



**Response to Request for Proposal for
City/County Association of Governments of
San Mateo County Strategic Plan Development**

November 16, 2023



Good City Company | www.goodcityco.com
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November 16, 2023
Sean Charpentier, C/CAG Executive Director
City/County Association of Governments of San Mateo County
555 County Center, 5th Floor
Redwood City, CA 94063

RE: Response to RFP for City/County Association of Governments of San Mateo County Strategic Plan Development

Dear Mr. Charpentier:

Good City Company (Good City), a California corporation, is pleased to submit this proposal to provide Consultant Services for the City/County Association of Governments of San Mateo County (C/CAG) Strategic Plan Development.

Headquartered in Redwood City, Good City's technical expertise on transportation, environmental quality, land use, development, and local government finance is built upon decades of close collaboration with nearly every jurisdiction and public agency in San Mateo County.

The team will leverage Good City's unique depth of knowledge on the needs and opportunities facing the County's communities to ensure the team hits the ground running following issuance of a Notice to Proceed. We are prepared to bring the team's experience in public sector and nonprofit strategic plan development to facilitate the development of a three- to five-year Strategic Plan by September 31, 2024.

As owner/principal, I have the authority to contractually bind Good City and the following proposal will remain good for no less than 120 days from the submission deadline. Good City has reviewed the RFP and is not aware of any conflicts of interest.

Nicholas Hamilton will be the point of contact on all correspondence and communications pertaining to this proposal. He can be reached at (650) 200-3556 or nhamilton@goodcityco.com. We look forward to the opportunity to work with C/CAG on this important initiative. Please contact me if you have any questions or need additional information. I can be reached at (415) 845-8344 or aaknin@goodcityco.com.

Sincerely,

Aaron Aknin, AICP, Principal and Co-Owner
Good City Company





TABLE OF CONTENTS

1.	Project Understanding	3
2.	Work Plan	5
3.	Team Experience and Qualifications	11
4.	Detailed Cost Breakdown	18
5.	Schedule.....	21
6.	References	22
7.	Additional Information.....	23
8.	Resumés.....	24





1. PROJECT UNDERSTANDING

The City/County Association of Governments of San Mateo County (C/CAG) is seeking a qualified consultant to facilitate the development of a three- to five-year agency strategic plan by September 31, 2024. This proposal outlines our understanding of the project and presents our approach to develop a comprehensive agency strategy that advances its core principles and priorities.

C/CAG's responsibility has grown and evolved significantly and now includes myriad additional program activities, including many that cut across geographies and traditional divisions of public service delivery. The goal of this process is to identify and articulate a unifying vision and strategy that reflects core priorities and can serve as a scaffold for future decision making and implementation.

Some of the greatest opportunities and challenges the communities of San Mateo County will face in the coming decades are areas that C/CAG has a unique level of influence in addressing. Its program and planning responsibilities in stormwater, energy and climate, transportation, and funding will shape the region for decades to come.

Further, the Draft C/CAG Equity Assessment and Plan includes commitments to "taking concrete steps to advance equity through its planning efforts, projects, programming, and role as a countywide funder that allocates millions of dollars into various programs and projects each year."

Working closely with C/CAG staff and key stakeholders, Good City proposes to incorporate equity into all aspects of the Strategic Plan, and will build upon the analysis already included in the Draft Equity Assessment and Plan.



To achieve the C/CAG's objectives, Good City will:

ESTABLISH PROJECT ADMINISTRATION FRAMEWORK

The key to a successful engagement will be fostering a professional relationship between the agency and Good City that values transparency, creativity, and achieving outcomes. Good City will work closely with agency staff to ensure a smooth and productive process at all points in the process.

BACKGROUND REVIEW AND SITUATION ANALYSIS

Analysis of factors to be considered during the development of the plan and preparation of a SWOT Analysis. Good City will explore with agency staff if additional assessment methods would also be appropriate. A thorough understanding of the internal factors within C/CAG to be considered, best practices in this space elsewhere in California and the U.S. will be essential to ensure a successful plan.

We also recognize the importance of involving key stakeholders, including residents, local businesses, community organizations, and government agencies. Good City proposes to proactively seek the insights of identified stakeholders to inform strategies and priorities proposed, ensuring alignment with the community's values and aspirations.

VISION STATEMENT AND STRATEGIC PRIORITIES DEVELOPMENT

Good City will work closely with agency staff to articulate a clear and compelling vision statement that reflects C/CAG's purpose, values and goals. The vision statement will also guide an important step of evaluating the alignment of potential strategic priorities and projects.

PRIORITY SETTING WITH C/CAG BOARD

Our team will engage closely with C/CAG Board and facilitate strategic planning workshops to define clear goals and priorities. It is important that the workshops benefit from clearly articulated takeaways from key board stakeholder interviews and surveys.

STRATEGIC PLAN DEVELOPMENT

Synthesize the information, analysis and recommendations developed throughout the process into a comprehensive strategic plan that includes measurable goals and timelines. It will articulate pathways to make demonstrable progress on C/CAGs ambitions and aspirations, that also reflect a clear understanding of resource and capacity constraints.





2. WORK PLAN

Good City's proposal was developed with the intention of providing the information necessary to produce a realistic and feasible plan that can help achieve the C/CAG's purpose, values, and goals. Our firm's approach to the proposed scope of work combines research and analysis, community engagement and strategy development to provide the agency with actionable recommendations to help meet its goals and strategic priorities. Good City Company can complete the project scope by September 31, 2024, however, meeting that objective depends on the timely provision of key information by project stakeholders, and the scheduling of touchpoints with the C/CAG board.

The proposed team, Aaron Akin, Nicholas Hamilton, Carol Johnson, supported by an Assistant Planner, bring a depth of experience in strategic plan development and local and regional government administration. Our depth of knowledge on the opportunities and challenges on the Peninsula will be leveraged throughout the process—especially to avoid a lengthy ramp up at project kickoff.

Task 1 Project Administration

The consultant team will meet with the City staff to understand and confirm the City's goals, policies and any issues related to the strategic plan development process, scope of work, and timeline. The meeting will also address, but is not limited to the following key topics:

- » Review and confirm the scope of work and work plan, including if strategic planning tools in addition to the SWOT Analysis would be appropriate.
- » Agency staff's role and capacity in the planning process.
- » Role of Strategic Plan Committee.
- » Relevant plans, reports, studies, and data sets that relate to plan development and the consultant team's work plan.



- » Community engagement expectations related to the development of the plan and implications for work plan.
- » List of business and community stakeholder groups that should be included in outreach.

Meetings

- » Project Kick Off Meeting (in person)
- » Weekly Project Management Meetings (virtual)

Task 1 Deliverables

- » Project Kick-off Meeting
- » Weekly project management meeting agendas and action items
- » Invoices with progress reports

Task 2 Background Review and Situation Analysis

Task 2 will include identifying internal and external factors to be considered as part of the development of the strategic plan. This task will include a review of reports and other background material relating to the capacity, resources, programs, and previous priority and strategy plans of C/CAG.

A second tranche of research will include a scan of the practices of other local, regional and national transportation and regional governance entities to gather insights relevant to C/CAG's strategy and priorities.

Optional: Good City specifically proposes to conduct interviews and research with local stakeholders within the San Mateo County community, such as Silicon Valley Bicycle Coalition and Nuestra Casa.

The review of "Existing Conditions" will lead to a determination of the "Strengths, Weaknesses, Opportunities and Threats" (SWOT) assessment. Good City will also explore at project kick-off if additional strategic planning tools would be appropriate at this stage. These assessments will be the basis for the vision statement and strategic plan recommendations.

Task 2 Deliverables

- » Draft SWOT analysis summary
- » Final SWOT analysis summary



Task 3. Draft Vision Statement, Strategic Priorities and Project List

The Good City team will work closely with staff to forge a clear and compelling vision statement. The statement will provide internal and external parties with insight into the goals, values and purpose of C/CAG moving forward. The statement aims to set an aspirational tone and speak to the objectives C/CAG aims to achieve over the next five years. The draft vision statement will guide the evaluation and framing of proposed strategic priorities, however, this process is expected to be iterative. As the strategic priorities come into greater focus, and other inputs are incorporated, the vision statement will be evaluated and tested before finalizing.

Task 3 Deliverables

- » Draft C/CAG Vision Statement
- » Final draft C/CAG Vision Statement
- » Draft Strategic Priorities
- » Final draft Strategic Priorities

Task 4. Priority Setting Retreat with C/CAG Board of Directors

A central component of the strategic plan development process will be an all-day workshop with the C/CAG Board of Directors to develop agreement around the direction of agency goals and priorities. In advance of the workshop, Good City will conduct a series of interviews and a survey as detailed below. The results of these efforts, in combination with the research and analysis described in tasks 2 and 3 will inform the discussion and be supported by a comprehensive set of preparatory materials.

A. STAKEHOLDER INTERVIEWS AND SURVEY

Good City will conduct interviews with at least the following stakeholders and include a summary of key points in the preparatory materials for the workshop:

- » C/CAG Board Chair and Vice Chair (Virtual)
- » Up to 4 other C/CAG Board members (Virtual)



- » A meeting with C/CAG staff (Virtual)

A survey will be shared with each member of the C/CAG Board of Directors. Key takeaways from the survey on agency goals and priorities will be summarized in the workshop preparatory materials.

B. RETREAT WORKSHOP

An in-person, full-day retreat will be organized to forge a shared direction for the agency's goals and priorities. Working closely with staff, the Good City team will leverage its extensive experience in strategic planning workshop facilitation and public sector agency priority setting in setting a tailored agenda for the session.

Detailed supporting materials will be developed in advance of the workshop. These materials will include drafts of the C/CAG Vision Statement and SWOT Analysis, and a summary of key insights and perspectives identified through background review, situational analysis, stakeholder interviews and the survey.

Good City proposes the retreat be held in a location that inspires creativity and collaboration while reflecting the interconnected nature of its multiple jurisdictions, communities, and infrastructure. San Mateo County has a wealth of such venues and the Good City team will provide recommendations on potential venues and will work closely with staff to ensure selection of the most appropriate option. The costs described in this proposal do not reflect any direct costs associated with holding such a meeting such as venue rental, catering, or transportation.

The RFP indicates the workshop should take place in late January or early February of 2024, however, Good City proposes this workshop would be more effective after substantial progress was made on tasks 2 and 3, interviews and the survey. Good City will work with staff to identify a preferred date for such a workshop, potentially in late April or early May of 2024.

Following the workshop, Good City will produce a report summarizing the action items, decisions, and key discussion.

Meetings

- » Interviews as described above (Virtual)
- » Pre-workshop meeting with staff (Virtual)
- » Board retreat (In person)

Task 4 Deliverables

- » Stakeholder interviews (Virtual)



- » Draft Board of Directors survey
- » Final Board of Directors survey
- » Board workshop agenda and supporting materials
- » Post Board workshop summary

Task 5. Strategic Plan Development

Task 5 will translate the research, analysis and direction developed throughout the process into a strategic plan document. The team will structure the document designed to compellingly communicate the vision, goals and priorities intended to for both internal and external audiences. Goals will be measurable, and achievements will be framed with clear time horizons.

An initial draft will be the basis of a round of staff feedback, and also published for public review. The final plan will incorporate the comments and feedback gathered during the draft review stage.

The final structure will be informed by the research and conclusions, however, it is anticipated key sections will include:

- » Vision statement
- » Executive summary
- » History and evolution of C/CAG purpose and responsibilities
- » Community profiles including demographics, travel demand overview, recent and anticipated shifts in workforce, business and resident transportation patterns.
- » Analysis of background review and situational analysis
- » Summary of the Equity Assessment and Plan and other key strategic assessments
- » Strategic priorities and projects
- » Discussion of the planning process
- » Conclusions and further recommendations

Meetings

- » Presentation to C/CAG staff (Virtual)

Task 5 Deliverables

- » Draft Strategic Plan
- » Presentation to C/CAG staff (Virtual)
- » Final Draft Strategic Plan
- » Final Strategic Plan



Task 6. C/CAG Board of Directors Work Session and Approval

Good City will prepare presentation materials to be used to solicit input from stakeholders such as C/CAG staff, standing committees, and Board of Directors prior to plan adoption

Meetings

- » Up to six presentations to C/CAG Standing Committees (Virtual)
- » Two presentations to C/CAG Board of Directors (In person)

Task 6 Deliverables

- » Up to six presentation s to C/CAG Standing Committees (Virtual)
- » Two presentations to C/CAG Board of Directors (In person)

Task 7. Optional Tasks As Needed

Good City welcomes discussion with the C/CAG project manager regarding optional tasks, including implementation of Strategic Plan recommendations. We will work closely with staff to determine if any optional tasks can be accommodated within the exiting cost structure. The strategic plan will establish the vision, goals, and priorities. It will also include measurable actions, however, it is not intended to be a detailed implementation plan. The budget includes the total cost and hours for developing the strategic plan and not a comprehensive implementation plan. Good City brings experience developing implementation plans if such services would be appropriate.

Task 7 Deliverables:

- » To be determined





3. TEAM EXPERIENCE AND QUALIFICATIONS

Firm Overview

Good City Company

601 Allerton Street, Suite 110, Redwood City, CA 94063

www.goodcityco.com

Good City Company is a local government and land use consulting firm based in San Carlos, California, the “City of Good Living.” Initially founded in 1972 as Neal Martin & Associates, the company was re-established in 2019 as Good City Company (Good City). The company is a California Corporation owned and operated by Lisa Costa Sanders and Aaron Aknin, AICP. Good City has a long track record of serving public sector clients. Our San Francisco Peninsula based history uniquely positions the company to provide technical services tailored to the local area. Our key services include local government staffing, current planning, policy planning, economic development and building official staffing.

Good City’s team members have the expertise and experience required to develop San Pablo’s economic development plan. Our collective experience includes:

- » Policy Planning: Creation and process facilitation of policy planning initiatives such as General Plans, Specific Plans, Master Plans, Downtown/ Transit Corridor Plans, and Zoning Codes.
- » Economic Development: Develop economic development strategies and economic development program implementation.
- » Community Engagement: Design, execute and facilitate inclusive and meaningful community engagement in lower-income areas and experience reaching hard-to-reach populations.



- » Policy Implementation: Implementation and tracking of Long- Range Planning documents, such as General Plans, Housing Elements, Downtown Plan, and Specific Plans.
- » Housing Plans: In addition to general policy planning work, Good City assists in developing strategies and policies to produce more housing for all income levels.

Project Team

GCC would lead the project team with support from RRER Motivation. Key team members and roles are described below, and full resumes are included as Attachment 1. The team will be supported by Senior Planners and Assistant/Associate Planners as needed.



Aaron Akin, Principal. Aaron Akin, AICP, is a Principal and Co-Owner of Good City Company. He has over two decades of Bay Area municipal experience, including serving in an executive capacity for several different Peninsula cities. He is a member of the American Institute of Certified Planners (AICP) and the American Planning Association. Aaron has frequently spoken at regional events, as well as served on panels at national conferences on topics related to development, downtown planning, transportation, parking, affordable housing, and related issues. He brings experience in supporting public agency priority setting, short- and long-term planning and economic development, and management of large, complex development proposals. Most recently, Aaron was the Assistant City Manager and Community Development Director with the City of Redwood City. In this capacity, he oversaw a 70+ member department, which included the Planning, Housing, Engineering, Transportation, Front Counter Services, and Code Enforcement divisions. As the Assistant City Manager, he oversaw Economic development and led other key Citywide initiatives. Aaron also served as Interim City Manager in 2015. Aaron will serve as Strategic Advisor and Principal for the project.





Nicholas Hamilton, Project Manager. Nicholas brings nearly two decades of experience in leading plan development and launching programs to advance equity, sustainability, and shared prosperity in communities across the U.S. and internationally. He will successfully manage all activities of the strategic plan development process and oversee and review of all work products by the consultant team.

Recent long-range planning experience includes serving as project manager for the City of Pacifica Housing Element. He has also played a key role in other General Plan or Housing Element updates including for the cities of San Mateo and San Bruno. Recent municipal code updates Airport Land Use Compatibility Plan (ALUCP) conformance for the City of San Carlos and Objective Design and Development Standards for the City of Brisbane. Recent current planning experience includes coordinating local jurisdiction review of the redevelopment of former school sites into housing, high density Transit Oriented Development (TOD) projects, and associated CEQA (California Environmental Quality Act) environmental reviews.

Nick brings a long track record establishing collaborative community revitalization initiatives and developing strategic plans through his previous work for the Lincoln Institute of Land Policy, and as Director of Urban Policy at Columbia University's The American Assembly. Nick is active in professional and civic organizations and has spoken at myriad conferences including the American Planning Association Advocacy and Policy Conference (2019) and has participated in the Urban Land Institute's National Advisory Services Panel in Pittsburgh (2016).





Carol Johnson, Planning Director Carol Johnson is a dynamic and responsive urban planner, attuned to community needs, and adept at working with diverse groups in crafting policies, plans and implementation strategies in order to facilitate positive change. She has over 30 years of urban planning experience in both the public and private sectors, including serving as Planning Director for Multnomah County, Oregon; Santa Fe, New Mexico; Maricopa County, Arizona and Berkeley, California. She has also worked as a planner in various capacities for cities in the states of Arizona, California, Connecticut and Washington.

Carol is a member of the American Institute of Certified Planners, the American Planning Association, the International City/County Managers Association and the Urban Land Institute.

Carol worked for the City of Berkeley as Planning Manager and Planning Director from 2014 to 2017. During her tenure, she oversaw the development review and approval of the first tall building in downtown Berkeley in almost 50 years.

At the City of Concord she also served as the Planning Manager, and was responsible for the Concord Safe Routes to Transit Plan, she incorporated culturally specific workshops to engage the community most impacted by the lack of safe pedestrian infrastructure.

While in Phoenix, Carol managed the in-house effort that resulted in the Downtown Phoenix Urban Form Code. It was a unique hybrid code incorporating concepts from form-based codes within the legal context of existing land use entitlements. The Urban Form Code served as the template for the Walkable Urban Code along the remainder of the light rail corridor. Carol's final project with Phoenix was the development of a sustainability framework for the update of the Phoenix General Plan which also incorporated concepts of participatory governance.



Good City Company Project Experience Highlights



NORTH FAIR OAKS COMMUNITY PLAN REVIEW PROJECT

Good City is currently leading an evaluation of the progress made towards implementing the North Fair Oaks Community Plan. The goals of the project are to (1) evaluate the progress made towards implementing the Plan over the last 12 years; (2) review the plan actions that remain and prioritize them with the help of community input; and (3) create performance measures to help track future progress on implementation. The North Fair Oaks Community Plan Review will be a tool that can be used by San Mateo County leaders and North Fair Oaks stakeholders to help prioritize projects and allocate resources to improve quality of life in North Fair Oaks. Between May and August of 2023, Good City led bilingual outreach in North Fair Oaks including 12 pop-up events, 336 surveys, and dozens of interviews as well as a project website, social media, mailings, and project videos. The project includes an assessment of economic development initiatives in the plan.

PROJECT DETAILS

Client: San Mateo County

GCC Key Staff: Sabina Mora, Leslie Parks, and Aaron Akin

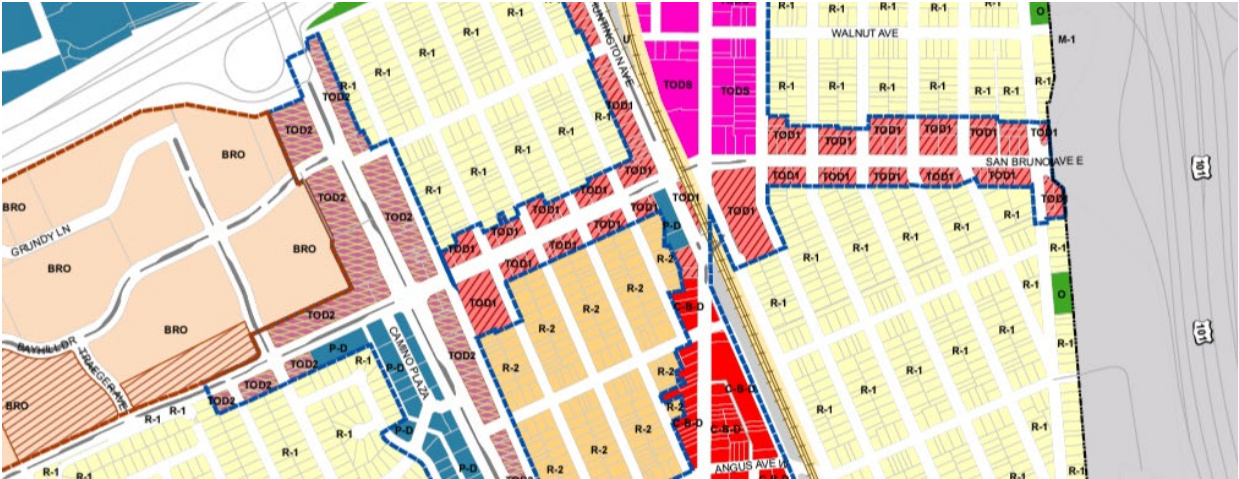
Duration: 2022-2023

Reference: Steve Monowitz, Director of Planning and Building, San Mateo County
smonowitz@smcgov.org
(650) 294-4154

Project Website:

www.nfoplan.com





SAN BRUNO TRANSIT CORRIDOR PLAN ZONING CODE UPDATE

Good City Company led the preparation of multiple phases of a comprehensive Zoning Code Update for the City of San Bruno. The purpose of this update was to implement adopted long-range plans (the 2009 General Plan and 2013 Transit Corridors Plan) and to ensure Zoning Code consistency with State laws and current policy direction from City leadership.

Transportation Demand Management Programs, and establish the City's first parking in-lieu fee to begin funding the City's long-term vision of a downtown parking garage.

The second phase of work established a new mixed-use zoning district to implement the 2013 Transit Corridors Plan. This phase rezoned 74 acres of the City to align land use and transportation and foster a vibrant transit district

Good City staff collaborated with staff and the City Manager to obtain City Council policy direction and prepared draft and final versions of the Ordinances, Resolutions, and Staff Reports, and presented at Planning Commission and City Council meetings.

PROJECT DETAILS

GCC Key Staff: Nicholas Hamilton, Carol Johnson, Sabina Mora, Aaron Aknin

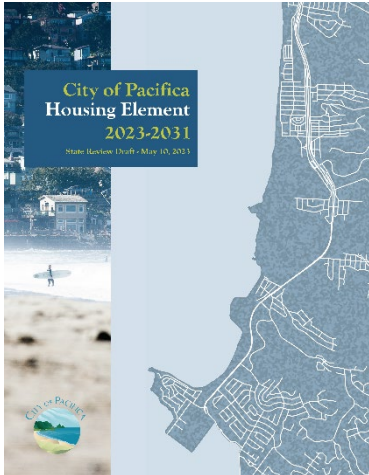
Duration: 2022-2024

Reference: Darcy Smith, Assistant City Manager
City of San Bruno

dsmith@sanbruno.ca.gov

650-616-7002





PACIFICA HOUSING ELEMENT UPDATE

Good City is has served as the project manager and technical lead on the update of the City of Pacifica's Housing Element Update.

The Housing Element establishes how the City will comply with State Housing Law and where it can meet regional housing needs as determined in the Regional Housing Needs Allocation (RHNA). It is shaped by the input of community members, detailed analysis, and state law and it establishes a baseline for the city's housing goals, policies, and programs from 2023 to 2031 to increase the feasibility of housing development and other supportive housing activities.

The Housing Element outlines the city's long-term housing objectives and includes policies and specific actions to facilitate housing production across all areas of the city. It also includes policies and actions to address fair housing issues and discrimination, reverse patterns of housing segregation, and address the needs of residents with disproportionate housing needs. The Housing Element identifies sites with the capacity for future development to meet Pacifica's regional share of housing needs (RHNA) of 1,892 units.

PROJECT DETAILS

GCC Key Staff: Nicholas Hamilton, Carol Johnson, Sabina Mora, Aaron Aknin

Duration: 2022-2024

Reference: Christian Murdock, Planning Director
City of Pacifica

cmurdock@pacificagov
650-738-7341





4. DETAILED COST BREAKDOWN



TASK/ DELIVERABLE	DIRECT LABOR						DIRECT EXPENSES (See itemized description at the bottom of this form)	TOTAL COST
	Good City Company	Good City Company	Good City Company	Good City Company	TOTAL HOURS	SUBTOTAL DIRECT LABOR		
	Principal	Senior Planner	Planning Director	Assistant Planner				
	Aaron Aknin	Nicholas Hamilton	Carol Johnson					
	Hourly Rate (\$/Hr)	Hourly Rate (\$/Hr)	Hourly Rate (\$/Hr)	Hourly Rate (\$/Hr)				
	\$250.00	\$170.00	\$225.00	\$120.00				
Task 1 - Project Administration								
1.a - Project Kick-off Meeting	2	5	2	2	11	\$2,040.00		\$ 2,040.00
1.b - Weekly project management meeting agenda and action items	18	54	36	24	132	\$24,660.00		\$ 24,660.00
1.c - Invoices with Progress Reports (Cost of invoicing is embedded within hourly rates)	-	-	-	1	-	\$ -		\$ -
Task Subtotal	20	59	38	27	143	\$ 26,700.00	\$ -	\$ 26,700.00
Task 2 - Background Review and Situation Analysis								
2.a - Draft SWOT analysis summary	8	40	20	20	88	\$15,700.00		\$ 15,700.00
2.b - Final SWOT analysis summary	4	20	10	10	44	\$7,850.00		\$ 7,850.00
Task Subtotal	12	60	30	30	132	\$ 23,550.00	\$ -	\$ 23,550.00
Task 3 - Draft Vision Statement, Strategic Priorities and Project List								
3.a - Draft C/CAG Vision Statement	10	20	15	10	55	\$10,475.00		\$ 10,475.00
3.b - Final draft C/CAG Vision Statement	5	15	10	5	35	\$6,650.00		\$ 6,650.00
3.c - Draft C/CAG Strategic Priorities	5	25	15	10	55	\$10,075.00		\$ 10,075.00
3.d - Final draft C/CAG Strategic Priorities	5	15	10	5	35	\$6,650.00		\$ 6,650.00
Task Subtotal	25	75	50	30	180	\$ 33,850.00	\$ -	\$ 33,850.00
Task 4 - Priority Setting Retreat with C/CAG Board of Directors								
4.a - Stakeholder interviews	10	20	10	10	50	\$9,350.00		\$ 9,350.00
4.b - Draft Board of Directors survey	2	20	5	5	32	\$5,625.00		\$ 5,625.00
4.c - Final Board of Directors survey	2	10	2	2	16	\$2,890.00		\$ 2,890.00
4.d - Board workshop agenda and supporting materials	2	15	10	5	32	\$5,900.00	\$ 1,500.00	\$ 7,400.00
4.e - Post Board workshop summary	2	15	5	5	27	\$4,775.00		\$ 4,775.00
Task Subtotal	18	80	32	27	157	\$ 28,540.00	\$ 1,500.00	\$ 30,040.00



Task 5 - Development of Strategic Plan								
5.a - Draft Strategic Plan	5	40	20	20	85	\$14,950.00		\$ 14,950.00
5.b - Presentation to C/CAG staff	2	10	5	2	19	\$3,565.00		\$ 3,565.00
5.c - Final Draft Strategic Plan	5	20	10	10	45	\$8,100.00		\$ 8,100.00
5.d - Final Strategic Plan	2	15	5	5	27	\$4,775.00		\$ 4,775.00
Task Subtotal	14	85	40	37	176	\$ 31,390.00	\$ -	\$ 31,390.00
Task 6 - C/CAG Board of Directors Work Session and Approval								
6.a - Up to six presentations to C/CAG Standing Committees	10	20	10	10	50	\$9,350.00		\$ 9,350.00
6.b - Two presentations to C/CAG Board of Directors	5	15	5	5	30	\$5,525.00		\$ 5,525.00
Task Subtotal	15	35	15	15	80	\$ 14,875.00	\$ -	\$ 14,875.00
TOTAL PROJECT COST (without Optional Tasks)							\$	160,405.00
Subtotal of Optional Tasks							\$	16,040.50
TOTAL PROJECT COST (with Optional Tasks)							\$	176,445.50

ITEMIZATION OF DIRECT EXPENSES		
Task 4.d (i) - Travel (if needed)		1000
Task 4.d (ii) - Printing and workshop materials (if needed)		500
Direct Expense Subtotal		\$ 1,500.00

OPTIONAL TASKS			
Task 7 - As-needed Tasks (Optional)			
To be determined	\$	-	\$ -
10% Contingency (Inclusive of rate increases, rates increase 3% to 5% at the beginning of each year)	\$	16,040.50	\$ 16,040.50
Task Subtotal			\$ 16,040.50





5. SCHEDULE

Activity	2024								
	Jan	Feb	Mar	April	May	June	July	Aug	Sept
Task 1 - Project Administration									
1.a - Project Kick-off Meeting									
1.b - Weekly project management meeting agenda and action items									
1.c - Invoices with Progress Reports									
Task 2 - Background Review and Situation Analysis									
Background Review									
2.a - Draft SWOT analysis summary									
2.b - Final SWOT analysis summary									
Task 3 - Draft Vision Statement, Strategic Priorities and Project List									
3.a - Draft C/CAG Vision Statement									
3.b - Final draft C/CAG Vision Statement									
3.c - Draft C/CAG Strategic Priorities									
3.d - Final draft C/CAG Strategic Priorities									
Task 4 - Priority Setting Retreat with C/CAG Board of Directors									
4.a - Stakeholder interviews									
4.b - Draft Board of Directors survey									
4.c - Final Board of Directors survey									
4.d - Board workshop agenda and supporting materials									
4.e - Post Board workshop summary									
Task 5 - Development of Strategic Plan									
5.a - Draft Strategic Plan									
5.b - Presentation to C/CAG staff									
5.c - Final Draft Strategic Plan									
5.d - Final Strategic Plan									
Task 6 - C/CAG Board of Directors Work Session and Approval									
6.a - Up to six presentations to C/CAG Standing Committees									
6.b - Two presentations to C/CAG Board of Directors									





6. REFERENCES



CITY OF SAN BRUNO

Darcy Smith, Assistant City Manager
dsmith@sanbruno.ca.gov | (650) 616-7002
567 El Camino Real, San Bruno, CA 94066



CITY OF SOUTH SAN FRANCISCO

Nell Selander, Economic & Community Development Department
nell.selander@ssf.net | 650-763-6141
400 Grand Ave, South San Francisco, CA 94080



COUNTY OF SAN MATEO

Steve Monowitz, Director of Building and Planning
smonowitz@smcgov.org | (650) 294-4154
455 County Center, Redwood City, CA 94063



CITY OF SAN MATEO

Christina Horrisberger, Community Development Director
chorrisberger@cityofsanmateo.org | 650-522-7210
330 W. 20th Ave., San Mateo, CA 94403





7. ADDITIONAL INFORMATION

Good City Company is headquartered in Redwood City. Aaron Aknin and Lisa Costa Sanders are the principals overseeing a staff of 22 that includes housing and economic development consultants, project managers, planners, and a building official.

Formerly operated as Neal Martin & Associates for decades, the name was updated to Good City Company in 2019 when Aaron joined the company. The firm is financially stable with over 13 public sector clients.

No subconsultants are included in this proposal but GCC has the capacity to bring them on board as may be necessary or requested by the City.

Over the last five years, GCC has not:

- » Undertaken any public project where litigation is still pending or has occurred; or
- » Had a project where claims or settlements were paid by us or our insurers.

Good City Company agrees to provide the required certificates of insurance providing verification of the minimum insurance requirements listed in Appendix C, Sample Agreement Template, Section 11, Insurance, within ten (10) days of C/CAG's notice to firm that it is the successful Proposer.

Sincerely,

Aaron Aknin, AICP, Principal and Co-Owner
Good City Company





8. RESUMÉS



OUR TEAM



EDUCATION

B.A., Urban Studies, San Francisco State University

M.A., Public Policy, Cal State Northridge

MEMBERSHIPS

American Institute of Certified Planners

American Planning Association

International City/ County Manager Association

AARON AKNIN, AICP

Principal, Owner Good City Company

PROFESSIONAL EXPERIENCE

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

Most recently, Aaron was the Assistant City Manager and Community Development Director with the City of Redwood City. In this capacity, he oversaw a 70+ member department, which included the Planning, Housing, Engineering, Transportation, Front Counter Services, and Code Enforcement divisions. As the Assistant City Manager, he led key Citywide initiatives and also served as Interim City Manager in 2015.

Aaron was in Redwood City during a time of unprecedented growth and community involvement (2014-2019). During his half-decade with the City, the City reviewed and processed over 4,000 new housing units, as well as several million square feet of office space. In addition, Aaron oversaw the implementation of the Redwood City Downtown Precise Plan, including several key amendments to the plan. Aaron helped shape a first of its kind community benefits program ("Partnership Redwood City"), adoption of several key affordable housing initiatives including an inclusionary housing ordinance, an Airbnb affordable housing tax and renter protections, and the adoption the Citywide Transportation Plan.

Aaron was also deeply involved in economic development issues and served on the Redwood City Community Improvement Association (RCIA) Board. Aaron continues to serve on the RCIA Board and was recently appointed to the Chamber of Commerce Board of Directors. Finally, one of Aaron's key focuses in Redwood City was improving the process, both for residents participating in policy making, as well as applicants, business owners and developers who chose to invest in the City.

Prior to coming to Redwood City, Aaron was with the City of Palo Alto in 2012-2014. He served as both the Assistant and Interim Director of Planning and Community Environment. In this capacity, he led the Planning and Transportation Divisions within the City. Key projects included the formation of the first Downtown Residential Permit Program (RPP), leading the

OUR TEAM

downtown development cap process, providing direction related to the Comprehensive Plan (General Plan), being the Planning Commission liaison, and overseeing several Stanford related developments.

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During his time in Palo Alto, Aaron focused much of his efforts on transparency by increasing the amount of available (and understandable) public information and building a connection within the community.

Aaron "grew up" as a local government professional within the City of San Bruno. He began his career in San Bruno in 2002 as an Assistant Planner, and left in 2012, after spending the last 5 years as the Community Development Director. As Community Development Director, he was in charge of the Planning, Building, and the Code Enforcement divisions in the City. He also staffed the Planning Commission and managed their agendas. During his time in San Bruno, the Shops at Tanforan mall was renovated for the first time in generations, and over 1,500 residential units were constructed citywide. This included over 1,000 units at "The Crossing" (former Navy Base) which included 315 affordable units. During Aaron's tenure as Director, the first General Plan in 25 years was adopted, and the draft Transit Corridor Plan was released.

Most importantly, Aaron served as the Plan Section Chief during the PG&E Pipeline Explosion and worked closely with property owners during the immediate aftermath and in the months and years following the disaster.

Aaron grew up in the Peninsula, spent much of his adult life in San Francisco, and moved back to San Carlos in 2012. He lives there with his wife Cindy, and two kids.

PROJECT EXPERIENCE HIGHLIGHTS

- » Caltrain at Diridon, Project Manager/City Liaison, Caltrain
- » Harbor Industrial Area Specific Plan, Principal-in-Charge, Belmont
- » Scotts Valley Town Center Specific Plan, Principal-in-Charge, Scotts Valley
- » North Fair Oaks Community Plan, Principal-in-Charge, County of San Mateo
- » Redwood City Precise Plan Implementation, Lead, Redwood City*

*Work completed at a previous place of employment

OUR TEAM



EDUCATION

B.A., Architecture, UC
Berkeley

M.I.A., Economic and
Political Development,
Urban and Social Policy,
Columbia University

MEMBERSHIPS & CERTIFICATIONS

Consortium for Sustainable
Urbanization, Board
Member

NICK HAMILTON

Senior Planner

PROFESSIONAL EXPERIENCE

Nick Hamilton is an urban development and policy professional bringing 15+ years of experience in leading plan development and launching programs to advance equity, sustainability, and shared prosperity in communities across the U.S. and internationally.

Recent long-range planning experience includes General Plan and Housing Element updates and municipal code updates to further Objective Design and Development Standards. Recent current planning experience includes coordinating local jurisdiction review of the redevelopment of former school sites into housing, high density Transit Oriented Development (TOD) projects, and associated CEQA (California Environmental Quality Act) environmental reviews. He has also lent his expertise in community engagement and outreach to several initiatives for the cities of Brisbane, San Mateo, and San Bruno.

Nick brings a long track record establishing collaborative community revitalization initiatives in communities across the U.S. through his previous work for the Lincoln Institute of Land Policy, and as Director of Urban Policy at Columbia University's The American Assembly. His architectural, urban design, and planning expertise was cultivated during his time at Davis Brody Bond, a nationally recognized architectural firm headquartered in New York. Projects there included multiple overseas diplomatic facilities for the US Department of State, Columbia University Northwest Corner Building, and the Lenox Terrace Apartments superblock infill project. Nick has also taught graduate-level housing policy as an adjunct.

PROJECT EXPERIENCE HIGHLIGHTS

- » Housing Element Update, Pacifica, CA
- » Housing Element Update, San Mateo, CA
- » General Plan Update, San Mateo, CA
- » Airport Land Use Compatibility Plan Zoning Updates, San Carlos, CA
- » Objective Design & Development Standards, Brisbane, CA

OUR TEAM



EDUCATION

MUP, Urban Planning with
Certificate in Urban Design,
University of Washington
B.S., Geology, Washington
State University

MEMBERSHIPS

American Institute of
Certified Planners
American Planning
Association
Urban Land Institute

CAROL JOHNSON, AICP

Planning Director

PROFESSIONAL EXPERIENCE

Carol Johnson is a dynamic and responsive urban planner, attuned to community needs, and adept at working with diverse groups in crafting policies, plans and implementation strategies in order to facilitate positive change. She has over 30 years of urban planning experience in both the public and private sectors, including serving as Planning Director for Multnomah County, Oregon; Santa Fe, New Mexico; Maricopa County, Arizona and Berkeley, California. She has also worked as a planner in various capacities for cities in the states of Arizona, California, Connecticut and Washington.

Carol worked for the City of Berkeley as Planning Manager and Planning Director from 2014 to 2017. During her tenure, she oversaw the development review and approval of the first tall building in downtown Berkeley in almost 50 years. She also directed the development of the Adeline Corridor Specific Plan. At the City of Concord, she also served as the Planning Manager, and was responsible for the Concord Downtown Plan, including obtaining assistance of a Technical Advisory Panel from the Urban Land Institute to test the economic feasibility of the plan recommendations. For the Concord Safe Routes to Transit Plan, she incorporated culturally specific workshops to engage the community most impacted by the lack of safe pedestrian infrastructure.

While in Phoenix, Carol managed the in-house effort that resulted in the Downtown Phoenix Urban Form Code, a unique hybrid code incorporating concepts from form-based codes within the legal context of existing land use entitlements. Carol also represented the City as a founding member of the Sustainable Communities Working Group, a multi-agency/multi-sector organization that promoted the creation of equitable, affordable housing along the light rail corridor. She was one of four members responsible for obtaining a commitment for \$20 million in loan funds from the Local Initiatives Support Corporation (LISC) and Raza Development Fund (RDF) to develop affordable and attainable housing and support services along the light rail corridor.

PROJECT EXPERIENCE HIGHLIGHTS

- » Belmont Harbor Industrial Area Specific Plan, Belmont, CA
- » Adeline Corridor Specific Plan, Berkeley, CA
- » Concord Downtown Plan, Concord, CA
- » Downtown Phoenix Urban Form Code, Phoenix, AZ



ADDENDA



TOTAL PROJECT COST (without Optional Tasks)	\$ 160,405.00
Subtotal of Optional Tasks	\$ 16,040.50
TOTAL PROJECT COST (with Optional Tasks)	\$ 176,445.50

* Please refer to Section IV. Prosposal Requirements, 7. Cost Proposal in the RFP for instructions.

Main Contact: Nicholas Hamilton
Firm Name: Good City Company
Firm Address: 601 Allerton St, Suite 110; Redwood City, CA 94063
Procurement Title: C/CAG Strategic Plan Development

Appendix B
Cost Proposal

TASK/ DELIVERABLE	DIRECT LABOR						DIRECT EXPENSES (See itemized description at the bottom of this form)	TOTAL COST
	Good City Company	Good City Company	Good City Company	Good City Company	TOTAL HOURS	SUBTOTAL DIRECT LABOR		
	Principal	Senior Planner	Planning Director	Assistant Planner				
	Aaron Aknin	Nicholas Hamilton	Carol Johnson					
	Hourly Rate (\$/Hr)	Hourly Rate (\$/Hr)	Hourly Rate (\$/Hr)	Hourly Rate (\$/Hr)				
	\$250.00	\$170.00	\$225.00	\$120.00				
Task 1 - Project Administration								
1.a - Project Kick-off Meeting	2	5	2	2	11	\$2,040.00		\$ 2,040.00
1.b - Weekly project management meeting agenda and action items	18	54	36	24	132	\$24,660.00		\$ 24,660.00
1.c - Invoices with Progress Reports (Cost of invoicing is embedded within hourly rates)	-	-	-	1	-	\$ -		\$ -
Task Subtotal	20	59	38	27	143	\$ 26,700.00	\$ -	\$ 26,700.00
Task 2 - Background Review and Situation Analysis								
2.a - Draft SWOT analysis summary	8	40	20	20	88	\$15,700.00		\$ 15,700.00
2.b - Final SWOT analysis summary	4	20	10	10	44	\$7,850.00		\$ 7,850.00
Task Subtotal	12	60	30	30	132	\$ 23,550.00	\$ -	\$ 23,550.00
Task 3 - Draft Vision Statement, Strategic Priorities and Project List								
3.a - Draft C/CAG Vision Statement	10	20	15	10	55	\$10,475.00		\$ 10,475.00
3.b - Final draft C/CAG Vision Statement	5	15	10	5	35	\$6,650.00		\$ 6,650.00
3.c - Draft C/CAG Strategic Priorities	5	25	15	10	55	\$10,075.00		\$ 10,075.00
3.d - Final draft C/CAG Strategic Priorities	5	15	10	5	35	\$6,650.00		\$ 6,650.00
Task Subtotal	25	75	50	30	180	\$ 33,850.00	\$ -	\$ 33,850.00
Task 4 - Priority Setting Retreat with C/CAG Board of Directors								
4.a - Stakeholder interviews	10	20	10	10	50	\$9,350.00		\$ 9,350.00
4.b - Draft Board of Directors survey	2	20	5	5	32	\$5,625.00		\$ 5,625.00
4.c - Final Board of Directors survey	2	10	2	2	16	\$2,890.00		\$ 2,890.00
4.d - Board workshop agenda and supporting materials	2	15	10	5	32	\$5,900.00	\$ 1,500.00	\$ 7,400.00
4.e - Post Board workshop summary	2	15	5	5	27	\$4,775.00		\$ 4,775.00
Task Subtotal	18	80	32	27	157	\$ 28,540.00	\$ 1,500.00	\$ 30,040.00

Main Contact: Nicholas Hamilton
Firm Name: Good City Company
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Procurement Title: C/CAG Strategic Plan Development

Appendix B
Cost Proposal

Task 5 - Development of Strategic Plan								
5.a - Draft Strategic Plan	5	40	20	20	85	\$14,950.00		\$ 14,950.00
5.b - Presentation to C/CAG staff	2	10	5	2	19	\$3,565.00		\$ 3,565.00
5.c - Final Draft Strategic Plan	5	20	10	10	45	\$8,100.00		\$ 8,100.00
5.d - Final Strategic Plan	2	15	5	5	27	\$4,775.00		\$ 4,775.00
Task Subtotal	14	85	40	37	176	\$ 31,390.00	\$ -	\$ 31,390.00
Task 6 - C/CAG Board of Directors Work Session and Approval								
6.a - Up to six presentations to C/CAG Standing Committees	10	20	10	10	50	\$9,350.00		\$ 9,350.00
6.b - Two presentations to C/CAG Board of Directors	5	15	5	5	30	\$5,525.00		\$ 5,525.00
Task Subtotal	15	35	15	15	80	\$ 14,875.00	\$ -	\$ 14,875.00
TOTAL PROJECT COST (without Optional Tasks)								
Subtotal of Optional Tasks								\$ 16,040.50
TOTAL PROJECT COST (with Optional Tasks)								\$ 176,445.50

ITEMIZATION OF DIRECT EXPENSES	
Task 4.d (i) - Travel (if needed)	1000
Task 4.d (ii) - Printing and workshop materials (if needed)	500
Direct Expense Subtotal	\$ 1,500.00

OPTIONAL TASKS		
Task 7 - As-needed Tasks (Optional)		
To be determined	\$ -	\$ -
10% Contingency (Inclusive of rate increases, rates increase 3% to 5% at the beginning of each year)	\$ 16,040.50	\$ 16,040.50
Task Subtotal	\$ 16,040.50	

Request for Taxpayer Identification Number and Certification

Give Form to the
requester. Do not
send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Good City Company	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ►	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>
	5 Address (number, street, and apt. or suite no.) See instructions. 601 Allerton St Ste 110	Requester's name and address (optional)
	6 City, state, and ZIP code Redwood City CA 94063-1952	
7 List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
			-				-		
or									
Employer identification number									
9	4		-	3	1	5	4	2	9

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ► 	Date ► May 9, 2023
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.