

SCOPE OF SERVICES: ALAMEDA ECONOMIC DEVELOPMENT STRATEGIC PLAN

Task 1: Review City Documents and Background Data; Attend Kick-off Meeting and Site Visit

The Strategic Economics Team (the SE Team) will work with City Staff to kick off the Economic Development Specific Plan (EDSP), through sub-tasks described below:

Task 1.1: Project Initiation, Kick-off Meeting and Site Visit – The SE Team will first attend a project initiation meeting with City Staff to finalize the scope of work. As part of this meeting, the SE Team will work with City Staff to identify opportunities to streamline the project scope and budget. This may include a reduction in the number of meetings or deliverables, or the combination of meetings with different stakeholder groups. We will also evaluate opportunities to consolidate the background analysis, based on the review of background documents and data in Task1.2.

The desired outcome of the initial meeting is to define the project’s goals, finalize the community and business engagement strategy, and agreement on the approach to the background report. After the project initiation meeting, the SE Team will tour the city with Economic Development and other project staff, with a special focus on the City’s key economic generators and opportunity areas. One member of the SE Team will also attend and speak (if necessary) at the City Council meeting at which the consultant contract is approved.

Task 1.2: Review Background Documents and Data – Prior to the initiation meetings, SE will review all background documents provided by City and listed in the RFP.

Meetings

- City Council meeting
- Kick-off meeting with City Staff

Deliverables

- Memorandum summarizing approach for developing EDSP Background Report
- Final scope of work
- Final project schedule defining key meetings and dates for submittal of draft and final deliverables.

Task 2: Citywide Demographic and Economic Analysis

Building off of previous analyses and data, Strategic Economics will fill in any gaps and provide updated information on Alameda’s economic and market position relative to the East Bay region and the greater Bay Area overall. The subtasks outlined below include a close review of existing data, analysis of key business sectors, commercial real estate market trends, and retail spending patterns.

Task 2.1 Review of Existing Data

SE will conduct a close review of all relevant policy documents, recent market and economic studies, and data pertaining to demographic and socioeconomic trends, labor force characteristics, sales tax revenues, overall employment patterns, and projected growth.

Task 2.2: Business Sector and Consumer Demand Analysis

- **Business Sector Analysis** - In order to gain a more nuanced understanding of the types of industries and businesses that are successful, have potential for growth, or require additional support from the city, Strategic Economics will evaluate Alameda's primary business sectors, including clean tech/advanced manufacturing, specialty food and beverage manufacturing, computer software, and healthcare and biotechnology, among others. We will use a combination of California Employment Development Data, County Business Patterns, and city business license data (if available) to analyze employment, industry, and business trends, and better understand Alameda's role in the East Bay and the wider San Francisco Bay Area.
- **Commercial Real Estate Market Analysis** – Strategic Economics will analyze the performance of key office and R&D locations within the city, such as Alameda Point, Harbor Bay and Marina Village Business Park. This analysis will include an assessment of real estate market trends such as rents and vacancy rates, as well as major tenants and regional competitors. We will also identify the key competitive advantages for each location, incorporating feedback from commercial real estate brokers, developers and business owners through the stakeholder focus group process and additional interviews, as needed. Together with the findings the business sector analysis, this subtask will identify industries and business types that not only have strong growth potential, but are also a good match for Alameda's largest commercial locations.
- **Retail Analysis** - In order to better understand consumer spending patterns and growth in Alameda, Strategic Economics will evaluate retail performance at the center, city and regional levels. This will include an analysis of sales trends and real estate market data for major retail locations, such as South Shore Center, Park Street, Webster Street and Alameda Landing, as well as an assessment of competitive supply within the City's trade area. Strategic Economics will also conduct a citywide retail leakage analysis by sector to identify potential opportunities for growth. Finally, in order to gain insight into Alameda's role within the broader retail context, we will compare retail sales patterns in the City of Alameda with those of neighboring and competitive East Bay cities and the East Bay region.

Deliverable

- Memorandum summarizing the results of the Business Sector Analysis, Commercial Real Estate Market Analysis, and Retail Analysis.

Task 2.3: Research Tourism and Visitor Destinations – Strategic Economics will evaluate the performance and economic contribution of Alameda's major tourist and visitor destinations, including the marinas, Chuck Corica Golf Course, the USS Hornet Museum, Crown

Beach, Spirits Alley, and other key destinations. In addition to analysis of quantitative data such as sales and transient occupancy taxes, we will also conduct primary research about the number of visitors, visitor origins, and overall performance through interviews with representatives from major destinations. This analysis will provide insight into the role of tourism in Alameda’s overall economy, and its potential role in driving future economic growth in the City.

Deliverable

- Memorandum summarizing the Research on Tourism and Visitor Destinations

Task 2.4: Stakeholder Focus Groups – Strategic Economics will facilitate a series of up to eight in-person stakeholder focus groups. The stakeholder groups will be defined in close coordination with City Staff, but are likely to include: key business representatives; retailers; brokers, developers, hotel operators, community leaders, property owners, and City division managers. In addition to gathering qualitative information and answering key questions raised in previous tasks, the focus groups will help to build support for the Economic Development Strategic Plan and achieve “buy-in” from key stakeholders and community leaders. Strategic Economics will facilitate each of the focus groups, formulating specific topics and questions with the goal of gathering required information, generating ideas for potential strategies, and building consensus for the EDSP. It is assumed that City Staff will contact all stakeholders to schedule and coordinate the focus group meetings. In situations where scheduling conflicts arise, one-on-one interviews may be substituted for larger group meetings.

Meeting

- Up to eight (8) Stakeholder Focus Group meetings
- Up to six (6) individual interviews, as needed

Deliverable

- Summary of key economic development issues identified in the focus group meetings and interviews

Task 2.5: SWOT Analysis and Identification of Target Industries - Building on previous tasks, SE will prepare a summary of Alameda’s strengths, weaknesses, opportunities and threats (SWOT analysis) for economic development. This analysis will also identify specific industries and tenant types that might be a good fit for Alameda, including consideration of maritime and tourism industries, among others.

Deliverable

- Memorandum summarizing the SWOT Analysis and Identification of Target Industries

Task 2.6: Economic Development Background Report – Building on the memo reports prepared in previous tasks, Strategic Economics will produce a comprehensive Economic Development Background Report. The Background Report will summarize previous findings, identify key target industries, and serve as the foundation for the creation of the Economic Development Strategic Plan. The Background

Report will be designed for a public audience, incorporating graphics, charts and tables that “tell the story” of Alameda’s economy. A user-friendly Executive Summary will highlight the most significant findings and set the stage for public discussion.

Strategic Economics will deliver an Administrative Draft for review and meet with City Staff. Within 21 calendar days of receiving a single integrated set of comments from reviewers, a final report will be delivered.

Meetings

- Presentation of Administrative Background Report to City Staff
- Presentation of Administrative Background Report to the Economic Development Advisory Panel

Deliverables

- Administrative Draft of the Economic Development Background Report
- Final Economic Development Background Report

Task 3: Community Engagement

The SE team, led by MIG, will design and facilitate a robust and multi-faceted community engagement program to support this project. We will leverage our deep knowledge of the local Alameda community, business leaders and property owners to create a focused series of social media and workshop events that are engaging, fun, and solicit the desired input needed to advance the project. Our approach is to specifically use both high-tech and high-touch approaches to reach a broad segment of the Alameda community. Early in the process, we will prepare a postcard that can be handed out and mailed to members of the business community as well as residents. We will also develop a series of social media platforms to engage people in a digital conversation regarding the project. These tasks will be followed by a series of larger Community Workshops and a workshop “Toolkit” that will allow the City to engage the community through informative, engaging and fun activities. Lastly, MIG will analyze and summarize all community input in a succinct and highly-visual Community Engagement Summary. The following is more detail on each specific community engagement subtask.

Task 3.1: Project Postcards

MIG will prepare two highly visual postcards that will be used to promote the project, solicit input, and advertise the community workshops. The postcards will be 4 inches x 5 inches, double-sided pieces designed to drive participation in the project. The postcards will be utilized as handouts and can also be mass-mailed to residents and businesses throughout Alameda. The budget assumes that the City would be responsible for printing and mailing the postcards. MIG will provide high-resolutions PDF and TIFF files for each postcard to the City.

Task 3.2: Social Media Program

MIG, in close coordination with Strategic Economics and City Staff, will identify key social media platforms that can be used to share project messaging and promote outreach activities. MIG will recommend a social media strategy that establishes and leverages pre-segmented social media audiences by demographics and/or interests. The strategy will include publishing posts to either established City of Alameda social media accounts or new social media accounts (e.g., Facebook and/or Twitter). MIG will be responsible for setting up the social media accounts, preparing and uploading text and images, and reviewing/approving community posts.

Task 3.3: Community Workshops (2)

The SE Team will prepare materials for and facilitate two Community Visioning Workshops to support the Economic Development Strategic Plan process. These workshops will include business community leaders, the business community in general, the Chamber of Commerce, other civic leaders and the broader Alameda community. The agenda for these workshops will be developed in coordination with the Project Team, but will likely include: an update on the project; summary of materials produced to date; a survey component (that can be made digital and posted on social media as well); and an interactive facilitated discussion – including keypad polling if appropriate – to refine an overall vision and develop specific economic goals for the City. The SE Team will be responsible for developing workshop content, printing handout materials and facilitating each workshop. MIG will provide one facilitator and one graphic recorder for each workshop. City Staff will be responsible for securing workshop locations, printing and mailing announcements, and providing refreshments.

Task 3.4: Community Engagement Summary

Following the Community Workshops, MIG will prepare a succinct and highly-visual summary report that contains all input received from the social media platforms, two Community Workshops and Toolkit workshops. The report will be prepared using PowerPoint and formatted for easy viewing online or on a mobile device. MIG will prepare an administrative draft report for City and consultant team review and comments, and then prepare one final version that reflects combined team input.

Meetings

- Community Workshop #1
- Community Workshop #2

Deliverables

- Community Engagement Process Diagram (InDesign/PDF)
- Postcards (InDesign/PDF)
- Workshop Agendas, Comment Cards and Presentations (InDesign/PowerPoint/PDF/100 hard copies per workshop)
- Workshop Wallgraphic Recordings (hand drawn/JPEG)
- Community Engagement Summary (PowerPoint/PDF)

Task 4: Draft Economic Development Strategic Plan and Implementation Plan

The SE Team will incorporate the results of the background report and community workshops into an initial document framework for review by City Staff. Based on feedback from staff, SE will prepare an Administrative Draft of the Economic Development Strategic Plan. The plan will describe the economic context, existing conditions, and future changes necessary to maintain Alameda's competitive advantage in creating, supporting and attracting businesses, diversifying the local economy, and maintaining fiscal health. The Implementation Plan will identify specific actions, a lead organization or department, potential funding sources supporting agencies and partners, and time frames.

Within 21 calendar days of receiving a single integrated set of comments from city staff, the SE Team will deliver a revised Draft EDSP to be presented to the community and City Council.

Meetings

- Presentation of the Administrative Draft of the EDSP to City Council, the Planning Board, and the Economic Development Advisory Panel

Deliverables

- Administrative Draft of the EDSP and Implementation Plan
- PowerPoint presentation of the Administrative Draft of the EDSP and Implementation Plan
- Revised Draft of the EDSP and Implementation Plan

Task 5: Staff Meetings and Communication

The SE Team will participate in bi-weekly conference calls with relevant staff, and regularly scheduled in-person meetings on an as-needed basis. The SE team will work with staff on an on-going basis to gather information and contacts, discuss deliverables and schedules, and address key issues or questions as they arise.

Meetings

- Bi-weekly conference calls with City Staff
- In-person meetings on an as-needed basis

Task 6: Final EDSP and Implementation Plan

The SE Team will incorporate the input from Economic Development Advisory Panel, Planning Board, the City Council and community members to deliver a final Economic Development Strategic Plan and Implementation Plan.

Meetings

- Presentation of the final EDSP to City Council and the Planning Board

Deliverables

- PowerPoint presentation of the Final EDSP and Implementation Plan
- Final EDSP and Implementation Plan

Total Project Budget

City of Alameda Economic Development Strategic Plan

Tasks	Strategic Economics Total		MIG Total		Total Project Budget	
	Hours	Cost	Hours	Cost	Hours	Cost
Task 1 Review Documents and Attend Kick Off Meeting	42	\$7,090	8	\$1,080	50	\$8,170
1.1 Project Initiation, Kick-off Meeting and Site Visit	32	\$5,690	8	\$1,080	40	\$6,770
1.2 Review Background Documents	10	\$1,400	0	\$0	10	\$1,400
Task 2 Citywide Economic and Demographic Analysis	504	\$68,610	0	\$0	504	\$68,610
2.1 Review of Existing Data	6	\$820	0	\$0	6	\$820
2.2 Business Sector and Consumer Demand Analysis	238	\$30,140	0	\$0	238	\$30,140
2.3 Research Tourism and Visitor Destinations	88	\$11,730	0	\$0	88	\$11,730
2.4 Stakeholder Focus Groups	70	\$10,390	0	\$0	70	\$10,390
2.5 SWOT Analysis	34	\$4,920	0	\$0	34	\$4,920
2.6 ED Background Report	68	\$10,610	0	\$0	68	\$10,610
Task 3 Community Engagement	48	\$7,920	193	\$19,645	241	\$27,565
3.1 Project Postcards	0	0	19	1,665	19	\$1,665
3.2 Social Media Program	0	0	41	3,725	41	\$3,725
3.3 Community Workshops (2)	48	\$7,920	110	\$11,790	158	\$19,710
3.4 Community Engagement Summary	0	0	23	2,465	23	\$2,465
Task 4 Draft Plan	142	\$22,510	0	\$0	142	\$22,510
Task 5 Staff Meetings and Communication	36	\$6,330	26	\$3,160	62	\$9,490
Task 6 Final Plan	66	\$10,740	0	\$0	66	\$10,740
Task Subtotals	838	\$123,200	227	\$24,885	1,065	\$147,085
Expenses		0		\$1,000		\$1,000
Total Budget					\$148,085	