



## ECONOMIC VITALITY COMMITTEE REPORT

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August 18, 2022  
Economic Development

**TITLE: UPDATE TO THE CITY'S ECONOMIC DEVELOPMENT STRATEGIC PLAN**

### **BACKGROUND**

In 2013, the City Council adopted the current Economic Development Strategic Plan as a policy document intended to guide the City's economic development priorities and activities over a period of three to five years. Given the changing economic landscape of the past several years, exacerbated by the global COVID-19 pandemic, City staff determined that it is an opportune time to review the current strategic plan and develop a contemporary plan to meet the business needs of the city.

In July, staff issued a Request for Proposal (RFP) for consultants with which to work on an update to the strategic plan. The scope of the project is to gather and review baseline information on the current state of Pleasanton's business environment presented as a background report; the existing background report and recently collected business data, including the business needs assessment completed earlier this year, will be provided to the consultant. From this, a preliminary gap analysis will be performed to identify Pleasanton's strengths and opportunities and summarized in an economic assets report. The consultant will also work with City staff to develop discussion questions for use with identified focus groups and to gather community feedback. This work will inform the development of an updated or new strategic plan to be prepared by the consultant as guided by the City's Economic Development Department staff.

Underpinning the purpose of the City's Economic Development Strategic Plan is a fiscal objective: the initiatives in the plan should contribute to the fiscal health of the City and contribute to the community's overall fiscal health. City staff will look to the consultant to offer additional objectives for consideration to strengthen Pleasanton's competitive standing in the regional market.

The City received five proposal submissions in response to the RFP. After a review and prioritization process involving staff from the City Manager's Office, Community Development, and Economic Development departments, Willdan Financial Services was awarded the contract.

### **DISCUSSION**

City staff will work with Willdan's team, led by Managing Principal and Project Manager, Molly McKay, to refine the scope of work, including tasks and a timeline of the project. The scope of work will include some meetings with the EVC as the background

materials and plan are developed, as well as stakeholder engagement to gather feedback and build consensus on a shared vision and mission for the plan initiatives and future implementation.

The following is the proposed Scope of Work involved to update the Plan:

### **Task 1: Project Initiation & Management**

Objective – To execute a Project Management Plan that will direct City staff and the consultant team’s communications and workflow through the project.

Deliverables -

- Final Project Scope
- Project Kick-off Meeting & Project Management Plan
- Schedule of Progress Calls, Deliverables, Meetings, and Presentations
- Information Request Memo
- Existing Documents Review & Data Resources

### **Task 2: Economic Profile Report**

Objective – To collect and analyze key data on existing demographic, socioeconomic, economic, and real estate conditions to identify current and potential economic engines and formulate a baseline for community input and the Plan.

Deliverables -

- Economic Profile Report (Execute Summary)
  - Existing Demographic Analysis & Trends (population segmentation by age, income, race, etc., key industries, number & type of businesses, housing characteristics, labor force characteristics, employment and wage by sector, taxable sales, etc.)
  - Business Needs Gap Assessment
- Economic Assets SWOT Analysis
- Organizational Capability and Partnership Opportunity Summary

### **Task 3: Stakeholder Engagement**

Objective – To engage community partners and key stakeholders to build consensus around a shared vision and mission for the City of Pleasanton’s Economic Development Strategic Plan initiatives and future implementation.

Deliverables -

- Internal Vision/Mission Workshop
- Stakeholder Input Documentation & Summary
- Draft EDSP Implementation Plan Framework
- Finalized Vision/Mission for Economic Development Department

#### **Task 4: Consensus Building**

Objective – To solicit input and collaborate with Economic Development staff on the draft vision, goals, objectives and proposed policies/programs/initiatives as identified through the economic profile report, prior engagement and stakeholder outreach.

Deliverables -

- Internal Strategy Work Session
- Draft EDSP

#### **Task 5: Implementation & Funding Plan Recommendations**

Objective – To develop actionable and measurable implementation and funding plan recommendations that align with the economic development strategies.

Deliverables -

- Internal Implementation Action Plan Work Session (concurrent with Strategy Development Work Session)
- Implementation Matrix

#### **Task 6: City Council Work Session & Final Plan**

Objective – To incorporate all deliverables and project components into a consolidated and visually appealing document and to present major components of the plan to the City Council prior to finalization of the project.

Deliverables -

- Draft Final Report
- City Council Work Session
- Final Report

At the August 18 EVC meeting, Ms. McKay will attend to provide the EVC with an overview of the process, review the proposed scope of work, and gather initial input from the committee.

#### **EVC Input**

To solicit input from the EVC, below are questions to initiate the discussion:

1. Considering the big picture, what do you think are the major issues facing the local economy?
  - a. Opportunities for growth
  - b. Challenges/concerns
2. The outreach/stakeholder engagement is a key component of the process but may be limited due to time and resources. Do you have suggestions on prioritizing the approaches presented this morning?

**ACTION: PROVIDE INITIAL FEEDBACK ON ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE**