA 92506 **(951) 248-1100**

Marks, Michael, Partner of Trilogy Investment Group, 760 Garden View Court, Suite 200, Encinitas CA 92024 **(760) 753-0100**

Moss, Glenn Sr., President/CEO of Moss Bros. Auto Group, 8146 Auto Drive, Riverside CA 92504 **(951) 313-6194**

Obbage, David, Partner of SEG Advisors, 4650 Von Karman Avenue, Newport Beach CA 92660 **(949) 225-3538**

Ochoa, Scott, City Manager of Ontario CA, 303 E. B Street, Ontario CA 91764 **(909) 395-2242**

Pratt, Patrick, Retired City Manager of Rancho Mirage CA, 79 Beekman Place, Palm Desert CA 92211 **(760) 285-6289**

Rice, Dennis, Executive Vice President-West Region of Logistics Property Company, 7777 Center Avenue, Suite 690, Huntington Beach CA 92647 **(949) 751-5721**

Rooney, Peter, President of SARES-REGIS Group, 3501 Jamboree Road, Suite 3000, Newport Beach CA 92660 **(949) 756-5959**

Wood, Patrick, CEO/Managing Partner of Wood Investments Companies 2950 Airway Avenue, Costa Mesa CA **(949) 300-0553**

Angela W. Tsui

872 Sycamore Creek Way
Pleasanton, CA 94566

Cell: (510) 676-7335
Email: angela.w.tsui@gmail.com

SUMMARY

Over 19 years of comprehensive first-hand experience working with local business and residential communities. Extensive involvement in developing and fostering economic vitality through business development of small to large business types, as well as cultivating start-ups and emerging entrepreneurial opportunities. Proven problem solver and business advocate, especially in assisting businesses through the entitlement and permitting process. Accomplished in building relationships with internal and external stakeholders through community outreach and meeting facilitation. Skilled in working with cross-functional teams, including Planning, Building, Public Works, City Attorney, and Recreation departments; elected officials; and executive team members. A passionate Connector of people, businesses, and resources.

EXPERIENCE

November 2019-Current

ECONsolutions, HdL Companies, Pleasanton Office

SENIOR ADVISOR

Provide economic development analytics and staffing services to cities throughout California. Client cities for economic development staffing services include, City of Cupertino, City of Menlo Park, and City of Pacific Grove.

Economic Development responsibilities include, but are not limited to:

- Serve as the economic development point person and business liaisons for the cities of Cupertino, Menlo Park, and Pacific Grove for routine economic development tasks.
- Provide much needed guidance and assistance to businesses during the COVID-19 pandemic, including serving as a member of Cupertino's Emergency Operations team and answering hundreds of inquiries from businesses on how to operate during various tiers of the Shelter-In-Place Order.
- Developed and launched Cupertino's Small Business Emergency Relief Grant Program utilizing CDBG CARES Act funding – the City's first business grant program.
- Assisted in drafting and implementing urgency ordinances and emergency orders for business-related matters, including temporary outdoor dining, temporary outdoor business operations, and fee waiver for temporary outdoor banners.
- Led a cross-functional team to develop Cupertino's Mobile Vendors Ordinance.
- Served as the staff point person for the City of Cupertino's real property acquisition – was responsible for coordinating the tasks of multiple departments and disciplines, and managing the escrow process and paperwork in a timely manner.
- Managed City of Cupertino's annual Economic Development Division budget upwards of \$500,000.
- Provide relocation assistance to local businesses and operations, including Shane Co., Dance Academy, PCFMA Farmers Market, and WCFMA Farmers Market.
- Collaborated with the Cupertino Chamber of Commerce on a variety of programs, including the Love Cupertino e-Gift Card Community Program, hosting small business webinars, and shop local campaigns.
- Partnered with the Silicon Valley Small Business Development Center (SBDC) to offer weekly virtual office hours to Cupertino entrepreneurs/businesses and ongoing counseling services.
- Partnered with internal City departments/divisions on business engagement and community outreach for various programs, including second-hand smoke policies, traffic impact fees, electrification codes, waste and recycling management, as well as a "Gems of Cupertino" scavenger hunt contest for Small Business Week 2021.
- Assisted in the development and launch of Menlo Park's Outdoor Dining Grant Program.
- Engage with local businesses through in-person site visitations.
- Collaborate with the Menlo Park Chamber of Commerce and Pacific Grove Chamber of Commerce to conduct business site visits distributing COVID health and safety information to each community, respectively.
- Actively work to attract, retain, and grow local businesses.

Economic Analysis work includes:

- Economic Recovery Action Plans
- Market and Feasibility Studies
- Hotel Market Studies
- Focused Medical-Healthcare Market Study

Guest presenter as part of HdL team for economic development recovery webinars to municipal organizations, such as MMANC and MMASC.

November 2012-November 2019

Office of Economic Development, City of Cupertino, Cupertino, CA

ECONOMIC DEVELOPMENT MANAGER

Manage the Economic Development responsibilities for the City of Cupertino, including,

- Attract, retain, and grow office; commercial; and retail tenant base.
- Developed Cupertino's first Economic Development Strategic Plan (EDSP) in 2015.
- Developed and coordinated engaging small business training workshops and events throughout the year.
- Served as the advocate for local businesses, especially through entitlement and permitting processes.
- Worked closely with commercial brokers and developers through all project phases and leasing.
- Partnered with local business support organizations, including the Cupertino Chamber of Commerce, Silicon Valley Economic Development Alliance (SVEDA), Silicon Valley SBDC, and Cupertino Rotary.
- Managed the annual Economic Development Division budget upwards of \$500,000.
- Supported and attended grand opening ribbon cutting events for local businesses.
- Coordinated and hosted Cupertino's annual Small Business Saturday events.
- Guest presenter to local organizations and internal City departments providing economic development and business updates.
- Served as the staff liaison to the Economic Development Committee.
- Founded the Cupertino Business & Professional Women's Networking Group, which meets monthly.

October 2004-August 2010

Office of Economic Development, City of Fremont, Fremont, CA

ECONOMIC DEVELOPMENT COORDINATOR

- Facilitated the City's participation in the Recovery Zone Bond Program, as well as coordinated the application and award process to local businesses.
- Managed the City's Business Visitation Program as a business retention tool.
- Managed the City's Small Business Workshop Series providing free monthly workshops.
- Successfully led two trade mission delegations to Asia.

November 1999-October 2004

Office of Economic Development, City of Fremont, Fremont, CA

ECONOMIC DEVELOPMENT EVENT COORDINATOR PROMOTED TO MARKETING COORDINATOR

Developed, designed, and launched promotional marketing materials and campaigns, including seasonal shopping and dining programs, and biotech and high-tech recruitment. Organized and promoted over 25 highly-attended corporate and community special events, including the City's annual 4th of July Parade.

June 1997-September 1999

Boalt Hall Development & Alumni Relations, University of California, Berkeley, CA

ASSISTANT DIRECTOR

Developed, coordinated, and marketed over 100 events annually for alumni, faculty, staff, and students. Assisted with donor cultivation efforts. Wrote correspondence on behalf of the Dean.

EDUCATION Bachelor of Arts Degree in Political Science, University of California at Berkeley

Completed California Real Estate Prelicensing Coursework and Exams

SKILLS Extensive experience using MS Office (Word, Excel, PowerPoint, Project, etc.), Adobe Creative Suite (Illustrator, Photoshop, etc.), Accela, and GIS search platforms, including CoStar and ESRI. Attended Facebook Community Boost training and ongoing Facebook and Grow with Google workshops for business. Fluent in conversational Mandarin.

MEMBERSHIPS Member of International Council of Shopping Centers (ICSC), Silicon Valley Economic Development Alliance (SVEDA), affiliate member of MMANC through HdL corporate membership, and Rotary International Cupertino Chapter. Past member of National Charity League (NCL) and Boys Team Charity (BTC) Pleasanton Chapters.

PERSONAL Interests include traveling, reading, baking, graphic design, and philanthropy volunteer work. Avid tennis player and sports fan.

SANDRA L. MEYER

1018 Crystal Ct. • Walnut Creek, CA 94598
sjmeyerfam@gmail.com • cell 925-899-1953

Community Development/Planning Consultant

Urban planner with over thirty years of municipal community development experience including managing Planning, Housing, Building and Economic Development Departments. Strengths include management and processing of complex development projects, coordination of planning efforts with economic development objectives and project oversight of comprehensive General Plans and Specific Plans, development code updates and downtown/business park revitalization projects.

PROFESSIONAL EXPERIENCE

Community and Economic Development Director, City of Walnut Creek, CA, June 2009 – October 2020

Managed thirty-nine employees including staff and organizational development involving Current Planning, Advanced Planning, Housing, CDBG programs, Climate Action Plan, Building Permits, and Inspections

Key Accomplishments:

- Managed two Specific Plans located within the City's Core Priority Development Area - the West and North Downtown plans including coordinating staff and consultant work, grant funding, public meetings and hearings, advisory committee participation, environmental review, and entitlement hearings. Both plans guide future development to create more livable, equitable and environmentally sustainable residential, mixed use and commercial neighborhoods.
 - Managed the Housing Division's work on the 2015 – 2023 Housing Element Update.
 - Project manager for a Development Services Process Improvement Plan ("Development Services Action Plan") and implementation through two subsequent "Blueprint for Success" CC adopted documents with over 60 specific, actionable initiatives to guide the improvement of the development services experience in Walnut Creek (85% implemented through December 2020).
-

Planning Manager, City of Walnut Creek, CA, December 2002 – June 2009

Managed twelve employees in both current and long-range planning, code enforcement as well as was staff to the Planning Commission.

Key Accomplishments:

- Managed the 2025 General Plan comprehensive update which was a 3 year effort involving over 50 public meetings and hearings, a 7 member Steering Committee of both elected and appointed participants, 4 community workshops involving 100's of participants and oversaw consultant contracts for development of both the plan and EIR.
- Managed the Locust Street/Mt. Diablo Specific which focused on a key portion of the Traditional Downtown where several significant vacant and transitioning commercial properties offered opportunities for infill development. Of the six opportunity sites within the plan area, one site has been redeveloped, one site is under construction, one has an approved development plan, and one other site is under entitlement review.

Associate/Senior/Principal Planner, City of Walnut Creek, CA, November 1989 – December 2002

Project Manager for both current and long-range planning projects, Zoning Administrator hearing officer, staff liaison to Design Review Commission, Code Enforcement staff supervisor and managed all annexation processes.

Key Accomplishments:

- Wrote and managed the Comprehensive Revision to the Zoning Code to bring it into compliance with the 1989 General Plan (still in use today)
- Project planner for the John Muir Medical Center 20-year Master Plan which included General and Specific Plan Amendments and rezoning to a planned development zoning district.
- Project planner for a 167,500 square foot office and ground floor retail project across from the WC BART station that included a General Plan amendment, rezoning and Design Review applications as well as an EIR.
- Project planner for a 164, 900 square foot retail project called Plaza Escuela in the heart of the downtown following project management of an Area Plan to set land use objectives and policies for the site. The application involved a Use Permit and Design Review and included the extension of an existing street through the middle of the site which further established the downtown street grid and facilitated pedestrian movement from Broadway Plaza.