CITY OF BUELLTON

CITY COUNCIL AGENDA
Regular Meeting of May 9, 2013 – 6:00 p.m.
City Council Chambers, 140 West Highway 246
Buellton, California

Materials related to an item on this agenda, as well as materials submitted to the City Council after distribution of the agenda packet, are available for public inspection in the Office of the City Clerk, located at 107 West Highway 246, during normal business hours.

CALL TO ORDER

Mayor Judith Dale

PLEDGE OF ALLEGIANCE

Council Member Ed Andrisek

ROLL CALL

Council Members Ed Andrisek, Leo Elovitz, Holly Sierra, Vice Mayor John Connolly, and Mayor Judith Dale

REORDERING OF AGENDA

PUBLIC COMMENTS

Speaker Slip to be completed and turned in to the City Clerk prior to commencement of meeting. Limited to matters not otherwise appearing on the agenda. Limited to three (3) minutes per speaker. No action will be taken at this meeting.

CONSENT CALENDAR (ACTION)

The following items are scheduled for consideration as a group. Any Council Member, the City Attorney, or the City Manager may request that an item be withdrawn from the Consent Agenda to allow for full discussion.

1. Minutes of May 1, 2013 Special City Council Meeting

2. Minutes of April 25, 2013 Special City Council Meeting

3. Minutes of April 25, 2013 Regular City Council Meeting

4. List of Claims to be Approved and Ratified for Payment to Date for Fiscal Year 2012-13

5. Agreement for Animal Control Services between the County of Santa Barbara and the City of Buellton

6. Amendment No. 4 to Lease Agreement with Sheriff's Department

PRESENTATIONS

PUBLIC HEARINGS

COUNCIL MEMBER COMMENTS

COUNCIL ITEMS

WRITTEN COMMUNICATIONS

Written communications are included in the agenda packets. Any Council Member, the City Manager, or City Attorney may request that a written communication be read into the record.

COMMITTEE REPORTS

This Agenda listing is the opportunity for Council Members to give verbal Committee Reports on any meetings recently held for which the Council Members are the City representatives thereto.

BUSINESS ITEMS (POSSIBLE ACTION)

7. Discussion and Direction on Economic Development Consultant

- *(Staff Contact: Interim City Manager Bierdzinski)*

8. Award of Contract for the Wayfinding Signs Project

- *(Staff Contact: Public Works Director Hess)*

9. Budget Adjustment for Reinstatement of Part-Time Office Staff at the Buellton Recreation Center

- *(Staff Contact: Finance Director* Muñoz)

10. Determination of Employee Cost of Living Adjustment for Fiscal Year 2013-14

- *(Staff Contact: Finance Director* Muñoz)

11. Department Reports – *(Finance, Personnel, Planning, Public Works, and Sheriff)*

CITY MANAGER'S REPORT

ADJOURNMENT

The next meeting of the City Council will be held on Thursday, May 23, 2013 at 6:00 p.m.

City Manager Review: MPB
Council Agenda Item No.: 1

CITY OF BUELLTON

CITY COUNCIL MEETING MINUTES
Special Meeting of May 1, 2013
City Council Chambers, 140 West Highway 246
Buellton, California

CALL TO ORDER

Mayor Judith Dale called the meeting to order at 6:30 p.m.

PLEDGE OF ALLEGIANCE

Vice Mayor Connolly led the Pledge of Allegiance

ROLL CALL

Present: Council Members Ed Andrisek, Leo Elovitz, Holly Sierra, and Vice Mayor John Connolly, Mayor Judith Dale

Staff: City Attorney Ralph Hanson and Planning Technician Clare Barcelona

PUBLIC COMMENTS

None

CLOSED SESSION ITEMS

1. PUBLIC EMPLOYEE APPOINTMENT Pursuant to California Government Code Section 54957
Title: Interim City Manager

City Attorney Hanson announced that the City Council met in Closed Session at 6:31 p.m. to discuss the Public Employee Appointment of Interim City Manager. The City Council unanimously agreed to appoint an Interim City Manager from within existing City staff and to appoint Marc Bierdzinski as Interim City Manager.

ADJOURNMENT

Mayor Dale adjourned the special meeting at 7:09 p.m. The next regular meeting of the City Council will be held on Thursday, May 9, 2013 at 6:00 p.m.

_____
Judith Dale
Mayor

ATTEST:

_____
Linda Reid
City Clerk

City Manager Review: MPB
Council Agenda Item No.: 2

CITY OF BUELLTON

CITY COUNCIL MEETING MINUTES
Special Meeting of April 25, 2013
City Council Chambers, 140 West Highway 246
Buellton, California

CALL TO ORDER

Mayor Judith Dale called the meeting to order at 5:00 p.m.

PLEDGE OF ALLEGIANCE

Council Member Leo Elovitz led the Pledge of Allegiance

ROLL CALL

Present: Council Members Ed Andrisek, Leo Elovitz, Holly Sierra, and Vice Mayor John Connolly, Mayor Judith Dale

Staff: City Attorney Ralph Hanson, and City Clerk Linda Reid

PUBLIC COMMENTS

John Sanchez, Buellton, spoke in support of City Manager Kunkel.

CLOSED SESSION ITEMS

1. The City Council will conduct a Closed Session pursuant to California Government Code Section 54957 concerning the following items:

PUBLIC EMPLOYEE PERFORMANCE EVALUATION/CONTRACT REVIEW
Title: City Manager
PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE

City Attorney Hanson announced that the City Council met in Closed Session at 5:00 p.m. to discuss the Public Employee Performance Evaluation/Contract Review and Public Employee Discipline/Dismissal/Release of City Manager John Kunkel. The City Council agreed to accept the resignation of Mr. Kunkel under the terms of a mutually agreeable Severance Agreement and General Release.

MOTION:
Motion by Council Member Sierra, seconded by Council Member Andrisek to adjourn the Closed Session Special Meeting of April 25, 2013.

VOTE:
Motion passed by a roll call vote of 5-0.

ADJOURNMENT

Mayor Dale adjourned the special meeting at 6:05 p.m. The next regular meeting of the City Council will be held on Thursday, April 25, 2013 at the conclusion of the Special Meeting.

_____
Judith Dale
Mayor

ATTEST:

_____
Linda Reid
City Clerk

City Manager Review: MPB
Council Agenda Item No.: 3

CITY OF BUELLTON

CITY COUNCIL MEETING MINUTES
Regular Meeting of April 25, 2013
City Council Chambers, 140 West Highway 246
Buellton, California

CALL TO ORDER

Mayor Judith Dale called the meeting to order at 6:06 p.m.

PLEDGE OF ALLEGIANCE

Council Member Holly Sierra led the Pledge of Allegiance

ROLL CALL

Present: Council Members Ed Andrisek, Leo Elovitz, Holly Sierra, Vice Mayor John Connolly and Mayor Judith Dale

Staff: City Attorney Ralph Hanson, Deputy City Engineer Jeff Edwards, Planning Director Marc Bierdzinski, Finance Director Annette Muñoz, Motor Officer Matt Delgado, and City Clerk Linda Reid

REORDERING OF AGENDA

None

PUBLIC COMMENTS

Barbara Knecht, Buellton Recreation Center Coordinator, presented the City Council with a commission check generated from the recent recreation trips. Ms. Knecht announced that Frisbee Golf is scheduled for May 10 at Zaca Creek Golf Course.

CONSENT CALENDAR

1. Minutes of April 11, 2013 Regular City Council Meeting

2. List of Claims to be Approved/ Ratified for Payment to Date for Fiscal Year 2012-13

RECOMMENDATION:
That the City Council approve Consent Calendar items 1 and 2 as listed.

MOTION:
Motion by Council Member Andrisek, seconded by Vice Mayor Connolly approving consent calendar items 1 and 2 as listed.

VOTE:
Motion passed by a roll call vote of 5-0.

3. Amendment No. 4 to Lease Agreement with Sheriff's Department

The City Council agreed by consensus to have staff bring back Item 3 for further discussion at the May 9 Council meeting.

PRESENTATIONS

4. Presentation of Certificates to Recipients of the Norman and Gale Williams Buellton Education Scholarships

Mayor Dale presented Maryury Diaz and Ana Marie Ramirez with the Norman and Gale Williams Buellton Education Scholarships for the 2013-2014 academic year. The scholarship recipients thanked Norman and Gale Williams and the City of Buellton for their awards.

PUBLIC HEARINGS

None

COUNCIL MEMBER COMMENTS

Council Member Sierra thanked the Parks & Recreation Department for sponsoring the Senior Center dinner this week.

Mayor Dale announced the Buellton Library is hosting an "Ice Cream Social Open House" on Sunday, April 28 from 4:00 to 6:00 p.m. and the public is invited to attend.

COUNCIL ITEMS

None

WRITTEN COMMUNICATIONS

None

COMMITTEE REPORTS

Council Member Andrisek announced that he attended the Santa Barbara County Indian Gaming Local Community Benefit Committee meeting on April 19 and provided an oral report regarding the meeting.

Council Member Andrisek announced that he attended the Central Coast Water Authority Board Meeting and provided an oral report regarding the meeting.

Council Member Sierra announced that she attended the Santa Barbara County Association of Governments (SBCAG) board meeting and provided an oral report regarding the meeting.

BUSINESS ITEMS

5. Parks & Recreation Commission Priority List Presentation

RECOMMENDATION:
That the City Council ratify the Buellton Vision Plan Priority List of Parks and Recreation Action Items.

STAFF REPORT:
Recreation Coordinator Abello presented the staff report.

DOCUMENTS:
Staff Report with attachments (Memo to Council of 2/27/13 and Priority List of Buellton Vision Plan – Parks & Recreation Action Items)

SPEAKERS/DISCUSSION:
Parks & Recreation Vice Chair Linda Fimlaid presented the Commission's findings and requested the Council's ratification of the Buellton Vision Plan Priority List of Parks and Recreation Action Items.

Mary Jane Edalatpour, Buellton, discussed the proposed trails near the river's edge and requested that fencing be placed between the trails and the river in order to keep trespassers out.

Debbie Earle, Buellton, discussed the environmentally sensitive habitat near the river, and asked that it be carefully considered.

Sharyn Merritt, Buellton, also discussed the environmentally sensitive habitat near the river and requested fencing in the area to keep people from trespassing.

Larry Bishop, Buellton, thanked staff for their efforts in creating the proposed river trails and requested that staff work with neighbor residents near the proposed trails to make sure their concerns are mitigated and he stated the trails will be a great asset to the community.

The City Council discussed ratification and support of the Buellton Vision Plan Priority List of Parks and Recreation Action Items.

MOTION:
Motion by Council Member Sierra, seconded by Council Member Elovitz ratifying the Buellton Vision Plan Priority List of Parks and Recreation Action Items.

VOTE:
Motion passed by a voice vote of 5-0.

6. Buellton Recreation "Year in Review" Presentation

Recreation Department Coordinators Kyle Abello and Barbra Knecht presented an iMovie displaying the Parks and Recreation activities and events for 2012.

The City Council thanked Mr. Abello and Ms. Knecht for their hard work and efforts in creating a great recreation program in Buellton.

7. Fiscal Year 2013-14 Requests for Funding from Outside Agencies

Council Member Sierra recused herself based on the fact that she sits on the Historical Society's Board of Directors and left the dais at 7:09 p.m.

RECOMMENDATION:
That the City Council consider funding requests from outside agencies.

DOCUMENTS:
Staff Report with attachments (as listed on the staff report)

SPEAKERS/DISCUSSION:
Pam Gnekow of the Buellton Senior Center, addressed the City Council and explained the Senior Center's funding request for Fiscal Year 2013-14.

Lois Craig and Arcelia Sencion, representing Santa Ynez Valley People Helping People, addressed the City Council and explained their organization's funding request for Fiscal Year 2013-14.

Judith Monte, representing the Foodbank of Santa Barbara County, addressed the City Council and explained her organization's funding request for Fiscal Year 2013-14.

Pam Gnekow, spoke on behalf of the Santa Ynez Valley Fruit and Vegetable Rescue, and addressed the City Council and explained the organization's funding request for Fiscal Year 2013-14.

Matt Snyder, representing PAWS Park, addressed the City Council and explained his organization's funding request for Fiscal Year 2013-14.

Scott Martin, representing Santa Ynez Valley Cycling Club, addressed the City Council and explained his organization's funding request for Fiscal Year 2013-14.

Eva Powers, representing Santa Ynez Valley Botanic Gardens, addressed the City Council and explained her organization's funding request for Fiscal Year 2013-14.

The City Council agreed by consensus to discuss funding for PAWS Park and the Santa Ynez Valley Botanic Garden during the upcoming budget process.

The City Council further agreed by consensus that the Santa Ynez Valley Cycling Club has funding through the Buellton Chamber of Commerce and that the Buellton Historical Society would not receive any funding.

The City Council discussed their individual funding support for the remaining four requesting agencies and by consensus, determined to fund up to a maximum of $70,000, rather than the previously allocated amount of $55,000.

MOTION:
Motion by Council Member Andrisek, seconded by Council Member Elovitz, approving funding requests for Fiscal Year 2013-14 as follows:

- Buellton Senior Center - $47,500
- Santa Ynez Valley People Helping People - $11,000
- Foodbank of Santa Barbara County - $7,500
- Santa Ynez Valley Fruit & Vegetable Rescue - $4,000

VOTE:
Motion passed by a roll call vote of 4-0.

Council Member Sierra returned to the dais at 8:25 p.m.

8. Discussion and Direction on Economic Development Consultant

RECOMMENDATION:
That the City Council consider the recommendations of the Economic Development Task Force to have the City Manager begin contract negotiations with Kosmont Companies for Option 3 and bring back the contract for approval by the City Council or the City Council can direct the City Manager to enter into negotiations with any of the other consultants.

STAFF REPORT:
Planning Director Bierdzinski presented the staff report.

DOCUMENTS:
Staff Report with attachments (Proposals and summary of proposals)

SPEAKERS/DISCUSSION:
Doug Svensson, Applied Development Economics, discussed his firm's economic development proposal.

Joe Dieguez, Kosmont Companies, discussed his firm's economic development proposal.

Jim Simon, RSG, discussed his firm's economic development proposal.

The Council discussed moving forward with Option 3 including an implementation strategy.

DIRECTION:
The City Council agreed by consensus to bring this item back for further discussion at the May 9 Council meeting.

9. Department Reports – *(Finance, Personnel, Planning, Public Works, and Sheriff)*

Department Heads provided informational reports for the record.

CITY MANAGER'S REPORT

None

CITY ATTORNEY'S REPORT

The City Attorney provided an informational report for the record.

CLOSED SESSION ITEMS (POSSIBLE ACTION)

10. The City Council will conduct a Closed Session pursuant to California Government Code Section 54957 concerning the following items:

PUBLIC EMPLOYEE PERFORMANCE EVALUATION/CONTRACT REVIEW
Title: City Manager
PUBLIC EMPLOYEE DISCIPLINE/DISMISSAL/RELEASE

City Attorney Hanson announced there was no need to conduct the Closed Session. This item was addressed at the Closed Session Special Meeting of April 25, 2013 at 5:00 p.m.

ADJOURNMENT

Mayor Dale adjourned the regular meeting at 9:25 p.m. The next regular meeting of the City Council will be held on Thursday, May 9, 2013 at 6:00 p.m.

_____
Judith Dale
Mayor

ATTEST:

_____
Linda Reid
City Clerk

City Manager Review: MPB
Council Agenda Item No.: 4

BACK-UP/SUPPORT DATA IS AVAILABLE FOR COUNCIL REVIEW IN CITY HALL

The following is a list of claims to be ratified and approved for payment by the City Council at the **May 9, 2013** Council Meeting.

Listed below is a brief summary of the attached claims:

EXHIBIT A		$	220,648.94
EXHIBIT B		$	896.63
PAYROLL	4/30/13	$	40,334.36
Council Pay	4/26/13	$	2,311.70
Severence/Benefit Pay out	4/30/13	$	59,417.76
TOTAL AMOUNT OF CLAIMS:		**$**	**323,609.39**

	FY 2011-12	FY 2012-13
The total amount of claims and demands paid by the City for the Fiscal Year through May 1, 2013	$ 7,497,919.87	$ 8,244,739.75

AUTHORIZATION IS HEREBY GIVEN TO THE CITY TREASURER TO PAY ALL CLAIMS AS REVENUES BECOME AVAILABLE.

City of Buellton
Check Summary Report

Checking

Check-Run	Seq#	Date	Vendor	Name	# Obls	Discount	Net amount	Status
27821- 559	1	4/19/2013	698	CALIFORNIA STATE DISBURSEMENT	1	.00	706.50	Logged
27822- 560	1	4/25/2013	0	CARINA PALIDINI	1	.00	80.00	Logged
27823- 560	2	4/25/2013	0	G. WILIKERS	1	.00	104.85	Logged
27824- 560	3	4/25/2013	0	CHRIS AMES	1	.00	50.00	Logged
27825- 560	4	4/25/2013	0	ANGELA REID	1	.00	40.00	Logged
27826- 560	5	4/25/2013	0	JAMES TRAPHAGEN	1	.00	15.76	Logged
27827- 560	6	4/25/2013	9	ANITA KEREZSI WORLOW dba	1	.00	1,325.00	Logged
27828- 560	7	4/25/2013	27	AQUA BEN CORPORATION	1	.00	1,866.24	Logged
27829- 560	8	4/25/2013	28	ARAMARK UNIFORM SERVICES	1	.00	463.10	Logged
27830- 560	9	4/25/2013	43	BARBARA KNECHT	1	.00	287.23	Logged
27831- 560	10	4/25/2013	65	BURKE, WILLIAMS & SORENSEN, LL	4	.00	19,180.88	Logged
27832- 560	11	4/25/2013	77	CAL-COAST MACHINERY, INC	1	.00	756.00	Logged
27833- 560	12	4/25/2013	79	CALIF. RURAL WATER ASSOCIATION	1	.00	69.00	Logged
27834- 560	13	4/25/2013	90	CalPERS LONG-TERM CARE PROGRAM	1	.00	84.25	Logged
27835- 560	14	4/25/2013	94	CERTIFIED LABORATORIES	1	.00	383.51	Logged
27837- 560	16	4/25/2013	107	CITY OF LOMPOC	1	.00	1,666.66	Logged
27838- 560	17	4/25/2013	113	CITY OF SOLVANG	1	.00	1,023.60	Logged
27839- 560	18	4/25/2013	118	COASTAL COPY, LP	3	.00	861.01	Logged
27840- 560	19	4/25/2013	119	CRAIG ADAMS	1	.00	100.00	Logged
27841- 560	20	4/25/2013	121	COC/BBA/VISITORS INFORMATION	1	.00	12,130.57	Logged
27842- 560	21	4/25/2013	189	FISHER PUMP & WELL SERVICE, IN	1	.00	2,063.00	Logged
27843- 560	22	4/25/2013	193	FIRST NATIONAL BANK OF OMAHA	6	.00	4,373.07	Logged
27844- 560	23	4/25/2013	199	FOSTER D. REIF	1	.00	100.00	Logged
27845- 560	24	4/25/2013	242	JASON L. FUSSEL	1	.00	100.00	Logged
27846- 560	25	4/25/2013	248	JCI JONES CHEMICALS, INC.	2	.00	2,653.45	Logged
27847- 560	26	4/25/2013	256	JOHN KUNKEL	2	.00	174.47	Logged
27848- 560	27	4/25/2013	262	JJ FISHER CONSTRUCTION, INC.	1	.00	75,180.19	Logged
27849- 560	28	4/25/2013	303	ART MERCADO	1	.00	100.00	Logged
27850- 560	29	4/25/2013	327	MONIOT ELECTRIC, INC.	1	.00	2,832.28	Logged
27851- 560	30	4/25/2013	350	OLIVERA'S REPAIR, INC	3	.00	457.41	Logged
27852- 560	31	4/25/2013	352	P G & E	1	.00	17,174.47	Logged
27853- 560	32	4/25/2013	353	MICHAEL J. BOGGESS dba	1	.00	200.00	Logged
27854- 560	33	4/25/2013	372	PETTY CASH	1	.00	268.81	Logged
27855- 560	34	4/25/2013	381	PROPET DISTRIBUTORS, INC.	1	.00	1,620.95	Logged
27856- 560	35	4/25/2013	390	QUINN COMPANY	1	.00	177.48	Logged
27857- 560	36	4/25/2013	395	JOSE RAFAEL RUIZ dba	2	.00	3,885.00	Logged
27858- 560	37	4/25/2013	426	SAN LUIS PAPER CO.	1	.00	31.39	Logged
27859- 560	38	4/25/2013	450	SB CO SHERIFF'S DEPARTMENT	1	.00	532.15	Logged
27860- 560	39	4/25/2013	454	SCOR CARDIAC CYCLISTS CLUB, IN	1	.00	1,161.72	Logged
27861- 560	40	4/25/2013	469	STAPLES CONTRACT & COMMERCIAL,	6	.00	300.66	Logged
27862- 560	41	4/25/2013	529	TRANSFIRST	1	.00	417.26	Logged
27863- 560	42	4/25/2013	543	USA BLUEBOOK	2	.00	442.02	Logged
27864- 560	43	4/25/2013	556	VERIZON WIRELESS	1	.00	309.04	Logged
27865- 560	44	4/25/2013	570	WAYNE KREPS, JR. dba	1	.00	35.00	Logged
27866- 560	45	4/25/2013	582	VINTAGE WALK, LLC OWNERS ASSOC	1	.00	104.00	Logged
27867- 560	46	4/25/2013	598	ENGEL & GRAY, INC.	1	.00	5,002.27	Logged
27868- 560	47	4/25/2013	622	HUMBERTO TAPIA dba	1	.00	945.00	Logged
27869- 560	48	4/25/2013	654	HENRY L. HUDSON dba	1	.00	32.40	Logged
27870- 560	49	4/25/2013	655	COAST NETWORX, INC.	1	.00	237.50	Logged
27871- 560	50	4/25/2013	677	WALLACE GROUP	1	.00	6,068.57	Logged
27872- 560	51	4/25/2013	706	SATCOM GLOBAL, INC.	1	.00	44.32	Logged
27873- 560	52	4/25/2013	713	COASTAL COPY, LP	1	.00	484.92	Logged
27874- 560	53	4/25/2013	718	AUTOSYS, INC.	2	.00	4,075.00	Logged

Check-Run		Seq#	Date	Vendor	Name	Checking # Obls	Discount	Net amount	Status
27875-	560	54	4/25/2013	781	VALLEY CREST LANDSCAPE MAINT,	3	.00	31,587.50	Logged
27876-	560	55	4/25/2013	782	WAGE WORKS	1	.00	98.00	Logged
27877-	560	56	4/25/2013	787	LISA FIGUEROA	1	.00	100.00	Logged
27878-	560	57	4/25/2013	791	FRED H. BELEN JR. dba	1	.00	388.89	Logged
27879-	560	58	4/25/2013	793	HOME DEPOT U.S.A, INC.	2	.00	12,327.00	Logged
27880-	560	59	4/25/2013	794	KOMPAN, INC.	1	.00	360.69	Logged
27881-	560	60	4/25/2013	11113	ANDREW RUEDA DE LEON	1	.00	96.00	Logged
27882-	560	61	4/25/2013	11141	CESAR GARCIA	1	.00	96.00	Logged
27883-	560	62	4/25/2013	11142	CHRISTOPHE MILLNER	1	.00	313.60	Logged
27884-	560	63	4/25/2013	11144	COURTNEY R. BOWMAN	1	.00	52.50	Logged
27885-	560	64	4/25/2013	11170	DONELLE MARTIN	1	.00	400.00	Logged
27886-	560	65	4/25/2013	11243	HECTOR C. GARCIA	1	.00	120.00	Logged
27887-	560	66	4/25/2013	11244	HERMILA SANCHEZ	1	.00	427.00	Logged
27888-	560	67	4/25/2013	11300	KAREN PALMER	1	.00	87.50	Logged
27889-	560	68	4/25/2013	11304	KEITH MARSHALL	1	.00	105.00	Logged
27890-	560	69	4/25/2013	11313	KRISCHANA THOMPSON	1	.00	6.30	Logged
27891-	560	70	4/25/2013	11321	LAURA COGAN	1	.00	120.00	Logged
27892-	560	71	4/25/2013	11342	MARIAH KORTE	1	.00	3.50	Logged
27893-	560	72	4/25/2013	11343	MARIANNE MADSEN	1	.00	216.00	Logged
27894-	560	73	4/25/2013	11476	STEPHEN F. DUNLAP	1	.00	189.00	Logged
27895-	561	1	4/29/2013	97	CHANNEL COUNTIES DIVISION	1	.00	70.00	Logged
27896-	561	2	4/29/2013	698	CALIFORNIA STATE DISBURSEMENT	1	.00	706.50	Logged

	.00
** Total check discount **	.00
** Total check amount **	220,648.94
	.00

EXHIBIT B

Payments via Electronic Fund Transfer (EFT):

1st Qtr 2013 Use Tax	4/23/13		41.00
FSA - Council	4/29/13		100.00
FSA - Staff	4/30/13		755.63
Total		$	896.63

FISCAL YEAR 2012-13 REVENUE AND EXPENDITURE RECAP

As of March 31, 2013
75.0%
of the year elapsed

GENERAL FUND	Budgeted	Year to Date	% of Budget YTD	Cash Balance at 3/31/13
Total Revenues (1)	$4,296,365.00	$3,362,737.44	78%	$2,322,052.74
Total Expenditures (1)	$5,017,791.00	$3,744,829.63	75%	

SPECIAL REVENUE FUNDS	Budgeted	Year to Date	% of Budget YTD	Cash Balance at 3/31/13
Total Revenues	$501,419.00	$516,232.42	103%	$1,893,705.64
Total Expenditures	$1,164,304.00	$474,922.99	41%	

WATER/SEWER	Budgeted	Year to Date	% of Budget YTD	Cash Balance at 3/31/13
Total Revenues	$2,051,250.00	$1,556,702.13	76%	$5,080,638.50
Total Expenditures	$2,698,458.00	$1,627,874.81	60%	

SUCCESSOR AGENCY	Budgeted	Year to Date	% of Budget YTD	Cash Balance at 3/31/13
Total Revenues	$0.00	$64,895.46	N/A	$15,680.39
Total Expenditures	$0.00	$1,807,088.23	N/A	

The Revenue Status Report and Expenditure Status Report are available for your review.

The Cash Balances as of May 1, 2013 are as follows:

Checking	Balance as of:	FY 2011-12	FY 2012-13
Rabobank	5/1/13	232,629.45	67,882.84
Total Checking		232,629.45	67,882.84
Savings/Investments			
LAIF-savings	3/31/13	12,529,693.24	12,674,110.23
Rabobank-money mkt	3/31/13	202,727.39	203,524.76
Morgan Stanley-bonds	3/31/13	375,000.00	126,704.33
Great Pacific-treasuries	3/31/13	495,312.77	505,135.66
First Empire-bonds	3/31/13	3,235,000.00	2,257,627.18
Total Savings/Investments		**16,837,733.40**	**15,767,102.16**
% of cash invested		25.24%	19.53%
Total Cash		**17,070,362.85**	**15,834,985.00**

CITY OF BUELLTON

City Council Agenda Staff Report

City Manager Review: MPB
Council Agenda Item No.: 5

To: The Honorable Mayor and City Council

From: Marc Bierdzinski, Interim City Manager

Meeting Date: May 9, 2013

Subject: Agreement for Animal Control Services between the County of Santa Barbara and the City of Buellton

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BACKGROUND

Attached for your consideration is the Agreement for Animal Control Services between the County of Santa Barbara and the City of Buellton for the Regulation, Control, and Enforcement of Animal Control Ordinances within the City of Buellton" for Fiscal Year 2013-14. The Agreement provides that the County's Division of Animal Services shall perform both field and shelter services including, but not limited to, impounds, shelter boarding, euthanasia, injured animal care, dead animal pick-up and disposal, code enforcement, and twenty-four hour emergency service requests.

There is a slight increase in the cost for the various services provided by the Division of Animal Services, i.e., $837 for 2013-14. The City cannot provide the same level of services for the amount charged through the Agreement. All other terms and conditions remain the same as in the Agreement for Animal Control Services for the last fiscal year.

The services provided by the County have been satisfactory and I have no reason to suggest that other options be explored as to providing animal control services within the City of Buellton.

FISCAL IMPACT

The cost for the services is $32,306 for Fiscal Year 2013-14. If the Amendment is approved, funds will be appropriated in the Fiscal Year 2013-14 budget for said services.

RECOMMENDATION

That the City Council approve the Agreement for Animal Control Services between the County of Santa Barbara and the City of Buellton for Fiscal Year 2013-14.

ATTACHMENT

Attachment 1 - Agreement for Animal Control Services between the County of Santa Barbara and the City of Buellton for Fiscal Year 2013-14.

SECOND AMENDMENT TO AGREEMENT

between

COUNTY OF SANTA BARBARA

and

CITY OF BUELLTON

for

ANIMAL CONTROL SERVCES

Effective July 1, 2013

THIS IS THE SECOND AMENDMENT TO THE AGREEMENT (hereafter Second Amendment) for Animal Control Services (hereafter Agreement), made by and between the County of Santa Barbara, a political subdivision of the State of California (hereafter COUNTY), and the City of Buellton, a municipal corporation in Santa Barbara County (hereafter CITY).

WHEREAS, the parties desire to amend the Agreement to extend the term and adjust the compensation payable to COUNTY for services performed under the Agreement; and

WHEREAS, this Second Amendment incorporates the terms and conditions set forth in the Agreement and the First Amendment, except as modified by this Second Amendment.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, COUNTY and CITY hereby agree to amend the Agreement as follows:

1. **Definitions.** Capitalized terms used in this Second Amendment, to the extent not otherwise defined herein shall have the same meanings as in the Agreement.

2. **Amendments.**

   The Agreement is amended as follows:

   5. **TERM.** The term of this Agreement shall be from July 1, ~~2012~~ ***2013*** through June 30, ~~2013~~ ***2014***.

   6. **COMPENSATION OF COUNTY.** For services rendered from the COUNTY operated shelter in Lompoc between July 1, ~~2012~~ ***2013*** and June 30, ~~2013~~ ***2014***, CITY shall pay COUNTY ~~$31,469~~ ***$32,306***, billed in four equal quarterly payments of: ~~$7,867.25~~ ***$8,076.50***. Quarterly payments to COUNTY shall be made within thirty (30) days of receipt of invoice. Invoices shall be delivered to the CITY address specified in Section 3, NOTICES of Agreement.

3. **Counterparts.** This Second Amendment may be executed in several counterparts, all of which taken together shall constitute a single agreement between the parties.

Second Amendment to Agreement for Animal Control Services between the **County of Santa Barbara** and the **City of Buellton**.

IN WITNESS WHEREOF, the parties hereto have executed this Second Amendment to be effective July 1, 2013.

COUNTY OF SANTA BARBARA

CHANDRA L. WALLAR
CHIEF EXECUTIVE OFFICER

By: _____
Deputy

Date: _____

APPROVED AS TO FORM:
DENNIS MARSHALL
COUNTY COUNSEL

By: _____
Deputy County Counsel

APPROVED AS TO ACCOUNTING FORM:
ROBERT W. GEIS, CPA
AUDITOR-CONTROLLER

By: _____
Deputy

APPROVED:
TAKASHI WADA, MD, MPH
DIRECTOR / HEALTH OFFICER
PUBLIC HEALTH DEPARTMENT

By: _____

APPROVED AS TO FORM:
RAY AROMATORIO, ARM, AIC
RISK MANAGER

By: _____

APPROVED:
JAN E. GLICK, MS
DIRECTOR OF ANIMAL SERVICES
PUBLIC HEALTH DEPARTMENT

By: _____

Second Amendment to Agreement for Animal Control Services between the **County of Santa Barbara** and the **City of Buellton**.

IN WITNESS WHEREOF, the parties hereto have executed this Second Amendment to be effective July 1, 2013.

CITY OF BUELLTON

By: _____
Marc Bierdzinski, Interim City Manager

Date: _____

ATTEST:

By: _____
Linda Reid, City Clerk

APPROVED AS TO FORM:

By: _____
Ralph Hanson, City Attorney

CITY OF BUELLTON

City Council Agenda Staff Report

City Manager Review: MPB
Council Agenda Item No.: 6

To: The Honorable Mayor and City Council

From: Marc Bierdzinski, Interim City Manager

Meeting Date: May 9, 2013

Subject: Amendment No. 4 to Lease Agreement with Sheriff's Department

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BACKGROUND

Presented herewith for your consideration is a proposed amendment to extend the Lease Agreement with the County of Santa Barbara for the use of the premises at 140 West Highway 246 as the Sheriff's Department Station for the Buellton area. The term of the extension is for five (5) years, or at such time as the "Agreement for County of Santa Barbara to provide Law Enforcement Services to City of Buellton" shall be terminated or cease to exist, whichever occurs first.

The proposed Amendment No. 4 to the Lease Agreement extends the term of the Lease to June 30, 2018. All other terms and conditions of the Lease Agreement remain the same.

FISCAL IMPACT

This agenda item in itself will not cause any fiscal impact to the City.

RECOMMENDATION

That the City Council consider approval of Amendment No. 4 to the Lease Agreement between the City of Buellton and the County of Santa Barbara for the use of the premises at 140 West Highway 246 as the Sheriff's Department Station for the Buellton area.

ATTACHMENT

Attachment 1 - Amendment No. 4 to Lease Agreement

ATTACHMENT 1

AMENDMENT NO. 4

LEASE AGREEMENT BY AND BETWEEN THE CITY OF BUELLTON AND THE COUNTY OF SANTA BARBARA FOR USE OF PREMISES AS SHERIFF'S DEPARTMENT STATION FOR THE BUELLTON AREA

The purpose of the Amendment No. 4 to the Agreement between the City of Buellton, hereinafter referred to as "CITY", and the County of Santa Barbara, hereinafter referred to as "COUNTY", is to extend said Agreement subject to the following:

1. Section 1 is amended in its entirety to read as follows:

   1. TERM OF LEASE: The term of this Lease shall be for five (5) years and shall commence on July 1, 2013. This term shall end at midnight on June 30, 2018, or at such time as the "Agreement for County of Santa Barbara to provide Law Enforcement Services to City of Buellton", hereinafter called 'AGREEMENT', executed by the Board of Supervisors as of July 1, 1992, shall be terminated or cease to exist, whichever occurs first.

2. All other terms and conditions of the referenced Agreement between the CITY and the COUNTY shall remain in full force and effect.

3. This amendment to the Agreement is effective as of July 1, 2013.

In Witness Hereof, the City and County have signed this Agreement to be effective as of the date stated above.

CITY OF BUELLTON

_____
Judith Dale
Mayor

ATTEST:

_____
Linda Reid
City Clerk

SANTA BARBARA COUNTY
SHERIFF'S DEPARTMENT

_____
Bill Brown
Sheriff

CITY OF BUELLTON

City Council Agenda Staff Report

City Manager Review: MPB
Council Agenda Item No.: 7

To: The Honorable Mayor and City Council

From: Economic Development Task Force
By: Marc Bierdzinski, Planning Director

Meeting Date: May 9, 2013

Subject: Discussion and Direction on Economic Development Consultant

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BACKGROUND

This item is continued from the Council meeting of April 25, 2013 per the City Council's request.

Based on City Council direction in February 2013, the City sent out Request for Proposals (RFP) to the economic development firms that responded to the City's Request for Qualifications. The RFP included a request to provide three options for the City to consider:

- Option 1: Economic Development Strategy Plan
- Option 2: On-Call Services
- Option 3: Consultant Developed Strategy

Five firms responded to the RFP:

- Applied Development Economics of Walnut Creek, CA (Attachment 1)
- Buxton Corporation of Fort Worth, TX (Attachment 2)
- Chabin Concepts of Chico, CA (Attachment 3)
- Kosmont Companies of Los Angeles, CA (Attachment 4)
- Rosenow Spevacek Group of Santa Ana, CA (Attachment 5)

A summary of the proposals including cost is provided as Attachment 6.

The proposals were distributed to the City Council the week of April 1 along with members of the Economic Development Task Force (EDTF).

The EDTF reviewed the proposals on April 9. The EDTF has made the following recommendations to the City Council:

- That the Buxton Company proposal does not meet the requirements of the City's RFP. The Buxton proposal only focuses on retail recruitment and does not provide complete economic development services.
- That Option 1 would not meet the needs of the City as Option 1 does not include assistance on implementation. Option 3 for four of the five firms includes an implementation component and should be the option considered (Attachment 6).
- Based on review of the proposals, the EDTF felt that the Kosmont Company proposal was the most complete with respect to an implementation strategy. The Rosenow Spevacek proposal was a close second in this regard.

All five firms have been invited to attend the April 25 City Council meeting to answer questions regarding their proposal. The firms will not be making formal presentations to the City Council.

FISCAL CONSIDERATIONS

The cost of the economic development services depends on the option and consultant selected. Funds could be assigned from the additional TOT funds the City will be receiving that are not assigned to the Chamber of Commerce. The cost could also be phased over two fiscal years (such as a plan the first year and implementation the second year).

RECOMMENDATION

That the City Council consider the recommendations of the Economic Development Task Force to have the City Manager begin contract negotiations with Kosmont Companies for Option 3 and bring back the contract for approval by the City Council.

Alternatively, the City Council may direct the City Manager to enter into negotiations with any of the other consultants.

ATTACHMENTS

Attachment 1 – Proposal from Applied Development Economics
Attachment 2 – Proposal from Buxton
Attachment 3 – Proposal from Chabin Concepts
Attachment 4 – Proposal from Kosmont Companies
Attachment 5 – Proposal from Rosenow Spevacek Group
Attachment 6 – Summary of Proposals

ATTACHMENT 1

PROPOSAL

ECONONIC DEVELOPMENT SERVICES FOR THE CITY OF BUELLTON

Submitted To
City of Buellton
107 W. Highway 246, PO Box 1819
Buellton, CA 93427

Submitted By
Applied Development Economics
255 Ygnacio Valley Road, Suite 220 ◆ Walnut Creek, CA 94596 ◆ (925) 934-8712
2320 Broadway, Sacramento, CA 95818 ◆ (916) 454-1537
adeusa.com

MARCH 28, 2013

APPLIED DEVELOPMENT ECONOMICS

BAY AREA GREEN BUSINESS

1985 - 2010 25 YEARS OF EXCELLENCE Applied Development Economics

March 28, 2013

Marc P. Bierdzinski, AICP
City of Buellton Planning Department
107 West Highway 246
Buellton, CA 93427

Dear Mr. Bierdzinski:

We are pleased to submit this proposal to conduct economic development services for the City of Buellton. We have been working with communities throughout the Western US for more than 25 years to develop strategic plans that not only reflect the communities' character and vision but also are well grounded in their economic and fiscal realities. ADE brings together all of the disciplines necessary to engage in a comprehensive strategic planning process, including technical economic analysis, public facilitation, policy planning and financing analysis. We also consider ourselves an effective partner with our municipal clients, which is an important consideration, since one of the task options for this project entails on-call economic development services.

We believe the City has done a great job with integrating economic development into the General Plan, and broadly integrating economic development into the City's 2012 Vision Plan. The role of the strategic plan is to consider the evolution of the City and to identify the appropriate opportunities and implementation actions that can lead Buellton forward toward the achievement of goals and objectives over the next five years. Our proposals build on this prior work and will situate the work tasks towards a strategic plan that is action oriented. In addition, the strategic plan provides an opportunity for the City to consider current best practices and other economic development resources.

In accordance with the RFP, we have developed three different task options for the City of Buellton to consider. These options will all help the City to develop its economic development capacity, and consider all of the local and regional opportunities for business development, partnerships, and economic development resources.

The ADE team is exceptionally well equipped to help the City evaluate its options and identify the best strategic course of action for the short-term, as well as laying the foundation for its longer term vision. Our team will include our most senior staff members. I will manage the project, and take a lead role in looking at the local fiscal policy and funding considerations of the strategic plan. In addition, ADE Principal Trish Kelly has extensive experience working with communities within larger urban environments, including newer cities. She managed the Quality of Life Plan we recently completed for the City of Temecula and has considerable experience with connecting communities

with regional partnerships and other resources. Peter Cheng, ADE Senior Associate, will take the lead role with the technical studies for this project. He has considerable experience with managing economic development strategic planning projects, and knows how to analyze the information needed to develop strategic goals and implementation strategies.

Our firm has extensive experience with visioning and strategic planning, particularly working with elected officials, staff, residents, community partners, and leadership organizations in a dynamic and inclusive facilitation process leading to effective implementation. In addition, our funding services program has helped secure over $110 million in grants and other program funds for our clients.

For this project, we have teamed with Bill Carney, a long time economic development professional, will help identify the City's strategic economic development opportunities and also help design the implementation program for the strategic plan. Mr. Carney has extensive project experience throughout California and adds to our knowledge of local economic drivers in the area.

We have designed a process for the project that we believe will meet the City's objectives, while providing the flexibility and options specified in the RFP. The options and budgets reflect our understanding of the project objectives, and we understand that the options will likely require additional consideration by the City before they can move forward. As the process moves forward, and the preferred options take shape, we can adjust the tasks and budgets to meet the City's needs as they evolve.

We are very excited at the prospect of working with you on this project and we look forward to discussing our proposal with you at your convenience.

Sincerely,

Doug Svensson, AICP
President

CONTENTS

APPLIED DEVELOPMENT ECONOMICS 1

QUALIFICATIONS 1

SCOPE OF WORK 11

PROJECT UNDERSTANDING AND APPROACH 11

BUDGET AND SCHEDULE 19

BILLING RATES 21

APPENDIX A: Small Business Ownership, Green Business Certification, Affirmative Action & EEO Statements 24

APPENDIX B: Insurance 26

APPENDIX C: Award Winning Projects 28

QUALIFICATIONS

PROJECT TEAM

Our project team consists of Applied Development Economics and Carney Associates, LLC. The two firms have worked together on similar projects before and developed an excellent working relationship highlighting the team's diverse skills and expertise. ADE will serve as the lead on the project and have primary responsibility for managing the process and all final products. Bill Carney will assist ADE in framing the goals and objectives for the strategic plan and developing detailed action plans for City departments. Mr. Carney has extensive experience in economic development organizations in addition to his civic background.

This initial section provides a brief description of our firm and personnel, as well as specific project experience and references.

Applied Development Economics, Inc. (ADE) is a consulting firm specializing in economic planning and development services. Since its founding in 1985, the firm has established a distinguished body of work resulting in tangible benefits for our clients. Our base of private- and public-sector clients includes government agencies, economic development organizations, foundations, research institutes, businesses, and private investors. ADE's services include:

PLANNING SERVICES

- Strategic Planning
- General and Specific Plan Preparation
- Downtown Revitalization

ECONOMIC DEVELOPMENT SERVICES

- Economic and Market Research
- Industry Cluster-based Economic Development
- Business Attraction and Retention Strategies
- Marketing Plans and Implementation
- Real Estate Feasibility Analysis
- Tourism Analysis

ANALYSIS AND FORECASTING

- Economic Forecasting and Analysis
- Environmental Economics
- Labor Market Analysis
- Fiscal and Economic Impact Analysis
- Survey Research

FUNDING SERVICES AND FINANCIAL ANALYSIS

- Funding Services
- Infrastructure Financing Plans

ADE has worked on local and regional projects throughout the western United States. The firm also has experience on national projects and in the Midwest. Over the years, the firm has received numerous critical accolades, including 15 state and national awards since 1995 (see Appendix).

PROJECT STAFF

The following are resumes for the staff that would be personally involved on this project. It is a hallmark of ADE management that our senior staff is directly involved in our projects, and that is reflected in the personnel that would work on this project.

DOUGLAS H. SVENSSON, AICP
President Applied Development Economics

Mr. Svensson is a planner and economist with thirty years' experience in economic development. He has been a Principal at Applied Development Economics since 1987 and its President for the past nine years. Mr. Svensson has worked with a variety of public and private clients including the State of California, regional air quality districts, city and county governments, and nonprofit community development corporations.

Mr. Svensson has prepared economic strategic plans for communities throughout California, including many in Southern California. He has worked with diverse cities in urban metropolitan areas, including a range of urbanizing and more newly incorporated communities, to distinguish their economic niche and develop strategies to thrive in a competitive environment. He served as Principal-in-Charge for ADE's economic strategies in Cerritos, Carlsbad and Malibu was lead analyst for our work on the award-winning Newport Beach General Plan Update as well as the Westside Strategy for Ventura.

Mr. Svensson specializes in public finance as well as his practice in economic development strategic planning. He has prepared more than 50 fiscal and public finance studies for a wide range of project types, including general plans for Palo Alto and San Jose, long range development plans for major universities, and major mixed use developments such as the 2,400 acre Future Growth Area in Salinas as well as the Rancho San Juan Specific Plan in Monterey County. He developed a fiscal model for the City of Newport Beach which gives City staff the ability to evaluate fiscal effects of major development projects first hand. He has worked in a number of settings to devise financing programs for regional parks, community facilities and tourism development programs and recently completed a new assessment district for the City of South Lake Tahoe.

Mr. Svensson obtained his bachelor's degree from the U.C. Santa Barbara, where he was a Regent Scholar and he holds a master's degree in city and regional planning from the U.C. Berkeley with an emphasis in housing and economic development. He is a member of the American Planning Association and the American Institute of Certified Planners.

TRISH KELLY, Principal

Ms. Kelly is an economic development planner with more than thirty years of experience in research, policy analysis, and strategic planning in economic and workforce development, including in the areas of innovation, infrastructure, sustainability, and quality of life indicators. She has prepared economic vitality strategies for communities throughout California, documented best practices and models for economic prosperity, and authored numerous reports on the economy. Ms. Kelly is also an experienced facilitator.

Many of Ms. Kelly's projects involve engagement of community stakeholders and partners during strategic planning processes, including through interviews, focus groups, networking, and use of social media, building on a strong analytic foundation. Most recently, Ms. Kelly was the project director leading ADE's preparation of the Regional Industry Cluster Economic Plan for the San Joaquin Valley working with community leaders, economic development organizations, educational institutions and a wide range of collaborating partners across the Valley to develop the plan and engage them in the next stage of implementation, now underway. She also led a two year planning process with the City of Temecula to prepare its innovative 2030 Quality of Life Master Plan, which was adopted by the City in the fall of 2011 and serves as its overall strategic plan and guide for its budget process.

Ms. Kelly is working as a consultant on several projects that engage many stakeholders in community planning process for long-term economic vitality and quality of life. She serves as a consultant to several regional broadband consortia, comprised of local jurisdictions and diverse partners, working to improve broadband infrastructure, access and adoption for "smart communities," as a competitive economic asset. She serves as consultant to Valley Vision, a six county regional consortium, working on the Next Economy project, the region's five-year prosperity strategy.

Ms. Kelly is a consultant to the California Strategic Growth Council (SGC), serving as the project director for the California Regional Progress Report, the State's first region-based statewide indicators report which supports the SGC's objectives to promote livable and healthy communities. The report addresses policy issues for each region's critical planning challenges related to transportation and land use, economic competitiveness and housing, environmental quality, public health and natural energy resource usage. The Project involves coordination with regional planning agencies including the Western Riverside Council of Governments.

Prior to joining ADE, Ms. Kelly was the Sacramento Project for the California Center for Regional Leadership. In this capacity, she managed several regional-state economic vitality partnership projects, working with a broad network of state and legislative partners, universities, economic development and civic organizations, utilities and local government. She graduated cum laude from Georgetown University and holds a master's degree in City and Regional Planning from the University of Pennsylvania. She is a member of the California Association for Local Economic Development and on the Advisory Council for the Center for Regional Change at the University of California, Davis. She is the co-author of the Ahwahnee Principles for Smart Economic Development.

PETER CHENG, Senior Associate

Peter Cheng has specialized in economic impact analysis, downtown revitalization, tourism analysis, industrial development studies, and cluster analysis for 17 years. Mr. Cheng has conducted extensive analysis of employment and occupational trends for a variety of industries, and has completed numerous input-output analyses as part of larger economic impact studies. He is also skilled in survey research and has contributed prominently to a number of marketing surveys conducted by ADE. He has successfully managed a number of ADE's retail and tourism studies, and is the primary developer of the firm's retail analytical models.

Mr. Cheng also has a background in land use and physical planning, with additional experience in transportation and housing. At ADE, Mr. Cheng managed two studies on intermodal rail transportation. As part of a research team at the Institute of Urban and Regional Development (IURD), he also co-authored a working paper on passenger rail corridors and potential service upgrades in California, as part of the IURD's CalSpeed project. Mr. Cheng has conducted demographic, transportation, and land use studies, as well as legislation and policy analyses for local governments. In addition, he has worked on environmental and public works projects in the private sector.

In previous positions, Mr. Cheng has projected population changes, analyzed ordinances and codes, inventoried housing construction, calculated and evaluated physical characteristics for selected areas. He also conducted studies on locations for low-income housing, corridor development, and the possible effects of land-use reconfiguration.

He holds a Bachelor's degree in Sociology from the University of California, Los Angeles and a Master's degree in City Planning from the University of California, Berkeley. He is a member of the International Economic Development Council (IEDC) and currently completing the required coursework for the organization's CEcD professional certification.

MARYAM SANIEIAN, Associate

Ms. Sanieian is an Associate Economist/Urban Planner with experience in master planning, regulatory analysis, economic analysis, field surveys, and geodatabase management. As GIS Analyst for the Association of Monterey Bay Area Governments (AMGAG), she conducted economic forecasts for Monterey, Santa Cruz, San Benito, and their 19 cities; presenting to government and private agencies. Additionally, Ms. Sanieian helped to implement AMBAG's Blueprint vision for sustainable growth and smart infrastructure. Prior to joining ADE, Ms. Sanieian has four years' experience in land use planning and entitlement processing.

She obtained a Master's degree from San Jose State University in Urban and Regional Planning, where she achieved a California Planning Foundations award in 2011. Additionally, she holds a Bachelor of Science degree from S. Bahaee University, Isfahan, Iran.

CARNEY ASSOCIATES

BILL CARNEY, Principal

Bill Carney founded CARNEY Associates LLC in 2008 following a 30-year career leading regional economic development, business and trade organizations in California. For 25 of those years he served in the capacity of president and chief executive officer. During his career, he directed a wide variety of initiatives in business attraction and retention, regional marketing, small business assistance and small business lending. His portfolio of economic development practices and successes include:

- The recruitment and retention of major industrial and commercial employers
- Direction of three Small Business Development Centers
- Management of Certified Development Centers (SBA 504 lending) and revolving loan funds
- Attracting direct foreign investment
- Management of film and tourism commissions
- Public policy advocacy for regional competitiveness in areas of transportation, energy, water and workforce
- The successful turnaround of two regional economic development organizations through strategic and fiscal planning and implementation

Bill Carney is a nationally recognized leader in economic development. He served as the chairman of the board of the California Association for Local Economic Development (CALED) and as chairman of TeamCalifornia. He was also the founding chairman of the Center for Public Policy Studies at CSUS.

Prior to entering the field of economic development, Carney spent nearly 10 years in Europe with a major U.S. manufacturer with assignments in Italy, France and the U.K.

He holds a bachelor's degree in government from the University of Redlands.

RELEVANT PROJECT EXPERIENCE

APPLIED DEVELOPMENT ECONOMICS

CITY OF TEMECULA: QUALITY OF LIFE MASTER PLAN 2030

The city of Temecula was incorporated in 1989 as a small bedroom community. During its first twenty years, City leaders and residents engaged in proactive community building that resulted in many significant accomplishments and a high quality of life, with Temecula evolving into an innovative, dynamic city and regional economic center for Southwest Riverside County. The City engaged ADE to assist in developing its master plan for the next twenty years, reflecting the challenges and opportunities for a 21st century community. The Temecula 2030 Quality of Life Master Plan (QLMP) is a new way of planning that integrates economic vitality, health and livability, mobility and connectivity, public safety, sustainability, fiscal stability and governance into a holistic approach for guiding the City's future. ADE worked closely with the City's elected officials, staff and a Blue Ribbon Committee of local residents and local and regional partner organizations, to

identify the community's vision and goals. The QLMP presents the City's accomplishments, strategic priorities, indicators, and specific project recommendations which align with the City's Asset Management Plan. As part of this process, ADE facilitated community workshops, conducted interviews with local and regional partners and stakeholders, and expanded the City's network of implementation partners. The QLMP was unanimously adopted by the City Council in late 2011 as the City's strategic operating plan, guiding the annual budget process as the City's investment strategy and as the process to engage and be accountable to the community.

Carlsbad Economic Development Strategy and Marketing Plan

Located north of San Diego on the Pacific Ocean, Carlsbad offers its residents a high quality of life. Employment in relatively high-paying jobs grew steadily over the last two decades, due primarily to the abundance of bare, industrial land and easy access to the City's airport. Uncertain of how to sustain its economic vitality over the long term, the City commissioned ADE to prepare an economic development strategy to guide policy and program management decisions for the next five years to ten years. ADE developed an economic development strategy that addressed ways to leverage its existing assets and take advantage of new opportunities in green/clean technology and bio-technology. The economic strategy is built upon a set of quantitative studies, including a retail leakage analysis, an industry cluster analysis, and an economic base analysis. These, combined with a business survey, key informant interviews, and a SWOT analysis, form the foundation for the economic development goals and strategies. To assist the City with implementation, ADE also prepared an economic development marketing plan that heavily emphasizes use of the City's website.

Cerritos Economic Development Strategic Plan

The City of Cerritos has had long-standing success with its economic development and redevelopment programs. But, with the pending expiration of the City's redevelopment areas and competition from neighboring communities, the City hired ADE to produce an Economic Development Strategic Plan that would address these concerns and help ensure that community can maintain a strong economic base and fiscal position. The Strategic Plan provided a baseline assessment of the existing conditions that drive the economy in Cerritos, identifying the community's role in a transitioning economic environment. Information obtained throughout the plan preparation and research process was used to develop a set of strategic recommendations that identified business development opportunities and programs that would address these opportunities, while addressing the upcoming fiscal challenges. In addition, the plan identified actions for the City to implement a business retention program and potentially form an economic development corporation.

Atascadero Economic Development Strategy

The City of Atascadero is located in San Luis Obispo County, half way between San Francisco and Los Angeles near the picturesque Central California Coast. The City commissioned ADE to prepare an economic development strategy that would involve extensive public input and reflect the community's quality of life values and priorities. The City was unable to reach consensus on growth and development, sparked by a proposal from Wal-Mart to locate within City boundaries. ADE

designed and implemented a comprehensive public input process that involved a household survey, community focus groups, a public forum, extensive interviews with community stakeholders, and a new economic development web site. The outcome of this thorough approach to public input was a complete turn-around in public opinion in favor of economic sustainability programming and moving forward on redevelopment and economic development projects.

ALAMEDA (CITY OF) ECONOMIC DEVELOPMENT STRATEGY

Alameda is a Bay Area community affected by the closure of the Alameda Naval Air Station. The vacant Navy Base is now prime real estate with spectacular views of San Francisco. Due to the magnitude of the closure, the city has invested a substantial amount of resources into reusing the real estate at the naval air station. Accordingly, other parts of the city were becoming neglected. The city created a blue-ribbon task force to work with ADE to develop future strategies for each major commercial district in the city. The firm worked closely with city staff to identify the staff and financial resources needed to implement the strategy. The economic development strategic planning process included the development of an approach to revitalize retail business, attract business park users, and focus on investing redevelopment tax increment revenues.

CAPITOLA ECONOMIC DEVELOPMENT STRATEGIC PLAN

The City of Capitola has served a long established role as a tourist destination and a regional retail center for Santa Cruz County residents. As part of a strategic planning process, ADE analyzed Capitola's evolving role as a tourism and regional retail center, and identified potential economic diversification opportunities in these and other sectors. The background studies for the project also included assessments of potential development sites for certain types of uses. The final strategic plan included strategic goals and implementation measures built around enhancing Capitola's viability as an economic center and maintaining its uniqueness as a community.

LAUGHLIN, NEVADA ECONOMIC DEVELOPMENT STRATEGY AND PROGRAM DEVELOPMENT

Laughlin is an un-incorporated township at the southernmost tip of Clark County, Nevada. Located on the Colorado River, it is part of the Tri-State region that includes Mohave County, Arizona and San Bernardino County, California. Laughlin's primary economic driver is the gaming and tourism industry. Laughlin contracted with ADE to prepare an economic development strategy, the first ever developed for any community within Clark County. The goal of the economic planning process was to create a strategy that would result in diversifying Laughlin's economic base away from gaming. ADE was subsequently retained to implement the strategy, which was unanimously approved by the Clark County Board of Commissioners in 2008. Implementation activities include forming a new economic sustainability organization to be housed in the Laughlin Township, conducting a place branding exercise, and promoting Laughlin to prospective re-locating businesses via a new economic development website: www.laughlinbusiness.com .

MILPITAS ECONOMIC DEVELOPMENT PLAN

Milpitas, California, was in an economic downturn with re-structuring of the computer and communications industries and needed an economic strategy to ensure long-term economic stability. ADE worked with the City and its recently established Economic Development Commission to

prepare its first Economic Development Plan. ADE facilitated an informative, data-driven process that brought the community's economic realities and future potential into focus for a broad range of participants in the process. As part of that strategy, ADE conducted a business survey, retail market analysis, and economic base and cluster analyses. Those technical studies were used to create strategic recommendations and an implementation plan. The Economic Development Strategy, unanimously approved by the City Council, included strategies for place-branding, workforce development, business retention and expansion, retail trade diversification, new housing and Class A office space development.

PETALUMA ECONOMIC DEVELOPMENT STRATEGY & IMPLEMENTATION PLAN

In the 19th century, Petaluma, built on the banks of the Petaluma River just north of San Pablo Bay, became a regional hub of commerce providing food and manufactured products to the fast-growing San Francisco Bay Area. Today, Petaluma has evolved to a modern center of food processing, diversified manufacturing and telecommunications. Its 19th century downtown buildings, having withstood the 1906 earthquake, offer a picturesque setting for shopping and entertainment. ADE updated the City's economic development strategy to include recommendations on business retention and expansion, tourism, supporting industry cluster groups, leveraging the construction of two SMART transit stations to catalyze more compact, mixed-use development in the central city and identifying development options for 30 opportunity sites located throughout the City.

SUISUN CITY ECONOMIC STRATEGY

ADE created an Overall Economic Strategy for the City of Suisun City, which is rapidly approaching build-out of its available residential land and was at risk of becoming strictly a bedroom community due to a lack of employment opportunities within Suisun. In order to provide the level of services that the City's growing population required, there was a sense of urgency regarding the need to develop the remaining commercial and industrial property within the City in a way that would enable the City to meet its service obligations and enhance the overall character of the community. ADE's work on this project involved a number of interrelated components, including retail market analysis, industrial and commercial market and target industry analysis, fiscal impact analysis, and an implementation strategy.

LAKE TAHOE BASIN PROSPERITY PLAN

ADE prepared the Lake Tahoe Basin Prosperity Plan involving five counties in California and Nevada, the City of South Lake Tahoe, and the Tahoe Regional Planning Agency as well as business associations and education institutions. Despite its idyllic natural environment, the Lake Tahoe Basin has suffered significant economic decline over the past decade. This has not only created social and fiscal dislocations in the region, but also threatens to hamper efforts to improve lake clarity and other environmental values in the Basin. The economic analysis ADE conducted for the plan identified three economic clusters comprising two-thirds of the Basin economy – Visitor Services, Environmental Innovation, and Health and Wellness. Led by a diverse project steering committee representing all of the local government jurisdictions in the Basin as well as private sector partners, the process to develop the Prosperity Plan engaged hundreds of stakeholders in the region, convening not only community meetings for the public, but also work groups within each economic

cluster, along with capital resource partners, state and federal agency representatives and regional economic collaboratives from both California and Nevada. The central recommendation in the Plan is the formation of the Tahoe Prosperity Center, based on a regional stewardship model, to serve as an organizational focal point for implementing initiatives promoting economic cluster expansion as well as addressing a number of foundational issues essential to the success of the cluster initiatives.

VENTURA WESTSIDE ECONOMIC DEVELOPMENT STRATEGY

In 2006, ADE analyzed the retail and industrial potential of six "catalyst sites" in the City of San Buenaventura's Westside area, in an effort to transform the blighted area by attracting the right mix of shopping and industries that not only provide permanent employment at gainful wages but also industries that are more attractive than the existing concentration of used auto parts establishments and related services. Without this strategy, in all likelihood the type of economic activity that would continue to occur was a continuation of unwanted land uses in the form of used auto "pick and pull" warehouses that pay low wages. The consultant has discussed preliminary development options with the property owners and has suggested land use scenarios for the sites that would capitalize on both short term and long term market opportunities. ADE also prepared an Action Plan that enumerated necessary steps for implementing the Economic Strategy. In devising its recommendations, ADE facilitated numerous community workshops in Spanish and English, surveyed business owners, and conducted one-on-one interviews of businesses and other leaders.

CARNEY ASSOCIATES

CITY OF SOLVANG – ECONOMIC DEVELOPMENT STRATEGIC PLAN, 2012

Arleen Pelster, Planning & Economic Development Director
City of Solvang
411 Second Street
Solvang, CA 93463

COUNTY OF SONOMA – LEAD, CALED PROFESSIONAL ADVISORY SERVICE, 2011

Ben Stone, Director
Sonoma County Economic Development Board
401 College Ave., Suite D
Santa Rosa, CA 95401

CITY OF LOMPOC – LEAD, CALED PROFESSIONAL ADVISORY SERVICE, 2010

Laurel Barcelona, City Administrator
City of Lompoc
100 Civic Center Plaza
Lompoc, CA 93436

COUNTY OF MONTEREY – LEAD, CALED PROFESSIONAL ADVISORY SERVICE, 2010

Debbie L. Bradshaw, CAO-IGA, Economic Development Program
County of Monterey
168 Alisal St., 3rd Floor
Salinas, CA 93901

OTHER RECENT CARNEY ASSOCIATES CLIENTS

- Alliance for Commercialization of Technology (ACT) – Strategic Planning
- County of Los Angeles Workforce Investment Board – Strategic Planning Facilitation
- InnerSight LLC – SoCal Project Management Services, Business Development
- California Association for Local Economic Development (CALED), Board of Directors Strategic Planning Facilitation
- Tulare County Economic Development Corporation – ED Strategic Planning Facilitation
- Anaheim Chamber of Commerce – Economic Development Program Consulting

REFERENCES

APPLIED DEVELOPMENT ECONOMICS

Temecula Quality of Life Plan
Aaron Adams, Acting City Manager
City of Temecula
(951) 506-5100

Petaluma Economic Strategic Plan
John Brown, City Manager
(707) 778-4345

Lake Tahoe Basin Prosperity Plan
Ron Radil, Executive Director
Western Nevada Development District
(775) 883-7333

Monterey County Public Facilities Financing Plan and Castroville Financing Plan
Marti Noel, Assistant Director
Monterey County Resource Management Agency
(831) 755-5394

SCOPE OF WORK

PROJECT UNDERSTANDING AND APPROACH

Over the last few years, the City of Buellton has taken a very forward-thinking approach to economic development. The City has already incorporated economic development into the General Plan as a standalone element, enlisted CALED to provide an overview of Buellton's economic development needs, and coordinated a vision plan also considered economic development needs. Historically, Buellton has relied heavily on tourism as its primary economic driver, but the CALED study and Vision Plan both identified a need for economic diversification and building on Buellton's geographic assets and talent pool.

The Request for Proposals issued by the City of Buellton indicates that the community is looking at different options that can help build the City's economic development capacity and lead towards a stronger economy. The RFP identified three different options, and ADE has prepared responses to all three of these options.

The first and third options entail developing an Economic Development Strategic Plan (EDSP). The first EDSP option follows a task outline and general parameters defined by the City. This option builds on the existing body of work by adding a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and developing strategic goals and objectives related to economic development. ADE's approach to this project is to build on the prior work and update the findings, given the rapid changes to the state and regional economies that have occurred in recent years. In addition, ADE will provide the City with references to resources that can help Buellton meet its strategic objectives.

The other EDSP option is a consultant-defined project. Our approach to this option is to take a more detailed and all-encompassing look at the labor force and the operational requirements of the leading industries. By looking at the labor force, Buellton can identify the extent to which residents need to leave the city for work, and how well the existing skills base meets the needs for growing industries. In addition, the analysis will take a cluster-based approach that identifies the supplier businesses for the leading industries, and quantifies the extent to which these operational needs cannot currently be met locally. Any "leakage" with business-to-business transactions can be considered a potential development opportunity for Buellton.

The second option would entail having the ADE team serve as a primary point-of-contact for Buellton's economic development initiatives. This approach is implementation oriented, but also more open ended because the task would still entail developing information and using that information to build consensus and capacity within the community.

Buellton has a multitude of opportunities, and this project will help position the City to take full advantage of its many assets.

OPTION 1: ECONOMIC DEVELOPMENT STRATEGIC PLAN

TASK 1 – DEVELOP EXISTING ECONOMIC AND DEMOGRAPHIC PROFILE

As a first step in developing the Economic Development Strategic Plan (EDSP), ADE will profile the economic base and demographics for Buellton and the surrounding region. Much of the data had previously been analyzed as part of the City's General Plan, the CALED Professional Advisory Services (PAS) study, and Appendix C of the 2012 Public Vision Plan. However, most of the data in these prior studies is at least two years old; and given that the data was gathered during a severe recession and prior to the decennial U.S. Census of Population, we feel that the information needs to be updated in order to be relevant to the EDSP.

For the demographic information, the project team will use a combination of primary data from the U.S. Census of Population, the American Community Survey, the Local Employment Dynamics database, and the California Department of Finance. This data will be supplemented by information provided by City staff, and include measures and trends such as population, housing characteristics, income distribution, educational attainment, ethnicity, commute patterns, and tenure.

In order to ascertain the employment trends, ADE will utilize the employment and labor force database from Economic Modeling Specialists Intl. (EMSI). This database includes detailed economic characteristics at the city level, such as employment by industry and occupation, the labor force requirements, and projected growth by industry and occupation. To our knowledge, this is the only data source that can provide fully detailed industry and occupational information at the city and ZIP code level on an annual basis. For the economic profile, ADE will prepare an overview of these economic characteristics, and analyze the recent industry employment trends to identify and quantify the leading sectors in Buellton's economic base.

At the conclusion of this task, ADE will produce a progress report and provide ten hard copies to the City, as well as an electronic copy. ADE will discuss the preliminary findings with the Economic Development Task Force and integrate their input into a revised version for the final report.

TASK 2: SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a crucial element of an economic strategic plan because it identifies the strategic issues that must be addressed in the action plan. Through the analysis, some of which is covered by the studies described above, the project will add data indicators to the SWOT analysis as well as identify potential solutions or strategies to either remedy adverse issues or avoid their impact, and also to capitalize on strengths and opportunities to achieve City goals.

In addition to internal business climate factors, the SWOT analysis will address external factors such as existing labor force demand, global market conditions as they pertain to the regional industry clusters, state and federal policies affecting business competitiveness, and future regional transportation and development patterns. Our general approach defines the SWOT analysis as follows:

- Strengths: Positive internal factors that will benefit the community in achieving its goals
- Weaknesses: Negative internal factors. Define what is missing in Buellton that might deter the public and the business community from thriving there.
- Opportunities: Positive external factors that the City might use to its strategic advantage.
- Threats: Negative external factors beyond the city's control. How will these affect the City's ability to achieve its vision?

At the conclusion of this task, ADE will produce a progress report and provide ten hard copies to the City, as well as an electronic copy. ADE will discuss the preliminary findings with the Economic Development Task Force and integrate their input into a revised version for the final report.

TASK 3: FINAL ECONOMIC DEVELOPMENT STRATEGY PLAN

Using the input from City staff and other key informants, ADE will prepare a draft of the goals and objectives for the strategic plan. The goals and objectives will be focused on the five year time frame for the strategic plan. The objectives will constitute measurable indicators designed to help track progress toward meeting the goals. It is important that the objectives be realistic so that the City can register successes as it works to implement the plan. We anticipate this step will require further follow up with City staff and other stakeholders to ensure a meaningful set of goals and objectives.

The action plan will build on the prior work with the 2012 Vision Plan and CALED PAS, and update the action steps for City departments and funding priorities based on progress-to-date and changing conditions. In addition, the action steps will be tied to the measurable objectives in the plan along with a program for monitoring progress at frequent intervals. ADE will also help the City identify economic development resources that can help the City implement the action plan by drawing from the firm's extensive experience with funding programs and regional partnerships.

The deliverable for this task will be a full report that includes the strategic plan, and updated versions of all of the prior technical studies. If requested, ADE can meet with the Economic Development Task Force to discuss the strategic plan and action plan prior to the presentation to the City Council. This would take the place of the meeting described in Task 4.

TASK 4: PRESENTATION TO ECONOMIC DEVELOPMENT TASK FORCE AND CITY COUNCIL

After receiving comments from City staff, ADE will make two presentations of the final EDSP to the Economic Development Task Force and the City Council. Hard copies of the report, as well as electronic versions of both the report and presentation will be distributed prior to the meetings.

OPTION 2: ON-CALL ECONOMIC ADVISOR SERVICES

With this option, ADE would serve as an extension of City staff in an on-call role that adds economic development capacity to Buellton. ADE's staff has extensive experience with regional partnerships and economic development organizations throughout California, and can provide assistance with implementation actions. To meet this objective, ADE proposes to make the project team staff available to Buellton on an on-call or regularly scheduled basis. The personnel that would go on-site to Buellton would be assigned based on the needs for a particular task.

Some of the expected tasks for this position would include economic development program administration, handling business attraction inquiries, business outreach for expansion and retention programs, marketing, meeting with local business and civic groups, analyzing the local economic base, connecting the City to the necessary resources, and making regular reports to City staff and local groups.

Because the individual project team members offer different areas of expertise and specialization, ADE would potentially involve all of the team members for different assignments. We expect that this option would require staff to have a presence in Buellton, but we would also have resources from ADE's Walnut Creek and Sacramento offices available to support the activities in Buellton.

OPTION 3: CONSULTANT DEVELOPED ECONOMIC STRATEGY

TASK 1: PROJECT START UP AND INSTITUTIONAL REVIEW

ADE will begin the project by reviewing the priorities for the project and the work of existing economic development programs that have been completed to date. This includes an overview of internal economic development initiatives led by City agencies, as well as outside entities that currently support economic development functions in Buellton and the surrounding region. This includes assessing the state of activities that were formerly handled by the Redevelopment Agency.

For the EDSP, ADE will additionally request business license data, employment, municipal budget information maintained by the City, sales tax data, prior economic studies, and survey data, if available. ADE will supplement the data available from the City with interviews with local business associations and economic development agencies.

TASK 2: ECONOMIC BASE AND TARGET INDUSTRY STUDY

For this task, ADE will profile the economic base and demographics for Buellton and the surrounding region. Much of the data had previously been analyzed as part of the City's General Plan, the CALED Professional Advisory Services (PAS) study, and Appendix C of the 2012 Public Vision Plan. However, most of the data in these prior studies is at least two years old; and given that the data was gathered during a severe recession and prior to the decennial U.S. Census of Population, we feel that the information needs to be updated in order to be relevant to the EDSP.

For the demographic information, the project team will use a combination of primary data from the U.S. Census of Population, the American Community Survey, the Local Employment Dynamics database, and the California Department of Finance. The ACS and LED data in particular have substantially expanded the ability to analyze a local economy over the past few years. This data will be supplemented by information provided by City staff, and include measures and trends such as population, housing characteristics, income distribution, educational attainment, ethnicity, commute patterns, and tenure.

For the economic baseline information, ADE will utilize the employment and labor force database from Economic Modeling Specialists Intl. (EMSI). This database includes detailed economic characteristics at the city level, such as employment by industry and occupation, the labor force requirements, and projected growth by industry and occupation. To our knowledge, this is the only data source that can provide fully detailed industry and occupational information at the city and ZIP code level on an annual basis. For the economic base analysis, ADE will prepare an overview of these economic characteristics, and analyze the recent industry employment trends to identify and quantify the leading sectors in Buellton's economic base.

In order to identify linkages between the City economy and the broader countywide and regional industry clusters, ADE will create an inventory of cluster businesses located within the City. This will provide a starting point to understand how the local economy is integrated with the regional economy and particularly the industry clusters with the greatest potential for success. This step will build on the information developed in the previous studies that identified tourism and agriculture/food and beverage manufacturing as economic drivers in the region, by expanding the potential target industries to also include support and supplier industries to these primary drivers.

This will help develop strategies around entrepreneurship and local business development. The project team will draw from its particular expertise around rural economies and food systems, as those subject areas are very relevant to Buellton.

The analysis will include a discussion of which clusters are best represented in the City, what gaps in business suppliers and services may exist, and the factors that relate to business location within the City and throughout the County. ADE will compare the regional job concentration and distribution with the industries represented in Buellton. ADE will also look at regional growth trends and projections to identify how the city's strengths compare with the regional growth opportunities. The target industries will be based on the roles that different sectors have within the regional economy, based on their growth and employment concentration characteristics.

This study will also look at projected job growth and estimate Buellton's capacity to capture its share of growth. Using benchmark development measures, ADE will use the growth projection as an indicator for industrial land absorption.

At the conclusion of this task, ADE will produce a progress report and provide ten hard copies to the City, as well as an electronic copy. ADE will discuss the preliminary findings with the Economic Development Task Force and integrate their input into a revised version for the final report.

TASK 3: LABOR FORCE STUDY

This task will take a more detailed look at the occupational distribution as it pertains to the target industries with the greatest potential, including the general labor force training requirements for the top occupations. ADE will also look at the match between Buellton's job base and its labor force, in order to identify gaps that currently exist. In addition to the EMSI data, the analysis will look at commute pattern data and differences between the labor force and job base, as shown in the Local Employment Dynamics database.

TASK 4: SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a crucial element of an economic strategic plan because it identifies the strategic issues that must be addressed in the action plan. Through the analysis, some of which is covered by the studies described above, the project will add data indicators to the SWOT analysis as well as identify potential solutions or strategies to either remedy adverse issues or avoid their impact, and also to capitalize on strengths and opportunities to achieve City goals. The SWOT analysis will also focus on broader quality of life measures, as this has because an increasingly important consideration for economic development initiatives.

ADE will conduct the SWOT analysis using a combination of background research (from Tasks 2 and 3), phone interviews, and face-to-face meetings. ADE also proposes to hold a focus group and will enlist the assistance of City staff to identify local stakeholders that would provide the most useful feedback for the SWOT analysis.

In addition to internal business climate factors, the SWOT analysis will address external factors such as existing labor force demand, global market conditions as they pertain to the regional industry clusters, state and federal policies affecting business competitiveness, and future regional transportation and development patterns. Our general approach defines the SWOT analysis as follows:

- Strengths: Positive internal factors that will benefit the community in achieving its goals
- Weaknesses: Negative internal factors. Define what is missing in Buellton that might deter the public and the business community from thriving there.
- Opportunities: Positive external factors that the City might use to its strategic advantage.
- Threats: Negative external factors beyond the city's control. How will these affect the City's ability to achieve its vision?

At the conclusion of this task, ADE will produce a progress report that integrates the findings from Task 3 and 4, and provide ten hard copies to the City, as well as an electronic copy. ADE will discuss the preliminary findings with the Economic Development Task Force and integrate their input into a revised version for the final report.

TASK 5: PREPARATION OF STRATEGIC PLAN

The strategic plan will outline the vision and direct for the City's economic development program, and describe the tools and partnerships that will be important to achieve success. The plan will also include a detail action plan outlining the sequence of steps and the time frames and resources needed to implement each component of the plan.

There are a number of other economic development players in Buellton and the surrounding region, and it is very important to coordinate these other efforts wherever possible. The strategy will review the organizational issues associated with providing seamless economic development services in Buellton and making recommendations on ways the City can improve the efficiency of activities devoted to economic development.

In addition, ADE will identify and demonstrate the key data sources that are important to help the City monitor its progress and identify issues during the course of implementing the plan. Once the economic vision and direction have been defined, ADE will develop an implementation plan to support the selected economic development priorities. Depending on the interests of the community, the strategies can address the following issues among others.

- **Business Expansion and Retention**. A key component of any economic development strategy is a program to support the existing business community in its efforts to grow and prosper. ADE will evaluate the existing programs and recommend a process to ensure that business needs for services are identified and responded to efficiently.

- **Business Climate Issues.** The strategic issues identified in the SWOT analysis will be addressed in terms of initiatives the City can take to resolve or avoid negative issues and take advantage of opportunities and strengths. It may also include other issues related to infrastructure financing, development standards, industry development trends, and community image and promotion.

- **Entrepreneurship and Business Development.** A key area of the strategy would focus on encouraging innovative businesses to locate and grow in Buellton. The City already has economic development relationships in place. The strategy will expand on ways to enhance this collaboration and add new elements as needed to create a robust business development program in the City. This would entail focusing on innovation strategies, particularly as they apply to rural economies and regional partnerships.

- **Land Use Relationships.** This issue would deal with how to fit employment generating uses as well as tourist-serving, local-serving, and regional-serving commercial development together in the City while maintaining the character of development necessary for each use and for each district in the town in which they would be developed. In addition, the land use relationships would identify the capacity for supporting industrial development opportunities and matching them with business clusters.

- **Revenue Generating Opportunities.** This step would identify funding opportunities to help implement the strategy and identify other options for generating tax revenue, such as land use opportunities and funding districts. In addition, it will prioritize the best prospects for the City to generate revenue based on real estate investments and other enterprise initiatives.

The deliverable for this task will be a full report that includes the strategic plan, and updated versions of all of the prior technical studies. ADE will meet with the Economic Development Task Force to discuss the strategic plan and action plan prior to the presentation to the City Council.

TASK 6: PRESENTATION TO CITY COUNCIL

After receiving comments from City staff and the Economic Development Task Force, ADE will present the EDSP to the City Council. Hard copies of the report, as well as electronic versions of both the report and presentation will be distributed prior to the meeting.

BUDGET AND SCHEDULE

OPTION 1: EDSP BUDGET AND SCHEDULE

ADE proposes to complete the Option 1 EDSP for an amount not-to-exceed $39,850. This includes all professional staff time, subconsultants, and project-related expenses such as data subscriptions and travel. The budget allocation by task, and the labor commitment by the ADE project team are outlined below. ADE expects to complete the scope of work within a six-month timeframe, with meetings with the Economic Development Task Force scheduled at two month intervals.

Task	Svensson *$175.00*	Kelly *$150.00*	Carney *$150.00*	Cheng *$135.00*	Sanieian *$85.00*	Production *$70.00*	Expenses	Total
Project Management	8						$0	$1,400
Task 1: Economic and Demographic Profile	4	0	0	12	30	6	$3,500	$8,790
Task 2: SWOT Analysis	4	24	24	16	0	6	$800	$11,280
Task 3: Final EDSP	24	32	24	16	8	8	$400	$16,400
Task 4: Presentation	8	0	0	0	0	4	$300	$1,980
Total	**48**	**56**	**48**	**44**	**38**	**24**	**$5,000**	**$39,850**

Every Project MUST include a project management task. If there are subconsultants, the project management budget for them must equal at least 10 percent of their contract amount, which is the ADE administrative fee. This is ON TOP OF the fee negotiated with the sub for doing the actual work.

OPTION 2: ON-CALL ECONOMIC DEVELOPMENT SERVICES BUDGET AND SCHEDULE

ADE proposes to complete the Option 2 task for an interim budget of $45,750. This budget assumes that the project team members assigned to this task will work an equal number of hours. The 300 total hours indicated in the project budget was originally specified in the RFP, and could increase or decrease depending on the type of work that the City needs. Because this option entails a potential combination of regularly scheduled commitments and on-call assignments, the actual expenditure will depend on the amount of time that each project team member actually works.

In addition, the budget does not include any project-related expenses, such as data, travel, and overnight accommodations. If the City chooses to go with this option, then ADE will work with the City staff to work out a more specific scope of work and scheduling. We expect that the on-call services commitment will last for a minimum of 12 months.

Task	Svensson *$175.00*	Kelly *$150.00*	Carney *$150.00*	Cheng *$135.00*	Total
Project Management	8	0	0	0	$1,400
On-Call Economic Development Services	67	75	75	75	$44,350
Total	**75**	**75**	**75**	**75**	**$45,750**

Every Project MUST include a project management task. If there are subconsultants, the project management budget for them must equal at least 10 percent of their contract amount, which is the ADE administrative fee. This is ON TOP OF the fee negotiated with the sub for doing the actual work.

OPTION 3: CONSULTANT DEFINED EDSP BUDGET

ADE proposes to complete the Option 1 EDSP for an amount not-to-exceed $69,895. This includes all professional staff time, subconsultants, and project-related expenses such as data subscriptions and travel. The budget allocation by task, and the labor commitment by the ADE project team are outlined below. ADE expects to complete the scope of work within a six- to nine-month timeframe, with meetings with the Economic Development Task Force scheduled at two- to three-month intervals.

Task	Svensson *$175.00*	Kelly *$150.00*	Carney *$150.00*	Cheng *$135.00*	Sanieian *$85.00*	Production *$70.00*	Expenses	Total
Project Management	9						$0	$1,575
Task 1: Project Startup and Institutional Review	8	4	4	16	0	0	$300	$5,060
Task 2: Economic Base and Target Industry Analysis	8	16	8	24	32	6	$4,000	$15,380
Task 3: Labor Force Study	8	24	8	16	16	6	$600	$10,740
Task 4: SWOT Analysis	24	32	24	24	8	12	$1,000	$18,360
Task 5: Strategic Plan	24	32	24	24	0	8	$400	$16,800
Task 6: Presentation	8	0	0	0	0	4	$300	$1,980
Total	**89**	**108**	**68**	**104**	**56**	**36**	**$6,600**	**$69,895**

NOTE: Every Project MUST include a project management task. If there are subconsultants, the project management budget for them must equal at least 10 percent of their contract amount, which is the ADE administrative fee. This is ON TOP OF the fee negotiated with the sub for doing the actual work.

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BILLING RATES

APPLIED DEVELOPMENT ECONOMICS

PRESIDENT ..... $175.00 per hour

PRINCIPAL ..... $150.00 per hour

SR. ASSOCIATE ..... $135.00 per hour

ASSOCIATE ..... $85.00 per hour

PRODUCTION MGR ..... $70.00 per hour

ADMINISTRATION ..... $45.00 per hour

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APPENDIX A: SMALL BUSINESS OWNERSHIP, GREEN BUSINESS CERTIFICATION, AFFIRMATIVE ACTION & EEO STATEMENTS

SMALL BUSINESS OWNERSHIP AND AFFIRMATIVE ACTION

ADE, Inc. (ADE) is an economic development and planning firm with offices in Walnut Creek and Sacramento, California. ADE is a small business, with two owners, one of whom is female. ADE has adopted the following Equal Employment Opportunity policy. All of ADE's officials and employees have been informed of the policy statement, and that the policy shall be applied to every phase of employee recruitment, including employment agencies and advertising, compensation, opportunities for advancement, upgrading, promotions, transfers and selection for training.

ADE has been certified as a Small Business by the State of California.

GREEN BUSINESS CERTIFICATION

ADE is committed to creating a healthier, cleaner workplace for our clients, employees, and community. As a result of this commitment ADE has been certified as a Green Business by the Bay Area Green Business Program. The Green Business Program verified that ADE meets higher standards of environmental performance. The Bay Area Green Business Program partnership of government agencies and utilities helped ADE comply with all environmental regulations, and assisted us in taking action in preventing pollution and to conserve resources.

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

ADE's policy is to recruit and hire applicants for employment without regard to race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, or physical handicap.

ADE's policy is applied to all matters relating to hiring, promotion, transfer or employee termination, and covers all salaried and hourly employees in the office and the field, including all hourly contract trade employees.

ADE will assert leadership in the community whenever possible in an effort to achieve the full employment, skills utilization and productivity of all citizens without regard to race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation or physical handicap; and

ADE will cooperate to the fullest extent with the applicable federal and local affirmative action regulations, including but not limited to the Civil Rights Act of 1964.

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APPENDIX B: INSURANCE

ADE maintains all the necessary insurance and will provide the required Certificate of Insurance for General Liability in the amount of $2,000,000, Professional Liability in the amount of $2,000,000, Automobile Liability in the amount of $1,000,000, and Workers Compensation in the amount of $1,000,000.

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APPENDIX C: AWARD WINNING PROJECTS

ADE has worked on national, state, regional, and local projects throughout the United States, for which we have received 15 major awards since 1995.

2008 American Planning Association (APA) National Award for "Hard Fought Victories"
Newport Beach General Plan

2007 International Economic Development Council (IEDC) Honorable Mention Award
Northwest Food Processing Association, Food Processing Cluster Assessment & Roadmap

2004 IEDC Promotional Award for Best Research Study
West Wendover, Nevada Economic Development Strategy and Wendover, Utah Annexation Study

2001 American Economic Development Council (AEDC) Best of Show Award
ED>Net California Community Colleges - Directions of the New Economy

2000 APA Northern Section Award of Merit
Gonzales Downtown Revitalization Plan

1999 AEDC Best of Show and Best of Class Awards
Maricopa County (Arizona) Economic Development Implementation Plan

1999 AEDC Superior Award
Performance Measures for EDA Planning Grants

1999 AEDC Excellent Award
Assessment of Regions Underserved by California's Loan Guarantee Program

1999 California Association of Local Economic Development (CALED) Award of Excellence
City of Dinuba / Best Buy West Coast Distribution Center

1998 CalTour California Tourism Award for Best Research Report
Mendocino County Wine Industry and Tourism Analysis

1998 CALED Honorable Mention Award
City of San Joaquin / Millennium Industries Project

1997 CALED Grand Prize for Development Projects
City of Soledad Dole Food Processing Plant

1997 National Rural Economic Development Association (NREDA) Award of Excellence
Fresno County Economic Strategy

1996 AEDC Special Judges Award
Kauai Products Marketplace Feasibility Study

1995 AEDC Best of Class Award
Interstate 5 Business Development Corridor Economic Development Strategy

City of Buellton, CA

Retail Recruitment and Retention Solution

Prepared by: Lisa Hill
RFP Response Due Date: March 28, 2013

Section 1: Project Team
Section 2: Buxton References
Section 3: Scope of Work
Section 4: Scope of Services
Section 5: Procedures
Section 6: Insurance Certificate
Section 7: Proposed Timeline
Section 8: Fees and Timing
Section 9: Case Studies

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www.buxtonco.com

Project Team

Team members for your project will include Buxton personnel with strong retail and economic development backgrounds as well those from operations.

Lisa Hill, *Vice President*

As a vice president at Buxton, Lisa assists proactive cities with their retail economic development efforts. She works with these communities to maximize their ability to generate sales tax revenue and enhance quality of life for their citizens by successfully recruiting new retailers as well as maximizing current retail options. Lisa received her B.A. degree from Texas Wesleyan University and is a member of the International Council of Shopping Centers (ICSC).

Bill R. Shelton, CEcD, *Partner*

Retail Recruitment Division

Joining the company in 2002, Bill Shelton is a founding partner of Retail Recruitment, Buxton's retail development program for communities. Shelton worked for the Fort Worth Chamber of Commerce, serving 16 years as its president. He is a Certified Economic Developer and is past chair of the American Economic Development Council. As a founding member of the Texas Economic Development Council, he served as the organization's president and is a fellow member of the International Economic Development Council. Shelton's professional service also includes instructing for 37 sessions and serving six years as dean of the Basic Economic Development Course at Texas A&M University as well as instructing 16 sessions at the Economic Development Institute. Shelton's extensive knowledge assists Buxton's Retail Recruitment division which has worked with more than 600 communities nationwide, helping to recruit over 30 million square feet of retail space. Shelton holds a bachelor's degree in marketing from the University of Texas at Austin and completed post-graduate studies at Texas A&M University.

Nadine Grosse, *Manager of GIS*

Nadine Grosse began as an analyst with Buxton and is now the manager for the Retail Recruitment division, overseeing every aspect of modeling and the thorough and accurate completion of client market studies by Buxton's team of Geographic Information Systems (GIS) analysts. Her scope includes standardizing market studies and U.S. potential processes, increasing the quality of client deliverables, managing projects, and serving as a liaison between analysts and the sales team. Grosse has managed the GIS function for more than 350 Retail Recruitment projects for such clients as San Jose, CA; Atlanta, GA.; and Irving, TX. Grosse has complete understanding of both the retail industry and municipal needs. Adding to her expertise in community retail recruitment, other notable retail clients include Applebee's, Vitamin Shoppe, AAMCO, and New Balance. Grosse earned her bachelor's of science degree in Interdisciplinary Studies in Earth/Life Science and her master's of science in Geographic Information Systems, both from University of North Texas where she is now a guest lecturer in related classes.

Buxton's Economic Development

Since our founding in 1994, Buxton has been a leading force in retail location and development. We are recognized for creating solutions that provide results.

Buxton began as a service to help retailers make informed site selection decisions by understanding their customers and precisely determining their markets. Buxton leaders soon realized that the company's expertise in retail location and market analysis could also be leveraged to benefit communities desiring retail expansion. Please note that in this proposal the term "retail" and "retailer" is inclusive of restaurants.

Retail Recruitment Retail Matching

Designed specifically for use in community economic development programs, Buxton's *Retail Recruitment* Retail Matching process has assisted more than 650 public sector clients nationwide, resulting in the development of more than 35 million square feet of retail space. We integrate our impressive technical capabilities with more than 500 cumulative years of retail management and local economic development experience to help municipalities achieve their retail goals.

More than simply providing data, Buxton supplies custom marketing materials and strategies targeting the unique location requirements of retailers, developers and commercial real estate brokers. Buxton clients achieve outstanding success using our tools for retail identification, selection and recruitment. And our clients benefit from our unique understanding of retail site selection from the retailer's point of view. The combination of technical expertise and professional guidance gives municipalities the capacity to immediately implement an effective retail development program.

Benefits of Partnering with Buxton

With Buxton's Retail Recruitment Solution *y*ou have immediate access to:

- **Retail Industry Expertise.** Gain a competitive position by working with professionals who have years of retail management experience plus current insights into your community and site selection processes and trends.
- **Community Development Best Practices.** Expand and sharpen your business development focus by incorporating best practices discovered by Buxton through daily work with local governments across the nation.
- **Proprietary Systems.** Gather useful information by having Buxton's technology specialists analyze your trade area accessing data stored on Buxton's in-house databases.
- **Personalized Content.** Advance your business recruitment program by receiving personal guidance from our staff and ongoing insight into key industry topics via our monthly e-newsletter, webcasts and other interactive tools.
- **Long-Term Partnership.** As a Buxton client and partner you have unlimited access to our staff to help optimize your marketing efforts at the International Council of Shopping Centers (ICSC) annual meeting in Las Vegas, NV. As a Buxton client you may utilize our booth space as a central meeting location and display marketing collateral specific to your City. Additionally, a Buxton representative will be available for on-going calls and emails related to your needs.

Buxton References

Buxton prides itself on exceptional client service that results in ongoing client satisfaction. Following are just a few of many endorsements from our clients:

City of Denton, TX

Contact Person: Linda Ratcliff, *Director of Community Development*
Contact Information: (940) 349-7774; linda.ratliff@cityofdenton.com
Description of Project/Results: Buxton conducted a retail market analysis in order to assist the City with a strategy to attract retailers beyond the limitations of demographic information. The City has been able to recruit retail and restaurant concepts as a direct result of the Buxton Partnership and increase the sales tax base of the City.
Quotes from Linda Ratliff:
Get your money's worth?
Yes. In addition to the Retail Recruitment product, we asked them to review an incentive request we received from a developer for a 50 acre power center. We had never given retail an incentive at that time. Buxton's help with that project saved us $750,000 in incentives and the project was built and produced almost $2M in City property and sales tax in 2006.
Get any of the people on the list of 20 prospects to locate in Denton?
We either got the retailer or one similar. For example, instead of a Circuit City, we got a Best Buy; instead of a Linens N Things, we got a Bed Bath & Beyond. The only one we have not yet gotten is a furniture store. We have a few furniture stores in town. We were hoping for a Haverty's or something similar.
What was the most important thing(s) you got from the study?
We learned a lot about retail recruitment. The information was helpful in putting together our marketing pieces to distribute at ICSC (International Conference of Shopping Centers). We also learned the types of retail Denton could expect to recruit.
Would you use their services again?
We have. We called on Buxton to update their data for four sites that we highlighted in our retail piece. They turned it around very quickly so that we could get our brochure printed in time for ICSC.

City of Kingsport, TN

Project and Owner: City of Kingsport, TN – Jeff Fleming, *Assistant City Manager*
Contact Information: (423)229-9381 / jeffleming@kingsporttn.gov
Description of Project/Results:
Located in a tri-cities area of east Tennessee, Kingsport was historically the retail market leader. But when a retail shift occurred, they found themselves lagging behind another city in retail sales. Explaining just what their city had to offer proved to be challenging. Retailers and developers needed proof that their investment in Kingsport would be prudent. “We had a problem explaining that we were an underserved market. We knew we were underserved; we just didn’t have the information to back it up,” Fleming says.

The power of good information soon became clear. “We knew there had to be credible data out there after hearing it from the other side (retailers). We were slowly learning the value of information,” Fleming says. Tired of failing to adequately answer retailers’ questions, Kingsport contracted with Buxton to get answers.

Buxton provided information about specific retailers that were needed in Kingsport.

And, Buxton helped Kingsport understand which retailers would work in new planned developments, Kingsport Pavilion and East Stone Commons.

Kingsport leaders focused their attention on the "Top 20" retailers and restaurants they wanted to attract. Their targeted strategy includes sending updated information each month. "I gather public sector information and supplement it with the Buxton data," Fleming says. "It's the one little extra piece of information that will convince someone that Kingsport is the right location. All of the developers in our area use it."

Additionally, Fleming has been able to utilize the Leakage/Surplus Analysis report through SCOUT® to show retailers which retail sectors are being underserved in their trade area. "The new report through SCOUT® is easy to access and has been an invaluable tool for us, being able to show developers and retailers which retail sectors are currently underserved," says Fleming.

As a result of these efforts, Kingsport has seen success as retailers are relocating to Kingsport Pavilion and East Stone Commons. Retailers moving to these developments include Hobby Lobby, Pier 1, Ross, TJ Maxx, Chili's, Old Navy, Office Depot, PetSmart and Dress Barn, as well as regional restaurants.

Fleming says: "Regarding all the relocation to our new developments, the Buxton data was the piece of information we were missing to convince these retailers that Kingsport Pavilion or East Stone Commons was the right fit for them."

City of Moore, OK

Project and Owner: City of Moore, OK – Deidre Ebrey, *Economic Development Director*
Contact Information: (405)793-5224 / deidree@cityofmoore.com
Description of Project/Results:
Historically Moore, Oklahoma, located between Norman and Oklahoma City, experienced retail sales leakage due to their proximity to these larger cities. In 2003, the City of Moore, OK, which has a trade area of approximately 45,000 people, began an aggressive campaign to grow their retail base and to plug the leakage.

For several years city leaders had been pursuing Chick-fil-A without success. Initially the company told these leaders that Moore didn't fit their location criteria. The city contacted Buxton and asked for help in overcoming this objection. Buxton created a tailored pursuit package specifically for Chick-fil-A which documented that the company had successful operations in communities with location characteristics similar to Moore.

"By showing the pursuit package to the decision makers at Chick-fil-A, they were persuaded to open a location in Moore," said Deidre Ebrey, director of marketing and economic development for the City of Moore, OK. "We were extremely pleased to see the concept open here – there has been a great working relationship between the property owners, the management at Chick-fil-A and the city."

"The Moore market wasn't even on their radar until I presented him with the Buxton information," said Brian Hilgenfeld, owner/operator of the Moore Chick-fil-A. "The pursuit package was the reason our store opened."

Section 1 – Scope of Services

Buxton is pleased to present this proposal to the City of Buellton, CA. The purpose of this proposal is to outline and review your community development objectives and how Buxton's solutions will enhance your ability to effectively meet those objectives.

Objectives

The City of Buellton, CA wants to understand its retail economic condition and seeks an actionable program to recruit new retailers and retain current retailers. Please note that in this proposal, the term "retail" and "retailers" is inclusive of restaurants.

Buxton's Solution

Our Retail Recruitment solution is a total marketing strategy that enables community leaders to immediately implement a retail development program. It provides the same analytical information retailers depend on today to make site selection decisions so that you will have a compelling case as to why the City of Buellton, CA can support new store and restaurant locations and expansions. Additionally, Retail Recruitment identifies specific retailers who seek a market with household purchasing habits just like yours, and we provide custom marketing packages targeted to that specific retailer.

Retail Recruitment goes beyond a plan. It allows the City of Buellton, CA to be proactive and take the initiative rather than waiting and hoping something happens.

Deliverables

- Drive Time Trade Area Map
- Retail Site Assessment (retail potential of up to three selected sites)
- Retail Match List (specific retailers that match the households in the trade area)
- Consumer Propensity Report indexing the propensity to purchase specific products to assist local retailers in merchandising.
- Retailer Specific Marketing Packages (for up to 20 retailers)
- SCOUT® online access to deliverables

Benefits

- Maximize revenue growth to fund city services.
- Retain dollars that are being spent outside the community.
- Create new, permanent jobs.
- Satisfy citizens' desire to shop at home.
- Partner with the leader in site selection analysis to the retail industry.
- Establish credibility with decision makers by providing factual evidence to support your location.
- Use competitive analysis to close the deal.
- A dynamic, consumer-oriented retail sector is a component of a healthy economy.

Project Requirements

To effectively initiate this project, we request that you provide the following:

1. Project Liaison

- City of Buellton, CA will designate a project manager who will serve as Buxton's primary contact during the project.

2. Community Information and Reports

- Logo (vector file – request from your ad agency and/or printer)
- Addresses and descriptive information for up to three sites that will be evaluated
- List of planned retail, commercial or mixed use (either proposed or in development) in the community
- List of major, national or regional retailers that have closed, left or moved from the community

3. Project Launch

A conference call with representatives of City of Buellton, CA and the Buxton Project Team will officially launch the project. The project launch will occur when:

- An agreement is executed
- The initial payment is received, and
- The Community Information and Reports are received

Procedures

Once you have engaged Buxton to work with you, a project team will be assigned to guide you through the entire process—from initial data collection to final presentation of the results. This team consists of:

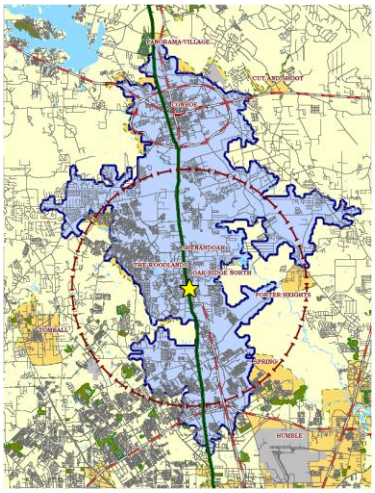
- Account manager, who will serve as your primary source of communication during the project
- Geographic Information System specialist, who will analyze your trade areas and create customized maps and reports
- Professionals with backgrounds as retail executives and economic development practitioners, who will address your unique challenges and help maximize your opportunities

Data Collection

Buxton uses over 250 consumer and business databases that are updated throughout the year, and in some cases, every month. Although it is possible to obtain these databases for less expense on a community or regional basis, Buxton buys and is licensed to use the complete U.S. datasets. With this information Buxton can compare your potential location to the universe of all competing locations operating in the U.S.

Researching and Verifying the City of Buellton, CA's Retail Trade Area

The location decision process for all retailers begins with the collection, analysis and evaluation of numerous location variables such as demand density, customer buying habits, economic trends, competition, traffic volumes, and available sites to name a few.



The process will start with the in-depth collection of data using the same location variables that we use for our retail clients to qualify sites for the location of their retail stores and restaurants. One goal is to define current retail situations in the trade area and in any neighboring communities that impact on the retail environment. The other goal is to understand the community's expectations and desires. This analysis includes personal visits to the community, collection of data components necessary to conduct the analysis and identification of market influencers.

Drive-Time Trade Area Definition

Customers today shop by convenience, measuring distance based on time, not mileage. Retail Matching will employ a custom drive-time analysis to determine your trade area. This custom analysis is developed using an in-house database supported by our knowledge of individual retail client's actual trade areas.

The resulting drive-time trade area map will be a polygon that more accurately depicts consumer shopping patterns than radial rings or hand drawn catchment areas.

To assure the accuracy of the drive-time trade area, the draft maps are reviewed with community leaders and verified before proceeding with the next step.

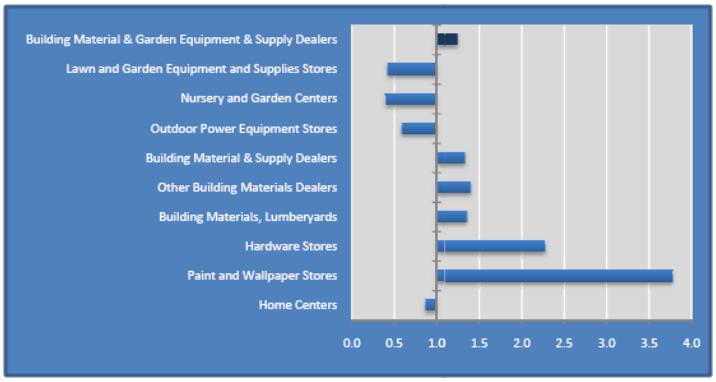
Evaluating the City of Buellton, CA's Retail Potential

The purpose of the evaluation phase is to understand what makes your trade area market distinctive and valuable from a retailer's viewpoint and scrutiny.

Our evaluations capitalize on Buxton's working knowledge of the retail marketplace and the evolving location requirements and expectations of today's retailers. Combining this knowledge with our economic development competencies allows us to evaluate and recommend proven community practices. Our evaluations do not rely on dated government research or national/state statistics, all of which fail to reflect local realities. Rather, we implement our real-world experience gained from working with local governments that have opened more than 35 million square feet of new or expanded retail space. We know how to help you sharpen your retail marketing strategy, aggressively market the City and improve your market performance.

Retail Leakage/Supply Analysis

The Retail Leakage/Supply Analysis provides an estimate of retail dollars flowing in or out of the trade area. The two main components of this analysis are: 1) current sales (supply) by retail store type, in dollar amounts, and 2) estimated sales potential (demand) for retail store type, in dollar amounts. We first calculate a sales gap index that illustrates your ability to capture your residents' expenditures.



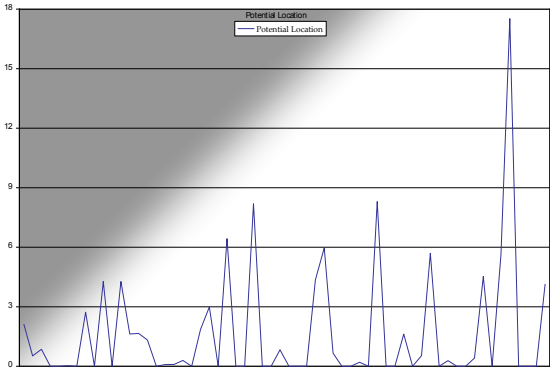
The sales gap index provides a relative comparison of leakage/surplus and an estimate of the dollars that are being spent outside the trade area (leakage) and the amount of dollars coming in from outside the trade area (surplus).

Local Business Retention and Expansion

The Consumer Propensity Report (CPR) shows the lifestyle, product, and psychographic likelihood indices for the consumers within the trade area being analyzed. Major retail, restaurant, grocery, and consumer packaged goods firms use this very same information to drive marketing and merchandising decisions.

Information is provided for 32 major categories with more than 4,800 total line items. Please note that line items are based upon national-level purchasing and lifestyle characteristics. These line items are then correlated to the underlying household characteristics of the consumers within the trade area being analyzed. Some line items may not be necessarily relevant or available in your market or region. The score in these situations serves to indicate the degree to which the consumers would participate in or purchase that item if it were relevant and available. Often this is taken as an opportunity for expansion of a similar brand or concept within the category.

The CPR is designed to assist the City in developing local business retention and expansion strategies. The City will be armed with fact-based data to assist independent retailers to make merchandising and marketing decisions.



Customer Profiling

The Retail Matching process will identify and analyze all the households in your drive-time trade area. Based on more than 75,000 categories of lifestyles, purchase behaviors and media reading and viewing habits (psychographics), the households in your trade area are assessed to gain an understanding of the types of retailers that would be attracted to your community.

Our in-house databases include both traditional demographic data and the most current psychographic lifestyle information for over 120 million households in the U.S. (as well as up to seven individuals living in each of these households).

Each household in a trade area falls into one of 60 market segments reflecting the buying habits of customers in the household. The blue line in the adjacent figure graphically profiles the households in a city's trade area.

Retail Site Assessment

Buxton will analyze 3 distinct retail location/geographic areas, selected by the City. Based on our collective experience in retail locations, the following factors are considered:

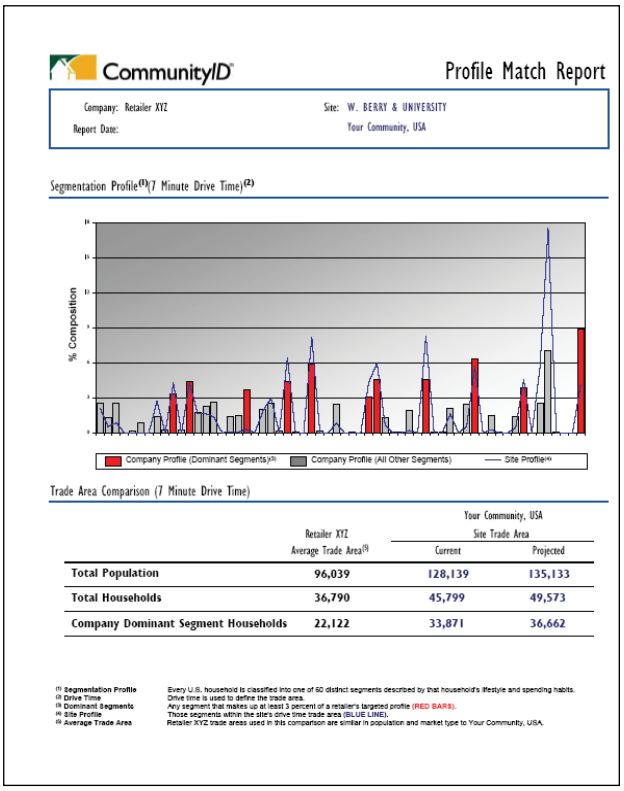
- Psychographic analysis of households in trade area
- Demand for retail goods and services
- Growth plans and relevant development
- Retail goals of the community

Buxton will develop a demand density profile of the trade area. Demand density measures the bottom-line value of the customers in the trade area—who they are, how many there are and what they buy. One of the significant advantages of Buxton is our ability to take the demand density data and creatively translate it into a proactive market strategy tailored to take advantage of your City's strengths and to achieve its retail goals.

Matching Retailers and Restaurants to Market Potential

Based on the Retail Site Assessment, you will select one (1) location for retail matching analysis. Once the site for retail matching has been selected and the consumer profiles in the trade area have been determined, Buxton will match these profiles against the customer profiles of 5,000+ retailers in our proprietary database.

In the adjacent figure, the blue line indicates the customer profile of households in a community's trade area. The red bar represents a specific retailer's customer profile. A similarity between the two profiles analyzed using Buxton's proprietary retail matching algorithm concludes that this site is an opportunity for a specific retailer to open a successful store.



CommunityID

Profile Match Report

Company: Retailer XYZ
Report Date:

Site: W. BERRY & UNIVERSITY
Your Community, USA

Segmentation Profile[1](7 Minute Drive Time)[2]

Trade Area Comparison (7 Minute Drive Time)

	Retailer XYZ Average Trade Area[5]	Your Community, USA Site Trade Area Current	Your Community, USA Site Trade Area Projected
Total Population	96,039	128,139	135,133
Total Households	36,790	45,799	49,573
Company Dominant Segment Households	22,122	33,871	36,662

[1] Segmentation Profile — Every U.S. household is classified into one of 60 distinct segments described by that household's lifestyle and spending habits.
[2] Drive Time — Drive time is used to define the trade area.
[3] Dominant Segments — Any segment that makes up at least 3 percent of a retailer's targeted profile (RED BARS).
[4] Site Profile — Those segments within the site's drive time trade area (BLUE LINE).
[5] Average Trade Area — Retailer XYZ trade areas used in this comparison are similar in population and market type to Your Community, USA.

These matches result in a list of possible retailers. To develop the preliminary retail match list, Buxton analyzes a number of factors about each possible retailer to qualify it. This analysis is designed to eliminate those retailers that for any reason would not be a candidate. Considered in this analysis are such factors as, verification that a retailer is currently operating or expanding into your market, location of operations in similar cities, and competition and cannibalization from nearby locations.

Once this analysis is complete, the preliminary list of retailers will be discussed and reviewed.

Delivering Marketing Packages

Buxton will assemble an individualized marketing (pursuit) package for up to twenty (20) targeted retailers. Each marketing package will be delivered electronically to facilitate convenient delivery of these packages to targeted retailers, developers and brokers. At the client's request, Buxton can provide a hard copy of each of these 20 packages.

Each marketing package contains:

1. Map of the retail site and trade area
2. Map of retailer's potential customers
3. Retailer match report that compares the site's trade area characteristics with the retailer's locations in similar trade areas
4. Demographic and psychographic profiles of the households in the trade area

Buxton targets not only specific companies, but also the individual in the company who has the responsibility for location decisions. To provide the best possible reception when the targeted retailer is contacted, Buxton notifies each company that you have been qualified by Buxton as a potential viable location for a store, restaurant or development and should expect to be contacted by a representative of the city.

Insurance Certificate

Client#: 66735 18BUXTOCOM

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 3/13/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Wortham Insurance & Risk Mgt
1600 West Seventh Street
Fort Worth, TX 76102-2505
817 336-3030

CONTACT NAME:
PHONE (A/C, No, Ext): 817 336-3030 FAX (A/C, No): 817 336-8257
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : National Fire Insurance Co of H	20478
INSURER B : Continental Casualty Company	20443
INSURER C : Valley Forge Insurance Company	20508
INSURER D : Scottsdale Insurance Company	41297
INSURER E :	
INSURER F :	

INSURED
Buxton Company
2651 S. Polaris Drive
Fort Worth, TX 76137

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY			P2093358583	07/13/2012	07/13/2013	EACH OCCURRENCE	$1,000,000
	X COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	$300,000
	CLAIMS-MADE X OCCUR						MED EXP (Any one person)	$5,000
							PERSONAL & ADV INJURY	$1,000,000
							GENERAL AGGREGATE	$2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$2,000,000
								$
A	AUTOMOBILE LIABILITY			P1079708301	07/13/2012	07/13/2013	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	ANY AUTO						BODILY INJURY (Per person)	$
	ALL OWNED AUTOS / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS / X NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$
								$
B	UMBRELLA LIAB / OCCUR			P2093460191	07/13/2012	07/13/2013	EACH OCCURRENCE	$5,000,000
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	$5,000,000
	DED X RETENTION $10,000							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WC2093007771	05/03/2012	05/03/2013	X WC STATU-TORY LIMITS / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N N	N/A					E.L. EACH ACCIDENT	$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
D	Errors&Omissions			EKS3078687	11/11/2012	11/11/2013	3,000,000 25,000 ded/SIR	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

The policy is endorsed with a blanket additional insured endorsement as per the attached CG2010 07/04 Additional Insured-Owners, Lessees or Contractors-Scheduled Person or Organization by the manuscript endorsement G56015B 11/91.
G147167B99 12/06 General Liability Extension Endorsement.
CG0205 12/04 Texas Changes-Amendment of Cancellation Provision or Coverage Change
(See Attached Descriptions)

CERTIFICATE HOLDER

City of Buellton Planning
Depart
107 W Highway 246
P O Box 1819
Buellton, CA 93427

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Robert A. Ferguson

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DESCRIPTIONS (Continued from Page 1)

SCA23500C 02/08 Extended Coverage Endorsement-BA Plus
WC000313 04/84 Waiver of Our Right to Recover from Others Endorsement
WC420304A 01/00 Texas Waiver of Our Right to Recover From Others Endorsement
WC420604 07/84 Texas Notice of Material Change Endorsement
G300660A 06/08 Notice of Cancellation or Material Chagne Endt.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

GENERAL LIABILITY EXTENSION ENDORSEMENT

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

Coverage afforded under this extension of coverage endorsement does not apply to any person or organization covered as an additional insured on any other endorsement now or hereafter attached to this Coverage Part.

1. ADDITIONAL INSURED – BLANKET VENDORS

WHO IS AN INSURED (Section **II**) is amended to include as an additional insured any person or organization (referred to below as vendor) with whom you agreed, because of a written contract or agreement to provide insurance, but only with respect to "bodily injury" or "property damage" arising out of "your products" which are distributed or sold in the regular course of the vendor's business, subject to the following additional exclusions:

1. The insurance afforded the vendor does not apply to:

a. "Bodily injury" or "property damage" for which the vendor is obligated to pay damages by reason of the assumption of liability in a contract or agreement. This exclusion does not apply to liability for damages that the vendor would have in the absence of the contract or agreement;

b. Any express warranty unauthorized by you;

c. Any physical or chemical change in the product made intentionally by the vendor;

d. Repackaging, except when unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;

e. Any failure to make such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products;

f. Demonstration, installation, servicing or repair operations, except such operations performed at the vendor's premises in connection with the sale of the product;

g. Products which, after distribution or sale by you, have been labeled or relabeled or used as a container, part or ingredient of any other thing or substance by or for the vendor; or

h. "Bodily injury" or "property damage" arising out of the sole negligence of the vendor for its own acts or omission or those of its employees or anyone else acting on its behalf. However, this exclusion does not apply to:

(1) The exceptions contained in Subparagraphs **d.** or **f.**; or

(2) Such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products.

2. This insurance does not apply to any insured person or organization, from whom you have acquired such products, or any ingredient, part or container, entering into, accompanying or containing such products.

3. This provision **1.** does not apply to any vendor included as an insured by an endorsement issued by us and made a part of this Coverage Part.

4. This provision **1.** does not apply if "bodily injury" or "property damage" included within the "products-completed operations hazard" is excluded either by the provisions of the Coverage Part or by endorsement.

2. MISCELLANEOUS ADDITIONAL INSUREDS

WHO IS AN INSURED (Section **II**) is amended to include as an insured any person or organization (called additional insured) described in paragraphs **2.a.** through **2.g.** below whom you are required to add as an additional insured on this policy under a written contract or agreement but the written contract or agreement must be:

1. Currently in effect or becoming effective during the term of this policy; and

2. Executed prior to the "bodily injury," "property damage" or "personal injury and advertising injury," but

Only the following persons or organizations are additional insureds under this endorsement and

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coverage provided to such additional insureds is limited as provided herein:

a. **State or Political Subdivisions**

A state or political subdivision subject to the following provisions:

(1) This insurance applies only with respect to the following hazards for which the state or political subdivision has issued a permit in connection with premises you own, rent, or control and to which this insurance applies:

(a) The existence, maintenance, repair, construction, erection, or removal of advertising signs, awnings, canopies, cellar entrances, coal holes, driveways, manholes, marquees, hoistaway openings, sidewalk vaults, street banners, or decorations and similar exposures; or

(b) The construction, erection, or removal of elevators; or

(2) This insurance applies only with respect to operations performed by you or on your behalf for which the state or political subdivision has issued a permit.

This insurance does not apply to "bodily injury," "property damage" or "personal and advertising injury" arising out of operations performed for the state or municipality.

b. **Controlling Interest**

Any persons or organizations with a controlling interest in you but only with respect to their liability arising out of:

(1) Their financial control of you; or

(2) Premises they own, maintain or control while you lease or occupy these premises.

This insurance does not apply to structural alterations, new construction and demolition operations performed by or for such additional insured.

c. **Managers or Lessors of Premises**

A manager or lessor of premises but only with respect to liability arising out of the ownership, maintenance or use of that specific part of the premises leased to you and subject to the following additional exclusions:

This insurance does not apply to:

(1) Any "occurrence" which takes place after you cease to be a tenant in that premises; or

(2) Structural alterations, new construction or demolition operations performed by or on behalf of such additional insured.

d. **Mortgagee, Assignee or Receiver**

A mortgagee, assignee or receiver but only with respect to their liability as mortgagee, assignee, or receiver and arising out of the ownership, maintenance, or use of a premises by you.

This insurance does not apply to structural alterations, new construction or demolition operations performed by or for such additional insured.

e. **Owners/Other Interests – Land is Leased**

An owner or other interest from whom land has been leased by you but only with respect to liability arising out of the ownership, maintenance or use of that specific part of the land leased to you and subject to the following additional exclusions:

This insurance does not apply to:

(1) Any "occurrence" which takes place after you cease to lease that land; or

(2) Structural alterations, new construction or demolition operations performed by or on behalf of such additional insured.

f. **Co-owner of Insured Premises**

A co-owner of a premises co-owned by you and covered under this insurance but only with respect to the co-owners liability as co-owner of such premises.

g. **Lessor of Equipment**

Any person or organization from whom you lease equipment. Such person or organization are insureds only with respect to their liability arising out of the maintenance, operation or use by you of equipment leased to you by such person or organization. A person's or organization's status as an insured under this endorsement ends when their written contract or agreement with you for such leased equipment ends.

With respect to the insurance afforded these additional insureds, the following additional exclusions apply:

This insurance does not apply:

(1) To any "occurrence" which takes place after the equipment lease expires; or

(2) To "bodily injury," "property damage," or "personal and advertising injury" arising out of the sole negligence of such additional insured.

Any insurance provided to an additional insured designated under paragraphs **a.** through **g.** above does not apply to "bodily injury" or "property damage" included within the "products-completed operations hazard."

As respects the coverage provided under this endorsement, Paragraph **4.b. SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS** is deleted and replaced with the following:

4. Other Insurance

b. Excess Insurance

This insurance is excess over:

Any other insurance naming the additional insured as an insured whether primary, excess, contingent or on any other basis unless a written contract or agreement specifically requires that this insurance be either primary or primary and noncontributing. Where required by written contract or agreement, we will consider any other insurance maintained by the additional insured for injury or damage covered by this endorsement to be excess and noncontributing with this insurance.

3. NEWLY FORMED OR ACQUIRED ORGANIZATIONS

Paragraph **3.a.** of **Section II – Who Is An Insured** is deleted and replaced by the following:

Coverage under this provision is afforded only until the end of the policy period or the next anniversary of this policy's effective date after you acquire or form the organization, whichever is earlier.

4. JOINT VENTURES / PARTNERSHIP / LIMITED LIABILITY COMPANY COVERAGE

A. The following is added to **Section II – Who Is An Insured:**

4. You are an insured when you had an interest in a joint venture, partnership or limited liability company which terminated or ended prior to or during this policy period but only to the extent of your interest in such joint venture, partnership or limited liability company. This coverage does not apply:

a. Prior to the termination date of any joint venture, partnership or limited liability company; or

b. If there is other valid and collectible insurance purchased specifically to insure the partnership, joint venture or limited liability company.

B. The last paragraph of **Section II – Who Is An Insured** is deleted and replaced by the following:

Except as provided in **4.** above, no person or organization is an insured with respect to the conduct of any current or past partnership, joint venture or limited liability company that is not shown as a Named Insured in the Declarations.

5. PARTNERSHIP OR JOINT VENTURES

Paragraph **1.b.** of **Section II – Who Is An Insured** is deleted and replaced by the following:

b. A partnership (including a limited liability partnership) or joint venture, you are an insured. Your members, your partners, and their spouses are also insureds, but only with respect to the conduct of your business.

6. EMPLOYEES AS INSUREDS – HEALTH CARE SERVICES

For other than a physician, paragraph **2.a(1)(d)** of **Section II – Who Is An Insured** does not apply with respect to professional health care services provided in the course of employment by you.

7. SUPPLEMENTARY PAYMENTS

A. Under **Section I – Supplementary Payments – Coverages A** and **B**, Paragraph **1.b.**, the limit of $250 shown for the cost of bail bonds is replaced by $2,500:

B. In Paragraph **1.d.**, the limit of $250 shown for daily loss of earnings is replaced by $1,000.

8. MEDICAL PAYMENTS

A. Paragraph **7. Medical Expense Limit**, of **Section III – Limits of Insurance** is deleted and replaced by the following:

7. Subject to **5.** above (the Each Occurrence Limit), the Medical Expense Limit is the most we will pay under **Section – I – Coverage C** for all medical expenses because of "bodily injury" sustained by any one person. The Medical Expense Limit is the greater of:

(1) $15,000; or

(2) The amount shown in the Declarations for Medical Expense Limit.

B. This provision **8. (Medical Payments)** does not apply if **Section I – Coverage C Medical Payments** is excluded either by the provisions of the Coverage Part or by endorsement.

C. Paragraph **1.a.(3)(2)** of **Section I – Coverage C – Medical Payments,** is replaced by the following:

The expenses are incurred and reported to us within three years of the date of the accident; and

9. NON-OWNED WATERCRAFT

Under **Section I – Coverage A – Bodily Injury and Property Damage,** Exclusion **2.g.,** subparagraph **(2)** is deleted and replaced by the following.

(2) A watercraft you do not own that is:

(a) Less than 55 feet long; and

(b) Not being used to carry persons or property for a charge.

10. NON-OWNED AIRCRAFT

Exclusion **2.g.** of **Section I – Coverage A – Bodily Injury and Property Damage,** does not apply to an aircraft you do not own, provided that:

1. The pilot in command holds a currently effective certificate issued by the duly constituted authority of the United States of America or Canada, designating that person as a commercial or airline transport pilot;
2. It is rented with a trained, paid crew; and
3. It does not transport persons or cargo for a charge.

11. LEGAL LIABILITY – DAMAGE TO PREMISES

A. Under **Section I – Coverage A – Bodily Injury and Property Damage 2. Exclusions,** Exclusion **j.** is replaced by the following.

"Property damage" to:

(1) Property you own, rent, or occupy, including any costs or expenses incurred by you, or any other person, organization or entity, for repair, replacement, enhancement, restoration or maintenance of such property for any reason, including prevention of injury to a person or damage to another's property;

(2) Premises you sell, give away or abandon, if the "property damage" arises out of any part of those premises;

(3) Property loaned to you;

(4) Personal property in the care, custody or control of the insured;

(5) That particular part of real property on which you or any contractors or subcontractors working directly or indirectly on your behalf are performing operations, if the "property damage" arises out of those operations; or

(6) That particular part of any property that must be restored, repaired or replaced because "your work" was incorrectly performed on it.

Paragraph **(2)** of this exclusion does not apply if the premises are "your work" and were never occupied, rented or held for rental by you.

Paragraphs **(1), (3)** and **(4)** of this exclusion do not apply to "property damage" (other than damage by fire) to premises:

(1) rented to you;

(2) temporarily occupied by you with the permission of the owner, or

(3) to the contents of premises rented to you for a period of 7 or fewer consecutive days.

A separate limit of insurance applies to Damage To Premises Rented To You as described in **Section III – Limits Of Insurance.**

Paragraphs **(3), (4), (5)** and **(6)** of this exclusion do not apply to liability assumed under a sidetrack agreement.

Paragraph **(6)** of this exclusion does not apply to "property damage" included in the "products-completed operations hazard."

B. Under **Section I – Coverage A – Bodily Injury and Property Damage** the last paragraph of **2. Exclusions** is deleted and replaced by the following.

Exclusions **c.** through **n.** do not apply to damage by fire to premises while rented to you or temporarily occupied by you with permission of the owner or to the contents of premises rented to you for a period of 7 or fewer consecutive days.

A separate limit of insurance applies to this coverage as described in **Section III – Limits Of Insurance.**

C. Paragraph **6. Damage To Premises Rented To You Limit** of **Section III – Limits Of Insurance** is replaced by the following:

6. Subject to **5.** above, (the Each Occurrence Limit), the Damage To Premises Rented To You Limit is the most we will pay under **Section – I – Coverage A** for damages because of "property damage" to any one premises while rented to you or temporarily occupied by you with the permission of the owner, including contents of such premises rented to you for a period of 7 or fewer consecutive days. The Damage To Premises Rented To You Limit is the greater of:

a. $200,000; or

b. The Damage To Premises Rented To You Limit shown in the Declarations.

D. Paragraph **4.b.(1)(b)** of **Section IV – Commercial General Liability Conditions** is deleted and replaced by the following:

(b) That is property insurance for premises rented to you or temporarily occupied by you with the permission of the owner; or

E. This provision **11. (LEGAL LIABILITY – DAMAGE TO PREMISES)** does not apply if Damage To Premises Rented To You Liability under **Section I – Coverage A** is excluded either by the provisions of the Coverage Part or by endorsement.

12. BROAD KNOWLEDGE OF OCCURRENCE

The following is added to paragraph **2.** of **Section IV – Commercial General Liability Conditions – Duties in The Event of Occurrence, Offense, Claim or Suit:**

You must give us or our authorized representative notice of an "occurrence," offense, claim, or "suit" only when the "occurrence," offense, claim or "suit" is known to :

(1) You, if you are an individual;

(2) A partner, if you are a partnership;

(3) An executive officer or the employee designated by you to give such notice, if you are a corporation; or

(4) A manager, if you are a limited liability company.

13. NOTICE OF OCCURRENCE

The following is added to paragraph **2.** of **Section IV – Commercial General Liability Conditions – Duties in The Event of Occurrence, Offense Claim or Suit:**

Your rights under this Coverage Part will not be prejudiced if you fail to give us notice of an "occurrence," offense, claim or "suit" and that failure is solely due to your reasonable belief that the "bodily injury" or "property damage" is not covered under this Coverage Part. However, you shall give written notice of this "occurrence," offense, claim or "suit" to us as soon as you are aware that this insurance may apply to such "occurrence," offense claim or "suit."

14. UNINTENTIONAL FAILURE TO DISCLOSE HAZARDS

Based on our reliance on your representations as to existing hazards, if unintentionally you should fail to disclose all such hazards at the inception date of your policy, we will not deny coverage under this Coverage Part because of such failure.

15. EXPANDED PERSONAL AND ADVERTISING INJURY

A. The following is added to **Section V – Definitions,** the definition of "personal and advertising injury":

h. Discrimination or humiliation that results in injury to the feelings or reputation of a natural person, but only if such discrimination or humiliation is:

(1) Not done intentionally by or at the direction of:

(a) The insured; or

(b) Any "executive officer," director, stockholder, partner, member or manager (if you are a limited liability company) of the insured; and

(2) Not directly or indirectly related to the employment, prospective employment, past employment or termination of employment of any person or persons by any insured.

B. Exclusions of **Section I – Coverage B –Personal and Advertising Injury Liability** is amended to include the following:

p. **Discrimination Relating To Room, Dwelling or Premises**

Caused by discrimination directly or indirectly related to the sale, rental, lease or sub-lease or prospective sale, rental, lease or sub-lease of any room, dwelling or premises by or at the direction of any insured.

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q. **Fines Or Penalties**

Fines or penalties levied or imposed by a governmental entity because of discrimination.

C. This provision **15. (EXPANDED PERSONAL AND ADVERTISING INJURY COVERAGE)** does not apply to discrimination or humiliation committed in the states of New York or Ohio. Also, **EXPANDED PERSONAL AND ADVERTISING INJURY COVERAGE** does not apply to policies issued in the states of New York or Ohio.

D. This provision **15. (EXPANDED PERSONAL AND ADVERTISING INJURY COVERAGE)** does not apply if **Section I – Coverage B – Personal And Advertising Injury Liability** is excluded either by the provisions of the Coverage Part or by endorsement.

16. BODILY INJURY

Section V – Definitions, the definition of "bodily injury" is changed to read:

"Bodily injury" means bodily injury, sickness or disease sustained by a person, including death, humiliation, shock, mental anguish or mental injury by that person at any time which results as a consequence of the bodily injury, sickness or disease.

17. EXPECTED OR INTENDED INJURY

Exclusion **a.** of **Section I – Coverage A – Bodily Injury and Property Damage Liability** is replaced by the following:

a. "Bodily injury" or "property damage" expected or intended from the standpoint of the insured. This exclusion does not apply to "bodily injury" or "property damage" resulting from the use of reasonable force to protect persons or property.

18. LIBERALIZATION CLAUSE

If we adopt a change in our forms or rules which would broaden coverage under this endorsement without an additional premium charge, your policy will automatically provide the additional coverages as of the date the revision is effective in your state.

19. PROPERTY DAMAGE – ELEVATORS

With respect to Exclusions of **Section I – Coverage A,** paragraphs **(3), (4) and (6)** of Exclusion **j.** and Exclusion **k.** do not apply to the use of elevators.

The insurance afforded by this provision **19.** is excess over any valid and collectible property insurance (including any deductible) available to the insured, and the Other Insurance Condition is changed accordingly.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

EXTENDED COVERAGE ENDORSEMENT – BA PLUS

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM

A. Who Is An Insured

The following are added, as "insureds," to Who Is An Insured (Section **II**):

1. a. Any incorporated entity of which the Named Insured owns a majority of the voting stock on the date of inception of this Coverage Form; **provided that,**

   b. The insurance afforded by this provision **A.1.** does not apply to any such entity that is an "insured" under any other liability "policy" providing "auto" coverage.

2. Any organization you newly acquire or form, other than a limited liability company, partnership or joint venture, and over which you maintain majority ownership interest.

   The insurance afforded by this provision **A.2.**:

   a. Is effective on the acquisition or formation date, and is afforded only until the end of the policy period of this Coverage Form, or the next anniversary of its inception date, whichever is earlier.

   b. Does not apply to:

      (1) "Bodily injury" or "property damage" caused by an "accident" that occurred before you acquired or formed the organization; or

      (2) Any such organization that is an "insured" under any other liability "policy" providing "auto" coverage.

3. An "employee" of yours is an "insured" while operating a covered auto or an "auto" hired or rented under a contract or agreement in that "employee's" name, with your permission, while performing duties related to the conduct of your business.

Policy, as used in this provision **A.**, includes those policies that were in force on the inception date of this Coverage Form but:

1. Which are no longer in force; or
2. Whose limits have been exhausted.

B. Coverage Extensions – Supplementary Payments

The following Supplementary Payments, in Coverage Extensions (Section **II**), are revised as follows:

1. In **a.(2)**, the limit for the cost of bail bonds is changed from $2,000 to $5,000, and
2. In **a.(4)**, the limit for the loss of earnings is changed from $250 to $500 a day.

C. Fellow Employee

The Fellow Employee Exclusion contained in Section **II** – Liability Coverage does not apply.

Such coverage as is afforded by this provision C. is excess over any other collectible insurance.

D. Physical Damage

1. **Glass Breakage**

   The following paragraph is added to **A.3.**, Glass Breakage (Section **III**):

   With respect to any covered "auto," any deductible shown in the Declarations will not apply to glass breakage if such glass is repaired, in a manner acceptable to us, rather than replaced.

2. **Transportation Expense**

   Paragraph **A.4.**, Coverage Extension (Section **III**) is revised, with respect to transportation expense incurred by you, to provide:

   a. $60 per day, in lieu of $20; subject to

   b. $1,800 maximum, in lieu of $600.

3. **Loss of Use Expenses**

   Paragraph **A.4.**, Coverage Extension (Section **III**) is revised, with respect to loss of use expenses incurred by you, to provide:

   a. $1,000 maximum, in lieu of $600.

4. **Audio, Visual And Data Electronic Equipment Coverage**

   The following is added to Coverage **A.** (Section **III**):

   a. PHYSICAL DAMAGE COVERAGE on a covered "auto" also applies to "loss" to any permanently installed electronic equipment including its antennas and other accessories

   b. A $100 per occurrence deductible applies to the coverage provided by this provision **D.4.**

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5. **Hired "Autos"**

Subject to the following, if Physical Damage coverage is provided under this policy then Hired Auto Physical Damage is extended to:

a. Any covered "auto" you lease, hire, rent or borrow without a driver; and

b. Any covered "auto" hired or rented by your "employee" without a driver, under a contract in that individual "employee's" name, with your permission, while performing duties related to the conduct of your business.

c. The most we will pay for any one "accident" or "loss" is the actual cash value, cost of repair, cost of replacement or $50,000 whichever is less minus a $500 deductible for each covered auto. No deductible applies to "loss" caused by fire or lightning.

d. Such physical damage coverage for hired "autos" will:

(1) Be excess over any other collectible insurance;

(2) Include loss of use, provided it is the consequence of an "accident" for which the Named Insured is legally liable, and as a result of which a monetary loss is sustained by the leasing or rental concern.

Such coverage as is provided by this provision **(2)** will be subject to a limit of $750 per "accident."

6. **Diminution In Value**

Subject to the following, the "diminution in value" exclusion (Section III) does not apply to:

a. Any covered "auto" of the private passenger type you lease, hire, rent or borrow, without a driver for a period of 30 days or less, while performing duties related to the conduct of your business; and

b. Any covered "auto" of the private passenger type hired or rented by your "employee" without a driver for a period of 30 days or less, under a contract in that individual "employee's" name, with your permission, while performing duties related to the conduct of your business.

c. Such coverage as is provided by this provision is limited to a "diminution in value" loss arising directly out of accidental damage and not as a result of the failure to make repairs; faulty or incomplete maintenance or repairs; or the installation of substandard parts.

d. The most we will pay for "loss" to a covered "auto" in any one accident is the lesser of:

(1) $5,000; or

(2) 20% of the "auto's" actual cash value (ACV)

E Airbag Coverage

The accidental discharge of an airbag shall not be considered mechanical breakdown.

F. Duties In The Event Of Accident, Claim, Suit Or Loss

1. The following, relative to your notification obligation, is added as the last paragraph of Loss Condition **2.a.:**

Your "employees" may know of an "accident" or "loss." This will not mean that you have such knowledge, unless such "accident" or "loss" is known to you or if you are not an individual, to any of your executive officers or partners or your insurance manager.

2. The following paragraph, relative to your obligation to provide us with documents, is added to Loss Condition **2.b.(2):**

Your "employees" may know of documents received concerning a claim or "suit." This will not mean that you have such knowledge, unless receipt of such documents is known to you or if you are not an individual, to any of your executive officers or partners or your insurance manager.

G. Unintentional Omissions

Your failure to disclose all hazards existing on the date of inception of this Coverage Form shall not prejudice you with respect to the coverage afforded provided such failure or omission is not intentional.

H. International Coverage – Hired "Autos"

Paragraph **7.** Policy Period, Coverage Territory of the General Conditions is amended by the addition of the following:

The coverage territory is extended to anywhere in the world if:

a. A covered "auto" of the private passenger type is leased, hired, rented or borrowed without a driver for a period of 45 days or less; and

b. The "insured's" responsibility to pay damages is determined in a "suit" on the merits, in the United States of America, the territories and possessions of the United States of America, Puerto Rico, or Canada or in a settlement we agree to.

WARNING

Auto accidents in Mexico are subject to the laws of Mexico only – Not the laws of the United States of America.

The Republic of Mexico considers any auto accident a **criminal offense** as well as a civil matter.

In some cases the coverage provided under this endorsement may not be recognized by the Mexican authorities and we may not be allowed to implement this coverage at all in Mexico. You should consider purchasing auto coverage from a licensed Mexican Insurance Company before driving into Mexico.

I. Bodily Injury – Mental Injury

The definition of "bodily injury" (Section **V**) is revised as follows:

"Bodily injury" means bodily injury, sickness or disease sustained by a person, including mental anguish, mental injury or death resulting from any of these.

J. Drive Other Car Coverage – Executive Officers

1. Any "auto" you don't own, hire or borrow is a covered "auto" for Liability Coverage while being used by, and for Physical Damage Coverage while in the care, custody or control of, any of your "executive officers," except:

   a. An "auto" owned by that "executive officer" or a member of that person's household; or

   b. An "auto" used by that "executive officer" while working in a business of selling, servicing, repairing or parking "autos."

   Such Liability and/or Physical Damage Coverage as is afforded by this provision **J.1.** will be:

   (1) Equal to the greatest of those coverages afforded any covered "auto"; and

   (2) Excess over any other collectible insurance.

2. For purposes of this provision **J.**, "executive officer" means a person holding any of the officer positions created by your charter, constitution, by-laws or any other similar governing document, and, while a resident of the same household, includes that person's spouse.

   Such "executive officers" are "insureds" while using a covered "auto" described in **J.1.**

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In some cases the coverage provided under this endorsement may not be recognized by the Mexican authorities and we may not be allowed to implement this coverage at all in Mexico. You should consider purchasing auto coverage from a licensed Mexican Insurance Company before driving into Mexico.

I. Bodily Injury – Mental Injury

The definition of "bodily injury" (Section **V**) is revised as follows:

"Bodily injury" means bodily injury, sickness or disease sustained by a person, including mental anguish, mental injury or death resulting from any of these.

J. Drive Other Car Coverage – Executive Officers

1. Any "auto" you don't own, hire or borrow is a covered "auto" for Liability Coverage while being used by, and for Physical Damage Coverage while in the care, custody or control of, any of your "executive officers," except:

   a. An "auto" owned by that "executive officer" or a member of that person's household; or

   b. An "auto" used by that "executive officer" while working in a business of selling, servicing, repairing or parking "autos."

   Such Liability and/or Physical Damage Coverage as is afforded by this provision **J.1.** will be:

   (1) Equal to the greatest of those coverages afforded any covered "auto"; and

   (2) Excess over any other collectible insurance.

2. For purposes of this provision **J.**, "executive officer" means a person holding any of the officer positions created by your charter, constitution, by-laws or any other similar governing document, and, while a resident of the same household, includes that person's spouse.

   Such "executive officers" are "insureds" while using a covered "auto" described in **J.1.**

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WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

ANY PERSON OR ORGANIZATION ON WHOSE BEHALF YOU ARE REQUIRED TO OBTAIN THIS WAIVER OF OUR RIGHT TO RECOVER FROM UNDER A WRITTEN CONTRACT OR AGREEMENT.

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This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective | Policy No. WC2093007771 | Endorsement No.

Insured Buxton Company | Premium $

Insurance Company | Countersigned by Robert A. Ferguson

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TEXAS WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

This endorsement applies only to the insurance provided by the policy because Texas is shown in Item 3.A. of the Information Page.

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule, but this waiver applies only with respect to bodily injury arising out of the operations described in the Schedule where you are required by a written contract to obtain this waiver from us.

This endorsement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

The premium for this endorsement is shown in the Schedule.

Schedule

1. ( )Specific Waiver

   Name of person or organization

   (X)Blanket Waiver

   Any person or organization for whom the Named Insured has agreed by written contract to furnish this waiver.

2. Operations: ALL OPERATIONS

3. Premium

   The premium charge for this endorsement shall be percent of the premium developed on payroll in connection with work performed for the above person(s) or organization(s) arising out of the operations described.

4. Advance Premium

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective Policy No. WC2093007771 Endorsement No.

Insured Buxton Company Premium $

Insurance Company Countersigned by Robert A. Ferguson

POLICY NUMBER: P2093358583

COMMERCIAL GENERAL LIABILITY
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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

TEXAS CHANGES - AMENDMENT OF CANCELLATION PROVISIONS OR COVERAGE CHANGE

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
LIQUOR LIABILITY COVERAGE PART
OWNERS AND CONTRACTORS PROTECTIVE LIABILITY COVERAGE PART
POLLUTION LIABILITY COVERAGE PART
PRODUCT WITHDRAWAL COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART
RAILROAD PROTECTIVE LIABILITY COVERAGE PART

In the event of cancellation or material change that reduces or restricts the insurance afforded by this Coverage Part, we agree to mail prior written notice of cancellation or material change to:

SCHEDULE

1. **Name:** City of Buellton Planning

2. **Address:** Depart
   107 W Highway 246
   P O Box 1819

3. **Number of days advance notice:** 30

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

©ISO Properties, Inc., 2003

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

CHANGES – NOTICE OF CANCELLATION OR MATERIAL CHANGE

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM
GARAGE COVERAGE FORM
TRUCKERS COVERAGE FORM

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below:

Endorsement Effective	Policy Number P1079708301
Named Insured Buxton Company	Countersigned by

(Authorized Representative)

In the event of cancellation or material change that reduces or restricts the insurance afforded by this Coverage Part, we agree to mail prior written notice of cancellation or material change to:

SCHEDULE

1. Number of days advance notice:

30

2. Name: City of Buellton Planning

3. Address: Depart
107 W Highway 246
P O Box 1819

TEXAS NOTICE OF MATERIAL CHANGE ENDORSEMENT

This endorsement applies only to the insurance provided by the policy because Texas is shown in Item 3.A. of the Information Page.

In the event of cancelation or other material change of the policy, we will mail advance notice to the person or organization named in the Schedule. The number of days advance notice is shown in the Schedule.

This endorsement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

1. Number of days advance notice: 30
2. Notice will be mailed to: City of Buelton Planning
   Depart
   107 W Highway 246
   P O Box 1819

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.
(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective Date: Policy No. WC2093007771 Endorsement No.

Policy Effective Date: to Premium $

Insured: Buxton Company

DBA:

Carrier Name / Code:

WC 42 06 01
(Ed. 7-84)

Countersigned by Robert A. Ferguson

POLICY NUMBER
P 2093358583

INSURED NAME AND ADDRESS
BUXTON COMPANY
2651 S. POLARIS DRIVE

FORT WORTH, TX 76137

POLICY CHANGES
BLANKET CG 2010 (G-300693-A)

This Change Endorsement changes the Policy. Please read it carefully. This Change Endorsement is a part of your Policy and takes effect on the effective date of your Policy, unless another effective date is shown.

ER:2093358583 COMMERCIAL GENERAL LIABILITY

CG 20 10 07 04

CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED - OWNERS, LESSEES OR CONTRACTORS - SCHEDULED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following: COMMERCIAL

GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):
Any person or organization you have agreed in a written contract or written agreement to add as an additional insured on this Coverage Part, provided the written contract or written agreement was executed prior to:
a. The "bodily injury" or "property damage"; or
b. The offense that caused the "personal and advertising injury for which the additional insured seeks coverage under this Coverage Part. The written contract or written agreement must pertain to your ongoing operations for the additional insured, and must specifically require additional insured status according to the provisions of
CG 20 10.
But notwithstanding the above, no person or organization is an additional insured for professional architectural or engineering services provided at or for the Location(s) of Covered Operations.

G-56015-B (ED. 11/91)

Thomas F. Molaro
Chairman of the Board

Jonathan Kanton
Secretary

POLICY NUMBER
P 2093358583

INSURED NAME AND ADDRESS
BUXTON COMPANY
2651 S. POLARIS DRIVE

FORT WORTH, TX 76137

POLICY CHANGES
BLANKET CG 2010 (G-300693-A) PAGE 2

This Change Endorsement changes the Policy. Please read it carefully. This Change Endorsement is a part of your Policy and takes effect on the effective date of your Policy, unless another effective date is shown.

Location(s) Of Covered Operations

As per the written contract or written agreement, provided the location is within the "coverage territory" of this Coverage Part.

A. Section II - Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:
1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;
in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

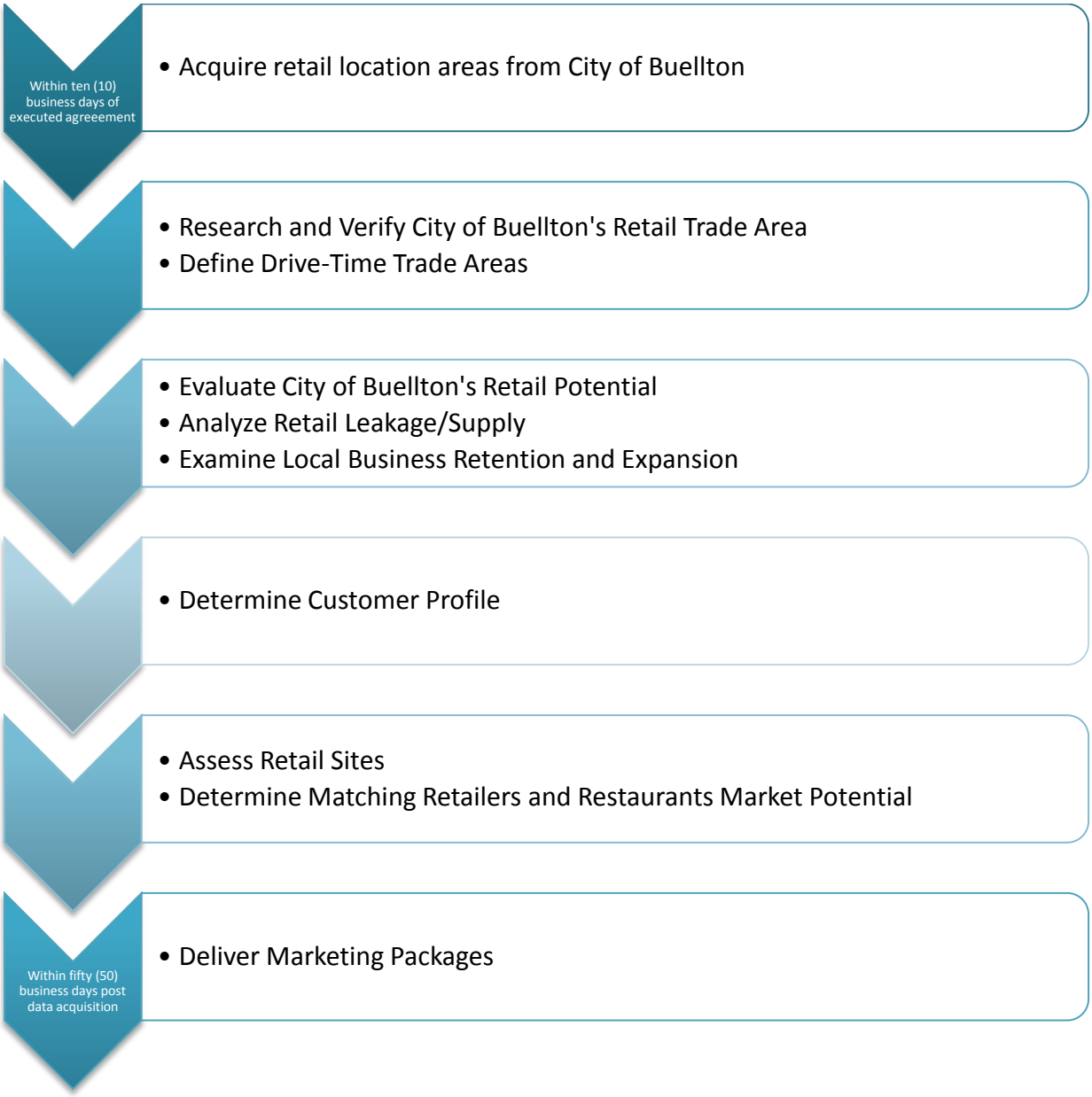
B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:
This insurance does not apply to "bodily injury" or "property damage" occurring after:
1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

G-56015-B (ED. 11/91)

Thomas F. Molaro
Chairman of the Board

Jonathan Kanton
Secretary

Proposed Timeline



Fees, Timing and Signatures

Solution	Fee	Timeline
Retail Recruitment and Retention Solution	$65,000	City of Buellton, CA will have full access to their solution sixty (60) business days upon agreement execution. SCOUT® will be activated within five (5) days of this agreement's mutual execution and will be made available for one year from activation for up to four total users.

The City of Buellton, CA will be invoiced as follows: $32,500 Deposit Fee (invoiced upon execution of this agreement); $32,500 Completion Fee (invoiced upon delivery of Model). All service fees associated with this agreement are due net ten (10) days from the date of the invoice.

Buxton may include City of Buellton, CA on its client list in presentations and public relations efforts. When doing so, Buxton will not reveal information that is confidential and proprietary to City of Buellton, CA.

Agreed and Accepted:

Buxton	**City of Buellton, CA**
_____	_____
Signature	*Signature*
_____	_____
Printed Name	*Printed Name*
_____	_____
Title	*Title*
_____	_____
Date	*Date*

Case Studies

Buxton

TOURISM
MARKETING

PUBLIC SECTOR

CLIENT:

City of Palm Springs, California

DESCRIPTION:

Popular tourist destination for outdoor activities, arts and culture, gaming and entertainment

BUSINESS NEEDS:

- Identification of tourist types
- Prioritization of key DMAs
- More effective targeting for marketing programs
- Development of long-term strategic plans

Mapping Tourism

Identifying and prioritizing tourists and tourism markets for better marketing and long-term planning.

HERE'S THE SITUATION

In a still recovering economy, marketing budgets are tight and every dollar must deliver a measurable return on investment. The City of Palm Springs, California – famous for year-round "fun in the sun" – wanted to make it's marketing programs more efficient and effective through smarter targeting of potential tourists. To reach that goal, Palm Springs needed to identify who visits the city, where they are coming from and how they are spending their money.

HERE'S WHAT WE DID ABOUT IT

Partnering with a prominent credit card processing company, we pioneered an exclusive new service: Buxton Tourism Insights.

We captured tourist credit card transactions in selected ZIP codes in Palm Springs over a 12-month period, using ZIP+4 to preserve confidentiality. The transactions totaled almost $200 million, giving us a significant sample for better identification and understanding of these tourists. Our analysis revealed:

What type of tourist visits Palm Springs. According to the data, 58% of Palm Springs' tourism dollars come from 10 customer market segments. This gives us a detailed profile of people who are most likely to visit Palm Springs, including their lifestyles, purchasing habits, media preferences and travel behavior. With this information, we can search anywhere in the United States for people who share similar characteristics.

Where these tourists come from. We found that, of the 210 Direct Marketing Areas (DMA) in the United States, 152 DMAs were represented in the Palm Springs transactions over the 12-month period. However, 80% of the sales dollars came from five key tourism markets. We used a market prioritization index to rank the DMAs based on the greatest number of people with a propensity to visit Palm Springs.

How they spent their money. We broke down the credit card transactions into nine different categories, from apparel to specialty retail to full-service restaurants. From this analysis, we are able to determine which DMAs are most important to Palm Springs within each category of retail spending.

CHECK OUT THESE RESULTS

With these tourism insights in hand, the City knows exactly who it's core tourists are and where they come from, allowing the development of effective marketing strategies and long-term plans.

THE CITY CAN:

Optimize each marketing channel. Using a highly targeted approach, the city can connect with potential tourists in a wide range of mediums, from billboards to direct marketing to online campaigns. They can focus on the most profitable markets and send individualized messages directly to people who are most likely to visit.

Find co-branded partners. By knowing who the tourists are and where they spend their money, the city can develop co-operative marketing campaigns with area hotels, restaurants and retailers. For instance, the tourist profiles reveal the exact hotels where each market segment prefers to stay, providing new opportunities for co-branded tourism campaigns.

Buxton's data-driven approach is a powerful new tool to help tourism-focused communities leverage the value of their of customers for long-term success.

Take the next step: Go to buxtonco.com or call 888.228.9866

Taking Flight

Red Wing teams with Buxton to continue its expansion march

By Katherine Field

Putting its best foot forward has been a mantra for Red Wing Brands of America Inc., as the Red Wing, Minn.-based purveyor of purpose-built footwear has seen its circa-1905 chain of shoe stores grow to 170 company-owned units and 255 dealership stores located coast-to-coast.

But to take its next step, and continue a march into new markets, the retailer turned to Fort Worth, Texas-based Buxton to analyze existing stores and customers and help formulate a plan for strategic growth.

Red Wing retained Buxton in December 2009 and began the process of leveraging present data to prepare for future growth.

"We typically are in smaller GLA strip centers that are locally or regionally owned and contain a mix of local, regional and national tenants," said Marisa Dille, property manager, Red Wing Brands of America Inc. "We generally select sites that are close to the road with high visibility and accessibility."

Red Wing's five-year plan calls for an additional 125 stores, located mostly in the Northeast, Mid-Atlantic, Southeast and South.

Average box size is 1,500 sq. ft., designed to serve the typical working-man customer, age 18+, who requires purpose-built footwear — and will travel to buy it.

"On average, 75% of our current customers drive an average of 24 minutes to shop a Red Wing Shoes store," Dille said. "We are very destination-driven."

With Buxton's input, Red Wing needed to find out how future customers would behave. The retailer collected comprehensive data — from store-level POS systems — about existing customers and presented the information to Buxton for analysis. From that data, Buxton applied its BUDS (Buxton Urban Density Score) methodology, which assigns a number 1 to 5 to a market based on the density of the population, and built two different predictive models that matched potential markets to the Red Wing customer profile.

"One model was around the end-use consumer and the other around the business customer," said Charles Wetzel, president and CEO, Buxton. "For the consumer, we built a rural and in-town model, a suburban model, a metropolitan model and an urban model. For the business customer, we matched SIC codes to customer profiles and built two models — a rural/in-town/suburban model combined, and a metropolitan/urban model."

Red Wing has three unit formats designed toward its two distinct buyers. The traditional retail store is augmented by a retail model that includes a shoe truck serving as a mobile business-to-business program, and an industrial mobile center, which consists of a warehouse operation for truck storage and business-to-business sales, with nothing more than perhaps a small sell-out-the-front-door retail component.

Buxton's SCOUT online mapping system allows Red Wing to analyze current and potential markets, offering an instant analysis that includes current Red Wing store locations and other broader specialty retailers that carry Red Wings lines. "The online portal tells us where the holes are and where the potential is with regard to a like customer base," Dille said. "We can see under-served markets and ancillary markets where we might be successful."

SCOUT also helps Red Wing determine which of its three formats — or a combination of formats — would be best suited to a specific market.

Red Wing's five-year plan calls for an additional 125 stores, most of them independent dealership locations, Dille said. Primary areas of concentration will be the Northeast, Mid-Atlantic, Southeast and South.

kfield@chainstoreage.com

Proposal for:
City of Buellton
Project: Economic Development Services

Contact: Audrey Taylor, President & CEO
Chabin Concepts
2515 Ceanothus, Suite 100
Chico, CA 95973
530.345.0364
audrey@chabinconcepts.com
www.chabinconcepts.com
www.competitiveready.com

Date: March 28, 2013

Table of Contents

I. Cover Letter 1

II. Qualifications & Related Experience 3

A. Chabin Concepts 3

B. Chabin Team 5

C. Proposed Team 6

D. Relevant Experience 9

E. CDBG Experience 10

F. Community Grant Investments, Applications, and Awards 11

G. References – Local Government Clients 12

III. Project Approach, Scope and Timelines 13

A. Option 1 – Prepare an Economic Development Strategy Plan 14

B. Option 2 – On-Call Economic Advisor Services 19

C. Option 3 – Consultant Developed Economic Strategy 20

IV. Project Schedule and Not-to-Exceed Cost 23

Option 1 – Economic Development Strategy Plan 23

Option 2 – On-Call Economic Advisor Services 24

Option 3 – Consultant Developed Economic Strategy 24

V. Authorized Signature 27

VI. Insurance Requirements 28

Appendix 29

A. Project Sample, County of Lassen, Executive Summary

B. Insurance Certificates

I. Cover Letter

March 28, 2013

City of Buellton
Attn: Marc Bierdzinski
P. O. Box 1819
Buellton, CA 93427

Dear Mr. Bierdzinski,

Thank you for the opportunity to bid on the Buellton Economic Development Services request for proposal. I greatly appreciate the background information you have made available. These are very helpful in forging an updated economic development strategy based on your assets and opportunities.

Based on our review of your Request for Proposal (RFP), referenced documents and previous brief discussions during the Request for Qualification (June 2012), we are pleased to forward our three project approach options for creating an economic development strategy along with project profiles and references for your consideration.

As background, Chabin Concepts has been advising local communities, counties, regional economic development organizations and even states on their economic development programs and policies since 1989.

We work with our clients to 1) create economic development programs and initiatives, and 2) to implement and manage those efforts, both for urban and small communities.

We have designed and implemented:

- Economic Development Roadmaps
- Marketing and Business Attraction Strategies
- Business Retention Programs
- Business Assistance Programs
- Industry Sector Analysis
- Workforce Development Analysis and Programs
- Sustainability Programs
- Economic Development Websites
- Retail Marketing Assessment and Strategies
- Innovation and Entrepreneurship Programs

Our team includes professionals in economic development, planning, marketing, and strategic plan facilitation. Chabin brings the best expertise to the client so our project teams include in-house staff and experienced professionals currently working in the field.

Again, thank you for considering Chabin, we look forward to assisting you with a creative and action oriented Economic Development Roadmap aligned with the City's assets and opportunities.

Respectfully submitted,

Audrey Taylor
President & CEO

II. Qualifications & Related Experience

A. Chabin Concepts

Often strategic planning is a combination of strategic thinking and tactical implementation. Chabin Concepts has been advising cities, counties, regional organizations, and even states on their strategic plans, programs, and policies since 1989 – over 350 jurisdictions throughout the US and Canada.

Our focus is on small to mid-size communities assisting them to develop realistic strategic plans based on their assets, opportunities, and consensus for the future of the community. *Tactical Implementation* is the key to success and is based on the capacity, commitment, key champions and resources of the community to work toward common goals.

Chabin customizes its services to the needs of the economic development professional, and the community, to create initiatives and solutions for their competitive advantage. Our process focuses on delivering a customized roadmap, providing economic development initiatives, coaching community stakeholders, and assisting economic development staff with tools and best practices to implement a program or initiative successfully.

Our signature service is a four-step Economic Development Roadmap which includes engaging the community stakeholders in designing and buying-into the Roadmap, preparing key demographic and industry data to use in implementation and strategic and realistic recommendations based on the assets, opportunities and capacity. Using the four-step strategic planning framework means each community's Roadmap is designed specifically to their needs.

In addition to our strategic planning services, Chabin has assisted communities with attracting over 120 businesses, implementing business retention programs, incubators and retail development programs as well as accessing state and federal resources to receive over $60 million in grant funding

Corporate Profile

CORPORATE PROFILE – CHABIN CONCEPTS		
Office Location	Corporate Office: Audrey Taylor, President 2515 Ceanothus, Ste 100 Chico, CA 95973 530.345.0364	Branch Office: Allison Larsen 4609 Scenic Drive Yakima, WA 98908 509.972.0833
Federal Employer I.D.	68-0190084	
State Employer I.D.	363-3366-4 (California),UBI #602-350-693 (Washington)	
Incorporated	State of California, June 1989	
Primary Business	Economic development and marketing consulting services	
Insurance:	State Farm Business Policy Business Liability: $2,000,000 General Aggregate: $4,000,000	
	State Farm Workers Compensation ($1,000,000)	
	InterWest Insurance - Errors & Omissions Professional Liability $2,000,000	
	State Farm Auto - Liability: $1,000,000 / occurrence	
Current Staffing	4 Professionals | 1 Researcher | 1 Support and Accounting	

Chabin's Nondiscrimination Policy

It is the policy of Chabin Concepts to be fair and equitable in all its relations with its employees and applicants. Chabin Concepts is committed to the concept of equal employment opportunity as a necessary element of operating the business including subcontract agreements as well as staff employees. All persons shall be afforded equal access to positions limited only by their ability to do the job.

Chabin is committed to a result oriented management program aimed at achieving equal employment opportunity in all occupational levels of the company, and shall apply good faith efforts to seek out, employ, train and promote underutilized women and minority group members within and entering the Chabin's workforce.

Chabin's Adherence to Regulations

Chabin Concepts adheres to and complies with CDBG regulations and policies. Additionally, Chabin complies with any federal, state and local government requirements and policies as outlined in your contract agreements with Chabin.

Certified Small Business

Chabin Concepts, Inc. is a California Certified Small Business (SB). Department of General Services, Supplier #1736380, Certificate valid to March 31, 2014.

B. Chabin Team

We use a *Team Approach* for all projects, depending on the project we include one or two of our partners as part of the team who have specialized or extensive expertise in an area that is needed for the project or by the client.

Our Team for the Buellton Economic Development Roadmap would include Chabin's strategic planning staff and partner:

Team Member	Expertise
Audrey Taylor, President & CEO, Chabin	Economic Development Roadmap Planning Process, Community Assessment, Strategic Initiative Development
Fawn McLaughlin, McLaughlin & Associates	Strategic Planning Facilitation, Community Assessment, Organizational Development, Land Use Planning, Ag-based Industry Knowledge
Vicki Doll, Principal, Chabin	Research, Planning Process, Action Plans, Ag-based Industry Knowledge, Visitor Attraction
In-house Staff	Research, Materials/Tool Development and Production

The three key professional's resumes are outlined on the following pages. All are assigned to the project, with Vicki Doll as the project lead and Audrey Taylor, project manager. All teams members proposed would be assigned to the project for the duration. Additional staff would include in-house support, graphic design, research, and production. Also, if during our research and discussions with your team, we identify a need for other specialized talent, we will identify additional members to augment our team. The assigned time commitment percentage is based on the 4-Step Economic Development Strategy

C. Proposed Team

Audrey Taylor, President & CEO, Chabin Concepts – Project Manager – 30% Time

Audrey Taylor founded Chabin Concepts in 1989 after spending ten years as the Executive Director of

the Butte County Economic Development District and the Tri-County Economic Development District. Her goal was to bring expertise and tactical planning to medium-small communities that did not have the access, as many urban communities did, to resources to achieve their goals, priorities and policies in creating quality and business friendly communities.

Over the past 24 years, Audrey has led Chabin Concepts to be one of the leading full service economic and community development consulting firms in the nation. Success has been built on her philosophy of collaboration and bringing each client the best expertise and experience available by organizing Teams.

Audrey was the recipient of CALED's prestigious Golden Bear Award for her vision, drive, enthusiasm, creativity, and commitment to the profession. Audrey is a frequent speaker and instructor on the subject of community and economic development, marketing and community readiness. She just completed eight year serving on the California Workforce Investment Board and the California Green Collar Jobs Council, appointed by two Governors. She is currently Marketing Chair of TeamCalifornia.

Experience: 32 years in community and economic development, working with 350 cities, counties, regional organizations and states in developing strategic plans, initiatives and assisting clients in implementing those plans. Prior to working in community development Audrey experience was in marketing and engineering.

Recent projects included a Green Innovation Challenge Initiative in Northern California, County of Lassen Economic Development Roadmap, City of Benicia Strategic Plan, City of Merced Strategic Action, City of West Sacramento Action Plan, City of Porterville Action Plan, Yuba City Action Plan and City of Santa Rosa.

Assisted communities access state and federal resources, preparing successful applications for more than $60 million in grant funding for various infrastructure and development program initiatives.

Expertise: Strategic Planning, Priority Goal Setting, Consensus Building, Community Assessments, Marketing, Sector Initiatives and Grant Applications assistance

Education: B.S., Business Adm (Marketing), CSU, Chico; Economic Development Finance Professional; Economic Development Training Certificates, IDRC and CoreNet

Victoria Doll, Principal, Chabin Concepts – Project Lead – 50% Time

Vicki specializes in research, surveys and interviews, assessments, CEDS, Enterprise Zones and community/economic development strategies. Vicki leads Chabin's community and industry research, project management and coordination as well as technology tools for organizational efficiency. She is also the lead on applications for "zone" designations, such as, Enterprise Zones, RMDZ, and Incentive Areas.

She has written and implemented business retention programs, market feasibility studies, conducted community assessments, industry research and cluster analysis, and implements Chabin's partner tool EDsuite web. She recently shared tips for business retention and expansion in the August issue of IEDC's *ED Now.*

Vicki also participates in Upstate California, a northern California economic development group, serving as chair of the marketing committee.

Experience: 26 years community/economic development experience, 20 years with Chabin Concepts and six years with Modesto

Vicki's recent projects include: City of Anderson Strategic Plan & City of Anderson Gateway Center Project Development, City of Shasta Lake Green Industrial Park Development, City of Porterville Strategic Plan; Golden State Corridor, a multi-city development plan in the Central Valley; San Diego multi-city CEDS, City of Yuba City Strategic Plan and City of Oroville Economic Development Roadmap.

Expertise: Stakeholder Interviews, Surveys, E Program and Project Research, Data & Economic Analysis, Economic Indicators, Community Assessment, Project Communications (web, social media), Tool Development (Economic Impact Analysis)

Education: B.S., Business Administration (Strategic Management) from California State University, Chico

Fawn McLaughlin, Principal, FJ McLaughlin & Associates – 20% Time

Specializing in strategic planning and community and organizational development, Fawn's technical expertise and applied organizational skills are supported by years of consulting and practical experience working with a wide range of clients. Fawn is a strategic thinker with practical application skills that incorporate the diversity of interests and capabilities inherent in any community or region. These skills are coupled with excellent communication and team building expertise.

Fawn's leadership and technical skills have benefited regional and city strategic plans, special incentive areas, infrastructure planning and land use, needs assessments, positioning strategies and economic impact analysis.

Experience: 30+ years in community development, as an independent consultant, consultant to Pacific Gas and Electric Company (PG&E) and management positions with City of San Francisco and County of Stanislaus. Fawn has been a Chabin partner since 1989 working on economic development roadmap projects in Merced County, Tulare County Enterprise Zone Application, County/City of Sacramento, West Sacramento Action Plan, County of Mariposa, and County of Colusa as well as project in Alaska, Fairbanks and Anchorage.

Expertise: Urban and community planning, economic development strategies, entrepreneurship and small business development, workforce development and grant writing

Education: Master's degree in Urban and Regional Planning from California State University, Fresno; Bachelor of Science degree in Environmental Planning and Management from the University of California, Davis; and a licensed Real Estate Broker in the State of California a County Planning Commissioner and President of a rural community benefit corporation.

D. Relevant Experience

Every project Chabin works on requires strategic planning to develop an actionable Economic Development Roadmap. Strategic planning is a core element of organizational development as well as community and economic development requiring:

1) research, defining the situational analysis of the current landscape and economic base,
2) interviews and facilitation of diverse groups and community constituents as well as consensus building,
3) defining actions that achieve the priority goals and objectives of the city, and
4) implementation strategies based on budgets and organizational capacity.

Our strategic planning is focused on community and economic development which is typically a core component of a City's overall strategic plan to maintain a clean, safe and business friendly community attractive to both residents and businesses.

The following pages provide an overview of projects demonstrating our strategic planning processes and economic development roadmap development:

- City of Live Oak, CA
- City of Gridley, CA
- City of Merced, CA
- City of Anderson
- City of Yuba City, CA
- County of Lassen
- Greater Oklahoma Partnership – Small Community Assistance

E. CDBG Experience

Many of the economic development strategies developed in California are funded by CDBG. Chabin has worked with CDBG Planning & Technical Assistance grant applications and funded projects, CDBG Over-the-Counter Projects and the Enterprise Zone program which is managed by CDBG. Chabin has a working relationship with CDBG staff in Sacramento.

Recent CDBG projects include:

- **County of Lassen**, Economic Development Roadmap
- **West Sacramento**, Business Resource & Innovation Center Study
- **County of Tehama**, Assessment and Economic Development Strategy
- **Porterville**, 1) Economic Development Strategy, 2) Incubator Strategy and 3) Target Industry Assessment
- **Oroville,** 1) Economic Development Strategy, 2) Alternative Power Generation and 3) Enterprise Zone Application
- **Winters**, Downtown Revitalization Strategy
- **Gridley**, 1) Economic Development Strategy, 2) Pacific Flyway and 3) Industrial Park Feasibility
- **City of Shasta Lake**, Green Industrial Park
- **City of Live Oak**, Economic Development Strategy
- **City & County of Colusa**, Economic Development Strategy

F. Community Grant Investments, Applications, and Awards

Chabin has assisted communities in receiving over $60 million in grants for studies, programs, and projects. Chabin has also successfully assisted dozens of communities in obtaining incentive zone designations (Enterprise Zones, LAMBRAs, Empowerment Zones and Recycling Market Development Zones), revolving loan fund capitalization, technical assistance and infrastructure financing funds.

Calif. Labor & Workforce Development Green Innovation Challenge	$3.5 million
California Commerce Trade and Technology Agency	$1 million
California Department of Education	$100,000
California Energy Commission Alternative Fuel & Vehicles	$500,000
California Energy Commission AB118-Phase II	$175,00
California Energy Commission BioFuels Grant	$750,000
California Energy Commission, Clean Energy Training	$2 million
California Regional Clusters of Opportunity Grants	$250,000
California Workforce Investment	$1 million
CDBG Grants for Technical Assistance and Infrastructure	$4.2 million
Incentive Zone Designations (State and Federal)	$3 million
Revolving Loan Fund Applications and Capitalization	$3 million
US Department of Defense, Office of Economic Adjustment	$10 million
US Department of Energy	$10 million
US Dept. of Commerce, Economic Development Administration	$11 million
US Dept. of Labor, Employment Training Administration	$9 million
USDA Rural Business Enterprise Grants (RBEG)	$215,000
USDA Rural Community Development Initiative (NoRTEC)	$150,000
USDA Rural Development Administration	$745,000
USDA Rural Micro-entrepreneur Assistance Program (RMAP)	$75,000
Total	**$60.7 million**

G. References – Local Government Clients

City of Benicia
Brad Kilger, City Manager
brad.kilger@ci.benicia.ca.us
(209) 538-5763 (O) / (707) 746-4200 (M)

City of Yuba City
Steven C. Kroeger, Assistant City Manager
skroeger@yubacity.net
(530) 822-4620 (O) / (530) 713-1336 (M)

City of Live Oak
Jim Goodwin, City Manager
citymgr@liveoakcity.org
(530) 695-2112 (O) / (530) 321-5641 (M)

City of Merced
Frank Quintero, Asst. City Manager/ED Director
quinterof@cityofmerced.org
(209) 385-6826 (O) / (209) 564-0582 (M)

Greater Oklahoma City Chamber of Commerce
Mike Ogan, Director of Business Development
mogan@okcchamber.com
(405) 297-8956 (O) / (405) 250-2038 (M)

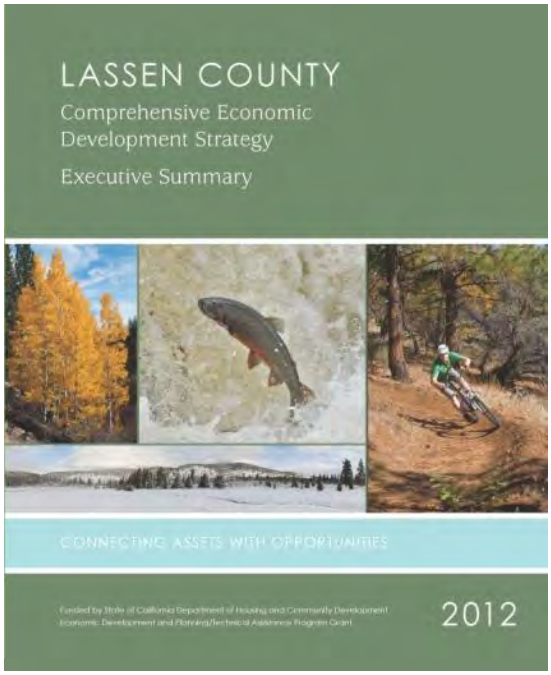
III. Project Approach, Scope and Timelines

As noted in the City's RFP, the City of Buellton, although a small community, has many assets that can provide a basis for economic development activities. It also, as do many small communities, face challenges in developing and utilizing their unique assets to build economic prosperity – it takes dedication, investment and commitment to a realistic vision.

The City has done extensive amount of work to date to create a economic development strategy and program – Economic Development Element, Visioning and a CALED study which recommended the City prepare a formal economic development strategy.

As noted in our qualifications, Chabin's signature service is a ***Four-Step, Asset-Based Economic Development Roadmap*** which includes engaging the community stakeholders in designing and buying-into the Roadmap, preparing key demographic and industry data to use in implementation, and strategic and realistic recommendations based on the assets, opportunities and capacity. Using the four-step strategic planning framework means each community's Roadmap is designed specifically to their needs.

A good example of Chabin's asset-based approach is the Lassen County Economic Development Roadmap. Supervisors were not supportive of economic development and local stakeholders who wanted economic development were not sure how to approach a plan that the Supervisors would support.



Through an asset assessment process, the County, City and key stakeholders unanimously agreed on initiatives that focused on a key opportunity for the County and City of Susanville to package and promote their underutilized but quality bike trails that rival trails such as Moab, Utah.

They adopted an aspirational goal to be "*Home to One of the Top 15 Mountain Biking Trails in US"* and are now working together toward a common outcome.

The following pages provide outlines for:

Option 1 – Prepare an Economic Development Strategic Plan

Option 2 – On-Call Economic Advisory Services

Option 3 – Consultant Development of Economic Strategy

A. Option 1 – Prepare an Economic Development Strategy Plan

The Request for Proposal outlines four-steps with specific outcomes of materials to be delivered in quantities of 10 hard copies.

1. Economic & Demographic Profile
2. SWOT Analysis
3. Economic Development Strategy Plan
4. Present Economic Development Strategy to Task Force and City Council

All of the four tasks outlined in the RFP are incorporated in our 4-step proven asset-based model to create the Economic Development Roadmap:

1. Where are we now? (Economic & Demographic Profile, and SWOT Analysis)
2. Where do we want to be? (Further refine the Visioning Report)
3. How will we get there?
4. Who will do what and how will we measure?

The process involves research, engaging the community, setting realistic goals and objectives, and creating action-oriented initiatives. The below chart overviews the 4-Step process which are further described on the following pages:

Chabin Approach to Strategic Planning	1. Where are we now?	2. Where do we want to be?	3. How will we get there?	4. Who will do what? How will we measure?
	Environmental scan, using one or more of the following: ▪ Existing reports ▪ Data benchmarking & analysis ▪ SWOT ▪ Economic & Demographic Profile ▪ Asset mapping	Determine vision, mission, objectives through one or more of the following: ▪ Focus groups ▪ Work sessions ▪ Surveys ▪ Interviews	Develop relevant and action-oriented: ▪ Strategies ▪ Programs ▪ Implementation roadmap	Implementation guide: ▪ Strategies and programs ▪ Resource allocation ▪ Roles and responsibilities ▪ Defined performance measurements ▪ Planned reviews for strategy modification and/or improvements

Project Initiation Call & Preparation

We will begin the project with a project initiation conference call to review the project steps and tasks, confirm the timeline, schedule preliminary dates, and request information. Key questions we would have:

- Purpose of the Economic & Demographic Profile – how will it be used, anticipated shelf-life, format for easy updating, key data the city would have available.
- Understand better use of the SWOT analysis (why requested as a separate task/document).
- The expectations of an Economic Development Strategy – how and who would be expected to carry it out? And are there resources for implementing a strategy.

At this time we would also discuss the City key stakeholder involvement, public communications with public (website, notices, work sessions) and target dates.

We will also review our web-based shared work space, Base Camp, where we will post all documents and communicate with the City team.

We will review all available reports, studies, and current City actions, plans, and proposed projects. Receiving this information in a timely manner will help us to complete critical research prior to the first community visit.

Step 1 – Where Are We Now? (Environmental Scan)

This step is also called the environmental scan and includes various actions to help determine strengths, weaknesses, opportunities, and threats (SWOT). We recommend the following actions to conduct the environmental scan:

1.) **Working Relationships** – Identify and define roles and relationships among existing local organizations as well as regional, state and federal. Determine the working relationships, collaborations and goals/objectives of each entity. Identify economic development resources and tools, such as, financing, revolving loan funds, technical assistance, entrepreneurship, and local business and living economies efforts, et al.

2.) **Economy Analysis** – Research and document to have a clear understanding of the local and regional economy. The analysis includes gathering and analyzing data including factors that directly and indirectly affect economic performance - demographic and economic data (population, income, primary industry, housing, education, etc. (trended and compared to market area), geographic and natural resource profile as well as local ownership and import-substituting development.

3.) **Business Sector Analysis** – Analysis of the existing business base including industry clusters, trends of employment growth by sector, payroll and number of firms, as available.

4.) **Business & Organizational Interviews –** supporting all the data collection and analysis would be Business Climate Interviews. Local business leaders provide the best insight to how competitive the community is in supporting and fostering business growth.

5.) **Workforce & Education** – Interview local workforce agencies and community college to determine the local workforce characteristics and occupations skills.

6.) **Infrastructure** – Review and assess infrastructure needs including sewer, water, communications, energy, and transportation. Review capital improvements plan(s) and priority projects. Also, review any sustainability initiatives and their timelines.

7.) **Factors affecting economic performance –** regulatory issues, financial resources, transportation systems, energy, et al.

8.) **Assets** – Map the county's "assets" – those specific areas that are unique to the City and/or region and which have the opportunity for linking to economic performance – educational, cultural, historical, and recreational areas, closed facilities, employment centers, open spaces. Identify current local living initiatives and activities, such as, Farmer's Markets, Food Hubs, specialized training, etc.

Deliverable: Strengths, weaknesses, opportunities and threats (SWOT), economic base benchmark, input on goals and objectives.

Step 2 – Where Do We Want to Be?

At this point in the process, we should have a good handle on the analysis which tells us *"Where you are now?"* as it relates to competitiveness, key issues, partner resources.

Step 2 is a work session with your Economic Development Task Force and can be open to the public. A portion of the work session will be dedicated to economic drivers and how they can affect the local economy. Most community economies are made up of three drivers (listed below) and developing each to its potential requires different initiatives and actions:

1. Exported Oriented or Traded Sectors Market (*those businesses exporting goods and services and bringing dollars back to the community*)
2. Population-Driven Market (*local demand for goods and services)*
3. Visitor-Serving Market (*visitors to the area who may busy local goods and services*)

The actions of each economic driver are connected and related to other drivers, thus increasing the opportunity for economic prosperity. This explanation often helps the Committee better articulate the assets, opportunities, and challenges by economic market opportunity versus broad-based initiatives in hopes of improving the economy.

Buellton has already done a visioning exercise so this information will provide a good basis for focusing on key initiatives and actions.

This work session will review and validate the SWOT findings, Step 1, and will focus on the assets and opportunities to develop goals and objectives.

During the work session participants will prioritize the goals and objectives and discuss *"how can we get there, constraints, resources, and "realistic expectations".*

Sample Work Session Agenda

- Introductions
- Purpose
- Review Data Analysis Overview
- Review Economic Drivers
- Findings – Challenges & Opportunities for Economic Growth
- Review Vision (often from General Plan) revise if needed, focus on vision for economic vitality
- Consensus on Goals & Objectives
- Identifying Priorities – short, intermediate or long-term

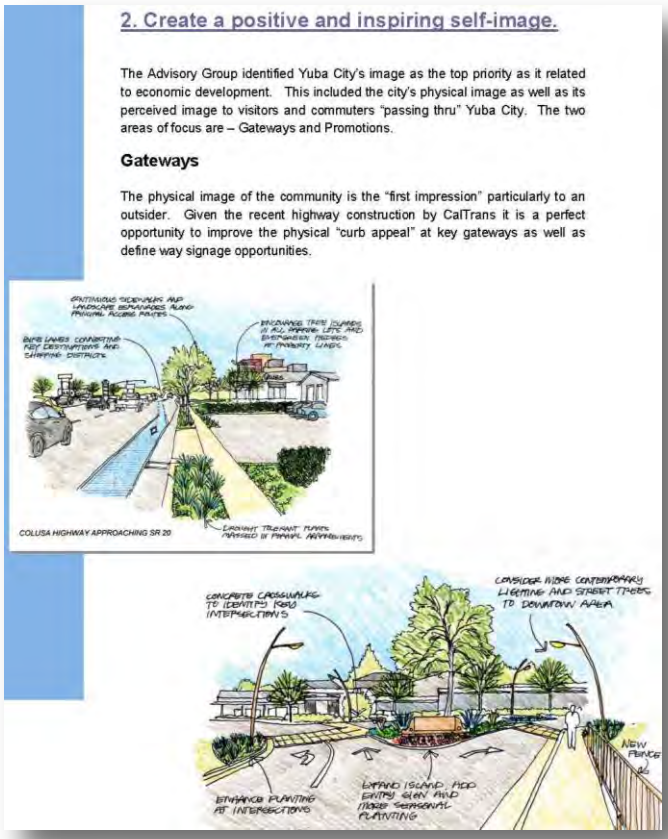
Outcome – Framework for the economic development roadmap.

Step 3 – How Will We Get There?

Task 3 begins the process of investigating how we can achieve the vision and goals. Does the City have the "wherewithal" and "assets" to adequately address the priorities as set by the stakeholders, and *if not what do we need to do to make it happen*.

The outcome of this Task is the core of the Economic Development Strategy with specific actions, tasks, and detailed information on how to implement. These initiatives will address the vision, priorities, and goals from Steps 1 and 2.

Each community's action plan is unique to their current situation, goals and objectives and the assets and opportunities available to them.



Project actions maybe "sector" oriented such as developing a "Food Systems Network" bringing various elements of the sector (food, local farmers, restaurants) together to work in new ways to grow the sector from incubation to microbusinesses or program-oriented, how to better utilize resources for start-up businesses to fill gaps in the local market.

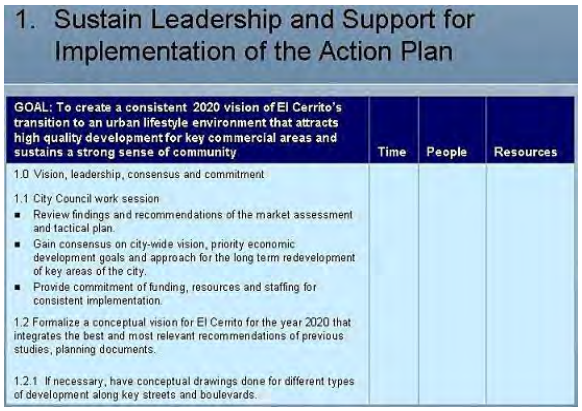
The Action Tasks/Initiatives will be reviewed with City staff for comment and with the Economic Development Commission in a work session.

Deliverable: Draft Strategic Plan

Step 4 – Who Will do What?

With input from the Economic Development Committee we will work closely with City staff to flesh out specific action plans, resource requirements, and timelines for the priority goals and objectives. Performance measurements will also be identified to measure the City's progress of goals and objectives.

The outcome of this step is the final draft Strategic Plan with specific actions, tasks, and detailed information on how to implement.



1. Sustain Leadership and Support for Implementation of the Action Plan

GOAL: To create a consistent 2020 vision of El Cerrito's transition to an urban lifestyle environment that attracts high quality development for key commercial areas and sustains a strong sense of community	Time	People	Resources
1.0 Vision, leadership, consensus and commitment			
1.1 City Council work session ▪ Review findings and recommendations of the market assessment and tactical plan. ▪ Gain consensus on city-wide vision, priority economic development goals and approach for the long term redevelopment of key areas of the city. ▪ Provide commitment of funding, resources and staffing for consistent implementation.			
1.2 Formalize a conceptual vision for El Cerrito for the year 2020 that integrates the best and most relevant recommendations of previous studies, planning documents.			
1.2.1 If necessary, have conceptual drawings done for different types of development along key streets and boulevards.			

These initiatives will address the vision, priorities, and goals as confirmed by community stakeholders and which fit the City's capacity to implement.

Deliverable: Final Draft Strategic Plan with implementation strategies

Final Action

Deliver the final plan with Executive Summary and power point presentation for staff to take to Council for acceptance.

B. Option 2 – On-Call Economic Advisor Services

Chabin Concepts, Inc., is a full-service economic development consulting firm with experience in developing strategic actions as well as implementing initiatives. Chabin does provide "on-call services" to a few jurisdictions per year but no more than three jurisdictions per year to ensure we can respond quickly to the needs of our "on-call clients" first.

Chabin Concepts becomes a part of the City's economic development team providing a range of economic development technical assistance as needed.

On-call services have typically been broad to assist the community in their priority actions. A sample of services is listed below:

1. Provide technical assistance as needed to Economic Development in developing research, marketing material, economic/demographic profiles;
2. Assist in business surveying;
3. Assist in developing specific strategies, such as, retail or marketing;
4. Prepare economic development annual report;
5. Assist in generating and responding to Retail Recruitment leads;
6. Assistance and advising on Business Retention Program, including but not limited to:
    - Coordination with service providers, such as, SBDC, Workforce Development.
    - Review of current programs/policies.
    - Identify other potential programs or resources which can be beneficial to businesses and/or the city.
7. Marketing, Public Relations and Economic Development Website, provide advice related to:
    - Marketing to existing and new businesses, information-data-materials for website.
    - Identify opportunities for earned media regarding businesses and economic development efforts.
    - Preparation materials such as demographics, case studies, press releases
8. Provide assistance as needed to implement Action Plan, including:
    - Business Attraction, coordination of meetings,
    - Tradeshow and missions,
    - Other special projects not yet identified.
9. Assist with investigating funding sources, such as, EDA, CEC, USDA
10. Assist with grant writing (preparation of a grant requires estimate for preparing and delivering a grant application).

C. Option 3 – Consultant Developed Economic Strategy

The City has done extensive research on Economic Development with its Economic Development Element and the 2012 Public Vision Plan. What is needed now is the work plan and tools to move forward to action and results.

Chabin has an Action Planning Strategy process that has been very successful, particularly in smaller communities – the Greater Oklahoma Partnership contracts with Chabin to work with 2-3 of their smaller communities each year. The strategy building is done within one-two months with a Team of two on-site for three days. It is focused on very strategic outcomes that are 1) priorities of the community and 2) can be achieved by small groups with limited staff and resources. The process quickly identifies tools and materials that are needed and direction/cost is provided on how to develop the tools.

Step 1: Pre-visit Data & Intelligence Gathering

Chabin will gather information prior to the Community Visit. This will involve:

- Connecting with the point person to identify vision, issues, assets, opportunities, weaknesses, goals and objectives. Also making arrangements for on-site visit.
- Gathering current information on activities, relevant reports, work plans, strategies and list of active community partners.
- Conducting phone interviews with key stakeholders identified by the point person as needed.
- Reviewing website and other marketing materials, if available.

During this pre-visit data and intelligence gathering we will begin to develop the community's economic development basic assessment tool.

Step 2: Community Visit

The Community Visit involves a minimum of 2-day on-site visit with community stakeholders or city, typical including:

- Introductions and a listening session with leaders and stakeholders to reaffirm our findings on the vision, goals, and priorities.
- Discussion of economic development resources and programs: budget, staffing, volunteer network, economic development partners and business resources, marketing, client activity and tools.

- Tour of community to present key assets, proposed and potential development projects, downtown, and other areas of interest.
- Strategic Actions Work Session with key stakeholders is held on Day 2 to review and verify findings from phone interviews and site visit. This session frames a “do-able” work plan and involves brainstorming new approaches/best practices for enhancing the community's efforts to achieve their goals or in some cases – just getting started.

Step 3: Community Preparedness & Recommended Strategic Actions Report

Chabin will prepare a report of findings, which will include:

- "Business-Ready Scorecard,” which identifies and evaluates the community’s assets and business climate for all sectors (as noted below).
- Economic Development Roadmap with strategic action(s) aligned to community’s priorities, assets and resource capabilities.

Business-Ready Scorecard

Foundation

Assets
- Location/Market Access
- Available Sites
- Available Buildings (industrial, commercial, office)
- Transportation & Shipping Resources (rail, highway, air, small parcel delivery, intermodal)
- Utilities (water, sewer, electricity, natural gas)
- Workforce (availability, labor costs, unionization, skills)
- Workforce Services & Training Programs
- Access to Capital/Funding Resources
- Living Environment
- Sustainability Resources

Business Climate
- Community Leadership
- Development Trends & Community Planning
- Permitting
- Incentives
- Access to EDO/Service Provider Resources

Programs

Business Retention & Expansion
- Outreach Program with Local Employers
- Business Tracking
- Available Programs & Resources for Local Employers
- Involved Economic Development Partners
- Confidentiality Policy
- Employer Group Meetings/Local Industry Forums
- Website (connection to resources)
- Communications (enews)

Industry Recruitment
- Real Estate Development
- Target Industries
- Industry Research
- Business Cases
- Case Studies
- Key Messages
- Proposals (content & assembly process)
- Community Sales Team (prepared for Site Visits)
- Confidentiality Policy
- Prospect Tracking System
- Website (relevant & current data)

Retail/Commercial
- Downtown-Main Street
- Inventory
- Retail Market Analysis/Mix
- Survey of Resident Needs
- Connections with Commercial Brokers
- Website (relevant & current data)

Small Business Assistance
- Small Business Resource Team
- Small Business Resource Package (hard copy, website)
- Business Plan Coaching
- Workshops & Seminars
- Networking Events
- Outreach Program to Local Small Businesses
- Capital Resources
- Website (connection to resources)
- Communications (enews)

Entrepreneurship
- Entrepreneur Resource Team (public and private sector advisors)
- Access to Equity Funding
- Connection to Innovation & Research Resources
- Networking Events
- Bootcamps/Business Plan Coaching
- Mentoring
- Incubation
- Website (connection to resources)
- Communications

Organization

Basic Operational Resources
- Funding (amount, sources)
- Staff
- Volunteers
- Governing Body/Board
- Strategic Plan
- Annual Work Plan

IV. Project Schedule and Not-to-Exceed Cost

Following are budgets for all three options, based on a *Not-to-Exceed Cost*.

Chabin is open to negotiating its services and fee arrangement with the client. Projects are all time and materials based and can easily be reviewed for cost estimates. It should be noted that hourly rates for Team members on an Economic Development Strategy (time certain-designed process) and monthly retainer projects are discounted 10-15% from the standard hourly rates. Contract changes, adjustments to work scope, can be made through contract addendum.

Option 1 – Economic Development Strategy Plan

We estimate the project can be completed within five months including three on-site visits: (1) field investigation, partner and business interviews, and staff work session on current and proposed tools, materials, tactics (two team members, two-three days); (2) work session on vision/mission, goals and objectives and (3) plan work session/presentation.

ACTIVITY / TASKS	MO 1	MO 2	MO 3	MO 4	MO 5	BUDGET
Project Initiation	☎					
Project status updates	☎	☎	☎	☎	☎	
Step 1: Environmental Scan *Where are we now?*		◆				$11,500
Step 2: Vision, Mission, Goals, Objectives *Where do we want to be?*			◆			$7,500
Step 3: Initiatives *How will we get there?*						$9,500
Step 4: ED Roadmap *Who will do what?* Work session on Implementation and presentation					◆	$9,500
Final report (10 copies), includes Economic Profile and SWOT						$1,500
Total Not to Exceed Budget Manhours: 236						$39,500
◆ — Team members on site ☎ — Conference calls						

Option 2 – On-Call Economic Advisor Services

Option 2 is Chabin's Retainer Service ensuring that staff is available to provide on-call services that will meet the needs of the community. Chabin currently has an On-Call Retainer Contract with the City of Merced.

Retainer contracts are based on a standard monthly fee of $**3,000 per month, annual cost $36,000**. This provides the client with 240 hours of time throughout the year. Chabin will expend more time in some months than others depending on the flow of work from the client. The contract is monitored monthly to make adjustments if the client does not need as much time or if more time is needed.

Option 3 – Consultant Developed Economic Strategy

Option 3 is a fixed-fee service of $**17,500 plus cost of travel** and includes pre-site visit consultation and stakeholder interviews, a 2-3 day on-site visit with stakeholder work session, and a Business-Ready Scorecard and an Economic Development Road with specific implementation actions for creation results.

With the extensive work completed by Buellton this option may be a good fit and can be completed within 6-8 weeks.

A. Project Management

Chabin Concepts will be the prime contractor for the project and will coordinate all phases of the project between the team members and the City. Chabin will be responsible for the delivery of all phases of the project, final report, and presentation.

Communication is very important to the successful completion of any project. The Project Team will provide regular updates upon completion of each task in the project scope, conduct weekly or bi-weekly project update calls using our conference call line, and Go-To-Meeting webinar tools as needed for updates. We will also set up an online shared workspace to upload and share draft reports and information in a secure environment.

B. Invoicing / Budget Notes

- Services will be invoiced monthly. Invoices will detail work completed. Final invoice will include final report.
- Project-related production direct expenses are included in the proposed budget. They include but are not limited to: copying, packaging materials, data, telephone, faxes, postage, etc.
- Interim / draft reports will be provided electronically via Chabin's online project room. City will have access to the online project room.
- Ten printed copies and one electronic copy in Word and PDF on a CD/DVD of the Roadmap will be delivered (to be reviewed with client).
- Additional revisions requested after the final document has been produced and delivered will be considered an additional cost over the proposed budget and will be invoiced separately at Chabin's regular hourly rate.
- Any additional meetings requested by the Client will be considered beyond the scope of work and would be an additional cost over the proposed budget and will be invoiced separately at Chabin's regular hourly rate.
- This proposal is valid for 30 days.

C. Fee Schedule

Hourly Rates

Senior Staff	$195/hour
Professional Staff	$175/hour
Design/Development Staff	$150/hour
Economic Analyst	$145/hour
Research Staff	$110/hour
Support Staff	$100/hour
Travel Rates	50% of hourly rate
Administrative Fee	1.5%

Related Expenses

Mileage	standard mileage rate
Copies (black/white)	$.13/each
Copies (color)	$.35/each
CD / DVD	$5.00/each
Per Diem Out of Pocket Travel Expenses	$70/day
Hotel/Flight/Car Rental	Reimburse at Cost
Phones, Faxes, Postage	Reimburse at Cost
Special Supplies	Reimburse at Cost
Industry Mailing List	(Quote Price)
Industry Telemarketing List	(Quote Price)
Industry Demographic List	(Quote Price)

V. Authorized Signature

Proposer Contact Information:

Contact: Audrey Taylor, President & CEO

Company: Chabin Concepts, Inc.

Address: 2515 Ceanothus Avenue, Ste 100
Chico, CA 95973

Email: Audrey@chabinconcepts.com

Phone: (530) 345-0364 ext.27

Fax: (530) 345-6417

Audrey Taylor, President & CEO, is the authorized official to bind Chabin Concepts, Inc. to this proposal. This proposal is valid for 30 days from the date of bid closing.

Authorized Signature

Audrey Taylor, President

Contact Name & Title

Chabin Concepts, Inc.

Proposing Firm

March 26, 2013

Date

VI. Insurance Requirements

Chabin meets and/or exceeds the minimum insurance requirements provided in the request for proposal. Chabin has the following insurance; certificates of insurance are included in Appendix B.

- General Liability Insurance limit is Two Million Dollars ($2,000,000) per occurrence, with a general aggregate of Four Million Dollars ($4,000,000).
- Professional Liability Insurance is Two Million Dollars ($2,000,000) per occurrence, with a general aggregate of Two Million Dollars ($2,000,000).
- Automobile Insurance has a combined single limit of One Million Dollars ($1,000,000) per occurrence.

Chabin meets all statutory limits on Workers Compensation Insurance.

Upon selection as the successful Proposer, we would contact our insurance carrier(s) and request City of Gonsalves be added as an additional insured to appropriate policies, and certificates of insurance, along with any and all endorsements to the policies, be mailed directly to the City.

Appendix

A. Project Sample, County of Lassen, Executive Summary

B. Insurance Certificates

Participants in Lassen County CEDS Committee

This plan is a reflection of the opinions and priorities expressed by a cross-section of the community, including local, state and federal government, business and industry, banking and finance, education and workforce development, utilities, nonprofits, and local youth. Their active participation gave meaning to the recommendations within.

Jenna Aguilera, Lassen County Planning and Building Services | Maurice Anderson, Lassen County Planning and Community Development | Jim Chapman, Lassen County Board of Supervisors | Jared Hancock, City of Susanville City Administrator | Jack Hanson, Lassen County Board of Supervisors | Nick McBride, City of Susanville City Council | Martin Nichols, Lassen County Chief Administrative Officer | Jamie Smith, Lassen County Planning and Building Services | Brian Wilson, City of Susanville City Council | Larry Wosick, Lassen County Board of Supervisors | Stan Bales, Bureau of Land Management | Dennis Benson, Bureau of Land Management, Eagle Lake Field Office | Heidi Perry-McCourt, Lassen National Forest | Nick Albonico, High Desert State Prison | Chuck Downs, Subway | Bob Edwards, Banner Lassen Medical Center | Dick Ellena, Best Western Trailside Inn | Rhonda Fuller, High Desert State Prison | Campbell Jameson, Diamond Mountain Casino and Hotel | Eric Mumaw, California Correctional Center | Kathie Garnier, Eagle Home Mortgage and Historic Uptown Susanville Association | Maria Nye, Plumas Bank | Dr. Marlon Hall, Lassen Community College | Teri Hiser-Haynes, Alliance for Workforce Development | Bob Marshall, Plumas-Sierra Rural Electric Cooperative | Theresa Phillips, Lassen Municipal Utility District | Scott Welch, Plumas-Sierra Rural Electric Cooperative | Patti Hagata, Lassen County Chamber | Louise Jensen, Lassen Land and Trails Trust | Elizabeth Fernandez, Lassen Community College Student Senate | Bob Pyle, Lassen County Supervisor | Brian Dahle, Lassen County Supervisor | Jim Wolcott, Lassen County Fair | Ron Barnes, High Desert State Prison | Robert Gower, California Correctional Center | Robert Kennedy, SIRCo | Jim Mackay, Susanville Indian Rancheria | Jeff Trump, Haws, Theobald & Auman (CPA) | Vicki Lozano, Mount Lassen Properties | Penny Artz, County Cleaners | Craig Hemphill, Lassen Ag Commissioner | Eileen Majors, Mountain Living Magazine | David Lile, U.S. Cooperative Extension | Seth Peterson, Sierra Cascade Nursery | Kerri Cobb, U.S. Bank | Traci Holt, AFWD | Joel Rathje, Lassen County Trails | Eloise Debruler, FCI Herlong | Bill Stewart, LMUD | George Robson, Robson Planning | Shelly Noack, Tri Counties Bank | Garrett Taylor, Lassen College |

LASSEN COUNTY ECONOMIC DEVELOPMENT COUNCIL

Theresa Phillips
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Jared Hancock
City of Susanville
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LASSEN COUNTY

Comprehensive Economic Development Strategy

Executive Summary

Photos Courtesy of Susanville Chamber

CONNECTING ASSETS WITH OPPORTUNITIES

Funded by State of California Department of Housing and Community Development
Economic Development and Planning/Technical Assistance Program Grant

2012

Priority Initiatives

WHAT IS THE ECONOMIC DEVELOPMENT ROADMAP?
Very simply, it's an economic strategy that prioritizes goals, perceptions, assets, opportunities and challenges, and develops an action plan around **Lassen County's three economic drivers**:

- Visitor Serving
- Population Driven
- Traded Sectors

WHO DEVELOPED THESE INITIATIVES?
The recommendations in the report are locally driven, guided by feet-on-the-ground research and input by the **CEDS Committee** (see back page). Chabin Concepts, an economic development consulting firm from Chico, California, was hired to guide the process.

PRIORITY INITIATIVE 1:

Attracting Visitors

ECONOMIC DRIVER:
Visitors-Serving Market

ASSET:
Outdoor, Bike Trails

ASSET RANKING:
Valuable, Rare and Hard to Imitate

GOAL:
Create a magnet to draw visitors and increase visitor traffic

ASPIRATIONAL GOAL:
Become one of the Top 15 Mountain Biking Trail Communities in the U.S.

Priority actions for this economic driver are:

1. **Packaging/Promotion/Generating Traffic** Bike trails/outdoors is the county's most unique asset. Key opportunities include expanding and improving trails, leveraging *The Lost Sierras* as the regional marketing brand, utilizing *Lassen Rec & Tech* as the local brand and promoting to attract avid outdoor enthusiasts.
2. **Underutilized Assets** *Susanville Ranch*– Develop a unique resort for bikers. Consider an outdoor village for active seniors. *Mid-town, on Main Street, Susanville* – Create a rest stop and welcome center.
3. **Leverage the theme with business opportunities** Accelerate the Lassen Rec & Tech with Lassen College's Digital Graphic Arts program and engage local businesses in promotion.

PRIORITY INITIATIVE 2:

Growing Local

ECONOMIC DRIVER:
Population-Serving Market

ASSET:
People, Buildings, Broadband

ASSET RANKING:
Valuable

GOAL:
Grow local business opportunities

ASPIRATIONAL GOAL:
Become one of the 101 Best Outdoor Towns in America

Priority actions for this economic driver are:

1. **Place Making** A fully planned building/facade improvement program in Susanville would include building assessment, landowner agreements, reuse opportunities, and facade and street improvements.
2. **Opportunities** Potential opportunities to utilize assets (vacant buildings and entrepreneurship) include an indoor farming co-op, a commercial kitchen, and tech hubs.
3. **Community Pool** The challenge here is resources and maintenance, but it's a high priority for the community.
4. **Business Assistance** Continue to develop resources to provide technical/entrepreneurial assistance, capital to existing business; conduct an expanded retail market analysis.

PRIORITY INITIATIVE 3:

Enhance Traded Sectors

ECONOMIC DRIVER:
Traded Sectors

ASSET:
Base Employers, Land, Workforce

GOAL:
Prepare, expand existing & new opportunities

ASPIRATIONAL GOAL:
Create a competitive environment

Priority actions for this economic driver are:

1. **Readiness** The question driving this issue is, "If a company comes, are we ready?" Much needs to be done to ensure the county is ready for opportunities. Some of the necessary tasks include digitized maps, updated website, land and building inventory, workforce skills assessment, and assistance and response packages. Additionally, a Red Team knowledgeable and prepared to work with businesses interested in locating or expanding in the county should be formed.
2. **Clean Tech** Clean tech, renewable energy and alternative fuel are emerging sectors that have potential for future growth. Opportunities may be found in the USDA North State Biomass Initiative and California Energy Commission AB118 program.
3. **Major Employers, Health and Agriculture Sectors** Retention and expansion of major employers and sectors. Schedule meetings to identify issues, needs and opportunities for expansion and job creation.

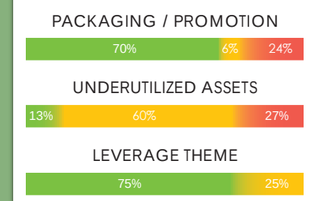
For a full copy of the plan, please contact one of the Lassen County Economic Development Council members listed on the back page.

Ease of Implementation

Participants were asked to rate the degree of difficulty to implement the highest priority actions for each initiative with color-coded stickers.

- Green: Easy
- Yellow: Moderate
- Red: Hard

1. ATTRACTING VISITORS



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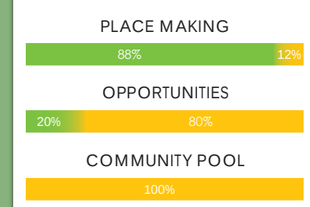
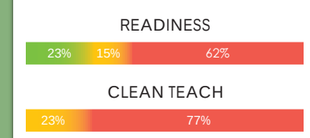


3. ENHANCE TRADED SECTORS



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 01/08/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
JIM NORMOYLE, AGENT CLU
669 PALMETTO AVE SUITE E
CHICO, CA 95926

CONTACT NAME: Sarah Smith
PHONE (A/C, No, Ext): 530-891-1122 FAX (A/C, No): 530-891-0391
E-MAIL ADDRESS: sarah.l.smith.r6y8@statefarm.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : State Farm Fire and Casualty Company	25143
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
CHABIN CONCEPTS INC
2515 CEANOTHUS AVE STE 100
CHICO CA 95973-7720

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
A	GENERAL LIABILITY	Y		90-BV-D091-8 G	06/01/2012	06/01/2013	EACH OCCURRENCE	$	2,000,000
	X COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	$	
	CLAIMS-MADE X OCCUR						MED EXP (Any one person)	$	5,000
							PERSONAL & ADV INJURY	$	
							GENERAL AGGREGATE	$	4,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG	$	4,000,000
	POLICY PRO-JECT LOC						Business Property	$	
A	AUTOMOBILE LIABILITY	Y		028 3290-E30-55G	11/30/2012	05/30/2013	COMBINED SINGLE LIMIT (Ea accident)	$	1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$	
	X ALL OWNED AUTOS / X SCHEDULED AUTOS						BODILY INJURY (Per accident)	$	
	X HIRED AUTOS / X NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$	
								$	
	UMBRELLA LIAB / OCCUR						EACH OCCURRENCE	$	
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	$	
	DED / RETENTION $							$	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			90-BR-Z126-1 F	06/01/2012	06/01/2013	X WC STATU-TORY LIMITS / OTH-ER		
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N	N / A					E.L. EACH ACCIDENT	$	1,000,000
	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$	1,000,000
							E.L. DISEASE - POLICY LIMIT	$	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CHABI-1 OP ID: 3R

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 01/28/13

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
InterWest Insurance Services
License #0B01094
P.O. Box 8110
Chico, CA 95927-8110
Specialized Business Unit
Phone: 530-895-1010
Fax: 530-895-1313

CONTACT NAME: Rob Regur
PHONE (A/C, No, Ext):
FAX (A/C, No):
E-MAIL ADDRESS: rregur@iwins.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : United States Liability Group	
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Chabin Concepts, Inc.
2515 Ceanothus, Ste 100
Chico, CA 95973

COVERAGES CERTIFICATE NUMBER: 1 REVISION NUMBER: 1

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	GENERAL LIABILITY						EACH OCCURRENCE	$
	COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
	CLAIMS-MADE OCCUR						MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
							GENERAL AGGREGATE	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG	$
	POLICY PRO-JECT LOC							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	ALL OWNED AUTOS / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS / NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB / OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	$
	DED RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						WC STATU-TORY LIMITS / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N (Mandatory in NH)	N/A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	Professional Liab			SPD1015256D	04/23/12	04/23/13	Limits	2,000,000
	Claims Made						Ded	5,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Confirmation of Professional Liability insurance only, $5,000 deductible each claim applies with full prior acts.

CERTIFICATE HOLDER

GRAP814

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Rob Regur

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Delivering Strategic Solutions, Tactics & Tools

Chabin Concepts, Inc. is a national network of economic development, site location and marketing professionals experienced in all phases of urban and rural economic development.

Using proven methods we help communities and economic development professionals create strategic advantages to competitively compete in today's global marketplace.

Chabin

ATTACHMENT 4

kosmont companies

PROPOSAL

CITY OF BUELLTON

Economic Development Services

March 27, 2013

Mr. Marc Bierdzinski
Planning Director
City of Buellton - Planning Dept.
P.O. Box 1819
Buellton, CA 93427

RE: Request for Proposals for Economic Development Services

Dear Mr. Bierdzinski:

Kosmont & Associates, Inc., doing business as Kosmont Companies ("Kosmont" or "Consultant"), is pleased to present our qualifications for Economic Development Services for the City of Buellton, California ("City"). It is our understanding that the City of Buellton seeks a consultant to assist and advise on economic development activities that involve attracting and retaining businesses, including but not limited to, establishing best practices and procedures, effectively pursuing retail tenants, marketing strategies and programs, and providing redevelopment dissolution strategies as may be relevant.

Kosmont Companies, a certified Minority Business Enterprise (MBE), is a full service local government, economics and real estate advisory firm with 25+ year track record of working with cities and public agencies on economic development strategies and real estate projects that have led to successful outcomes. Our public and private sector experience, and in-depth expertise in multiple areas such as economic development, real estate development, project funding, business costs/incentives and land use / zoning make us the ideal firm to provide the City with the required economic development services.

Kosmont is joined in this effort by Platinum PR, a renowned woman-owned public relations firm serving municipalities with city-wide marketing, business attraction and outreach programs, including the cities of Sierra Madre, Montebello, Pomona, South El Monte, and South Gate. Platinum PR Solutions, a frequent collaborator with Kosmont Companies, will provide expert help with public relations and media communications.

Since 1986, Kosmont has performed a myriad of similar assignments for hundreds of California cities such as South Gate, Redondo Beach, Stanton, Placentia, Redlands, Norco and San Jacinto. Currently, we are also helping our clients evaluate alternatives to funding economic development without redevelopment.

Kosmont Companies recently served as the Interim City Administrator for Montebello, and our staff includes former City Managers as well as Directors of Economic Development, Community Development, Redevelopment, and management services for various other local municipalities.

The Kosmont team understands the needs of the private sector as well. In 1994, I founded the Kosmont-Rose Institute Cost of Doing Business Survey which has been the national standard for businesses to compare costs among cities when consider a move or an expansion. Kosmont also helped establish the first Los Angeles Business Team under Mayor Richard Riordan, designed to provide citywide business attraction and retention services. Further we are

frequently retained by private sector investment funds, developers and retailers to assist in due diligence and financial analysis of properties and projects. These assignments provide Kosmont with significant insight in our retail recruitment and business attraction efforts on behalf of our city clients.

The Kosmont Team, if selected, will provide the City with expert knowledge and economic development strategies to attract businesses, generate jobs and promote economic growth in the absence of redevelopment agencies.

We are available to discuss further at your convenience.

Yours truly,

Larry J. Kosmont, CRE®
President & CEO

Table of Contents

Cover Letter 1

Table of Contents 3

Project Team 4

Relevant Project Experience 10

References 15

Economic Development Services 16

Fee Adjustment Method 21

Certificate of Insurance 21

Project Schedule 22

Project Budget 24

Professional Fees 26

Project Team

Mr. Larry Kosmont will be the contact with primary responsibility for this project. Key staff will not be changed during the course of the project following the submittal of this proposal. Staffing for this engagement may consist of a combination of the following personnel.

Larry J. Kosmont, CRE, is President and CEO of Kosmont Companies. Mr. Kosmont is a nationally-recognized real estate and economic development advisor to public agencies and private organizations. He is the founder and Chief Executive of Kosmont Companies as well as the managing partner of the Renaissance Community Fund, a real estate development company which specializes in suburban infill projects. Mr. Kosmont's 36-year career encompasses negotiations, development, and management of real estate transactions exceeding $10 Billion. He has an extensive track record across all phases of real estate investment, development and management as well as a unique insight into the economic, administrative, and political aspects of local government decision making. Mr. Kosmont has assisted hundreds of local government agencies in project and policy decisions ranging from large-scale economic development to site-specific real estate strategies and projects. From 1975 to 1986, Mr. Kosmont served in the roles of City Manager, Director of Community Development, and Redevelopment Director for the Southern California cities of Santa Monica, Seal Beach, Bell Gardens, and Burbank. He is also a board member of the following state and local organizations:

- California Redevelopment Association (CRA)
- California Association for Local Economic Development (CALED)
- USC Lusk Center for Real Estate

Susan Perry, Esq., is a Partner with Kosmont Companies. With nearly 20 years of experience in real estate transactions, land use and planning, Ms. Perry manages complex assignments involving asset due diligence, entitlements and public approvals on behalf of a broad range of private sector clients. Ms. Perry is Kosmont Companies' principal project liaison to private sector corporations, public agencies, developers, lenders, non-profits and REITs. Ms. Perry is an attorney and a member of both the State Bar of California and the American Bar Association and a registered Municipal Advisor with the U.S. Securities and Exchange Commission (SEC). She has served as President of the Southern California Development Forum and remains on SCDF's Advisory Board of Directors.

C. Wil Soholt, Senior Vice President at Kosmont Companies, functions as the firm's financial and investment strategist for public-private deals. Prior to joining Kosmont Companies, Mr. Soholt managed more than 25 redevelopment projects with an aggregate project cost of $140 million. Mr. Soholt's analytical capabilities extend to economic and geographic modeling, feasibility modeling, acquisition strategies, demographic projections, and data mining. Mr. Soholt has a talent for consensus building, creative problem solving, and identifying opportunities to capture hidden value. Mr. Soholt holds a Master of Business Administration from Pepperdine University and a Bachelor of Science in Urban Planning and Real Estate Development from the University of Southern California. He is an instructor in Real Estate Development Finance for the California Association of Local Economic Development (CALED).

Kenneth K. Hira serves as Senior Vice President for Kosmont Companies. An expert in retail development and strategies for retail attraction, Mr. Hira has nearly 20 years of varied experience in virtually every aspect of real estate financing, downtown revitalization, acquisition, entitlement, development, asset management and disposition. Mr. Hira's expertise is in identifying retail tenants and negotiating retail and mixed-use projects that can revitalize communities and assist in economic development/tax generation programs.

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

Mr. Hira holds a Bachelor degree in Economics and Business from UCLA, and is an active volunteer leader of the International Council of Shopping Centers. He serves as the ICSC Southern California State Director, while previously serving as the ICSC Program Committee Chair and Alliance Co-Chair, advocating public-private partnerships. Mr. Hira is a registered Municipal Advisor with the U.S. Securities and Exchange Commission (SEC).

Dan Massiello is a Senior Vice President – Public Finance with Kosmont Companies. Massiello brings over 20 years of professional experience in the Public Finance industry to Kosmont Companies. Mr. Massiello started his career with an east coast financial advisory firm, and has been an investment banker in CA for 13 years. Mr. Massiello has structured and brought to market over $4 billion of new money and refunding transactions to market for Cities, Redevelopment Agencies, School and Community College Districts and Special Districts. Successfully completed transactions include General Fund Financings (Certificates of Participation), Tax Increment, General Obligation, Installment Purchase, Lease Revenue, Revenue, Special Tax, and Sales Tax supported financings. A significant portion of these transactions involved unrated and challenging credits, which have garnered Mr. Massiello the ability to engineer well-structured and marketable financing vehicles that consistently meet his clients' financing goals and objectives.

Mr. Massiello earned his BS in Management/Finance from the State University of New York-Binghamton and held Series 24, 7, and 63 FINRA Licenses while employed by a Broker/Deal (currently inactive).

Mr. Chris Jicha is a Senior Consultant with Kosmont Companies. He brings a wealth of understanding both municipalities and real estate markets with an exceptional understanding of inland California cities. Mr. Jicha's expertise ranges from building and guiding economic development departments and programs to business development. His 12 years of experience as a businessman and entrepreneur along with 6 years experience with a County municipality creates a unique blend of experience to serve his clients. Mr. Jicha has been involved in 7 business acquisitions and relocations as an entrepreneur and provided site selection, incentives, workforce development and project entitlement & permitting services to large corporations and businesses.

Currently, Mr. Jicha focuses on providing real estate and development advisory services including highest & best use studies, market analysis, retail demand studies, and financial analysis/valuation and implementation strategies for municipalities in Southern California.

Ryan Aubry, LEED Green Associate, Senior Vice President with Kosmont Companies, has over ten years experience in the detailed analysis of infill development. He has worked with various governmental organizations on planning and development issues relating to infill development, as well as with private developers. He has worked closely with the City of Los Angeles

Planning Department, the County of Los Angeles Planning Department, and the Los Angeles Community Redevelopment Agency. Recently he served as a project manager for a development firm focusing on workforce housing in the City of Los Angeles, where he was involved in the development of nine infill condominium and town home projects as well as assisting with acquisition strategies. As a real estate consultant, Mr. Aubry has been involved in the underwriting of many property types including multifamily apartments, retail malls, urban hotels, and infill residential development. He is adept in using Geographic Information Systems (GIS) for the analysis of transit oriented development and other project types. He holds a Master's in Real Estate Development from the University of Southern California, as well as a Masters degree in Geography from the University of California Santa Barbara. Mr. Aubry is a member of the Urban Land Institute. He is also a registered Municipal Advisor with the U.S. Securities and Exchange Commission (SEC).

Joseph Dieguez is a Vice President with Kosmont Companies, serving clients primarily through market and financial analyses, project due diligence, government management services and marketing efforts. Prior to joining Kosmont Companies, Mr. Dieguez served as a senior analyst at a real estate investment, development and finance firm and as an analyst at a financial services management consulting firm, responsible for industry, market, portfolio and property-level research and analysis, negotiations and transaction execution support. Mr. Dieguez was previously an assistant project manager at a construction management firm, where he assisted with RFQ/P development and project implementation. Mr. Dieguez graduated with a Bachelors of Science degree in Mechanical Engineering from the Massachusetts Institute of Technology and is a Real Estate Salesperson licensed by the State of California Department of Real Estate.

Matt Goulet serves as the firm's business development manager and principal writer for economic and real estate studies. In addition, he manages the clients' land use planning and entitlement processing for real estate projects in various communities throughout California. Mr. Goulet has more than 15 years of experience working with industries that form the backbone of the Southern California economy including aerospace, manufacturing, theme parks and motion pictures. Mr. Goulet has worked with Kosmont Companies in a variety of consulting roles since 2006, providing his expertise in aggregating disparate information into finished reports and in developing strategies for some of Kosmont's most complex client assignments.

Prior to joining Kosmont Companies as Vice President, Mr. Goulet worked on a variety of land use matters that included entitlement strategies, political

outreach, and securing land use approvals for several major projects. Since 2008, he has served as the board-level CFO and Vice President of 1010 Development Corporation, a non-profit affordable housing developer. Mr. Goulet holds a Bachelor of Science in Mechanical Engineering from the University of Maryland, an MBA from California State University Northridge, and a Professional Certificate in Real Estate Investments from UCLA. He also holds an FE/EIT certification in Mechanical Engineering from the Maryland Board of Professional Engineers and has served as a docent providing architectural tours for the Los Angeles Conservancy.

Josh Kreger is a Project Analyst with Kosmont Companies where he focuses on real estate, market studies, land use, economics research and analysis, and marketing activities. Prior to joining Kosmont Companies, Mr. Kreger worked for the Los Angeles Department of City Planning where he researched and analyzed zoning code processes and procedures and worked on staff reports related to CRA dissolution, code compliance and RFPs. Prior to the City of LA, Mr. Kreger worked as a real estate agent in downtown San Diego specializing in residential properties.

Mr. Kreger's background includes experience in analyzing complex issues, negotiation, and market analysis. Mr. Kreger holds a Juris Doctor from the University of San Diego and a Bachelor of Arts in Sociology from the University of Maryland. He is a licensed Real Estate Salesperson, California Department of Real Estate.

Key Project Personnel

Staff Member	Title	Estimated Percentage Allotted to Project
Larry J. Kosmont, CRE	President & CEO	5 - 7%
Susan Perry, Esq.	Partner, Senior Vice President	5 - 7%
Wil Soholt	Senior Vice President	5 -15%
Ken Hira	Senior Vice President	10 - 20%
Ryan Aubry	Senior Vice President	10 - 20%
Joseph Dieguez	Vice President	25 - 30%
Chris Jicha	Senior Consultant	5 - 15%
Josh Kreger	Project Analyst	10 - 20%

PLATINUM PR Team Profile

ABOUT THE PLATINUM PR TEAM

Platinum PR, a 100% woman-owned business provides innovative approaches to strategizing and communicating with City Hall, stakeholders and communities. We work with municipalities, civic groups, public agencies, department heads and chambers of commerce to help them succeed in delivering a powerful message.

Joining us will be the professional staff of Avant-Garde, a 100% woman-owned business, **certified minority business enterprise, women business enterprise, disadvantaged business enterprise, small business enterprise (MBE, WBE, DBE, SBE), and Community Based Enterprise (CBE).**

Together we understand the many ways that a single project may affect multiple layers of government as well as the desired economic growth and development. We use and leverage this information by looking at every angle of a program and/or project to determine the overall impact and how best to design and implement outreach and marketing programs that best produce optimum results. With our team of experts in marketing, public relations, community outreach, compliance management, grant writing and funding identification and administration, our team is committed to creating a working relationship that becomes a seamless extension of Kosmont Companies and City of Buellton staff.

Community Relations

Our Community Relations Specialists can assist all members of the community who need help in gaining access to and use of various County/City/Agency and community services and resources. We can develop a Community Relations and Participation Program to serve as a catalyst for community change and problem solving, insuring maximum community participation by empowering citizens to access community resources and services, and by ensuring cultural sensitivity throughout the community. Our bi-lingual staff can help establish partnerships that enable neighborhood-based organizations to work together to revitalize the economy, generate jobs, and rebuild healthy communities.

Media Relations and Communication

Our Media Relations and Communications Specialists can manage the City of Buellton's communications and media relations activities, produce internal and external publications, develop public awareness and involvement campaigns, oversee content on the City's website and manage local government channels. We work with all departments, councils, committee and Boards to provide proactive, useful information to citizens. Our Communications Specialist can act as the primary point of contact for news media, organizations and the general public seeking information about City programs, policies, procedures, statistics, research and services. We assist on all public affairs and strategic communications matters and serves as a liaison between departments, communities and agencies on public information matters. The Platinum PR Team ensures the right message is delivered using the right means of communication.

Relevant Project Experience

South Gate- Economic Development & Real Estate Advisory Services

Kosmont has been under the retainer with the City of South Gate since 2003, and currently serves as the real estate, financial and economic development advisor to the City and Redevelopment Commission on multiple real estate projects and sites, including the following:

Former Los Angeles Community College District/ Ameron Site Real Estate Advisory: On the City's behalf, Kosmont conducted the negotiations for a 30+ acre regional lifestyle shopping center. As part of the process, Kosmont developed the RFQ and helped the City select a development team and negotiate the Purchase and Sale Agreement. Kosmont directed the City's acquisition of the property from the Los Angeles Community College District and re-sold the property to the private sector developer on the same day in a back-to-back escrow. Project design and leasing is currently being negotiated. Additionally, the Kosmont and the City are currently negotiating with the developer various public benefit fees and is evaluating the potential bonding capacity available through tax increment financing.

"azalea" Retail Project (former "Gateway"/ "El Portal"): This project is a 600,000 square feet 30+ acre regional Promotional and Entertainment Retail Center. Kosmont Companies currently leads public private negotiations on behalf of the City. In addition, Kosmont Companies has developed the developer RFQ and helped the city select a development team and negotiate development agreements. Additionally, Kosmont and the City negotiated alternative designs and deal structure points, as well as evaluated potential bonding capacity available through tax increment and other public financing structures. Kosmont is leading the City's efforts to utilize Recovery Zone Bonds, a newly available public financing program pursuant to the American Recovery and Reinvestment Act (ARRA). Kosmont Companies also prepared an Urban Decay Analysis for this project evaluated the local demand for the various types of retail within the proposed project, compared that demand to the available retail amenities within the City and surrounding communities, and estimated the impacts this proposed project might have on local retailers.

California Senior Plaza Real Estate Advisory: Kosmont assisted the City in working through a series of complex real estate workouts that resulted from a prior corrupt City administration. Kosmont acted as the City and the Court's real estate specialist, and sold the California Senior Plaza project through a court process, resulting in payoff of liens and return of monies that had been previously lost by the City. Kosmont Realty Corporation acted as the Broker of Record for this 65 unit affordable senior's project.

Hollydale Plaza Real Estate Advisory: Similar to California Senior Plaza above, Kosmont negotiated a workout and sale of a property that was partially built, and conducted the financial and valuation analysis that is the basis for buyout transaction which resolved underlying liens and recover monies for the Redevelopment Agency. The site is a 1.5-acre infill site that is currently under contract for an affordable, mixed use project.

Village at South Gate Economic Study: This is a 6-acre parcel adjacent to the Los Angeles Freeway. Kosmont is in the process of developing a workout strategy for the site in order to recover Redevelopment Agency funds that were squandered as part of an act of corruption by the prior City administration. Kosmont conducted a highest and best use analysis, and has supported the negotiation of an interim lease.

Redondo Beach – Economic Development & Real Estate Advisory Services

Redondo Beach – Business Development: The City of Redondo Beach retained Kosmont to assist in the development of a Business Plan for the City's pier and harbor area. The area is in need of revitalization and cohesive strategies to encourage and foster development by leveraging public and private resources. The Business Plan was adopted by the City in 2010, and Kosmont's recommendations and strategies are now being implemented to promote and accelerate revitalization of the area.

Redondo Beach – Marine Real Estate Services: Kosmont acted as City's Financial Advisor for the transaction structure and financing of a two hotel, 340 room project on Marine Ave and the 405 Freeway. The transaction closed as a $48.5 Million financing in the form of a Lease Leaseback and Site Specific Tax Revenue pledge.

Redondo Beach – Waterfront Revitalization: Kosmont was retained by the Harbor Division of the City of Redondo Beach to develop and execute an Asset Management Plan, which included a series of policies for the management and redevelopment of the leaseholds on the 150 acres that comprise the Redondo Beach Pier and surrounding waterfront district. Kosmont developed strategies for encouraging business investment and assessed with determination of optimum use and tenant mix to achieve revitalization goals. Kosmont recently completed negotiations for the Shade Hotel (Zislis Group), which is proposed luxury boutique hospitality facility on land owned by the City pursuant to a ground lease. Kosmont is currently retained to establish the highest and best use of the five properties under City control which involve the negotiation of multiple lease, financial analysis, coordination of the RFQ processes for underdeveloped properties and general transactional support as pertaining to hotel, office, retail, restaurant and visitor serving amenities. Transactions executed in 2012 included two lease-leaseback financing structures totaling approximately $11 million (~105% financing and positive cash flow) and two property acquisitions totaling approximately $10.5 million.

W Hotel

Kosmont was retained by HEI Hotels to assist in the identification, evaluation, and potential procurement of public subsidies and/or other financing assistance related to the development of a mixed-use hotel, condominium, nightclub, and restaurant located in Hollywood, California. Kosmont identified a source of equity for the Hotel utilizing an EB-5 investment program structure for certain sections of the Hotel facilities.

Macerich – Mall of Victor Valley: Retail Implementation & Tenant Enhancement

Kosmont was retained by Macerich to provide real estate advisory services related to its Mall of Victor Valley. The Mall is approx. 550,000 square feet with a vacant Gottschalks

department store and a temporarily filled vacant Mervyn's building. The City of Victorville meanwhile, where the Mall is located, was facing declining sales tax revenues as a result of the underperforming retail space. Kosmont assisted Macerich in the evaluation of a public-private partnership with the City of Victorville and the exploration of government financing solutions for a potentially distressed asset. Kosmont evaluated & negotiated a "win-win" public-private transaction that allowed major retailer attraction/retention for Macerich, sales tax preservation for the City, and job generation for the community. A Site Specific Tax Revenue (SSTR) sharing arrangement was employed as part of a Development Agreement between Macerich and the City. As a result, a new Macy's department store was introduced, an existing JCPenney was relocated into a larger space, exterior mall improvements were implemented, and the regional mall was revitalized as an economic driver for the region.

City of Norco - Real Estate & Economic Development Advisor Services

Kosmont was retained as the City's real estate and financial advisor on a variety of economic development projects. Kosmont completed a hospitality demand analysis for the City of Norco to assist the City in its process of establishing a hospitality overlay zone. The intention of creating the hospitality zone within the City was to designate an area where hotels, restaurants, and other tourist serving amenities might be located. In order to properly market and attract these tourist serving amenities to the hospitality zone, Kosmont worked with the City in evaluating the potential demand for such amenities. Additionally, Kosmont assisted the City in estimating the potential future demand should certain tourist attracting amenities be developed within the City.

The City purchased a deed-restricted 122-acre site for $5 million known locally as "Silverlakes", but it could not capitalize the land investment into a public park without some private investment. In response, Kosmont Companies initiated an extensive RFP process on behalf of the City of the Site. At the end of an exhaustive search, Kosmont recommended Belstarr, an experienced operator of equestrian, soccer and recreational facilities to enter into a long-term ground lease with the City. Belstarr was then responsible for financing $30 million of improvement costs and to construct, operate and manage the facility (in addition to providing public programs). Lease payments to the City included ground rent, CPI increases and repayment to the City for $6 million in public improvements. Belstarr is now developing a world-class sports and performance event facility that is expected to attract millions of visitors. Furthermore, the City will own a world-class facility at the expiration of the ground lease. An initial phase of the project is expected to open in 2013 with the second and final phase to open in 2014.

Santa Clarita RDA - Retail Analysis and Recruitment

Kosmont was retained by the Santa Clarita Redevelopment Agency to assist with redevelopment services including the evaluation of downtown revitalization opportunities in Old Town Newhall on Main Street to be anchored by a new library. Kosmont was retained to market Agency-owned block redevelopment project to retailers and developers, market at International Council of Shopping Centers conferences, research financing solutions for the Project and a potential parking structure, provide an Implementation Strategy and an

Approach presentation. Kosmont is also assisting with the Sierra Gateway mixed-use Project feasibility analysis and developer negotiations.

San Jacinto – Economic Development Services

Kosmont was retained by the City of San Jacinto to assist with various retail economic development services, including but not limited to the structuring and implementation of business attraction programs, pursuit of project funding from various public and private sources evaluation of current tourism programs and strategic advisory and implementation assistance related to enhancements to such programs and marketing and branding efforts. Kosmont is also identifying potential financing sources which may include taxable/tax-exempt bonds, lease/leasebacks, redevelopment funds, Infrastructure Financing District, EB-5 immigrant investor funds, grants and guarantee sources (e.g. EPA, EDA, HUD, DOT, DOE), and other specialized economic development funding sources as part of their services.

City of Diamond Bar – Real Estate & Economic Development Advisory Services

Kosmont was originally retained by the City to write a Comprehensive Economic Development Strategy, was subsequently retained by the City to execute that strategy, and served the City as its real estate advisor for approximately five (5) years. Kosmont assisted the City with negotiations with a residential developer on the subject of City impact fees and the appropriate level of fees to charge. It also provided pro forma analyses, and advice on project processing and zoning matters. Kosmont completed financial pro formas and negotiation of fees for a Target Center on Diamond Bar Boulevard which is now open and operating

Placentia – Real Estate & Economic Development Advisory Services

Kosmont is retained by the City of Placentia for a variety of economic development and real estate advisory services, including project/developer negotiations, public-private transaction structuring, project due diligence, proforma analyses and fiscal impact, highest-and-best-use, tax and other economic analyses

City of Goleta - Economic Development Strategic Plan

Kosmont was retained by the City of Goleta to prepare an Economic Development Strategic Plan (EDSP). The objective of the Plan was to help the City better understand existing conditions (strengths, weakness, opportunities, and threats), guide future economic decisions and actions, and develop realistic and feasible programs for the future. The EDSP was locally based and preserved and enhanced the academic and “incubator” environment based upon proximity to the University of California, Santa Barbara. The plan was oriented to help City’s long-term preservation and enhancement of the tax base.

Montebello – Interim City Administrator & Financial Turnaround Implementation

Kosmont was retained by the City of Montebello as the Interim City Administrator and Financial Turnaround Specialist. Kosmont's extensive services provided include operational and fiscal stabilization, long-term financial strategy advisory, media relations and marketing outreach and day-to-day city management duties. Under the guidance of Kosmont, the City has adopted, for the first time in its history, a five-year financial plan tied to cash flows and a balanced budget for the 2011 fiscal year. Other efforts included the active shopping of the financial marketplace for the placement of tax and revenue anticipation note (TRAN) financing to overcome short-term cash flow hurdles.

City of Carson – Economic Development Strategy

Kosmont Companies assisted Watt Communities prepare a developer response for a RFP to develop 9.57 acre property in the City of Carson. The RFP was issues by the City's Redevelopment Agency. The Agency was seeking a qualified developer to deliver a mixed-use residential and retail project. Kosmont offered guidance on potential prevailing wage and green building issues.

RRM – LANI West Boulevard: Economic Development & Financial Advisory Services

Kosmont was retained by the Los Angeles Neighborhood Initiative (LANI) to assist with market analysis, economic development strategies, retail opportunity assessment and identification of viable funding sources in connection with its West Boulevard Community Linkages and Revitalization TOD Project. The purpose of the Project was to craft a strategy document outlining how the neighborhood could be revitalized following the opening of the planned Metro Crenshaw Line light rail station. The process relied on extensive input from community members. The Project study area is in the cities of Los Angeles and Inglewood.

References

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Economic Development Services

Project Approach and Understanding

Option 1: Prepare an Economic Development Strategy Plan

Task 1: Develop an Existing Economic and Demographic Profile

Kosmont will develop an existing economic and demographic profile using, but not limited to, the following data sources: The City's Economic Development Element of the General Plan and other relevant goals and policies, The 2008 CALED Study, Meetings with City staff, the economic development task force, City Council members, the Chamber of Commerce Executive Director, and other City stakeholder groups, The 2012 Public Vision Plan, U.S. Census Bureau, U.S. Bureau of Labor Statistics, California Employment Development Department, California Board of Equalization, California Retail Survey, ESRI, broker-provided market data (e.g. vacancy, lease rates), and other sources.

Deliverables: Ten hard copies and an electronic version (in Word and PDF) of the existing economic and demographic profile of the City.

Task 2: Prepare a SWOT Analysis

Kosmont will prepare a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. Through this analysis Kosmont will outline the City's existing economic conditions in terms of strengths, weaknesses opportunities and threats.

Deliverables: Ten hard copies and an electronic version (in Word and PDF) of the SWOT Analysis.

Task 3: Prepare Final Economic Development Strategy Plan

Kosmont will prepare an Economic Development Strategy Plan with specific goals, strategies, and action items to implement the plan. The final plan shall include the deliverables from Tasks 1 and 2. Information gained through Tasks 1 and 2 will be used in conjunction with the Client to prepare a series of city-wide goals, objectives, and action items to be incorporated into the Final Economic Development Strategy Plan. Goals will include existing (retail) tax base retention and enhancement, business retention and development, and promotion of long-term fiscal stability.
Deliverables: Ten hard copies and an electronic version (in Word and PDF) of the Economic Development Strategy Plan.

Task 4: Present Plan to the Economic Development Task Force and City Council

Upon review by City staff, Kosmont will present the Economic Development Strategy Plan to the Economic Development Task Force and then to the City Council (two meetings total).

Option 2: On-Call Economic Advisor Services

Kosmont can provide the following services at reduced, quasi-staff billing rates under the direction of City staff and would advise staff on recommended courses of action relating to economic development.

Market Analyses

Kosmont will evaluate the current and/or potential future market for various development types (e.g. office, industrial, residential, and retail) within the study area. Example analyses will include retail sales leakage/surplus analysis and retailer void evaluation by retail category, employment projections by industry category (e.g. for office/industrial space users), and resident household growth projections. Kosmont anticipates using a variety of public and private sector data sources, including U.S. Census Bureau, U.S. Bureau of Labor Statistics, California Employment Development Department, California Board of Equalization, California Retail Survey, ESRI, broker-provided market data (e.g. vacancy, lease rates), and other sources.

Fiscal and Economic Impact Analyses

Fiscal and economic impact analyses may consist of the following subtasks, based on project-specific parameters:

Analysis of Fiscal Revenues

Based on potential project development programs, Kosmont will estimate the fiscal revenues to be generated upon full build-out and stabilization, including property tax, possessory interest tax, property transfer tax, indirect sales tax, utility user tax revenues, and other revenue sources, as appropriate based on project profile.

Analysis of Fiscal Expenditures

Based on potential project development programs, Kosmont will estimate the fiscal expenditures to be generated by the Project upon full build-out and stabilization, including police services, fire services, and other expenditures, as appropriate based on project profile.

Estimation of Net Fiscal Impact

Based on the estimated fiscal revenues and expenditures to be generated by the Project, Kosmont will estimate the net fiscal impact of potential projects to the City.

IMPLAN-Based Estimation of Construction-Related Benefits

Based on estimated construction costs, Kosmont will apply an IMPLAN-based analysis to estimate the economic output (value of good and services produced), earnings (labor income), and employment (job creation) impacts derived from construction of potential projects in the City.

Identification of Funding Sources & Evaluation of Potential Public-Private Transaction Opportunities

Kosmont will evaluate the feasibility of development scenarios as proposed by the City and/or other related parties in light of existing and projected supply and demand for relevant various land uses, economic and financial market conditions (e.g. development costs, investor risk tolerance), and the City's goals and objectives. This evaluation may consist of the following subtasks:

Public-Private Transaction Evaluation

Kosmont will evaluate potential projects for feasibility, including review of financial proforma analyses submitted to the City. Kosmont will provide City with preliminary feedback on potential projects including potential funding gaps and whether an appropriate public/private transaction structure by and between the City and developer parties can be identified for further consideration.

Identification of Potential Funding Sources and/or Financing Structures

Kosmont will identify possible financing structures and/or funding sources for project development, such as, but not limited to, site specific tax revenue pledges, (taxable/tax-exempt) bonds or notes, lease or lease/leaseback financing, grants, and/or EB-5 Immigrant investment. Kosmont will identify possible economic incentives and zoning strategies for project development.

Public-Private Transaction Structuring & Initial Negotiations

If Kosmont and City determine that a potential project should move forward and an appropriate transaction should be further considered and that potential funding sources have been identified to support any project financial gap, Kosmont will assist City in Transaction structuring, negotiations with developer parties, and pursuit of funding sources.

Developer Selection (RFP/Q)

Kosmont will assist City Staff with developer selection for potential projects, including reviewing proposals received, scoring proposals based on RFP/Q evaluation criteria, interviewing short-listed finalists, and making recommendations to Staff related to the selection of one or more bidders.

Retailer / Business Recruitment

Utilizing Kosmont's extensive relationships and leadership positions in key industry trade groups (e.g. ICSC Southern California State Director), Kosmont will assist City Staff with outreach and recruitment of targeted retailers and other industry businesses.

Financing & Incentives Strategy

Kosmont will work in collaboration with City staff to prepare a strategy for the formation and implementation of an entity devoted to business and retail attraction and job creation, serving in essence as a type of Economic Development Corporation ("EDC"). The proposed EDC, acting as an extension of the City, would incentivize businesses

based on measurable positive metrics, such as job creation and fiscal revenue generation. The EDC could be authorized to perform activities such as acquire, manage, and dispose of real property, obtain financial assistance from public and private sources, issues debt, enter into joint powers agreements ("JPA") with other public agencies, offer financial assistance to developers, and/or other tasks in connection with the promotion of economic development within the City.

Option 3: Consultant Developed Economic Strategy

Task 1: Economic & Demographic Profile

Kosmont will prepare an Economic and Demographic Profile, illustrating existing and future projected trends in population and household social and economic characteristics, including incomes, race/ethnicity, housing preferences, educational attainment, unemployment, employment by industry and occupation, commute patterns, employed resident place of work, resident/employee concentrations, and other metrics. Kosmont will utilize the City's Economic Development Element of the General Plan and other relevant goals and policies, the 2008 City CALED Study, meetings with City staff, the economic development task force, City Council members, the Chamber of Commerce and Visitors Bureau, Santa Ynez Valley Tourism Business Improvement District, other relevant stakeholder groups, the 2012 Public Vision Plan, U.S. Census Bureau, U.S. Bureau of Labor Statistics, California Employment Development Department, California Retail Survey, ESRI, broker-provided market data (e.g. vacancy, lease rates), and other sources.

Deliverables: Ten hard copies and an electronic version (in Word and PDF) of the Economic and Demographic Profile of the City

Task 2: Market Demand Analysis Module (Optional Module)

Pursuant to direction from City Staff and in alignment with goals and objectives expressed in previous studies, Kosmont will evaluate the market demand for various relevant development types (e.g. retail, tourism / recreation / entertainment, office, industrial, residential, etc.) within the City. Analyses will include retail sales leakage/surplus analysis and retailer void evaluation by retail category, employment projections by industry category (e.g. for office/industrial space users), and resident household growth projections. Kosmont will evaluate existing supply conditions, such as existing retail offerings and tourism / recreation / entertainment amenities.

Task 3: Prepare a SWOT Analysis

Based on results obtained in Tasks 1 and 2, Kosmont will prepare in collaboration with City and City-recommended stakeholders a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. Kosmont will present analysis and results from Tasks 1 and 2, and incorporate feedback into SWOT analysis.

Deliverables: Ten hard copies and an electronic version (in Word and PDF) of the SWOT Analysis.

Task 4: Economic Development Implementation Plan

Based on Tasks 1 through 3, Kosmont will prepare an Economic Development Implementation Plan ("Implementation Plan") levering strengths and focusing on opportunities identified in the SWOT Analysis. Kosmont will recommend a road map of short-term and longer-term goals, strategies, and key action items for implementation. Goals will include existing (retail) tax base retention and enhancement, business retention and development, and promotion of long-term fiscal stability. Kosmont will identify potential economic incentives, funding sources, and/or financing structures in alignment with potential implementation steps, such as, but not limited to, site specific tax revenue pledges, tourism districts, (taxable/tax-exempt) bonds or notes, lease or lease/leaseback financing, grants, and/or EB-5 Immigrant investment. Kosmont will identify possible economic incentives and zoning strategies for project development.

Deliverables: Ten hard copies and an electronic version (in Word and PDF) of the Implementation Plan.

Task 5: Financing & Incentives Strategy (Optional Module)

Kosmont will work in collaboration with City staff to prepare a strategy for the formation and implementation of an entity devoted to business and retail attraction and job creation, serving in essence as a type of Economic Development Corporation ("EDC"). The proposed EDC, acting as an extension of the City, would incentivize businesses based on measurable positive metrics, such as job creation and fiscal revenue generation. The EDC could be authorized to perform activities such as acquire, manage, and dispose of real property, obtain financial assistance from public and private sources, issues debt, enter into joint powers agreements ("JPA") with other public agencies, offer financial assistance to developers, and/or other tasks in connection with the promotion of economic development within the City.

Task 6: Present Plan to the Economic Development Task Force and City Council

Upon review by City staff, Kosmont will present the Implementation Plan to the Economic Development Task Force and then to the City Council (two meetings total).

Task 7: Initial Implementation of the Implementation Plan (Optional Module)

As a firm focused on strategy and project implementation, Kosmont would assist in the initial implementation of the Economic Development Implementation Plan. Kosmont staff includes International Council of Shopping Centers (ICSC) Southern California State Director and other active industry leaders, which uniquely enables the firm to assist City in retail, hospitality, recreation, and other industry recruitment efforts and related tasks. Kosmont's experience with tourism and other special districts and other alternative economic incentives and financing mechanisms empowers the firm to assist the City in promoting public-private transactions with active private sector constituents.

Fee Adjustment Method

Adjustments in compensation during the contract period will require approval of both Kosmont and the City in advance.

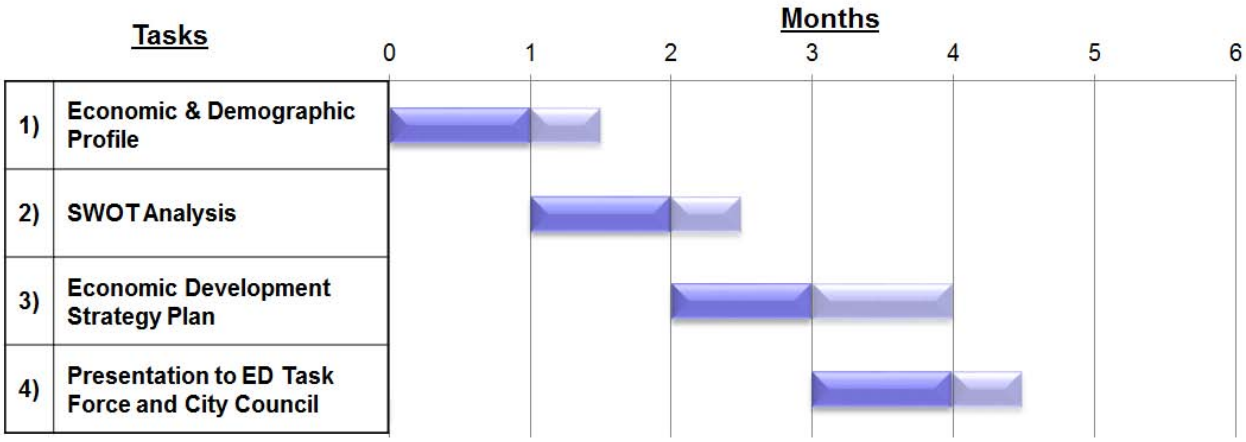
Insurance

Kosmont carries all the requisite insurances in the amounts requested by City, and will provide all requested insurance certificates and name the City as additional insured, if selected for the assignment.

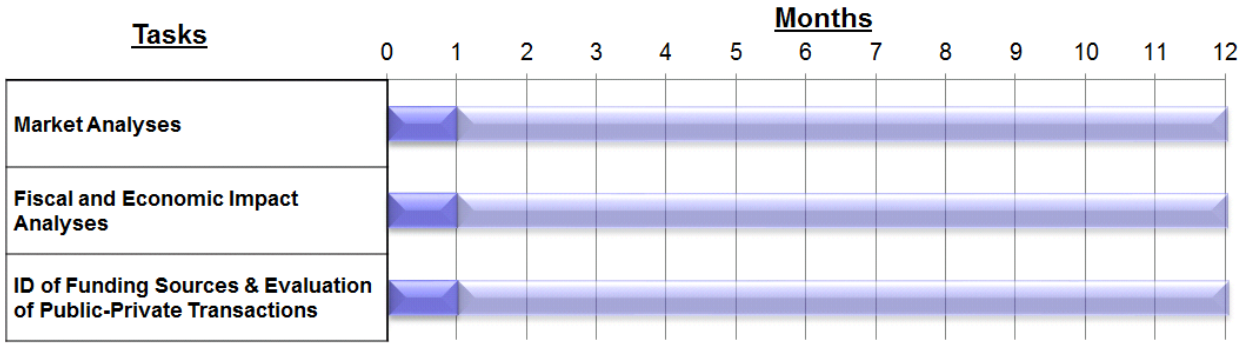
Estimated Project Schedule

Project schedule is estimated within the ranges below for Scope Options #1, 2, and 3:

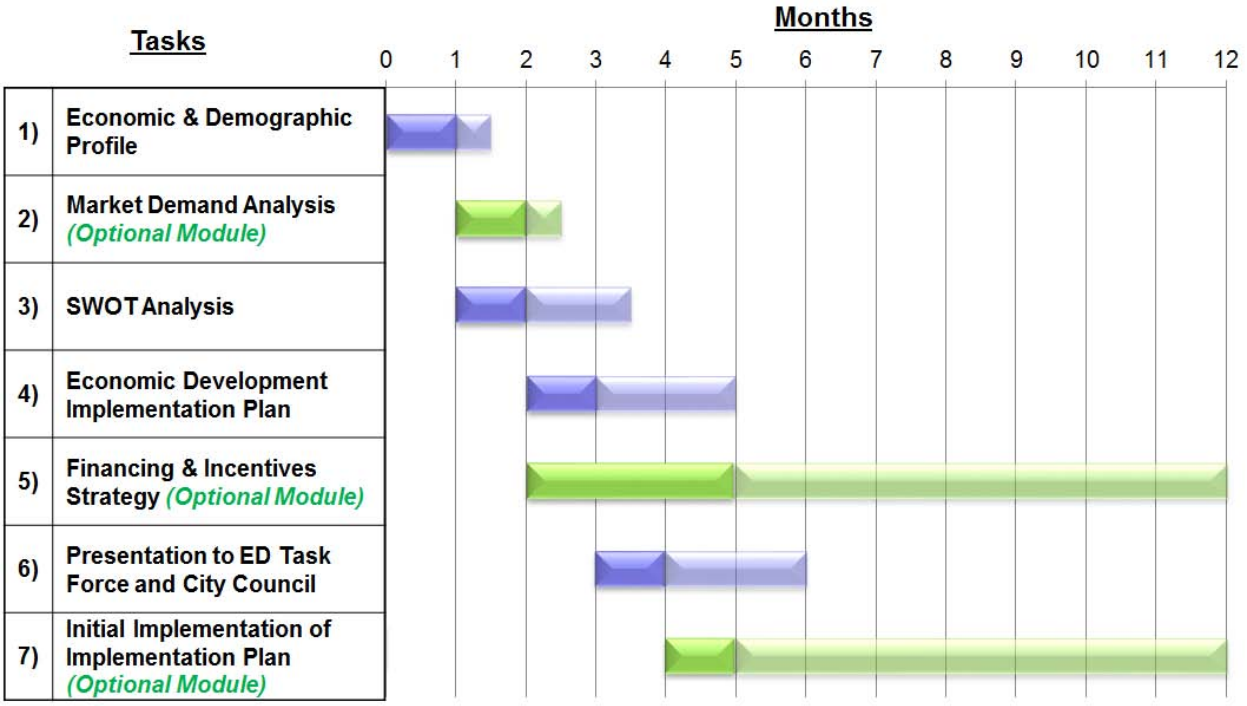
Scope Option #1



Scope Option #2 (Quasi-Staffing)



Scope Option #3



Estimated Budget

Budget is estimated within the ranges below for Scope Options #1, 2, and 3. Task budgets may be re-allocated between tasks and personnel categories as deemed appropriate by Consultant in order to adequately provide services to City.

Scope Option #1

Buellton E.D. Advisory OPTION 1		Estimated Cost		Estimated Hours		Pres. & CEO $295		SVP/Sr.Cnslt $225		Vice Pres. $185		Analyst $150	
		LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
1)	Economic and Demographic Profile	$9,100	$11,935	46	61	0	1	20	24	20	24	6	12
2)	SWOT Analysis	$9,095	$11,925	45	59	1	3	20	24	20	24	4	8
3)	Final Economic Development Strategy Plan	$9,090	$11,620	44	56	2	4	20	24	20	24	2	4
4)	Presentation to ED Task Force and City Council	$2,820	$5,640	12	24	4	8	4	8	4	8	0	0
	Subtotal	$30,105	$41,120	147	200	7	16	64	80	64	80	12	24
	Travel/Reimbursables	$1,505	$2,056										
	TOTAL	$31,610	$43,176										
		LOW	*HIGH*										
	Not to Exceed:	$43,000											

Scope Option #2
(Quasi-Staffing Based on 300 Hour Maximum)

Buellton E.D. Advisory OPTION 2	Estimated Cost		Estimated Hours		Pres. & CEO $225		SVP/Sr.Cnslt $150		Vice Pres. $120		Analyst $100	
	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
Market Analyses	$6,900	$10,350	50	75	4	8	20	25	20	30	6	12
Fiscal and Economic Impact Analyses	$6,700	$9,950	48	71	4	8	20	25	20	30	4	8
Identification of Funding Sources & Evaluation of Public-Private Opportunities	$15,700	$23,600	104	154	20	36	40	50	40	60	4	8
Subtotal	$29,300	$43,900	202	300	28	52	80	100	80	120	14	28
Travel/Reimbursables	$1,465	$2,195										
TOTAL	$30,765	$46,095										
	LOW	*HIGH*										
Not to Exceed:	$46,000											

Scope Option #3

Buellton E.D. Advisory OPTION 3		Estimated Cost		Estimated Hours		Pres. & CEO $295		SVP/Sr.Cnslt $225		Vice Pres. $185		Analyst $150	
		LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH	LOW	HIGH
1)	Economic and Demographic Profile	$9,100	$11,935	46	61	0	1	20	24	20	24	6	12
2)	Market Demand Analysis *(Optional Module)*	$7,295	$9,830	37	50	1	2	12	16	20	24	4	8
3)	SWOT Analysis	$9,095	$11,925	45	59	1	3	20	24	20	24	4	8
4)	Economic Development Implementation Plan	$9,090	$11,620	44	56	2	4	20	24	20	24	2	4
5)	Financing & Incentives Strategy *(Optional Module)*	$22,625	$31,475	107	149	15	25	40	50	40	50	12	24
6)	Presentation to ED Task Force and City Council	$2,820	$5,640	12	24	4	8	4	8	4	8	0	0
7)	Initial Implementation *(Optional Module)*	$4,250	$7,600	18	32	4	8	12	20	2	4	0	0
	Total Core Scope	$30,105	$41,120	147	200	7	16	64	80	64	80	12	24
	Total Optional Modules	$34,170	$48,905	162	231	20	35	64	86	62	78	16	32
	Travel/Reimbursables	$1,505	$4,501										
	TOTAL	$65,780	$94,526										
		LOW	*HIGH*										
	Not to Exceed:	$95,000											

Professional Fees

Services as described herein will be invoiced monthly at Consultant's standard billing rates, as shown on the 2013 Public Agency Fee Schedule below, plus reimbursement for out-of-pocket expenses such as travel and mileage, professional printing, conference calls, and delivery charges for messenger and overnight packages at actual cost. Consultant will also include in each invoice an administrative services fee to cover in-house copy, fax, telephone and postage costs equal to four percent (4.0%) of Consultant's monthly professional service fees incurred. Whenever practical, materials will be produced in electronic format for distribution/review in lieu of hard copy formats. Any unpaid invoices after 30 days shall accrue interest at the rate of 10% per annum.

Kosmont Companies
2013 Public Agency Fee Schedule

Professional Services	**Scope Options #1 & 3**	**Scope Option #2**
President & CEO	$295.00/hour	$225.00/hour
Partner/Senior Vice President/Senior Consultant	$225.00/hour	$150.00/hour
Vice President/Associate	$185.00/hour	$120.00/hour
Project Analyst / Project Manager	$150.00/hour	$100.00/hour
GIS Mapping/Graphics Service/Research	$ 95.00/hour	$75.00/hour
Clerical Support	$ 60.00/hour	$50.00/hour

- **Additional Expenses**
  In addition to professional services (labor) fees:
  1) An **administrative fee** for in-house copy, fax, phone and postage costs will be charged, which will be computed at four percent (4.0 %) of monthly Kosmont Companies professional service fees incurred; **plus**
  2) **Out-of-pocket expenditures**, such as travel and mileage, professional printing, and delivery charges for messenger and overnight packages will be charged at cost.

- **Charges for Court/Deposition/Expert Witness-Related Appearances**
  Court-related (non-preparation) activities, such as court appearances, depositions, mediation, arbitration, dispute resolution and other expert witness activities, will be charged at a court rate of 1.5 times scheduled rates, with a 4-hour minimum.

Rates shall remain in effect until December 31, 2013

ATTACHMENT 5

Economic Development Professional Services

City of Buellton, California

Jim Simon, Principal
Rosenow Spevacek Group, Inc.
3/28/2013

TABLE OF CONTENTS

CONCEPTUAL SCOPE OF WORK 1
Option 1 – Prepare City's Prescribed Economic Development Strategy Plan 2
Task 1 – Develop an Existing Economic and Demographic Profile 2
Task 2 – Prepare a SWOT Analysis 2
Task 3 – Prepare Final Economic Development Strategy Plan 2
Task 4 – Present Plan to the Economic Development Task Force and City Council 3
Option 2 – On-Call Economic Advisor Services 4
Task 1 - Business Outreach Services 4
Task 2 - Economic Development Services 4
Task 3 - Business Retention and Attraction Services 5
Task 4 - Integration Plan 7
Option 3 – Consultant Developed Economic Strategy 8
Task 1 – Background research and context 8
Task 2 – Research and Analytics 8
Task 3 – Stakeholder Interviews 9
Task 4 – Program Development and Draft Roadmap 9
CONSULTANT AND STAFF PROFILE 10
Corporate Information 10
Insurance 10
About RSG 10
Mission Statement 11
Core Values 11
Firm Qualifications & Services 11
Strategic Planning 11
Trusted Advisors 11
Project Implementation 12
Select List of Comparable Projects: 2006-2012 12
Recent Clients and Strategic Plans 13
RSG Staff 15

RSG Academy (How We Train) 15
Resource Allocation (How We Work) 15
Project Management (How We Manage) 15
Résumés and Qualifications of Personnel 16
Jim Simon, Principal 17
Alexa Smittle, Senior Associate 17
Ya-yin Isle, Associate 18
Suzy Kim, Senior Analyst 19
Brian Moncrief, Senior Analyst 20
Jane Carlson, Analyst 20
Brandon Fender, Research Assistant 21
References 22
Economic Impact Analysis and Financial Projections, Marlton Square (Los Angeles) 22
Economic Development Strategy and Ongoing Implementation, City of Westminster 22
Market Analysis for Business Assistance Program Grant, City of Oroville 23
SUMMARY OF CHARGES 24
Hourly Rates for Services 24
Budget 24
Billing for Basic Services 25
Billing for Additional Services 25
Firm Staff 26

RSG
INTELLIGENT COMMUNITY DEVELOPMENT

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April 16, 2013

Marc Bierdzinski, Planning Director
City of Buellton Planning Department
107 West Highway 246
PO Box 1819
Buellton, CA 93427

Dear Mr. Bierdzinski:

RSG, Inc. is pleased to submit this proposal for Economic Development Services. RSG has prepared over a dozen economic development strategies in the last 10 years for cities and other entities all over California, and provides a wide range of economic development implementation services for over 100 cities and counties in the State each year, including San Carlos, Westminster, Dana Point, and Temple City.

Our experience has led us to believe that economic development is most effective when the strategy and implementation program accomplishes three goals:

1) **Articulates the sense of urgency.** Create a broad-based understanding in the community, especially among thought leaders and potential investors, that we need economic development actions and what is at stake.
2) **Measured and managed.** Benchmarks must be established and reviewed regularly to make sure projects are accountable. This means the City must be prepared to express a strategy containing the "who, what, when, why and how" answers, and not just goals and next steps.
3) **Focuses on what Buellton does best.** Buellton's future success will be based largely on what attracts investment, residents, and commerce today rather than mirroring another jurisdiction. This means understanding Buellton's economic genetics and playing to its strengths, conducting economic gene therapy where needed.

We look forward to learning more about the City's economic development needs and are confident in our ability to assist you. Mr. Jim Simon, Principal, is authorized to negotiate with the City and sign contracts on behalf of RSG, Inc. In addition, we have reviewed the Sample Contract provided with the RFP and are prepared to complete a contract containing all the information submitted in our proposal, and meet all the requirements of the City. The expiration date of this proposal is June 30, 2013.

Sincerely,
ROSENOW SPEVACEK GROUP, INC.

Jim Simon
Principal

COMMUNITY INVESTMENT & IMPROVEMENT
LOCAL GOVERNMENT SOLUTIONS
FINANCIAL ANALYSIS
REAL ESTATE & DEVELOPMENT
HOUSING

CONCEPTUAL SCOPE OF WORK

Based on the RFP, RSG understands that the City is seeking three different options for economic development services. The objectives of all three options however, are not unique. As outlined in Goal 8 of the Vision Plan, the City seeks to address community health through grocery, retail and restaurants, tourism opportunities in the form of special events and recreation facilities, create employment opportunities for residents, enhance and highlight local strengths, emphasize green technologies and clean businesses, and support the local business and economic base.

As included in this proposal, RSG has successful experience in all of the aforementioned economic development realms. RSG has prepared three options for economic development services that aim to address the City's economic development objectives. The three options include:

- Option 1 – Prepare an Economic Development Strategy Plan
- Option 2 – On-Call Economic Advisor Services
- Option 3 – Consultant Developed Economic Strategy

Potential services are described below; the actual scope of work will be detailed in collaboration with the City once an approach and consultant team is selected.

Option 1 – Prepare City's Prescribed Economic Development Strategy Plan

This option is based on what the City's RFP prescribes four tasks as part of the desired strategy.

Task 1 – Develop an Existing Economic and Demographic Profile

Approach

RSG will couple the City's Economic Development Element, 2008 CALED Study, City staff, economic development task force, City Council, and Chamber of Commerce stakeholder meetings, and the 2012 Public Vision Plan with economic and market research using reliable industry data resources and field research to develop an Economic and Demographic Profile. This essential data collection stage will help to inform RSG, the City and the stakeholders of the current economic and social position. RSG's approach to the Economic and Demographic Profile will also identify social and economic trends on local, regional and global scales.

The Economic and Demographic Profile will serve as the foundation for identifying viable implementation strategies in the Economic Development Strategy Plan.

Deliverables

- Economic and Demographic Profile (10 hard copies plus digital copy)

Task 2 – Prepare a SWOT Analysis

Approach

RSG approaches SWOT Analyses differently than many strategic goal development processes. Namely, it is important to begin with threats and opportunities outside of the City's control initially. This, in turn, provides a realistic and concrete base for discussions on organizational strengths and weaknesses. Without focusing first on concrete external threats and opportunities, the SWOT Analysis becomes ethereal and abstract.

RSG looks at SWOT Analyses from physical, economic and social perspectives. The resulting strengths, weaknesses, opportunities and threats will reflect the City's location on the Central Coast, business environment, community, business offerings, land availability and public policies.

Deliverables

- SWOT Analysis (10 hard copies plus digital copy)

Task 3 – Prepare Final Economic Development Strategy Plan

Approach

Building on the Economic and Demographic Profile and SWOT Analysis, the Economic Development Strategy Plan will reflect the conditions of the existing and projected outlook for the local economic base and population. Because the Economic and Demographic Profile also identifies social and economic trends and outlooks, the Strategy Plan will account for future changes in demographics and business activities.

The Strategic Plan will be used by the City's Department Directors and City Manager to steer the City and guide staff in prioritizing their work programs and projects. The Plan will reflect the City's mission, vision and values while providing measurable objectives, identifying responsible parties and resources needed for each objective. The Strategic Plan will be a community based action plan to serve and provide a clear direction for the City's growth and evolution, providing the City with an economic development vehicle that will generate sufficient revenues to provide needed services.

Deliverables

- Economic Development Strategy Plan (10 hard copies plus digital copy)

Task 4 – Present Plan to the Economic Development Task Force and City Council

Approach

RSG will prepare, guide and present the findings and economic development direction compiled in the Economic Development Strategy Plan. The presentation will include overviews of the research completed for the Economic and Demographic Profile and the SWOT Analysis determinations. After reflecting on the City's mission, vision, and values, and community input provided in previously compiled resources, RSG will present the direction forward. The economic development direction forward will take advantage of the City's strengths and opportunities while minimizing the weaknesses and threats.

Deliverables

- Two meetings to present the Economic Development Strategy Plan

Option 2 – On-Call Economic Advisor Services

Based on the RFP, RSG expects that the primary activities of an on-call economic advisor would include, at a minimum, business outreach services, economic development assistance, and business retention and attraction. These activities are explained in detail in the sections that follow.

The actual scope of work will be defined as RSG develops with the City the overall economic development strategic direction and implementation actions. This said, it is anticipated the work would entail many of the following activities for which we have described an approach here.

Task 1 - Business Outreach Services

Approach

As outlined in the RFP, an important function of the consultant will be to seamlessly act as the City's representative and establishing strong relationships with public and private stakeholders. RSG staff will attend and participate in various regularly scheduled meetings and functions of local business stakeholder groups. In addition, RSG will work with the City to develop a list of key property owners, business owners, investors, commercial brokers, developers, and other stakeholders, and create an ongoing, two-way dialogue on the City's economic development initiatives. We would seek to understand how the business community views doing business in Buellton – seeking constructive input on how the City can improve and serve them better. These relationships will also create a platform for sharing information on how businesses can successfully operate in the community, take advantage of city programs, and know how to connect with key City departments.

Taking this information, RSG would then look to pull in successful implementation initiatives from other jurisdictions similar to the City for consideration and further refinement in collaboration with these business leaders. By getting more business leaders engaged in problem identification and solution building, we believe the City can be more effective in delivering economic development attraction and retention services. RSG would recommend the value of the City periodically holding roundtable sessions with key employers, real estate investors/brokers/ developers, and businesses to provide a forum for the City to receive input on your short term economic development Initiatives, and to provide a forum for idea exchange among business leaders around how the business community can mutually support those efforts.

Deliverables

- Business Satisfaction Survey
- Attendance at established meetings
- Proactive business visits and meeting
- Prepare reports and make presentations to the City Council as needed

Task 2 - Economic Development Services

Approach

The key to establishing true performance metrics to measure a City's return on investment into its economic development programs is to have clarity of purpose. After reviewing existing economic development plans and strategies for the City, RSG would work with the City to develop a streamlined strategic planning process that takes a fresh look at today's economic environment and market trends, and establishes top short term and long term economic development

initiatives. RSG staff would conduct all necessary research and analysis required. As a firm that works for clients throughout the State, RSG actively monitors local, State, and Federal legislations and regulations relating to economic development. In selecting RSG, we bring you the shared knowledge and expertise of all our clients and experiences throughout California.

Deliverables

- Strategic planning process
- Short-term and long-term economic development initiatives
- Reports on legislation and regulations
- Grant writing, loan and fund procurement
- Studies, reports, press releases and recommendations for staff, Council and public

Task 3 - Business Retention and Attraction Services

- Create marketing plans for attraction, retention and expansion of businesses.
- Develop and maintain a comprehensive inventory of available buildings and sites in the community for economic development purposes and distributes to economic development clientele as requested.
- Focus on retention and expansion of existing companies, attracting new businesses by targeting key industry sectors and clusters, and the continuous development, refinement and strengthening of successful economic development strategies.

Approach

Research and Analytics

A key component of any business attraction and retention services is research and analytics. Accurate market data can help reveal cracks in the local economy and business climate that sometimes only the City or local advocates can help fill. RSG's expertise and experience with economic development strategies and their analytical foundations naturally build us for success in this area. We have access to a variety of data sources to assemble, analyze, and track key performance metrics, including vacancy rates, lease rates, retail leakage/surplus, taxable sales, and job creation. We also know that data only tells half of the story. In our experience, it is critical to truth test your data through first-hand accounts from local and out-of-area businesses, commercial brokers, and property owners about economic conditions and evolving industry trends.

Leakage analysis is readily available from third party data sources. Evaluation of leakage data, however, is evolving in today's retail economy as brick and mortar shops and businesses are giving way to continually growing online sales trends in a growing number of retail sectors. In addition to understanding leakage in the City (political) boundaries, RSG would also employ analysis of leakage in several trade areas to better see opportunities. RSG would prepare quarterly leakage analyses which would include a trends analysis component that compares historical leakage data for a defined trade area against changing trends in specified retail sectors, including how shifts in generational spending patterns (e.g., Gen-Y shoppers versus Baby Boomer shoppers) impact local retail performance.

Deliverables

- Vacancy rate and duration of notable vacancies
- Retail surplus/leakage analysis and trends
- Job creation

- Sales tax revenues

Tracking and Filling Vacant Buildings and Properties

To address pre-existing vacancies, RSG would first develop an inventory of available buildings and sites. Then we would use third party data sources, property listings, and a network of local commercial brokers to receive notifications of new vacancies. Marketing materials would be developed with the permission of the property owners and working in conjunction with the City for those available sites for distribution and active marketing.

In addition to marketing existing vacant sites, even more critical is opening/maintaining communication lines directly with existing users/tenants in the City. Keeping existing business thriving and located in Buellton is goal #1. RSG proposes the creation of a "Retention Team" that partners the City with other key service providers to businesses (e.g., utilities, regulatory agencies, workforce development boards, SBA) that would provide both a multi-disciplinary notification system for identifying troubled businesses that may close or relocate out of the area, and a response team to help such businesses address obstacles, increase productivity, and cut overhead. The "Retention Team" would essentially provide a free inter-organizational service for the businesses while expanding the City's network toward business retention and attraction. Such an interdisciplinary team led by the City could also provide greater depth in filling vacancies, by providing industry leads in specialized niche areas. It should be noted here that these efforts should target employment centers as well as sales tax generating uses, in keeping with the City's main economic development objectives. Feeding the City's employment base and daytime population automatically feeds its retail base.

Deliverables

- Vacant sites and buildings inventory
- Marketing materials for available sites and buildings

Site Readiness and Permit Processing

RSG would suggest that it is appropriate to evaluate the suitability of existing commercial space to meet the dynamic needs of retailers and other growing industries interested in the City. As part of this task, RSG would conduct a field assessment of major commercial centers (focusing on retail projects initially) to understand how they meet the demands of today's retailers for the Buellton market. This could also serve as an opportunity to get in front of potential barriers to entry – such as parking issues, loading areas, adjacencies, and other factors that are driving site selectors' decisions. The goal is to align the City's real estate inventory with the demands of growing businesses.

Being a business friendly City not only means engaging with businesses, but providing an environment where it is as easy as possible for business to locate and expand within the City. RSG will work closely with the City's Development Services and Public Services Departments to evaluate the current workflow for permit processing in the City. RSG will review customer service satisfaction surveys completed, if any, by prospective businesses. If appropriate, RSG would also host a business roundtable forum to map out the City's entitlement and workflow processes and receive input from business stakeholders on choke points or risk points. The objective is to maximize predictability in the process while minimizing risk.

Deliverables

- Assessment of real estate suitability to meet leakage opportunities

- Baseline (existing) and future permit processing turnaround timeframes

Marketing

RSG would review any and all existing marketing materials of the City and identify any gaps in necessary marketing materials and requirements for major updates. RSG recommends and would assist the City in development of a comprehensive inventory of marketing materials, including a comprehensive Community Profile containing in-depth market information about the area.

In addition to general marketing for attraction, retention and expansion of businesses, RSG would propose that the City expand its website to support a direct portal where prospective businesses/users can visit to find available leasable space in the City. This would potentially be structured through a partnership with local commercial brokers rather than a reliance of the City on brokers to serve as the gateway.

Deliverable

- Marketing plan
- Circulation of materials/website downloads

Task 4 - Integration Plan

RSG understands the need to smoothly transition outside consultants into a city's organizational structure and business community, while fulfilling the scope of services required.

- Spend sufficient time upfront with City staff to understand the expectations and requirements of the consultant.
- As appropriate, meet one-on-one with the City Manager, Department Heads, and other key staff to understand their roles, responsibilities, and coordination needs with the Economic Development Professional Services Program Manager.
- Meet one-on-one with the chairpersons and executive directors of any existing business groups, City Council and economic development task force to get acquainted and understand their individual outlook on the City's economic development activities.
- As appropriate and authorized by City staff, introduce RSG at a regular City Council meeting to familiarize the Council with RSG's qualifications and approach to partnering with cities.
- As appropriate and authorized by City staff, schedule meetings with local business leaders to understand their current strengths, weaknesses, opportunities, and threats, and where they believe the City can provide the greatest value in meeting their needs.
- Provide a synopsis to the City of the above meetings and discussions, including any insights that would augment the role or effectiveness of the Economic Development Program Manager.
- RSG will become familiar with City protocols and procedural requirements, including use of City equipment, agenda preparation schedule, staff report formats, presentation standards, records retention, etc.
- Maintain confidentiality while working with new and existing businesses.

Option 3 – Consultant Developed Economic Strategy

This option would result in RSG creating an economic development strategy based on an approach that we would develop together with the City. The strategic action plan will be direct and measureable. The action plan will define infrastructure, planning and business development activities that are necessary to enable City staff to pursue long term economic development.

Task 1 – Background research and context

Upon in-depth review of the provided reports and RSG's independent research, a clear picture of the setting will emerge. The research will answer the most important questions facing the City:

- Who establishes businesses in or is employed in Buellton?
- What are the most influential industries and greatest opportunities for the City?
- When will demographics or the business climate shift such that the existing local economy is impacts?
- How can the City's economic development efforts result in the most favorable returns?
- Most importantly, why is economic development important to Buellton at this juncture?

During the background research and context phase, RSG would meet with elected officials, City management and department directors and summarize and review the findings of relevant documents, including Goal 8 from the Vision Plan, Sub-Committee Report on Economic Development, the CALED Study, and the Chamber of Commerce economic development tasks.

Deliverables

- Summary of Background Research and Context

Task 2 – Research and Analytics

RSG would collect independent market information based on credible third party resources and broker interviews, and compare this information to pertinent trends described in the City's relevant documents, as well as the framework of expectations articulated by City officials. RSG will identify whether or not there are issues or alignment between what the trends show and how the business and public sectors view key datasets.

Research and analytics would primarily take place in RSG's office, but at least a limited amount of research would be conducted during a field study design to collect information that may not be available in reports or data sources, such as current vacancies and potential infill sites available on the market. Data analysis would identify what sectors of the market are emerging opportunities and allow RSG to build a profile of opportunities for use in a dialog with elected officials, City staff and key thought-leaders in the business community.

Deliverables

- Threats, Opportunities, Weaknesses and Strengths Analysis
- Identified Metrics to Track Success on Capturing Opportunities

Task 3 – Stakeholder Interviews

Background research, context and analytics up to this point provide RSG with adequate information to conduct three to five small group meetings with the City's thought leaders. Thought leaders might include business owners, property owners, brokers and lenders, and employees selected by City staff based on collaboratively developed criteria). The objective of the stakeholder interviews would be to understand what thought leaders feel the City can do better in terms of promoting job growth and business investment and share information about market data and analysis of the community.

Fundamentally, we are looking to gauge the local "investor confidence index" – as most economic development success starts with a confident investor. Then, what can the City do to foster that confidence into reality. Time and budget permitting, depending on the extent and nature of discussions with the business community, RSG may further recommend additional interviews and/or surveys to gauge a more representative cross-section of the investment community.

Finally, it would be greatly advantageous to meet with the City Manager to determine what operational and financial resources are current committed to economic development and what may be available in the future. Every community, after all, has a set of limitations that may guide what can be accomplished within staffing, budgeting or timeline constraints. An outcome-based approach like what RSG is anticipating here would direct priorities of staff and resources in a manner which may be different from what happens today. RSG needs to understand exactly what is "on the table" in terms of either increasing or reallocating resources, as well as the practical implications as envisioned by City management.

Deliverables

- Summary of Stakeholder Interviews
- Top Five City Issues that Constrain Local Investment from Stakeholders
- Prioritization of Near-Term Goals to Address Bottlenecks to Private Investment

Task 4 – Program Development and Draft Roadmap

By this point in the process, RSG would have a good impression as to what the City has done, what it has done well and what needs to be improved, and where key immediate opportunities exist. Starting with the expectations in terms of timeframe and return on investment as articulated by City officials early in this process, RSG would develop program and policy recommendations for review with local stakeholders to respond to key opportunities for economic development growth.

Our recommendations would be presented to staff for initial discussion and refinement, after which RSG would develop a draft of the roadmap for ultimate consideration and adoption. Key to the roadmap will be a succinct description of the actions, responsibilities and accountabilities for implementation – including a prescribed review process that is synchronous with the City's other strategic planning activities (budget, General Plan, etc.).

- Draft Roadmap and corresponding initial discussion between Staff and RSG
- Final Roadmap and presentation to City Council, economic development task force, and others, if necessary

CONSULTANT AND STAFF PROFILE

Corporate Information

Rosenow Spevacek Group, Inc. is a California-based, Subchapter "S" corporation incorporated in 1979. RSG's Federal Tax ID number is 95-3435849 and State Tax ID number is 0967101. Ownership is divided among six shareholders, including three Principals active in the day-to-day consulting assignments for our clients, including Kathleen Rosenow, Felise Acosta, and Jim Simon. Our corporate offices are located in Santa Ana, California. Most of our employees work out of our Santa Ana office, and we have several employees working from remote offices in San Francisco, Sacramento, and San Diego. More information may be found on our website at www.webrsg.com.

Insurance

The firm maintains a wide range of property, auto, and liability insurance. Corporate general liability insurance is renewed annually with Sentinel Insurance Company, Ltd (Hartford Group) with an A.M. Best Rating of A XV. Coverage includes the following:

- $2,000,000 General Aggregate
- $2,000,000 Products/Completed Operations
- $1,000,000 Personal/Advertising Injury
- $1,000,000 Per Occurrence
- $1,000,000 Employee Benefit Liability

RSG will furnish the client with a certificate of insurance upon receipt of a proposed contract prior to the commencement of services. Should you need additional information, please contact our office.

About RSG

Rosenow Spevacek Group, Inc. (RSG) serves as trusted advisors providing reliable information and thorough analyses to local governments and private entities. Founded in 1979, our firm offers a variety of community improvement, management, financial, real estate, and affordable housing services. Our value-added offerings help clients address and solve their most pressing challenges.

Our diversified client portfolio includes a mix of local governments and private entities:

- We serve approximately 100 public agencies each year including cities, counties, special districts, and LAFCOs.
- Our private clients include developers, home builders, investors, and business owners.

We are retained not only to study and analyze, but also to help create implementable solutions and deliver meaningful outcomes to make our clients more effective and efficient.

Our success is built around a passionate and talented team of analysts, planners, GIS experts, former public sector employees, organizational development experts and real estate professionals. Our team strives to understand each client's unique situation and then formulates the most comprehensive and implementable solutions possible. In the end, we provide our clients with value. Our value has helped cities incorporate, communities re-vision their service models, families find affordable neighborhoods, and developers build communities that provide employment opportunities and generate revenue. It's Intelligent Community Development in whatever form or need requested by our clients.

Mission Statement

"RSG creates solutions to enhance communities' physical, economic, and social future."

Core Values

All of our work aligns with our core values – they define who we are as people, how we can be expected to work, and what our clients can expect from our consulting services. These include:

- Social and community responsibility
- Creativity and innovation
- Excellence in products and services
- Honest and ethical behavior above all else

Firm Qualifications & Services

Strategic Planning

For City leaders, few things are as frustrating as spending thousands of dollars on a consultant and reading a document that could have been prepared for Anytown, USA.

RSG has prepared dozens of strategic plans to guide and measure economic development initiatives, yet not one of our plans are alike. Our approach to this work stems from three decades of experience in community development in over 100 cities and towns in California. Our economic development work begins with the question "who is this community" and not "what do we do". We do this by analyzing economic and demographic data to understand the market and investment needs, and then engage local officials and other thought leaders in the community to understand how this snapshot reflects their reality. We're not just looking for the big picture – what we really want to know is *who* has enough confidence to invest in your community today and *why*. Ultimately, that insight to the entrepreneurial and innovative fabric of the community is what will set your go-forward strategy apart from others.

We study pertinent regional and national trends for key industries and drivers in the area to assess how your current reality may be shifting – to ensure the plan you receive today is relevant to the challenges that lie ahead. From there, we want to then look at readiness measures – what physical infrastructure and capital is here today, and what would it take to get what is needed?

Blending all of this together – during a process that can often include a very open and transparent process of participation with the broader community – we create a document that is direct, limited in technical terminology, and gives context and accountability to what is next.

Trusted Advisors

For many of our clients, RSG is a trusted advisor and partner in their ongoing implementation efforts. We are asked to create roadmaps to carryout economic development programs; our clients appreciate how RSG is able to keep an eye on the context of each of our assignments while still drilling down into the details of analysis. This ability allows us to help you articulate to elected officials and the general public why your community is pursuing a particular initiative, anticipate potential hurdles to project completion and translate complex technical data into relatable presentations.

Stakeholder support for community development and redevelopment is more essential now than ever before. RSG can coordinate, participate, or lead community workshops with residents, property owners, and businesses. We are also sought because of our vast experience working in over 100 cities each year

on these economic development challenges, so we can bring in timely information from our network of projects and clients to help you employ that knowledge into a creative solution that suits your needs.

Project Implementation

From workforce housing to site reuse, RSG has been a key resource in project design and negotiations. Many of our clients retain RSG as contract staff to manage the day-to-day activities of economic development and redevelopment programs, including new development projects, rehabilitation projects, business improvement projects, business recruitment, site selection and acquisition, and financing. RSG also assists public clients in implementing programs such as façade improvement programs, branding and marketing campaigns, infrastructure development programs and business solicitation. If additional resources are needed to implement your project or program, RSG can help identify outside funding sources and write the grant application.

Select List of Comparable Projects: 2006-2012

Year Started	Year Completed	Type of Contract	Contracting Agency	Project Description	Project Manager
2006	Ongoing	Interim Economic Development Director (2006) Town Center Build-out Study (2008) Economic Development Strategy (2011)	City of Dana Point	Broad range of economic development services and activities during the past 6-7 years, most recently including an Economic Development Strategy focused on key retail and tourism opportunities.	Alexa Smittle, Associate
2007	Ongoing	Economic Development Strategic Plan (2007) ICSC Conference Marketing Campaigns (2007 and 2011) General Implementation Services (Ongoing)	City of Westminster	Ongoing economic development services and on-call support services including document preparation, marketing materials preparation, facilitating community meetings, real estate appraisals, and acquisition negotiations. Larger projects include an economic development strategy, cash flow projections, and tax revenue forecasts.	Jim Simon, Principal
2008	2009	Commercial Center Reuse Study	City of Lemoore	Reuse study of 3 commercial properties in the City to identify potential redevelopment opportunity for investment of over-the-counter grant funds. Analysis consisted of a market study, preliminary site plan and design preparation, pro forma analysis, and fiscal benefit model.	Jim Simon, Principal

Year Started	Year Completed	Type of Contract	Contracting Agency	Project Description	Project Manager
2008	2009	Adelante Eastside Retail Study (2008)	Community Redevelopment Agency of the City of Los Angeles (CRA/LA)	Retail market analysis and business attraction strategy for CRA/LA. Study focused on the Adelante Eastside commercial corridors, including Cesar Chavez Boulevard, Soto Street, and Huntington Drive.	Jim Simon, Principal
2008	2011	2014 Economic Development Strategy (2009) Oroville Inn Reuse Study (2009) Gateway Retail Study (2011)	City of Oroville	Ongoing economic development consulting services, including a Five-year Economic Development Strategy focused on benchmarking and establishing metrics for economic revitalization, a property reuse study involving market analysis and pro forma evaluation, and a retail market and feasibility study for agency-owned property.	Jim Simon, Principal
2010	Ongoing	Market Trends Forecast and Land Use Demand Study (2010) Fiscal Impact Analysis (2012) Economic Prosperity Element (Ongoing)	City of Carlsbad / Dyett & Bhatia	Economic sub-consultant to Dyett & Bhatia for comprehensive General Plan Update. Key services/products include a long-range market trend analysis and demand forecast for future land use modeling, fiscal impact analyses of land use alternatives, and preparation of an Economic Prosperity Element.	Ken Lee, Senior Associate *(Trends Forecast & Economic Prosperity Element)* Alexa Smittle, Associate *(Fiscal Impact Analysis)*

Recent Clients and Strategic Plans

Type of Contract	Client
Community Economic Development Plan (2005)	Alpine Chamber of Commerce
Market Trend Analysis and Demand Forecast for General Plan Update (2010)	City of Carlsbad / Dyett & Bhatia
Interim Economic Development Director (2006) Town Center Buildout Study (2008)	City of Dana Point
Retail Corridors Economic Development Strategy (1986) General Implementation Services (since 1986)	City of El Cajon

Economic Development Strategic Plan (2004)	City of Huntington Park
Economic Development Plan (2004)	City of Imperial Beach
Economic Development Strategic Plan (Ongoing) Trends Analysis (2011)	City of La Quinta
Commercial Center Reuse Study (2008)	City of Lemoore
Adelante Eastside Retail Study (2008)	Community Redevelopment Agency of the City of Los Angeles
Mooresville Comprehensive Economic Development Strategy Update (2011)	Mooresville (NC) – South Irdell Chamber of Commerce
2014 Economic Development Strategy (2009) Oroville Inn Reuse Study (2009)	City of Oroville
Economic Development Strategic Plan (2007, with updates) General Implementation Services (Ongoing)	City of San Carlos
Economic Development Strategic Plan (2000)	City of San Marcos Economic Development Corporation
Copper Canyon Business Park Market Study (2010)	City of Sparks, Nevada
Economic Development Strategy (Ongoing) Branding Campaign (2010)	City of Twentynine Palms
Westside Economic Initiative (2000) Westside Redevelopment Area Plan (Ongoing, on hold)	City of Ventura
Economic Development Strategic Plan (2007) ICSC Conference Marketing Campaigns (2007 and 2011)	City of Westminster
Retail Recruitment (2010)	Town of Yucca Valley

RSG Staff

RSG has a staff of 17 consulting staff, exclusive of sub-consultants for IT/IS, accounting and marketing/graphic design. We pride ourselves on our ability to appropriately allocate our time and resources to ensure that projects are completed on time and within budget.

RSG Academy (How We Train)

We believe you need to trust the specific skills and aptitudes of your consultants, and not simply assume your consultants are fully capable of performing to your standards. To that end, RSG has developed a multifaceted training program for staff development called RSG Academy. Though most of our professional staff have masters degrees, all RSG consulting staff is required to participate in this training program which involves 42 two-hour modules (84 hours) involving market analysis, management, report writing, financing, real estate, construction, and other technical and business skills. The Academy has been recognized by our clients and professional associations, and RSG has delivered these same trainings to these external groups as well.

More information on RSG Academy may be found on our website: www.webrsg.com.

Resource Allocation (How We Work)

With a large staff of consulting professionals, RSG must manage staff allocation regularly to ensure that our clients experience consistent, timely, and high-quality services. We do this on an ongoing basis, starting with training our staff before assigning them to any project for which they must provide service. Each month, all employees submit a forecast of their three-month workload, developed in collaboration with supervisors, to our resource management team that reviews overall hourly commitments and assigns staff accordingly. When we respond to a proposal, we consider the expertise needed as well as the availability of personnel, and make assignments at that stage – even before we get a contract. This early commitment of resources minimizes the personnel turnover on engagements so our clients have a consistent team of consultants working on their project.

Project Management (How We Manage)

For every project, RSG assigns a Project Manager to work with the Principal to complete the project. The functions of the project managers are to work closely with RSG's Principals throughout the process, maintain and control all aspects of the detailed schedule, review documents for quality control, follow up as needed with client staff, and coordinate the activities of RSG's consulting team.

All RSG Project Managers have received management training, mentoring, and must be proficient in the required technical skills needed for a specific project to be assigned as the Project Manager.

Résumés and Qualifications of Personnel

All work would be provided under the supervision of Mr. Jim Simon, Principal and Partner with the firm. In addition to Mr. Simon's and Ms. Isle's oversight of this engagement, RSG also offers a team of highly qualified professionals, including the services of a Senior Associate, Associate, Senior Analysts, Analyst and Research Assistant. This team-based approach offers value-added services by providing access to analytical and research support at lower billable rates, and matches areas of expertise with the specific task at hand.

Jim Simon, Principal

Jim Simon is one of the most regarded consultants to local government agencies in the planning and implementation of economic development programs. An active member of the California Association for Local Economic Development, Mr. Simon has been sought to assist cities discern "what's next" in the absence of local redevelopment tools and spoke on this topic before the 2012 CALED Conference in Sacramento. Mr. Simon's career at RSG over the past 21 years has included leadership on the firm's market study and project implementation assignments, as well as local government operational and budgeting studies, which makes him uniquely qualified to relate to and know what motivates cities that pursue economic development and the various definitions of these initiatives.

Education

- Bachelor of Arts, Business Administration - Entrepreneurial Management Concentration, California State University, Fullerton

Recent Work

- Performed economic impact analysis on the development of a Kaiser Permanante medical office project announced in May 2012 in South Los Angeles.
- Negotiated and structured terms and conditions of a workforce housing development in Goleta which was recognized by the APA Central Coast Chapter as a "Hard Won Victory."
- Collaborated with city staff in the preparation of Oroville's 2012 Business Assistance Program grant application by providing market analysis to support the application and program planning.
- Led the RSG team in an analysis of real estate market conditions and other assumptions employed by the Los Angeles County Assessor's office in their 2012-13 property value forecast.
- Providing ongoing economic development consulting services to the City of Westminster following completion of their Economic Development Strategy.

Memberships & Professional Affiliations

- California Association for Local Economic Development
- California Association of Local Agency Formation Commissions
- Former Planning Commissioner, City of Laguna Niguel
- Former Environmental Review Board Member, City of Laguna Niguel

Alexa Smittle, Senior Associate

Alexa Smittle joined RSG in 2005 and is currently a project manager serving clients throughout the State of California. During her time at RSG, Ms. Smittle has helped communities explore the policies and potential initiatives which influence economic development efforts, from long term strategies to neighborhood market studies. Ms. Smittle's other work has focused on municipal finance and service provision as well as developing expertise in fiscal impact modeling for sustainability forecasts and new development proposals. Her favorite endeavors are projects that provide clients with insight on funding options and local economic growth opportunities that best fit their community.

Education

- Master of Urban and Regional Planning, University of California, Irvine, 2005.
- BS, Regional Planning, University of Arizona, 2000.

Recent Work

- Developing the General Plan Economic Development Element and subsequent implementation strategy for Dana Point, a small coastal community, focused on tourism and quality of place planning.
- Recently completed Phase 2 of a three-phase effort to incorporate economic planning into a broader General Plan update process for the City of Carlsbad, that includes identifying economic trends in development, tourism and recreation, quantifying fiscal impacts of different land use changes, and finally developing an economic development element.
- Evaluated the market capacity for development of a proposed unique commercial land use, and determined potential associated revenues to create an annexation feasibility study of a substantial but geographically challenging area, inclusive of policy recommendations for the City of Sparks (Nevada).
- Completed a market study for 12 million square feet of Class A business park in Sparks, Nevada as part of a 1.2 million acre master planned community. The proposed office park is intended to house research and development laboratories and offices, and as such required not only an analysis of the competitive real estate market, but significant research into job clusters and trends in those industries.

Memberships & Professional Affiliations

- California Community Economic Development Association
- California Redevelopment Association
- Panelist – Building Industry Association, Orange County
- Panelist – Association of California Cities, Orange County

Ya-yin Isle, Associate

Ya-yin Isle first joined RSG as an Associate in 2006 and more recently rejoined the company in 2010. She has over 12 years of experience in planning, community development, and economic development in both the public and private sectors. After working in current planning for the City of Roseville for 2 years during a period of tremendous growth and development, Ms. Isle joined the Sacramento Housing and Redevelopment Agency where she had the opportunity to work in the community development department on a wide range of projects. Her major accomplishments include the formation of a property-based business improvement district, implementation of an award winning urban design plan, acquisition and relocation of properties, and extensive community outreach with business owners, property owners, residents and organizations. More recently at RSG, Ms. Isle has further broadened her experience by working on projects including financial analysis, implementation plans and activities, community outreach, and governmental services. Ms. Isle offers expertise in public participation, economic development, and strategic planning.

Education

- Bachelor of Science, City and Regional Planning, California Polytechnic State University, San Luis Obispo

Recent Work

- While at the Sacramento Housing and Redevelopment Agency, Ms. Isle formed, developed, and staffed community advisory committees in several areas of Sacramento. Working with the committees through meetings and workshops, Ms. Isle helped develop goals and objectives, and implementation plans for the specific project areas.

- As a representative for the Sacramento Housing and Redevelopment Agency, Ms. Isle sat on the Board of Directors for both the Florin Road Partnership and the Stockton Boulevard Partnership. Tasked with the improvement of their respective business corridors, Ms. Isle worked in conjunction with both Partnerships to outreach to property and business owners, market business improvement programs, collaborate with elected government officials, partner with other government entities such as transportation and police/sheriff, and work on business retention and attraction.
- In 2010, as the Project Manager for redevelopment plan adoptions for the City of Williams and the City of Placerville, Ms. Isle managed these projects through all phases including report writing, community outreach, the EIR process, Implementation Plan, and presentations at public hearings. Ms. Isle prepared for and conducted all public meetings and presentations for both projects.

Memberships & Professional Affiliations

- American Planning Association
- California Redevelopment Association (former)

Suzy Kim, Senior Analyst

Since joining RSG in 2006, Suzy Kim has consulted with over 40 clients throughout California in community and economic development. Ms. Kim first started working in the field in 2002 as an intern with a national policy advocacy organization and since then has gained experience in the public, private, and non-profit sectors. Her first-hand experience in these diverse environments gives her a unique understanding of the link between legislative policy, local government, and non-profit service providers that adds value to her work at RSG.

Education

- Master of Urban and Regional Planning, University of California, Irvine, 2006
- BA, Sociology and Asian American Studies, Scripps College, 2004

Recent Work

- Conducted focus groups in Lake Elsinore, California to determine retail preferences and needs. The findings were summarized in a written report and presentation to assist a developer with planning a large entertainment shopping center.
- Helped facilitate a community meeting in San Carlos, California to gain resident input on retail preferences. Consisted of a large meeting that broke out into smaller working groups. The meeting was conducted as part of developing an Economic Development Plan for the City.
- Interviewed non-profit and public service providers in Corona, California to identify their top needs to effectively serve community members as part of the Consolidated Planning process mandated by the U.S. Department of Housing and Urban Development. Analyzed demographics, employment, housing, social service levels, and other social and economic indicators to identify priorities for funding projects and programs.

Memberships & Professional Affiliations

- California Community Economic Development Association
- California Redevelopment Association (former)

Brian Moncrief, Senior Analyst

Brian Moncrief has five years of progressive experience with over 30 client projects in redevelopment planning, affordable housing, and municipal finance services throughout California. Mr. Moncrief currently provides on-going fiscal consulting services to the Victor Valley Economic Development Authority, a joint powers authority established under Base Closure Law and administered by the City of Victorville.

Education

- MPA, Public Administration, California State University, Long Beach (Pi Alpha Alpha, National Honors Society), 2006
- BA, Political Science, University of California, Irvine, 2003

Recent Work

- Currently assists VVEDA in post-redevelopment operations and administration of the Authority.
- In 2012, Mr. Moncrief was part of an RSG team hired by the San Bernardino County Auditor-Controller to assist in creating a unified pass through payment model for nine former redevelopment agencies and calculating pass through payments to a variety of taxing agencies.
- In 2010, Mr. Moncrief prepared a fiscal consultant's report for the City of San Marcos Redevelopment Agency, which included the issuance of approximately $52 million in housing set-aside tax allocation bonds.

Memberships & Professional Affiliations

- American Society of Public Administration
- Municipal Management Association of Southern California

Jane Carlson, Analyst

Jane Carlson joined RSG as a Research Assistant in 2009. Before coming to RSG, Ms. Carlson worked in the private development field with firms focused on adaptive reuse and sustainable growth. During this time, she participated in development planning for adaptive reuse sites, pro forma and project proposal analysis. During her time in private development, Ms. Carlson became adept at working with a wide variety of stakeholders including public agencies, consultants, contractors, planning and design firms, in-house sales and marketing teams, and nonprofit organizations. This experience has assisted Ms. Carlson at RSG by allowing her to understand the relationships between the public and private sectors and appreciate the importance of cross-sector collaboration.

Education

- MA, Urban Planning, University of Southern California, 2008, Dean's Merit Scholar
- BA, History, University of Michigan, 2005, University Honors

Recent Work

- Developed disposition procedures aimed at encouraging desirable development of former redevelopment assets.
- Market research for neighborhood and regional -serving retail recruitment studies.

Memberships & Professional Affiliations

- American Planning Association
- California Redevelopment Association (former)

Brandon Fender, Research Assistant

Mr. Fender specializes in providing research, field work, data analysis, and graphic representation, as well as spatial analysis using Geographic Information Systems software, and Implan© modeling in support of nexus and linkage fee analyses. His maps, analyses, and graphics have been included in implementation plans, redevelopment plans and amendments, city council meeting presentations, economic analyses, development programs, and urban design projects.

Education

- BA, Social Ecology, University of California, Irvine, 2010

Recent Work

- Prepared pro forma, job creation projections, and estimated sales, utility and property tax revenues for proposed Marlton Square hospital, retail and housing development in South Los Angeles.
- Assisted in research and analyses relating to demographic, tax revenue and land use trends for Dana Point Economic Development Element.
- Conducted site assembly feasibility study for potential public and private partnership in the Boyle Heights area in Los Angeles.
- Conducted extensive research on the impact of global, regional, and local trends on small business, tourism, and technology for the City of Carlsbad's working paper. The Working Paper, which estimates projected land values based on three land use scenarios, will eventually be developed into the City's Economic Development Element.

Memberships & Professional Affiliations

- ESRI Certified Geographic Information Systems

References

Economic Impact Analysis and Financial Projections, Marlton Square (Los Angeles)

Description of Services: For the past three years, RSG has been working closely with South Los Angeles CRA/LA staff on several planning and project initiatives, including coordination of a merger of seven redevelopment plans, consolidation of seven advisory committees, and most recently an economic impact analysis of the proposed Marlton Square redevelopment project. The latter assignment is focused on providing unbiased insight into the employment, consumer spending, and fiscal impacts of completing a large infill mixed use project. CRA staff is currently using this information to influence local leaders to collaborate on a political and financing plan to complete this project in the absence of redevelopment tools. RSG has met with local legislative officials with CRA staff to identify likely partnerships and tools that can be employed to accomplish this important project.

Client Contact: Carolyn Hull, Formerly CRA/Los Angeles Regional Manager
Telephone Number: 323.972.4480

Length of Service: Three years

Economic Development Strategy and Ongoing Implementation, City of Westminster

Description of Services: RSG prepared the current economic development strategy for this diverse community in Orange County, California. The Economic Development Strategic Plan establishes a framework for prioritization of the City's redevelopment, affordable housing and capital improvement programs. Among the new initiatives embedded in the Plan that have been pursued by the City are a façade program, acquisition and redevelopment of vacant and underutilized properties, and leveraging affordable housing program resources to renovate neighborhoods. Additionally, RSG has been engaged by the City to assist in the recruitment of retailers and developers to the community, including preparing two marketing packages for the International Council of Shopping Centers annual conference and assists the City on a number of program initiatives.

Client Contact: Chet Simmons, City of Westminster
Telephone Number: 714.548.3169

Length of Service: Six years

Market Analysis for Business Assistance Program Grant, City of Oroville

Description of Services: Led by Jim Simon, Principal, RSG completed a comprehensive economic development strategy in 2009 for the City of Oroville, located in Butte County. The project involved interviews of stakeholder groups on a needs and opportunities assessment, establishing unique and measurable goals for increasing TOT revenues, local employment and diversification of the General Fund, and a plan-do-check-act management procedure for ongoing implementation. The strategy also featured several one-page introductions focused towards the varying audiences that use the strategy. RSG is now involved in assisting in the integration and implementation of the plan.

In 2012, RSG worked alongside City staff to prepare Oroville's 2012 business assistance program grant application by providing market and socioeconomic data to frame how grant funds would be targeted. Specifically, RSG researched credible demographic data sources to identify eligibility for the program as required in the application, studied trends in local employment by business size and NAICS code to assist with the identification of marketing and programming of grant funds that may be awarded, and developed a marketing plan outline that synchronizes past performance and lessons learned, current market needs, and program requirements. Also, RSG created graphics to summarize market findings pertinent to the programming of the grant funds for not only creation of the grant application but a resource to help staff channel their marketing efforts in the community to maximize use of the funds.

Client Contact: Pat Clark-Griffin, Director of Business Assistance & Housing Development
Telephone Number: 530.538.2403

Length of Service: Over 10 Years

SUMMARY OF CHARGES

Hourly Rates for Services

RSG's 2013 billing rates are listed below. The same rates apply for basic and additional services.

Principal / Director	$235
Senior Associate	$165
Associate	$150
Senior Analyst	$125
Analyst	$115
Research Assistant	$100
Technician	$75
Clerical	$60

RSG does not charge clients for travel or mileage (except direct costs related to field work/surveys), parking, standard telephone/fax expenses, general postage or incidental copies. However, we do charge for messenger services, overnight shipping/express mail costs and teleconferencing services. We also charge for copies of reports, documents, notices, and support material in excess of five (5) copies. These costs are charged back at the actual expense plus a 10% surcharge.

Budget

RSG has created three budget scenarios to coincide with the three different options for services as described earlier in this proposal. RSG proposes that the consulting services be undertaken on a time and materials basis to reflect one of the estimated budgets and complete a scope of work as identified in the following budget detail.

BUELLTON ECONOMIC DEVELOPMENT SERVICES

Option 1	Senior Analyst	Associate	Senior Associate	Principal/ Director	
	Hours by Employee Type				
	$125	$150	$165	$235	
Develop an Existing Economic and Demographic Profile	50	20	10	10	
Prepare a SWOT Analysis	20	20	20	10	
Prepare Final Economic Development Strategy Plan	20	25	20	20	
Present Plan to the ED Task Force and City Council	5	10	20	20	
					300
Option 2					
Business Outreach Services	5		15	10	
Economic Development Services	5	10	10	10	
Business Retention and Attraction Services	5	10	10	10	
Research and Analytics	20	5	10	5	
Tracking and Filling Vacant Buildings and Properties	20	5	15	5	
Site Readiness and Permit Processing	5	10	10	10	
Marketing	5	10	15	10	
Integration Plan	5	10	15	10	
					300
Option 3					
Background and Context	40	15	10	5	
Research and Analytics	40	15	10	5	
Stakeholder Interviews	10	10	15	40	
Program Development and Draft Roadmap	20	20	20	25	
					300

Option 1	Senior Analyst	Associate	Senior Associate	Principal/ Director	
Develop an Existing Economic and Demographic Profile	$6,250	$3,000	$1,650	$2,350	$13,250
Prepare a SWOT Analysis	$2,500	$3,000	$3,300	$2,350	$11,150
Prepare Final Economic Development Strategy Plan	$2,500	$3,750	$3,300	$4,700	$14,250
Present Plan to the ED Task Force and City Council	$625	$1,500	$3,300	$4,700	$10,125
					$48,775
Option 2					
Business Outreach Services	$625	$0	$2,475	$2,350	$5,450
Economic Development Services	$625	$1,500	$1,650	$2,350	$6,125
Business Retention and Attraction Services	$625	$1,500	$1,650	$2,350	$6,125
Research and Analytics	$2,500	$750	$1,650	$1,175	$6,075
Tracking and Filling Vacant Buildings and Properties	$2,500	$750	$2,475	$1,175	$6,900
Site Readiness and Permit Processing	$625	$1,500	$1,650	$2,350	$6,125
Marketing	$625	$1,500	$2,475	$2,350	$6,950
Integration Plan	$625	$1,500	$2,475	$2,350	$6,950
					$50,700
Option 3					
Background and Context	$5,000	$2,250	$1,650	$1,175	$10,075
Research and Analytics	$5,000	$2,250	$1,650	$1,175	$10,075
Stakeholder Interviews	$1,250	$1,500	$2,475	$9,400	$14,625
Program Development and Draft Roadmap	$2,500	$3,000	$3,300	$5,875	$14,675
					$49,450

Billing for Basic Services

RSG will issue monthly invoices payable upon receipt, unless otherwise agreed upon in advance, for services performed. Invoices will identify tasks completed to date, hours expended and the hourly rate.

Billing for Additional Services

Billing for Additional Services shall be invoiced monthly, if applicable, in proportion to services performed.

Firm Staff

The employee resumes submitted with this proposal will be the staff assigned from RSG. Key staff will not be changed during the course of the project following proposal submittal

ATTACHMENT 6

Proposal Summary for Economic Development

Firm/Option	Option 1 Economic Development Strategy Plan	Option 2 On-Call Services	Option 3 Consultant Developed
Applied Development Economics	$39,850	300 hours, $45,750 $3,812.50/month	$69,895 An expanded approach to the Option 1 Strategy Plan
Buxton	**Not provided**	**Not provided**	$65,000 Their Retail Recruitment solution – focuses only on retail uses and not on overall economic development
Chabin Concepts	$39,500	240 hours, $36,000 $3,000/month	$17,500 plus cost of travel An option tailored for smaller cities with limited budgets and uses existing City economic documents as a base
Kosmont Companies	$43,000	300 hours, $46,000 $3,833.33/month	$45,621 basic plan $95,000 with optional elements added An expanded approach to the Option 1 Strategy Plan
Rosenow Spevacek Group	$48,775	300 hours, $50,700 $4,225/month	$49,450 An expanded approach to the Option 1 Strategy Plan

CITY OF BUELLTON

City Council Agenda Staff Report

City Manager Review: MPB
Council Agenda Item No.: 8

To:	The Honorable Mayor and City Council
From:	Rose Hess, Public Works Director
Meeting Date:	May 9, 2013
Subject:	Award of Contract for the Wayfinding Signs Project

BACKGROUND

The need for landmark identification and direction within the community has been identified as an important priority through the City's Visioning Process. A Sign Committee was created to review the goals and objectives, which includes the resulting Wayfinding Signs Project.

The Sign Committee, consisting of members from the business, commercial and residential community, City Staff and the Chamber of Commerce, convened on several occasions. Through these meetings, the Committee approved by consensus the style of the Wayfinding Sign System, the location of the signs, and the verbiage for each location. There are 15 locations for the wayfinding signs plus 1 existing Visitor's Center sign to be relocated. Please see Attachment 1.

Upon consensus, staff was directed to prepare the plans and specifications. In March 2013, the project was publicly noticed. On April 30th, the following two bids were received and opened:

1. Express Sign & Neon $89,338.00
2. Turner Signs & Graphics $68,500.00

The Engineer's Estimate was $60,000.

The project duration is 45 working days. However, actual time until completion may be longer as the lead time for the system manufacturing is estimated from 6-8 weeks.

FISCAL IMPACT

The Wayfinding Sign Project has not been identified in the Fiscal Year 2012/13 Budget. Should Council award the contract, it is requested that an amount of $68,500 be allocated from the General Fund.

RECOMMENDATION

Staff recommends that Council allocate $68,500 from the General Fund and award the Wayfinding Signs Project contract to Turner Signs & Graphics and authorize the City Manager to execute that contract.

ATTACHMENT

Attachment 1 – Site Map and Location/Sign Descriptions

ATTACHMENT 1

City of Buellton
Wayfinding Signs
Project

Master Location Map

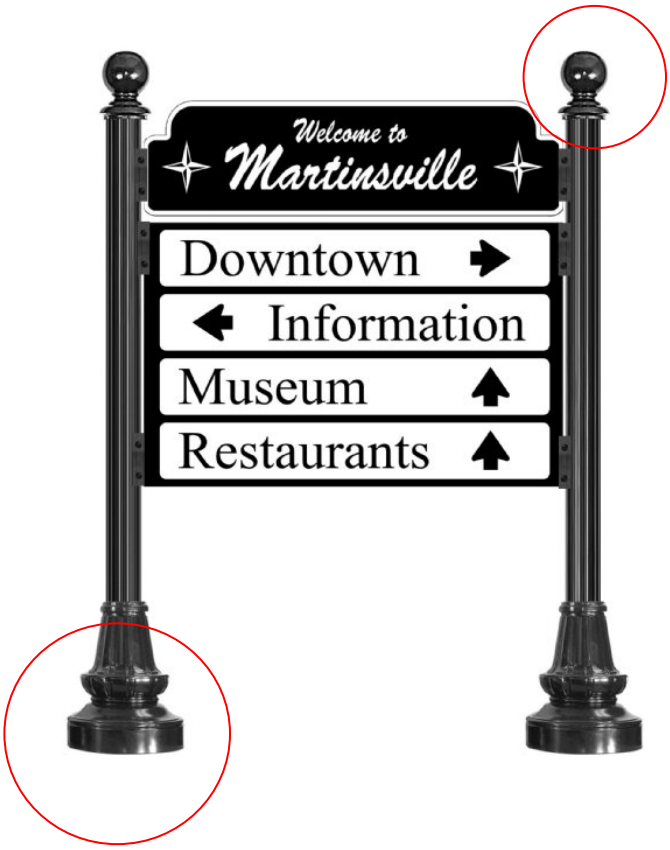
- Relocated Sign
- System A
- System B
- System C
- Right of Way

N
W E
S

MNS
ENGINEERS INC

MARCH 2013

Wayfinding System



System Type B – Color Black (rust free, powder coated finish)

Poles – 4” x 8’ (ground surface to top) Channel Pole with Surface Mount Base. FHWA approved breakaway poles

Finials – Ball finial for 4” OD pole (style as circled here)

Base – Slip over base for 4” OD Pole (style as circled here)

Signs – 6” height x 36” width. Double-sided. Channel Clamps/Brackets should allow for individual sign placement/replacement. Directional Arrows to confirm.

Signs (TOP) – 14” height x 36” width. Double-sided.

Sign details such as color, font, logo will be determined after award of contract. Contractor must receive approved spec prior to ordering materials.

USE: locations with flat ground surface.

System Type A – Color Black (rust free, powder coated finish)

Poles – 4” x 8’ (ground surface to top) Channel Pole with Surface Mount Base. FHWA approved breakaway poles

Finials – Ball finial for 4” OD pole (style as circled here)

Base – NONE

Signs – 6” height x 36” width. Double-sided. Channel Clamps/Brackets should allow for individual sign placement/replacement. Directional Arrows to confirm.

Signs (TOP) – 14” height x 36” width. Double-sided.

Sign details such as color, font, logo will be determined after award of contract. Contractor must receive approved spec prior to ordering materials.

USE: locations with non-visible ground surfaces such as in bushes, landscaped areas, planters, etc.

System Type K – Color Black (rust free, powder coated finish)

Poles – 4" x 12' (ground surface to top) Channel Pole with Surface Mount Base. FHWA approved breakaway poles

Finials – Sign finial for 4" OD pole ("Downtown Buellton")

Base – Slip over base for 4" OD Pole (style as circled in System type A)

Signs – 6" height x 36" width. Double-sided. Channel Clamps/Brackets should allow for individual sign placement/replacement. Directional Arrows to confirm.

Sign details such as color, font, logo will be determined after award of contract. Contractor must receive approved spec prior to ordering materials.

USE: locations with high traffic volume such as Ave of Flags north/south tips at Highway 246.

SIGN WORDING/DESCRIPTIONS

1. Hwy 246/Riverview Drive (southeast corner) – System B:

- Visitor Information
- Downtown Buellton
- City/Public Services
- Hotels/Restaurants
- Wine/Beer/Spirits Tasting
- Parks

2. Hwy 246/ Sycamore (northeast side of Sycamore) – System A:

- Oak Park
- Oak Valley Elementary School
- River View Park
- Santa Ynez Valley Botanic Garden
- Event Panel (blank for changing events)

3. Hwy 246/ Sycamore (southwest corner) – System A:

- Oak Park
- Oak Valley Elementary School
- River View Park
- Santa Ynez Valley Botanic Garden
- Event Panel (blank for changing events)

4. Hwy 246/ La Lata (northwest corner) – System B:

- Recreation Center
- Jonata Middle School
- PAWS Dog Park

5. 140 W. Highway 246 (south side) – System B:

- Post Office
- Library
- Council Chambers
- Sheriff's Department/Fire Department
- City Hall (arrow to across street)

6. Hwy 246/ Central (southwest corner – utilize existing base and reduce sign/pole size as necessary) – System A:

- Buellton Senior Thrift Shop
- Buellton Senior Center

7. Avenue of Flags / Santa Rosa Road: (single sided signs – west side of Santa Rosa Bridge) – System A:

- Visitor Information
- Downtown Buellton
- City/Public Services
- Hotels/Restaurants
- Wine/Beer/Spirits Tasting
- Parks

8. Avenue of Flags/ Shadow Mountain (median south of Shadow Mountain Drive) – System B:

- Visitor Information
- Zaca Creek Golf Course
- Wine/Beer/Spirits Tasting
- Event Panel (blank for changing events)

9. Avenue of Flags / Hwy 246 Intersection (south of Hwy 246 – north end of median) – System K:

Facing N/S

- Visitor Information
- Wine/Beer/Spirits Tasting
- Camping (? Possibly)
- Parks
- City/Public Services
- Event Panel (blank for changing events)

Facing E/W

- Visitor Information
- Wine/Beer/Spirits Tasting
- Zaca Creek Golf Course
- City/Public Services
- Camping
- Event Panel (blank for changing events)

10. Avenue of Flags / Hwy 246 Intersection (north of Hwy 246 – south end of median) – System K:

Facing N/S

- Visitor Information
- Wine/Beer/Spirits Tasting
- Camping (? Possibly)
- Parks
- City/Public Services
- Event Panel (blank for changing events)

Facing E/W

- Visitor Information
- Wine/Beer/Spirits Tasting
- Zaca Creek Golf Course
- City/Public Services
- Event Panel (blank for changing events)

11. Avenue of Flags / Second Street: (single sided signs – south east side of median to north) – System B:

- Wine/Beer/Spirits Tasting
- Visitor Information
- Recreation Center
- PAWS Dog Park

12. Avenue of Flags / Second Street: (single sided signs – south west side of median to north) – System B:

- Wine/Beer/Spirits Tasting
- Zaca Creek Golf Course
- Recreation Center
- PAWS Dog Park

13. Avenue of Flags/101 Off-Ramp (median north end) – System B:

- Visitor Information
- Downtown Buellton
- City/Public Services
- Hotels/Restaurants
- Wine/Beer/Spirits Tasting
- Parks

14. Taco Bell Property (north east corner of Hwy 101 off-ramp intersection) – System A2 – with 12' poles:

- Visitor Information
- Recreation Center
- City/Public Services
- Wine/Beer/Spirits Tasting
- Zaca Creek Golf Course
- Camping
- Event Panel (blank for changing events)

15. Hwy 246/Ballard Canyon (northwest corner) – System B:

- Visitor Information
- Downtown Buellton
- City/Public Services
- Hotels/Restaurants
- Wine/Beer/Spirits Tasting
- Parks
- Zaca Creek Golf Course

Existing Sign to Relocate:

Wood Visitor's Center (relocate to)

- Center of median across from the Visitor's Center.

CITY OF BUELLTON

City Council Agenda Staff Report

City Manager Review: MPB
Council Agenda Item No.: 9

To: The Honorable Mayor and City Council

From: Annette Muñoz, Finance Director

Date: May 9, 2013

Subject: Budget Adjustment for Reinstatement of Part-Time Office Staff at the Buellton Recreation Center

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BACKGROUND

During last fiscal year's budget sessions, the Council gave direction for the elimination of the part-time office staff for the Recreation Center (approximately 15 hours/week of part-time staff time at $12/hr.) for a projected savings of about $8,000 over the year. By shuffling schedules among the full time Recreation staff and with help on two days a week from the Planning Technician/Staff Assistant, the Recreation Department has been able to provide office coverage for the designated open office hours of 12-6pm (these hours capture the peak customer traffic at the lunch hour, after school, and after work).

However, the projected savings have not been fully realized due to the accrual of additional comp time by the full time staff tasked with covering the typical clerical office functions in addition to executing their other duties associated with operating a comprehensive program of recreational activities trips, and classes. The most efficient use of staff time would be to hire a part-time staff person so that the more skilled full time staff can concentrate on planning, coordinating, and executing the activities, classes, and programs that serve the public instead of devoting a large part of their day to office management.

Reinstating this part-time position would allow the Planning Technician/Staff Assistant to return to the Planning Department to perform the Planning and Accounting duties required of the position. This will also provide full coverage of the Planning Department since the Planning Director has assumed additional tasks.

FISCAL IMPACT

There will be no fiscal impact to the City as the Recreation Program budget line will be reduced by $8,000 to accommodate the part-time staff position.

RECOMMENDATION

That the City Council consider approval of the budget neutral option of reinstating funding for the hourly part-time staff to assist with the clerical office coverage at the Buellton Recreation Center.

CITY OF BUELLTON

City Council Agenda Staff Report

City Manager Review: MPB
Council Agenda Item No.: 10

To: The Honorable Mayor and City Council

From: Annette Muñoz, Finance Director

Date: May 9, 2013

Subject: Determination of Employee Cost of Living Adjustment for Fiscal Year 2013-14

BACKGROUND

In its news release dated February 21, 2013 the Bureau of Labor Statistics of the U.S. Department of Labor reported that the Consumer Price Index (CPI) for the 12-month period from February 2012 through January 2013 increased 2 percent for the greater Los Angeles area (Attachment 1). This information is provided to assist the City Council in making a determination as to an employee cost of living adjustment (COLA) for the upcoming fiscal year. Santa Barbara County is included within the Los Angeles area CPI.

The history of cost of living adjustments to Buellton employees is provided as Attachment 2. A 2% cost of living raise was granted the previous two fiscal years.

FISCAL IMPACT

The fiscal impact to the City will be dependent upon the action taken by the City Council regarding a cost of living adjustment. If 2% is granted then the overall increase including benefits would be $26,100.

RECOMMENDATION

That the City Council consider approval of a cost of living adjustment for all City employees for Fiscal Year 2013-14 in the amount of 2 percent. If approved, staff will bring back a resolution formally approving the COLA for Fiscal Year 2013-14.

ATTACHMENTS

Attachment 1 - U.S. Department of Labor, Bureau of Labor Statistics News Release - 2/21/13
Attachment 2 - History of Cost of Living Adjustments

BLS
BUREAU OF LABOR STATISTICS
U.S. DEPARTMENT OF LABOR

NEWS RELEASE

WEST INFORMATION OFFICE
San Francisco, Calif.

For release 10:00 a.m. (PST) Thursday, February 21, 2013 **13-320-SAN**

Technical information: (415) 625-2284 • BLSinfoSF@bls.gov • www.bls.gov/ro9
Media contact: (415) 625-2270

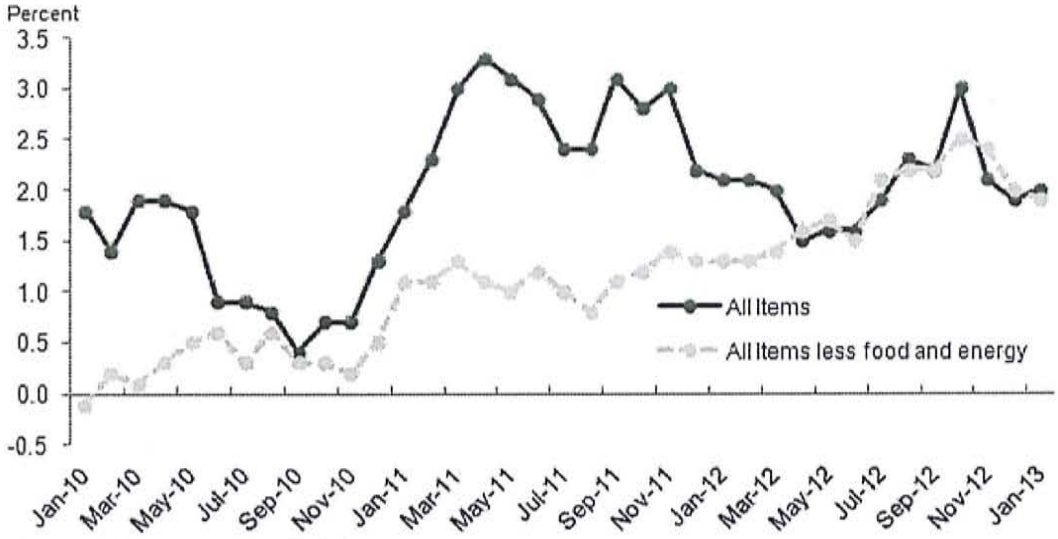
CONSUMER PRICE INDEX, LOS ANGELES AREA – JANUARY 2013

Area prices were up 0.8 percent over the past month, up 2.0 percent from a year ago

Prices in the Los Angeles area, as measured by the Consumer Price Index for All Urban Consumers (CPI-U), advanced 0.8 percent in January, the U.S. Bureau of Labor Statistics reported today. (See table A.) Regional Commissioner Richard J. Holden noted that the January increase was influenced by higher prices for apparel and electricity. (Data in this report are not seasonally adjusted. Accordingly, month-to-month changes may reflect seasonal influences.)

Over the last 12 months, the CPI-U increased 2.0 percent. (See chart 1.) Energy prices advanced 2.8 percent, largely the result of an increase in the price of electricity. The index for all items less food and energy rose 1.9 percent since January 2012.

Chart 1. Over-the-year percent change in CPI-U, Los Angeles, January 2010–January 2013



Source: U.S. Bureau of Labor Statistics

Food
Food prices rose 0.5 percent for the month of January. (See table 1.) Prices for food at home advanced 0.7 percent, and prices for food away from home increased 0.3 percent for the same period.

Over the year, food prices increased 2.0 percent. Prices for food at home rose 1.9 percent since a year ago, and prices for food away from home increased 2.2 percent.

Energy
The energy index increased 3.3 percent over the month. The increase was mainly due to higher prices for electricity (9.6 percent). Prices for gasoline rose 1.9 percent, but prices for natural gas service decreased 2.8 percent in January.

Energy prices advanced 2.8 percent over the year, largely due to higher prices for electricity (13.5 percent). Prices paid for natural gas service advanced 1.7 percent, but prices for gasoline decreased 0.7 percent during the past year.

All items less food and energy
The index for all items less food and energy increased 0.6 percent in January. Higher prices for apparel (6.5 percent), other goods and services (1.4 percent), and shelter (0.2 percent) were partially offset by lower prices for recreation (-0.1 percent) and education and communication (-0.1 percent).

Over the year, the index for all items less food and energy rose 1.9 percent. Components contributing to the increase included apparel (3.6 percent), education and communication (2.7 percent), and shelter (2.3 percent). Partly offsetting the increases were price declines in recreation (-2.8 percent) and household furnishings and operations (-1.1 percent).

Table A. Los Angeles-Riverside-Orange County CPI-U monthly and annual percent changes (not seasonally adjusted)

Month	2008		2009		2010		2011		2012		2013	
	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual
January	0.7	3.9	0.5	-0.1	0.4	1.8	0.9	1.8	0.8	2.1	0.8	2.0
February	0.2	3.1	0.3	0.0	0.0	1.4	0.5	2.3	0.5	2.1	-	-
March	1.0	3.3	0.0	-1.0	0.4	1.9	1.1	3.0	1.0	2.0	-	-
April	0.5	3.1	0.1	-1.3	0.2	1.9	0.5	3.3	0.0	1.5	-	-
May	0.9	3.7	0.4	-1.8	0.2	1.8	0.0	3.1	0.1	1.6	-	-
June	1.1	5.4	0.6	-2.2	-0.2	0.9	-0.4	2.9	-0.4	1.6	-	-
July	0.4	5.7	0.0	-2.6	0.1	0.9	-0.4	2.4	-0.1	1.9	-	-
August	-0.6	5.1	0.2	-1.7	0.2	0.8	0.2	2.4	0.6	2.3	-	-
September	-0.5	4.5	0.3	-1.0	-0.1	0.4	0.5	3.1	0.4	2.2	-	-
October	-0.6	3.4	0.0	-0.4	0.3	0.7	0.0	2.8	0.8	3.0	-	-
November	-1.7	1.0	-0.4	0.9	-0.4	0.7	-0.1	3.0	-1.0	2.1	-	-
December	-1.2	0.1	-0.3	1.8	0.3	1.3	-0.5	2.2	-0.7	1.9	-	-

CPI-W
In January, the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) was 230.651, up 0.7 percent from December. The CPI-W increased 1.9 percent over the year.

The February 2013 Consumer Price Index for the Los Angeles-Riverside-Orange County is scheduled to be released on March 15, 2013, at 10:00 a.m. (PDT).

Technical Note

The Consumer Price Index (CPI) is a measure of the average change in prices over time in a fixed market basket of goods and services. The Bureau of Labor Statistics publishes CPIs for two population groups: (1) a CPI for All Urban Consumers (CPI-U) which covers approximately 88 percent of the total population and (2) a CPI for Urban Wage Earners and Clerical Workers (CPI-W) which covers 29 percent of the total population. The CPI-U includes, in addition to wage earners and clerical workers, groups such as professional, managerial, and technical workers, the self-employed, short-term workers, the unemployed, and retirees and others not in the labor force.

The CPI is based on prices of food, clothing, shelter, and fuels, transportation fares, charges for doctors' and dentists' services, drugs, and the other goods and services that people buy for day-to-day living. Each month, prices are collected in 87 urban areas across the country from about 4,000 housing units and approximately 26,000 retail establishments--department stores, supermarkets, hospitals, filling stations, and other types of stores and service establishments. All taxes directly associated with the purchase and use of items are included in the index.

The index measures price changes from a designated reference date (1982-84) that equals 100.0. An increase of 16.5 percent, for example, is shown as 116.5. This change can also be expressed in dollars as follows: the price of a base period "market basket" of goods and services in the CPI has risen from $10 in 1982-84 to $11.65. For further details see the CPI home page on the Internet at www.bls.gov/cpi and the *BLS Handbook of Methods, Chapter 17, The Consumer Price Index*, available on the Internet at www.bls.gov/opub/hom/homch17_a.htm.

In calculating the index, price changes for the various items in each location are averaged together with weights that represent their importance in the spending of the appropriate population group. Local data are then combined to obtain a U.S. city average. Because the sample size of a local area is smaller, the local area index is subject to substantially more sampling and other measurement error than the national index. In addition, local indexes are not adjusted for seasonal influences. As a result, local area indexes show greater volatility than the national index, although their long-term trends are quite similar. NOTE: Area indexes do not measure differences in the level of prices between cities; they only measure the average change in prices for each area since the base period.

The Los Angeles-Riverside-Orange County, CA. metropolitan area covered in this release is comprised of Los Angeles, Orange, Riverside, San Bernardino, and Ventura Counties in the State of California.

Information in this release will be made available to sensory impaired individuals upon request. Voice phone: 202-691-5200; Federal Relay Service: 1-800-877-8339.

ATTACHMENT 2

City of Buellton
History of
Cost of Living Adjustments Granted

12 month CPI Change in January	Year	COLA Granted	Effective Date
3.10%	1992	-	7/1/1992
3.40%	1993	-	7/1/1993
2.00%	1994	2.00%	7/1/1994
1.40%	1995	-	7/1/1995
0.90%	1996	3.00%	7/1/1996
2.20%	1997	2.50%	7/1/1997
1.20%	1998	1.50%	7/1/1998
2.00%	1999	1.50%	7/1/1999
2.30%	2000	2.50%	7/1/2000
3.80%	2001	2.50%	7/1/2001
2.70%	2002	1.24%	7/1/2002
3.50%	2003	3.50%	7/1/2003
1.80%	2004	1.80%	7/1/2004
3.70%	2005	3.70%	7/1/2005
5.40%	2006	5.40%	7/1/2006
3.20%	2007	3.00%	7/1/2007
3.90%	2008	3.50%	7/1/2008
-0.01%	2009	-	7/1/2009
1.80%	2010	-	7/1/2010
1.80%	2011	2.00%	7/1/2011
2.10%	2012	2.10%	7/1/2012
2.49%	Average 21 year (1992-2012)	1.99%	