

OFFICE OF THE CITY CLERK  
2006 NOV 29 PM 4:25

REDEVELOPMENT AGENCY OF THE  
CITY OF OAKLAND

**Agenda Report**

To: Office of the City Administrator  
Attn: Deborah Edgerly  
From: Community and Economic Development Agency  
Date: November 28, 2006  
RE: **RESOLUTION AUTHORIZING A  
PROFESSIONAL SERVICES AGREEMENT WITH  
CONLEY CONSULTING GROUP TO DEVELOP A  
CITYWIDE RETAIL RECRUITMENT STRATEGY AND  
IMPLEMENTATION PLAN IN AN AMOUNT  
NOT TO EXCEED \$436,720**

---

**SUMMARY**

In response to the January 31, 2006 staff report, "Retail Development Strategy Report Presented for Discussion and Direction," Council directed staff to conduct a comprehensive Citywide Retail Recruitment Strategy and Implementation Plan of 18 target retail areas selected by Council (see Attachments A, B and C for maps and descriptions of the target areas), analyze each area's attributes and readiness for an infusion of retail business, identify retail opportunities, and create a prioritized action plan for capitalizing on these opportunities. The Strategy will also identify incentives that would help attract quality retailers and identify specific types of retailers that would be the most successful in these areas.

In May 2006, staff issued a Request for Proposals (RFP) and is returning to Council for approval of a proposed contract with Conley Consulting Group. The completed Strategy and resulting implementation will satisfy consumer needs, enhance commercial district revitalization, and increase the City's sales and business tax revenue.

**FISCAL IMPACT**

Approval of the attached resolution will authorize the Agency Administrator to engage the services of Conley Consulting Group to coordinate development of a citywide retail recruitment strategy and implementation plan. The total “not to exceed” amount is \$436,720, which includes the following:

Consultant fee, including all possible optional tasks	\$424,000
Contract Compliance fee (3%)	<u>12,720</u>
Total	<u>\$436,720</u>

See Attachment D for Conley’s project scope and budget.

Payment is apportioned to the various redevelopment and Neighborhood Commercial Revitalization (NCR) areas represented among the 18 target retail study areas: Broadway/MacArthur/San Pablo, Central, Central City East, Coliseum, Oakland Army Base, and West Oakland redevelopment areas, and Area Team funds for the NCR areas. In November 2006, staff presented the Strategy and a funding request to the Broadway/MacArthur/San Pablo, Central City East and West Oakland Project Area Committees (PACs). Broadway/MacArthur/San Pablo approved the request; Central City East approved the request and made recommendations to change some of the target retail areas (see page 9); and West Oakland voted to not approve the request. Staff recommends including the West Oakland target area—San Pablo Avenue in West Oakland—as originally proposed. Amounts are allocated as follows:

Target area	Target area portion	Total target areas per Redevelopment area	% Total Proposed Funding	Amount per Redevelopment Area
<b>BROADWAY/MACARTHUR/SAN PABLO</b>		1.00	6%	<b>\$24,262</b>
Golden Gate District (San Pablo in North Oakland)	1.00			
<b>AREA TEAM</b>		2.00	11%	<b>\$48,524</b>
Dimond	1.00			
Laurel	1.00			
<b>CENTRAL DISTRICT</b>		3.00	17%	<b>\$72,787</b>
Jack London Square	1.00			
Broadway corridor	1.00			
Telegraph corridor	1.00			
<b>CENTRAL CITY EAST</b>		3.25	18%	<b>\$78,852</b>
Oak to 9 <sup>th</sup>	1.00			
Foothill Square	1.00			
Foothill/Seminary/Bancroft	1.00			

Target area	Target area portion	Total target areas per Redevelopment area	% Total Proposed Funding	Amount per Redevelopment Area
International corridor/Eastlake	.25			
<b>COLISEUM</b>		<b>4.75</b>	<b>26%</b>	<b>\$115,246</b>
Fruitvale Village	1.00			
Hegenberger corridor	1.00			
Coliseum BART Transit Village	1.00			
I-880 corridor	.75			
International corridor	.75			
<b>OAKLAND ARMY BASE</b>		<b>3.00</b>	<b>17%</b>	<b>\$72,787</b>
Oakland Army Base	1.00			
7 <sup>th</sup> Street in West Oakland	1.00			
Mandela/Grand & Mandela	1.00			
<b>WEST OAKLAND</b>		<b>1.00</b>	<b>6%</b>	<b>\$24,262</b>
San Pablo Ave in West Oakland	1.00			
<b>TOTAL</b>		<b>18.00</b>	<b>100%</b>	<b>\$436,720</b>

All of the Broadway (Downtown to 51<sup>st</sup> Street) and Telegraph (Uptown to 51<sup>st</sup> Street) corridor target areas are being funded by the Central Redevelopment Area due to funding constraints of the Broadway/MacArthur/San Pablo Redevelopment Area. Seventh Street in West Oakland and Mandela/Grand and Mandela Parkway target areas are being funded by the Oakland Army Base Redevelopment Area for the same reason. The Broadway and Telegraph areas serve as gateways to the Central district, as does 7<sup>th</sup> Street in West Oakland and Mandela/Grand and Mandela Parkway to the former Army Base. Redevelopment law allows the transfer of funds from one redevelopment area to another for the purpose of gateway revitalization.

Staff proposes to allocate the \$436,720 as follows:

- \$24,262 from Broadway/MacArthur/San Pablo Operations Fund (9529), Redevelopment Project Organization (88669), Broadway/MacArthur/San Pablo Redevelopment Project (P187510)
- \$72,787 from Unrestricted Land Sales Proceeds Fund (9553), Capital Improvement Project/Economic Development Organization (94800), Downtown Capital Project (P130610)

- \$78,852 from Central City East Operations Fund (9540), Central City East Development Organization (88699), ORA-Central City East Repayment Agreement Project (S233310)
- \$72,787 from Oakland Army Base Redevelopment Area Operations Fund (9570), West Oakland Base Reuse Organization (88679), ORAB Bay Bridge Gateway Project (P235310)
- \$24,262 from West Oakland Operations Fund (9590), West Oakland Base Reuse Organization (88679), ORA West Oakland Repayment Project (S233510)
- \$48,524 from Unrestricted Land Sales Proceeds Fund (9553), NCR and SDS Organization (88569), NCR-Lower Hills District Four Project (P130850)
- \$115,246 from Coliseum Operations Fund (9450), Coliseum Redevelopment Organization (88659), Coliseum-Staff Project (S82600)

## **BACKGROUND**

A renaissance is underway in Oakland – investment and building activity from both the private and public sector is resulting in significant development. Since 1999, Oakland has strengthened its foothold in the regional economy. Fueled by a pro-business City government and aggressive marketing efforts, Oakland has generated an unprecedented level of private commercial and residential investment. However, Oakland still lacks adequate retail facilities in key categories; experiences a significant degree of retail leakage; community retailing desires are not met; and national retailers are significantly underrepresented in Oakland. These conditions exist despite the fact that Oakland is well-positioned to attract retail both geographically and from a standpoint of overall household income.

Oakland is located in a regional trade area defined by the Oakland/Berkeley hills to the east, the northern Alameda County line, route 238 to the south, and San Francisco Bay to the west. The area is unusual in geography, residential concentrations and transportation routes. Oakland currently captures only 24% of the trade area's retail sales for comparison goods although the City has 53% of the trade area's population.

Other cities, such as San Leandro, Berkeley, and Alameda capture about 48% of their potential retail sales. Therefore, not only are retail sales leaking out of Oakland to adjoining cities, but sales are leaking generally from all cities in the trade area to outside the trade area. This indicates that Oakland has the potential to capture both retail sales that are going out to neighboring cities and a portion of those that take place outside the trade area.

From a revenue standpoint, the leakage of retail in the categories of comparison goods, eating/drinking establishments, and convenience goods amounts to about \$1 billion dollars in sales. These sales would generate about \$9.5 million in retail sales tax. It is understood that not all retail sales can be expected to be captured within a city. However, capturing a portion of lost sales could translate to significant on-going City of Oakland revenue.

Issues which have been identified by retailers as making it difficult for them to locate and thrive in Oakland include:

- Few suitable retail sites/buildings
- Downtown is not yet developed
- Perceived and actual shortage of parking
- Perceived and actual crime and blight
- Consumer fears
- Lack of trained retail employees
- Perception that Oakland lacks residents with adequate disposable income
- Perception that Oakland residents have certain shopping preferences

In response to the January 31, 2006 staff report, staff was directed to conduct a comprehensive assessment of 18 target retail areas. In May 2006, staff issued a request for proposals and is returning to Council for approval of a proposed contract with Conley Consulting Group (“Consultant”). The need for more retail in Oakland has been identified in previous staff reports and consultant studies, and is a commonly stated need among just about any City stakeholder—residents, workers, visitors and officials. Conley Consulting Group will develop a Strategy that identifies incentives that would be helpful in attracting quality retailers and identify specific types of retailers that would be successful in the areas.

While the City of Oakland currently provides many resources and programs that support retail recruitment and retention, there has been no written policy to guide citywide retail recruitment, the types of retail to target, or the desired locations of various types of retail. The Consultant will have access to existing market, real estate and demographic data, but will be expected to generate a market and economic analysis of the retail development potential in specified targeted areas. The Consultant will be responsible for advising the City on a marketing plan and introducing the City to various categories of retailers. The specific scope of the Consultant contract will be to prepare a recruitment and implementation program that enhances existing retail and commercial activities, supports new retail development, and responds to Oakland’s consumer shopping needs in designated areas of the City.

## KEY ISSUES AND IMPACTS

The RFP process generated proposals from three teams for this contract:

Conley Consulting Group (lead)  
Metrovation Brokerage  
JRDV Architects  
Strategic Economics

Talbot Consultants (lead)  
Quantum Market Research

Main Street Property Services (lead)  
Oakland Merchants Leadership Forum

While all the teams indicated their passion about and successes with retail analysis and recruitment and commercial district revitalization, and all three teams met the 20% local/small local business enterprise requirement (see Attachment E), staff believes the Conley team is the strongest for these reasons:

- Scored highest among the selection panel members.
- Comprehensive approach which impressed panelists: well-rounded, professional, creative, succinct.
- Specific, well-reasoned scope, timeline and budget.
- Team seems very aware of ultimate goal of an action plan and how to get there.
- Optimal combination of analysis, strategy, creativity, industry know-how, and local knowledge. Team includes specialists covering retailers, GIS, urban and retail design, public communication, and project management.
- Team members gave a seamless presentation complete with handouts, plus their approach seemed as though it will present well among various audiences.
- References for Conley Consulting Group reported that Denise Conley, the firm's principal, exceeds expectations, thinks outside the box, and is very bright, able to break down and explain complex projects, an excellent communicator for lay and advanced audiences, very responsive and timely, well-prepared, has good team management, and completes projects within schedule and budget. Challenges were that "she wasn't in my office" and "is so bright it's hard for others to keep up with her."
- Metrovation represents nine shopping centers and additional street retail

properties in northern California, including Old Oakland and City Center, as well as scouting retailer locations. The firm produces attractive and informative marketing materials, posts opportunity sites on the company website ([www.metrovation.com](http://www.metrovation.com)) and elsewhere, and participates in International Council of Shopping Centers (retail trade association) conferences. In addition to private sector experience, Metrovation has experience working with government entities, having provided retail strategies for the Port of Oakland, and Cities of Anaheim, San Francisco, Morgan Hill and elsewhere. A reference for Metrovation Brokerage stated that Christine Firstenberg, managing director, “won’t give you a bunch of non-implementable theory,” and that she “knows what it takes to get the right tenants there.”

- JRDV Architects is an architectural firm based in Oakland, most of whose work is designing traditional-style destination shopping centers in Europe. This was the only team with an architect on board, and staff believes having an urban designer will enhance revitalization strategies for target areas.
- Proposed budget appears reasonable and is very specific.
- Innovative use of technology, building on the City’s own GIS resources.

## **PROJECT DESCRIPTION**

### **Goals**

The Consultant will be primarily responsible for the development of a Retail Recruitment Strategy and Implementation Plan. The Consultant will identify retail opportunities, based on the City’s existing and future consumer market potential, and the extensive current and future development program. The City of Oakland has substantial data available to assist in the assembly of an inventory and analysis of existing retail uses. The findings of the Consultant’s analysis will form the basis for a recruitment strategy that will outline actions that the City can utilize to stimulate retail activity in Oakland’s targeted areas. See Attachment D for the detailed Scope of Work and work products. The Strategy is scheduled to be completed within 12 months.

### **Objectives**

The Strategy will be guided by the following objectives:

- Strategically analyze the overall current retail market in Oakland to identify gaps and specific categories of retail opportunities to reduce retail sales tax leakage and thus increase retail sales tax to support the City’s General Fund.
- Develop a step-by-step Implementation Strategy to recruit and locate tenants in the identified target areas.

- Prioritize immediate opportunities in sectors where Oakland should concentrate its efforts.
- Comprehensively assess the 18 target retail areas, which represent a wide range of commercial and geographic characteristics: Some are poised for major retail development today while others need significant “clean and safe” work, streetscape improvements and the like, and still others are somewhere in the middle of the spectrum.

### **Target retail areas**

The 18 target areas can be grouped as follows:

#### *Major corridors*

Broadway (including Auto Row)

Telegraph Avenue

Mandela/Grand and Mandela Parkway

San Pablo Avenue in West Oakland

San Pablo Avenue in Golden Gate (North Oakland)

International Blvd.

Hegenberger Road

Foothill/Seminary/Bancroft

#### *Freeway corridor*

Interstate 880

#### *Shopping centers & retail sites with major single ownership – existing and in development*

Jack London Square

Oakland Army Base

Oak to 9<sup>th</sup>

Foothill Square

#### *Transit villages*

7<sup>th</sup> Street/West Oakland Transit Village\*

Fruitvale Village

Coliseum Transit Village

#### *Commercial districts*

7<sup>th</sup> Street/West Oakland Transit Village\*

Dimond

Laurel

\*Appears in two categories.



In the case of the major corridors, staff and the Consultant will choose nodes along the street on which to focus, as the length of the streets makes study of the entire street unwieldy and is not necessary.

In the time since Council chose the 18 target retail areas, various individuals—Project Area Committee members, City residents and staff—have raised questions as to why some areas were chosen and others were not.

Target areas whose presence among the 18 has been questioned are either existing or planned privately-owned shopping centers and/or sites with a major single ownership of retail space:

- a. Jack London Square
- b. Oak to 9<sup>th</sup>
- c. Fruitvale Village
- d. Foothill Square

Areas that weren't included among the 18, and which some stakeholders think should be studied, are:

- e. Embarcadero Cove/Estuary area from Central area through High Street
- f. Continue Area 15 along Hegenberger Road from the Airport vicinity across I-880 to Baldwin Street
- g. MacArthur from 73<sup>rd</sup> Avenue to the San Leandro border
- h. International Blvd. between 1<sup>st</sup> Avenue and 14<sup>th</sup> Avenue, thus making the target area contiguous 1<sup>st</sup> Avenue to the San Leandro border
- i. Foothill Blvd. between 42<sup>nd</sup> Avenue and Seminary Avenue
- j. East 12<sup>th</sup> Street from 1<sup>st</sup> Avenue to 22<sup>nd</sup> Avenue
- k. 23<sup>rd</sup> Avenue from East 12<sup>th</sup> Street to Foothill Blvd.

Area (e) is garnering increasing attention from residential, retail and mixed-use developers. Including this area would capitalize on Council's desire to assess new commercial opportunities in existing industrial areas.

As part of their approval of funding, Central City East PAC members recommended that areas (g), (h), (i), (j), and (k) become target areas.

Staff recommends making these changes:

1. Change Target Area 3 from Jack London Square to Jack London District, to encompass the surrounding area. Lower Broadway is included in the Broadway

corridor. (Central)

- m. Retain Target Area 9, Oak to 9<sup>th</sup>. While this is a major single ownership of retail space, at 250,000 square feet, it is so much retail space, it warrants study. (Central City East)
- n. Replace Fruitvale Village, Target Area 13, with Embarcadero Cove/Estuary area from Central area through High Street. (Coliseum)
- o. Enlarge Target Area 15 to continue along Hegenberger Road from the Airport vicinity across I-880 to Baldwin Street. (Coliseum)
- p. Replace Foothill Square, Target Area 17, *with one or more of the PAC's recommended areas listed above—(g), (h), (i), (j), and/or (k).* (Central City East)

Staff does not foresee an increase in contract cost with these replacement changes. However, if Council *adds* target areas there could be an increase in the contract amount.

#### **Potential incentives**

A key component of the Strategy will be to identify useful incentives with which to help attract quality retailers. Direct monetary incentives the City already offers—and which are very popular—include façade and tenant improvement matching grants and Enterprise Zone tax credits. Indirect incentives the City already offers include streetscape improvements. Business Development staff will direct the Consultant to consider the following incentives and to add any incentives they believe would help achieve the City's retail goals:

- City-funded or -subsidized parking structures
- Ability to place pedestrian bridges over streets to connect retail developments on two sides of a street
- Property tax credits for building retail developments
- Sales tax credits to retailers
- Business tax credit to retailers (proposed by the City Auditor)
- Additional funds and/or additional areas for façade and tenant improvement matching grants
- Reduced planning and building fees
- More flexible sign regulations
- Loans with more flexible terms for startup retailers (contracted through Oakland Business Development Corporation Small Business Finance)
- Loans that are forgiven over time (the longer the business operates, more of the loan is forgiven)

## **SUSTAINABLE OPPORTUNITIES**

Staff will strive to ensure that Citywide Retail Recruitment Strategy and Implementation Plan project supports the City's 3 Es: economy, environment and equity.

Economic. The overall goals of the Retail Strategy are to identify retail gaps in order to reduce sales tax leakage to locations outside Oakland. In other words, the goal is to retain more sales tax revenue for the City of Oakland—so that those funds will be available to provide additional services/programs in the City. The objectives of the Retail Strategy are to:

- Strategically analyze the overall current retail market in Oakland to identify gaps and specific categories of retail opportunities to reduce retail sales tax leakage and thus increase retail sales tax to support the City's General Fund.
- Develop a step-by-step Implementation Strategy to recruit and locate tenants in the identified target areas.
- Prioritize immediate opportunities in sectors which Oakland should concentrate its efforts.
- Comprehensively assess the 18 target retail areas, which represent a wide range of commercial and geographic characteristics: Some are poised for major retail development today while others need significant "clean and safe" work, streetscape improvements and the like, and still others are somewhere in the middle of the spectrum.

Environmental. The overall goals of the Retail Strategy will identify retail gaps in order to reduce the amount of shopping Oaklanders do outside of Oakland. When City residents can shop closer to home, they won't travel as far, thereby using their cars less. Staff will also direct the Consultant to review the City's Zero Waste Strategic Plan and determine what can be incorporated into the Strategy. The Retail Strategy will be consistent with Smart Growth principles. The Consultant will be urged to use recycled and/or environmentally-friendly paper and office supplies.

Social Equity. Growing the retail base in Oakland, leading to more and larger retailers, will in turn provide increased employment opportunities, especially entry level jobs, as well as promote self-employment/entrepreneurship opportunities for Oakland residents.

## **DISABILITY AND SENIOR CITIZEN ACCESS**

The Strategy itself does not look at issues affecting disabled and senior citizen access.

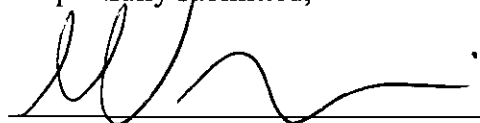
**RECOMMENDATION AND RATIONALE**

This report and resolution request authorization for the Agency Administrator to negotiate and execute a professional services agreement with Conley Consulting Group, to coordinate the Citywide Retail Recruitment Plan and Implementation Strategy, in an amount not to exceed \$436,720, and this report requests guidance on which target retail areas to study.

**ACTION REQUESTED OF THE CITY COUNCIL**

Authorize the Agency Administrator to negotiate and execute a professional services agreement with Conley Consulting Group to coordinate the Citywide Retail Recruitment Plan and Implementation Strategy, in an amount not to exceed \$436,720, and provide guidance on which target retail areas to study.

Respectfully submitted,



DANIEL VANDERPRIEM

Director, Redevelopment, Economic Development  
and Housing  
Community and Economic Development Agency

Prepared by:

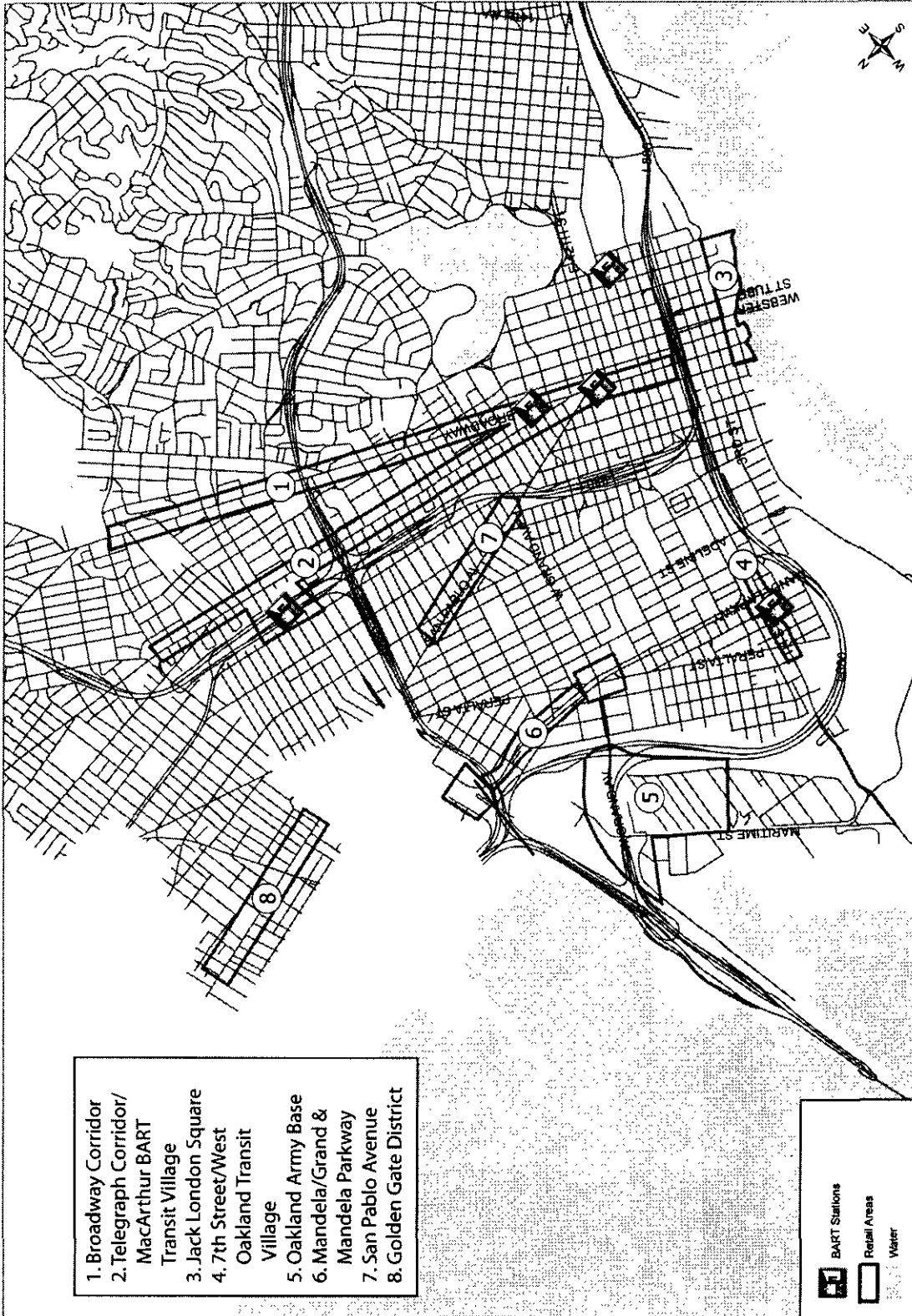
Keira Williams, Urban Economic Analyst III  
Business Development Unit

APPROVED FOR FORWARDING TO THE  
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE:

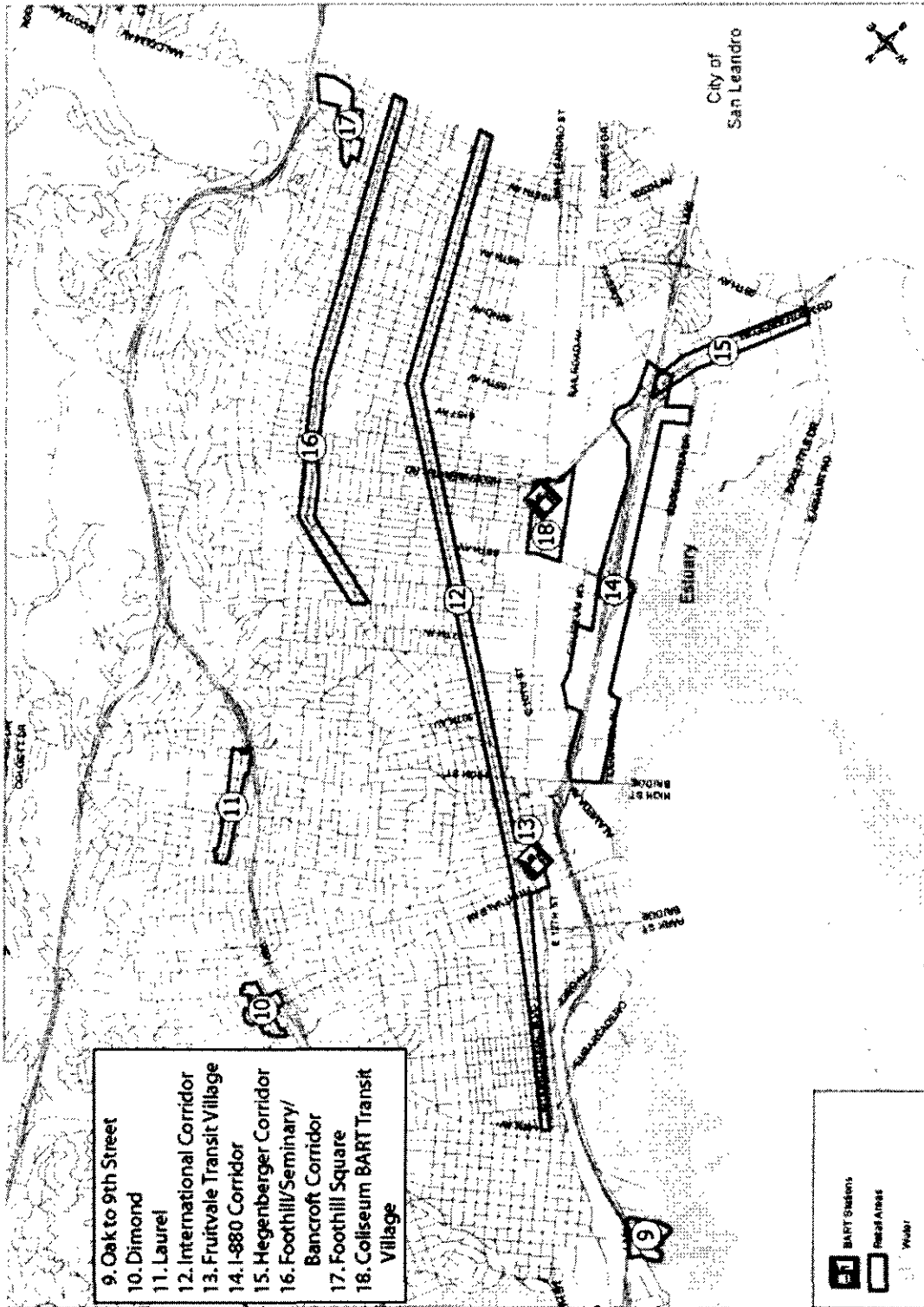
  
Office of the City Administrator

- Attachments: Attachment A West-North Retail Areas Map
- Attachment B East Oakland Retail Areas
- Attachment C Retail Strategy Target Retail Areas
- Attachment D Consultant's Project Scope and Budget, 9/21/06
- Attachment E Contract Compliance Analysis

West/North Oakland Retail Target Areas



East Oakland Retail Target Areas



## **Attachment C          Retail Strategy Target Retail Areas**

The retail districts described on Attachment A – West-North Retail Areas and Attachment BB – East Oakland Retail Areas, encompass the areas in which City officials and staff want to target this initiative. Most of the areas are located along the City’s large corridors, and thus touch many rooftops and people, often with heavily used bus service.

**1. Broadway Corridor (Downtown to 51<sup>st</sup> Street)**

Broadway is the key artery through Downtown, Old Oakland, Chinatown, Uptown and Auto Row. While there are a significant number of vacant spaces and non-retail ground-floor uses, the area has seen an infusion of new business and residential development, and improved facades in the last few years. Auto dealers on Broadway Auto Row will likely relocate to the Army Base in the next decade, leaving what may be a prime location for a lifestyle retail district.

**2. Telegraph Corridor (Uptown to 51<sup>st</sup> Street)**

Telegraph is a key thoroughfare through the Uptown, Northgate, MacArthur BART station area, Korea Town and Temescal districts. Varied building stock and lack of density make parts of the corridor challenging retail-wise. Uptown and Northgate are home to a burgeoning arts and entertainment scene, while Temescal and upper Telegraph feature a new business improvement district, and the former has a happening restaurant scene. Development opportunities at underutilized and infill sites, particularly suited for neighborhood-serving retail.

**3. Jack London Square**

A beloved Bay Area destination, Jack London Square is undergoing improvements to make it even better. Retail leasing is underway in existing buildings as well as the planned expansion, which includes the California Harvest Hall, celebrating food and agriculture, additional movie screens and office space, and a full-service hotel.

**4. 7<sup>th</sup> Street/West Oakland Transit Village**

Once home to a busy nightclub scene, 7<sup>th</sup> Street is adjacent to multiple new mixed-used developments as part of the West Oakland Transit Village. Many infill development opportunities.

**5. Oakland Army Base**

This 170-acre site is located adjacent to the Bay Bridge, I-80, I-880, and West Oakland. Auto retail is planned for a portion of the former base, and entertainment, lifestyle retail and/or big box retail are possible as well.

**6. Mandela/Grand & Mandela Parkway**

Given West Grand Avenue’s direct access to I-80 and -880, and Mandela Parkway’s direct access to the successful Oakland/Emeryville power center area, the area adjacent to the Grand/Mandela intersection has much potential. The area

is industrial in use but is seeing transition with artisan manufacturers and residential developments. Large floorplate buildings are available.

**7. San Pablo Avenue in West Oakland**

Located between Uptown and the Emeryville border, this area features a mixture of building types and has many underutilized buildings and vacant lots.

**8. Golden Gate District (San Pablo Avenue in North Oakland)**

Nestled between the Emeryville and Berkeley borders, this area has seen a lot of residential development lately, though infill sites and underutilized buildings remain. Strong neighborhood associations have served as catalysts for emerging revitalization efforts.

**9. Oak to 9<sup>th</sup> Street**

This proposed mixed-use development is currently designed to accommodate 250,000 square feet of retail.

**10. Dimond**

Recent merchant organizing activity, a new anchor business, the growing prosperity of nearby residents, and incomparable freeway access and visibility make this area a good place for retail recruitment efforts. Plenty of parking is available at an underutilized municipal parking lot.

**11. Laurel**

Recent merchant organizing activity, developer interest, a new business improvement district, streetscape improvements, the growing prosperity of nearby residents, and excellent freeway access make the Laurel a good place for retail recruitment efforts. There are vacancies in non-traditional and run-down buildings.

**12. International Corridor**

Stretching 90 blocks, the International corridor is home to multiple commercial districts and many “personalities,” including Eastlake, San Antonio, Fruitvale and Elmhurst. There are many underutilized buildings and infill lots. Durant Village, adjacent to the San Leandro border, is a successful mixed-use development.

**13. Fruitvale Transit Village**

One of the Bay Area’s first transit villages built on a former BART parking lot, Fruitvale Village has much to tout. It features housing, services, office and retail space, along with new structured parking. The initial retail mix hasn’t panned out so new retailers are being sought. The surrounding Fruitvale district is a bustling commercial area home to businesses featuring goods from Central America as well as China and Vietnam.



**14. I-880 Corridor**

Over 200,000 people drive this corridor every day, making its real estate very valuable, however East Bay Municipal Utility District and Pacific Gas & Electric control some of the choicest sites, making assembly challenging. Also making construction difficult is a high water table on the south side of the freeway. New auto retailers Lexus and Infiniti have done well in their I-880 locations, joining the Oakland Truck Center. Home Depot, McDonalds and 24 Hour Fitness operate at I-880 and High Street. Major improvements have occurred along Oakport Street.

**15. Hegenberger Corridor**

Open for nine months at the southwest corner of the I-880 and Hegenberger Road, the Hegenberger Gateway Shopping Center—home to Wal-Mart, Starbucks, Panda Express and more—does very well. Across the freeway, the owner of the former Home Base site is in discussion with a number of national tenants to build another compelling center. Major improvements have occurred along Hegenberger Road. Home to the Network Associates Coliseum and the Arena complex. There is increasing interest in this area.

**16. Foothill/Seminary/Bancroft Corridor**

This area is primarily residential and offers a few retail opportunities in infill sites and underutilized buildings. Aside from a supermarket and shops at Eastmont Town Center, the area is quite underserved retail-wise.

**17. Foothill Square**

This neighborhood shopping center is slated for major redevelopment, including major national retail tenants. It has excellent freeway visibility and access.

**18. Coliseum BART Station Transit Village**

Located adjacent to the Network Associates Coliseum and Oakland Arena complex, this transit village will feature 1,000 housing units. In addition to BART service, Amtrak's Capitol Corridor line enhances the area's regional linkage.

Note: All of the above areas except Jack London Square, Dimond and Laurel are in redevelopment areas, providing funding for streetscape upgrades, in most cases façade improvement grants, in some cases tenant improvement grants, and merchant promotional activities. The Dimond and Laurel districts are in Neighborhood Commercial Revitalization areas, providing merchant organizing, façade improvement grants, special event and marketing assistance, and other help.

**Attachment D      Consultant's Project Scope and Budget, 9/21/06**

**Scope of Work - REVISED**

**PHASE I.    ASSESSMENT OF CURRENT RETAIL ENVIRONMENT**

**Task 1.      Project Initiation**

The CCG team will meet with key Community & Economic Development Agency (CEDA) staff members to confirm the project goals, scope of work and project timeline, and to affirm the communications process and internal and external expectations. The meeting will also be an opportunity for the CCG team to receive copies of all relevant prior work and to be briefed by staff on known opportunity sites, tenant interest in Oakland, related ongoing efforts and known private development plans. The kickoff meeting will also include a briefing on the City's GIS system capabilities and requirements and discussion of how use of this resource might contribute to the retail analysis.

*Meeting:      First meeting with City staff*

**Task 2.      Upper Broadway Strategy**

**Task 2.1     Analyze Site Availability**

The team will review available information on site ownership and the planned long-term use of the automotive sales and service sites in the Upper Broadway area. The team will coordinate with the City's ongoing Auto Mall development effort to identify the auto dealers now planning to relocate to the Auto Mall and the possible timing of that relocation, thereby identifying sites that will become available for alternative uses. Other key sites and the timing of their availability will be identified from City sources. Current land prices will be assessed from available data. Any known development plans for the sites and evidence of assemblage activity will be identified.

**Task 2.2     Analyze Market Opportunities**

The expenditure potential from visitors, employees and residential trade area that could be served by new retail in the Upper Broadway area will be identified. The expenditure potential will be projected based on trade area demographic characteristics that, in turn, are based on a methodology acceptable to retail tenants. The trade area will be divided into segments to more accurately reflect the spending patterns. A demographic profile of the trade area will be prepared in a format acceptable to retail tenants. The current shopper patterns and preferences of the trade area will be defined based on industry intelligence. If the City chooses to include it in the scope of work, *the optional web-based consumer survey shown in Task 7.2 would amplify the team's knowledge of existing shopper patterns.*

### Task 2.3 Evaluate Development Opportunities

The larger parcels within the Broadway corridor are opportunities for multiple-tenant projects including restaurants, office space, housing and structured parking. Potential development sites will be evaluated according to their suitability for retail uses, in a matrix format using the retail evaluation criteria developed in Task 6.3. The team will identify retail concepts, representative tenant types, amount and square footage of retail use, parking requirements and other location fit requirements, and infrastructure requirements for the available sites.

Incorporating individual site diagrams, an illustrative area plan will be created to demonstrate a design and tenancing vision for the entire Upper Broadway area that will make the area competitive, particularly with Bay Street in Emeryville and Broadway Plaza in Walnut Creek. The illustrative area plan will provide for a destination that will offer (a) necessary critical mass, (b) the type of retail space desired by tenants, (c) a pedestrian-oriented urban experience, (d) good integration with surrounding neighborhoods, and (e) representative retail tenants consistent with the vision for the Upper Broadway area.

#### Task 2.3.a. Infill Retail Opportunities

The team will determine the suitability of tenants for particular infill retail opportunities based on parcel size, location, access and visibility as well as parking/service requirements and urban design considerations. A map of retail opportunities and potential tenant types on infill sites will be prepared.

Infill retail opportunities, and a list of tenants to be recruited for those opportunities, will be identified along with the market and location requirements for these retail options. The expenditure potential that could be captured by retail in the Upper Broadway area will be delineated.

#### Task 2.3.b Mixed-Use Retail Opportunities

The team will identify potential opportunities for development of retail in a mixed-use configuration that incorporates other uses, along with the requirements for successful realization of these options, such as site assemblage, zoning, and other location factors that support this type of development. The expenditure potential that could be captured by retail in the Upper Broadway area will be delineated.

*Product: Illustrative area plan for Upper Broadway area*

### Task 2.4 Develop Mixed-Use Development Guidelines

The team will develop detailed guidelines that will help identify where mixed-use development is appropriate or should be encouraged or required. Specific development guidelines for

ceiling heights, fenestration, street interface and entrance requirements for retail and other uses, servicing requirements, core depths, provision of utilities, parking, and signage will be included.

*Product: Mixed-use development guidelines for Upper Broadway area*

#### Task 2.5 Develop Upper Broadway Retail Recruitment Action Plan

The team will develop an action plan that will describe the retail opportunities and implementation requirements for successful recruitment in the Upper Broadway area. Key implementation activities and action steps will be delineated, along with the resources required. The potential of the Upper Broadway retail development(s) to meet the City's retail needs and to capture demand now lost as leakage to other communities will be identified along with those retail uses that present the strongest and most realistic opportunities for the City. This evaluation will include estimates of potential sales tax generation.

The draft Upper Broadway Retail Recruitment Action Plan will be presented to staff in electronic format. The Action Plan will use a consistent format that clearly identifies demographics, market potential, potential retail opportunities based on location fit, and actions for addressing barriers and constraints. Five bound, hard copies and a reproducible master of the final Action Plan will be presented within two weeks of receipt of the City's comments on the draft in the form of a single marked-up draft or other similar format.

*Product: Upper Broadway Retail Recruitment Action Plan, incorporating the result of the previous Task 2.3 with supporting exhibits and graphics, presented to City staff and to City Council*

*Meetings: Second meeting with City staff; first meeting with City Council to review findings and recommendations*

### **Task 3. Retail Supply and Performance**

#### Task 3.1 Define Existing Retail Nodes

As outlined in the RFP, several of the City-designated Retail Districts include more than one functional retail district or center (node). In order to accurately determine the potential of different nodes, it is necessary to distinguish distinct retail areas from one another. The CCG team will assess existing retail nodes in the 18 Retail Districts plus other selected key retail concentrations within the city. The team will define and map retail nodes for use in further analysis and for further assessment and discussion of priority nodes.

### Task 3.2 Create Citywide Competition Map

The team will map existing major retail outlets citywide, including geographic boundaries, anchor stores and shopping centers. The map will provide a perspective on current retail throughout the City.

### Task 3.3 Inventory Retail Square Footage (OPTIONAL TASK)

As an optional task, the team would provide a rough estimate of the existing retail square footage by category in the districts, using parcel maps from the City's GIS system, Google Earth images, business license data and existing use data from the City. The team would map each district by retail category and built space.

*Product: GIS map of existing retail inventory by districts (OPTIONAL)*

### Task 3.4 Analyze Sales Performance Trends by District/Node

The team will analyze sales revenues by district and retail category over time using retail sales tax revenue data provided by the City. The team will assess performance and potential of each node to help identify areas that warrant further analysis. Results will be presented in graphic format.

*Products: Map of distinct retail nodes in the districts, map of existing major retail competition, sales performance by retail node, inventory of estimated retail square footage by category for each district or node (optional).*

## **Task 4. Citywide Leakage Analysis Update**

### Task 4.1 Update Expenditure Potential

The team will prepare an updated estimate of the citywide expenditure potential for 2007 and 2012, based on Oakland's current and estimated future population and demographic characteristics. The analysis will include the expenditure potential of residents of the trade area, visitors and employees. The expenditure potential estimates will be based on expenditure pattern data acceptable to major retail tenants and will delineate demand by type of retail good. All values will be in constant 2007 dollars.

### Task 4.2 Map Existing Sales

The team will use the City of Oakland's extensive GIS mapping supplemented with Bob's Wolf's recent digital mapping of 13 retail districts to map existing sales on an aggregated basis, built up from data collected on a parcel-by-parcel basis. All retail will be mapped incorporating City GIS data and the sales tax collection data. Mapping will differentiate regionally

competitive destination retail from local-serving retail. The strongest neighborhood-serving and destination retail nodes will be designated.

#### Task 4.3 Update Leakage Analysis

Citywide demand and existing sales data will be compared, and retail sales potential presumably lost as leakage will be identified. The estimated leakage will be used to estimate the foregone sales taxes to the City, as well as the amount of retail space that could theoretically be supportable if the leakage could be recaptured. Recapturable retail space will be reported by type of retail outlet, e.g. lifestyle convenience, etc. The likely recapturable space and sales tax dollars will be estimated. Using the updated leakage analysis, the team will identify any trends or implications for retail opportunities in the city.

#### **Task 5. Retail Typology**

The team will identify types of retail that could be attracted to Oakland and describe each type based on minimum size/critical mass issues, minimum site size requirement, access and parking issues, adjacency requirements, key tenant types and size of anchor tenants. This typology will give decision-makers and project planners a consistent vocabulary and framework with which to evaluate retail opportunities along with representative examples of the types of retail. Development prototypes will be developed in this task which will be used for simplified site planning exercises for all of the nodes to be studied, including Upper Broadway.

#### **Task 6 . Retail District Priorities**

##### Task 6.1 Identify Key Retail Sites

Recognizing the importance of market timing as well as limitations on the City's resources and tools, the team recommends using the assessment process to identify priority districts that have the strongest potential for retail recruitment. As part of the process of determining priority retail districts, the team will conduct a windshield survey of the districts to provide a contextual picture of retail opportunities and the environs, determine the nature of the retail therein and the functions served, identify physical barriers and constraints, evaluate location fit, and analyze any other unique factors.

The team will also interview major property owners, City staff, merchants and their representatives, the Chamber of Commerce and developers as directed by City staff. This proposal assumes up to 20 interviews will be conducted for this purpose.

### Task 6.2 Determine District Viability

As part of the assessment process in Task 6.1, retail recruitment opportunity nodes will be identified. These nodes may be a block or a specific site. (There is no guarantee that every district will have an opportunity node.)

### Task 6.3 Designate Priority Districts

The team will identify criteria by which to evaluate the retail recruitment potential of the districts based on typical retail tenant location requirements, market data and information from the leakage analysis, and other factors. These criteria will be used to determine the priority districts for retail recruitment and development opportunities.

### Task 6.4 Identify Revitalization Strategies

For those districts or retail nodes for which less potential for attracting new retail has been determined and a lower priority assigned, the team will identify other appropriate revitalization strategies, including business technical assistance, physical improvements, and marketing and promotions, based on an understanding of the city's ongoing retail efforts.

*Product: Technical memorandum including a narrative assessment of each district, priority rating matrix, designation of high-priority districts, and revitalization activities for lower priority areas.*

## **Task 7. Public Outreach and Meetings**

### Task 7.1 Conduct Four Public Outreach Meetings

The team will develop a format and agenda for the outreach meetings to be approved by staff. The team will conduct the meetings, providing a recorder for the meetings and a written summary of the comments received at each meeting. City staff will be responsible for identifying the constituencies (residents and/or businesses) for the four meetings, inviting the attendees and issuing public notices, and making the venue arrangements (e.g., booking the location, providing supplies and audio-visual equipment). If simultaneous translation is desired, staff will provide equipment and personnel to facilitate translation as required.

### Task 7.2 Conduct Web-Based Consumer Survey (OPTIONAL TASK)

As an optional task, the team would conduct a citywide web-based shopper preference/business survey. This approach is recommended in order to gain a broader understanding of the retail shopping preferences of residents and the top-priority issues of retail businesses already located in the city. The latter would help define barriers and constraints to retail viability. This survey would be distributed in English and in electronic format only.

*Product: Technical memorandum that includes a written summary of the key questions and responses (OPTIONAL)*

### Task 7.3 Meet With City Staff

At this meeting, the team will present the findings of Tasks 6 and 7. Working with City staff, the team will develop a summary presentation of the key findings of Phase I. Appropriate graphics, charts and exhibits will be prepared for review by City staff.

The team will solicit feedback and questions from City staff regarding implications of the findings and potential refinement of goals and objectives.

*Product: Draft technical memorandum that includes a summary of the four outreach meetings as well as the key questions and responses.*

*Meeting: Third meeting with City staff*

### Task 7.4 Present Phase I Findings to City Council (OPTIONAL TASK)

If desired by the City, the team would present the Phase I findings to the City Council. The team would conduct the meeting in the form of an interactive workshop, with appropriate graphics, charts and exhibits.

*Product: PowerPoint presentation and technical memorandum to accompany staff report to City Council (OPTIONAL)*

*Meeting: Meeting with City Council (OPTIONAL)*

### Task 7.5 Merchant Stakeholder and City Staff interviews

The consultant will interview up to 64 merchants in one-on-one sessions on one of two full days of stakeholder interviews. Interview logistics will be handled by a third party designated by City staff. Up to four consultants will be available over 2 one-day interview sessions to meet with merchants in a central location (to be secured by others). Up to eight 45-minute interviews can be done by each consultant in a day. No on-site interviews are contemplated in this budget. To insure candor, the results of the stakeholder interviews will remain confidential; only a summary of the major themes and concerns will be written up.

The consultant will hold a meeting in City offices with staff from planning, economic development, and redevelopment involved with the retail recruitment effort. The consultant will also interview key staff members to understand their current activities and capabilities with regard to ongoing and potential retail recruitment efforts. Meeting logistics, including identifying the relevant staff, invitations and follow on reminders, and securing a place for the meeting (possibly as a brown bag lunch) to be done by City staff.

**Product:** Summary memorandum of stakeholder interviews



Meetings: Up to 8 person-days of stakeholder interviews & one 2-hour meeting with staff

## **PHASE II. NEW RETAIL RECRUITMENT ANALYSIS AND PRIORITY-SETTING**

### **Task 8. Selection of Priority Sites**

#### **Task 8.1 Determine Second-Level Selection Criteria**

The team will determine criteria that will serve as a defensible rationale for selecting specific priority retail recruitment/development sites (which will be located in the priority districts selected in the previous phase). Drawing on its unique industry intelligence, the team will evaluate the sites' market and location strengths and weaknesses from the perspective of retailers. *Recognizing that City resources and staffing must be used judiciously, the team will design this second round of analysis to produce a list of priority sites that have the best potential for short-term results. The second-level selection criteria will be used in a matrix evaluation to identify the priority development opportunities.*

#### **Task 8.2 Select Specific Retail Recruitment Sites**

Using the criteria developed in Task 8.1, the team will identify the priority retail recruitment and development sites and the appropriate tenants for those sites.

For each priority site, the team will provide a site summary package that describes the site and its location, general physical characteristics, tenant recommendations, and, if necessary, public incentives, resources and tools necessary to develop the preferred retail at that site.

#### **Task 8.3 Evaluate Supply and Demand Characteristics**

For the priority sites, the team will define a trade area and prepare market area demographic profiles in a format suitable for use in retail recruitment. The team will evaluate supply and demand characteristics of the potential trade area, considering the appropriate type of retail and the specific demographic characteristics.

#### **Task 8.4 Interview Retailers**

In order to augment the current industry intelligence and validate major findings of the team's research, interviews will be conducted with decision-makers from up to 12 desirable retailers based on market and location fit. An important goal of the interviews will be to determine the retailers' views about the city as a desirable location for retail, specifically noting any perceived location and market barriers and gaps. In particular, the perceptions of these key retailers will help validate the concerns about the city's image and their impact on the city's ability to attract and retain stronger retail. The interviews will also help identify any actions that can be taken to address these concerns.

#### **Task 8.5 Identify Site-Specific Retail Recruitment Opportunities**

For the priority sites, the team will identify retail tenant types and representative tenants as recruitment targets. The team will evaluate whether stand-alone or assembled sites will accommodate the target tenants. The team will also identify the degree of difficulty perceived by desired retailers with respect to market timing and location barriers.

**Task 8.6 Psychographic Analysis (OPTIONAL TASK)**

The demographic analysis will be expanded to delineate the market sector clusters represented in the City as a whole and in the key nodes selected for retail recruitment. This delineation will include bundles of demographic information; e.g. household composition, education, income and age; that corresponded to customer types targeted by retailers actively seeking northern California sites.

*Product: Technical memorandum with relevant data and industry information to support second-level criteria and evaluation of sites*

**Task 9 Requirements for Successful Recruitment**

The team will identify the recommended tools and resources for recruitment of retail opportunities. These tools and resources will include but not be limited to incentives, zoning changes, site preparation and infrastructure improvements. The team will consider site availability and any barriers to retail recruitment, and the appropriate role for the City in the retail recruitment process. The team will identify types of retail that can support land prices and fit the location, notwithstanding known barriers and constraints. The team will also recommend actions for addressing these barriers and constraints.

*Product: Technical memorandum*  
*Meeting: Fourth meeting with City staff*

**Task 10. City Council Briefing**

The team will present assessment findings for priority retail recruitment/assessment districts to the City Council. The findings will address strengths, weaknesses, gaps, opportunities, constraints and general directions for the Implementation Plan to be prepared in Phase III. Presentation materials for this session will include a summary of the technical memoranda prepared for previous tasks.

*Product: PowerPoint summary of technical memoranda prepared for previous tasks*  
*Meeting: Second meeting with City Council*

**PHASE III. RETAIL RECRUITMENT IMPLEMENTATION PLAN**

**Task 11. Final Retail Recruitment Implementation Plan**

The team will present its assessment findings for priority districts in a Final

Implementation Plan that addresses the following topics:

- Market strengths and weaknesses
- Retail gaps
- Financial gaps/need for assistance
- Opportunities for public assistance (redevelopment, other means)
- Key opportunities and constraints
- Recommendations for addressing gaps, constraints and opportunities
- Key milestones and timeline for implementation
- Who will do what – roles and responsibilities of internal partners (other City departments) and resources needed to implement the plan.
- Measurements of success

The Final Implementation Plan will follow a format that allows City staff to use the key findings to carry out the plan's recommendations expediently and successfully. The results of the interviews with and meetings with staff will be incorporated into an evaluation of the staffing needs for this strategy. Specific action steps, timing and sequencing will be addressed. The draft Retail Recruitment Implementation Plan will be presented to City staff in electronic format. Five bound copies and a reproducible master of the final Retail Recruitment Implementation Plan will be presented within two weeks of receipt of the City's comments on the draft plan in the form of a single marked-up draft or other similar format.

*Product: Final Implementation Plan*

### **Task 12. Final City Work Session**

The purpose of this meeting will be to guide staff through the final Implementation Plan, take feedback and answer any questions about the assessment findings and plan recommendations, timeline and implementation. The team will also establish the format and content for the final presentation of the plan to the City Council.

*Meeting: Fifth meeting with City staff*

### **Task 13. Final Presentation to City Council**

The team will provide a briefing to the City Council on the findings and recommendations of the Retail Recruitment Implementation Plan and the recommended activities for the City to take to improve the retail sector in Oakland.

*Product: City Council briefing materials in PowerPoint or similar electronic format*

*Meeting: Third meeting with City Council*

Conley Consulting Group Team Proposed Budget REVISOR						
Oakland Citywide Retail Recruitment Strategy						
	COO	Metropolitan	Strategic Economics	JROV		Task Subtotals
<b>PHASE I - Assess Current Retail</b>						
<b>Task 1 - Project Initiation</b>	3,000	2,670	650	1,400	7,720	7,720
<b>Task 2 - Upper Broadway Strategy</b>						
2.1 Analyze Site Availability	4,300	3,975	-	3,000	11,275	
2.2 Analyze Market Opportunity	5,450	3,975	-	-	9,425	
2.3 Evaluate Recruitment/Development Opportunity	7,250	3,435	-	17,000	27,685	
2.4 Mixed Use Guidelines	2,680	9,350	-	4,800	16,830	
2.5 Upper Broadway Recruitment Action Plan	5,000	4,000	-	-	9,000	74,215
<b>Task 3 - Retail Supply</b>						
3.1 Define Existing Nodes	5,100	9,100	1,000	-	15,200	
3.2 Citywide Competition Map	1,500	4,080	-	-	5,580	
3.4 Sales Performance Trends by District	1,000	500	9,100	-	10,600	31,380
<b>Task 4 - Update Citywide Leakage Analysis</b>						
4.1 Update Expenditure Potential	3,680	630	-	-	4,310	
4.2 Update Leakage Analysis	3,680	-	-	-	3,680	
4.3 Map Retail Existing Sales Performance	-	-	-	9,200	9,200	17,190
<b>Task 5 - Retail Typology</b>						
5.1 Prepare Retail Typology	4,155	420	-	9,200	13,775	13,775
<b>Task 6 - Prioritize Retail Districts</b>						
6.1 Identify Key Retail Sites	2,680	7,785	-	10,700	21,165	
6.2 Determine District Viability	5,230	5,025	-	-	10,255	
6.3 Designate Priority Districts	2,060	3,965	-	-	6,025	
6.4 Identify Revitalization Strategies	2,520	630	5,000	4,200	12,350	49,795
<b>Task 7 - Public Outreach and Meetings</b>						
7.1 Public Outreach Meetings (4)	1,680	6,045	-	-	7,725	
7.3 Second Meeting w/City Staff	2,500	2,690	440	2,200	7,830	
7.5 Merchant Stakeholder and City Staff Interviews	9,980	6,030	-	-	16,010	31,565
<b>PHASE I Subtotal</b>	<b>73,445</b>	<b>74,305</b>	<b>16,190</b>	<b>61,700</b>	<b>225,640</b>	<b>225,640</b>
<b>PHASE II - Retail Recruitment Analysis and Prioritization</b>						
<b>Task 8 - Develop Second Level Criteria</b>						
8.1 Identify Second Level Criteria	1,840	4,470	-	8,500	14,810	
8.2 Evaluate Supply & Demand Characteristics	5,180	3,150	-	-	8,330	
8.3 Prepare Demographic Profiles	1,020	2,900	-	-	3,920	
8.4 Interview Retailers	420	4,620	-	-	5,040	
8.5 Identify Site-Specific Retail Recruitment Opportunities	4,325	2,100	-	-	6,425	38,525
<b>Task 9 - Requirements for Successful Recruitment</b>	<b>13,710</b>	<b>7,250</b>	<b>-</b>	<b>4,600</b>	<b>25,560</b>	<b>25,560</b>
<b>Task 10 - Council Briefing</b>	<b>840</b>	<b>3,230</b>	<b>-</b>	<b>800</b>	<b>4,870</b>	<b>4,870</b>
<b>PHASE II Subtotal</b>	<b>27,335</b>	<b>27,720</b>	<b>-</b>	<b>13,900</b>	<b>68,955</b>	<b>68,955</b>
<b>PHASE III - Retail Recruitment Implementation Plan</b>						
<b>Task 11 - Final Implementation Plan</b>	<b>14,250</b>	<b>15,375</b>	<b>-</b>	<b>800</b>	<b>30,425</b>	<b>30,425</b>
<b>Task 12 - Final City Work Session</b>	<b>2,260</b>	<b>4,300</b>	<b>-</b>	<b>1,600</b>	<b>8,160</b>	<b>8,160</b>
<b>Task 13 - Final Presentation</b>	<b>2,260</b>	<b>3,810</b>	<b>-</b>	<b>1,600</b>	<b>7,670</b>	<b>7,670</b>
<b>PHASE III Subtotal</b>	<b>18,770</b>	<b>23,485</b>	<b>-</b>	<b>4,000</b>	<b>46,255</b>	<b>46,255</b>
<b>Contingency</b>					<b>29,594</b>	
<b>TOTAL CONSULTANT FEES</b>	<b>\$ 119,560</b>	<b>\$ 126,510</b>	<b>\$ 16,190</b>	<b>\$ 79,600</b>		
<b>Expenses</b>						
Reproduction, Graphics, Presentations, and Reports <sup>1</sup>	3,000	500	-	-	-	
Travel	100	-	-	-	-	
Delivery	-	-	-	-	-	
Data Purchase	1,800	-	-	-	-	
Meeting Supplies	-	-	-	-	-	
Project Management Fee <sup>2</sup>	11,065	-	-	-	-	
Telephone, Meals, Miscellaneous	-	-	-	-	-	
<b>Total Expenses</b>	<b>15,965</b>	<b>500</b>	<b>-</b>	<b>0</b>	<b>16,465</b>	
<b>TOTAL WITHOUT OPTIONAL TASKS</b>	<b>135,515</b>	<b>126,010</b>	<b>16,190</b>	<b>79,600</b>		
	840	-	15,500	-	16,340	
	840	7,500	-	-	8,340	
	1,500	2,250	900	2,000	6,650	
	3,030	1,260	-	-	4,290	
	1,471	-	-	-	1,471	37,091
<b>TOTAL WITH OPTIONAL TASKS</b>	<b>143,196</b>	<b>137,020</b>	<b>32,590</b>	<b>81,600</b>		

Source: Conley Consulting Group, September 2006

\* City of Oakland SLBE

<sup>1</sup> Extra copies of reports to be prepared at the cost of reproduction.

<sup>2</sup> 5% of sub-billing.

**Attachment E Contract Compliance Analysis**



**OFFICE OF THE CITY ADMINISTRATOR**  
Contract Compliance & Employment Services Division

# Memo

**TO:** Kiera Williams, CEDA  
**THROUGH:** Deborah Barnes, CC&ES Manager  
**FROM:** Shelley Darensburg, Contract Compliance Officer  
**CC:** Contract Compliance Officer File  
**DATE:** November 7, 2006

**RE:** RFP--Development Of A Citywide Retail Recruitment Strategy And Implementation Plan

Contract Compliance & Employment Service reviewed the five proposals received in response to the above referenced project. Below is a summary of proposed participation on the project.

Company Name	Bid Amount (If applicable)	Proposed Participation				Preferences	Banked Credits Eligibility	EBO Compliant ? Y/N
		Total LBE/SLBE	LBE	SLBE	Total Credited	Points Awarded		
Conley Consulting Group	\$315,000	35%	0%	35%	35%	3	0	Yes
Talbot Consulting	TBD	50%	0%	50%	50%	5	0	No
Main Street Property Services, Inc.	TBD	43.53%	0%	43.53%	43.53%	4	0	No

As noted above, all of the consultants have met or exceeded the 20% L/SLBE requirement. Conley Consulting is in compliance with the EBO. Talbot Consulting and Main Street Property Services, Inc. are not in compliance with the EBO and must come into compli

Should you have any questions please feel free to contact Shelley Darensburg at 238-7325.

**Contract Compliance and Employment Services Evaluation Form**

**Project No.:** C00800

**Project Name:** RFP--Development of A Citywide Retail Recruitment Strategy and Implementation Plan

**Contractor:** Conley Consulting Group

1. Did the 20% requirements apply? **Yes**

2. Did the contractor meet the 20% requirement? **Yes**

a)	% of LBE	<b><u>0%</u></b>
b)	% of SLBE	<b><u>35%</u></b>

4. Did the contractor receive preference points? **Yes**  
(If yes, list points received) **3**

5. Additional Comments.

6. Date evaluation completed and returned to Contact Admin./Initiating Dept. **11/7/06**

**Reviewing Officer:** \_\_\_\_\_

**Date:** 11/7/06

**Approved By:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### LBE/SLBE Participation Conley Consulting Group

Project Name: RFP—Development of A Citywide Retail Recruitment Strategy and Implementation Plan

Project No.: C00800								For Tracking Only (Self-Reported)		
Discipline	Prime & Subs	Location	Cert. Status	LBE	SLBE	Total L/SLBE	Total Dollars	Ethnicity	MBE	WBE
Prime	Conley Consulting Group	Oakland	CB		110,000	110,000	110,000	AA	110,000	110,000
Subconsultant	Metrostation	Oakland	UB				135,000	NL		
Subconsultant	Strategic Economics	Berkeley	UB				16,000	NL		
Subconsultant	JRDV Architects	Oakland	UB				54,000	NL		
<b>Project Totals</b>				\$0	\$110,000	\$110,000	\$315,000		\$110,000	\$110,000
				0%	35%	35%	100%		35%	35%
<b>Requirements:</b> The 20% requirement will not apply to this project. Per the L/SLBE Program, for informal professional services contracts, 75% of the work must be awarded to local firms on an annual basis for each department				LBE 10%	SLBE 10%	L/SLBE 20.00%	100%	<b>Ethnicity</b> AA = African American A = Asian C = Caucasian H = Hispanic NA = Native American NL = Not Listed		
<b>Legend</b>		LBE = Local Business Enterprise SLBE = Small Local Business Enterprise Total LBE/SLBE = All Certified Local and Small Local Businesses NPLBE = NonProfit Local Business Enterprise NPSLBE = NonProfit Small Local Business Enterprise		UB = Uncertified Business CB = Certified Business MBE = Minority Business Enterprise WBE = Women Business Enterprise						

**Contract Compliance and Employment Services Evaluation Form**

**Project No.:** C00800

**Project Name:** RFP--Development of A Citywide Retail Recruitment Strategy and Implementation Plan

**Contractor:** Talbot Consulting

1. Did the 20% requirements apply? **Yes**

2. Did the contractor meet the 20% requirement? **Yes**

- |    |           |                   |
|----|-----------|-------------------|
| a) | % of LBE  | <b><u>0%</u></b>  |
| b) | % of SLBE | <b><u>50%</u></b> |

4. Did the contractor receive preference points?  
(If yes, list points received) **Yes**  
**5**

5. Additional Comments.

6. Date evaluation completed and returned to Contact Admin./Initiating Dept. **11/7/06**

**Reviewing Officer:** \_\_\_\_\_

**Date:** **11/7/06**

**Approved By:** \_\_\_\_\_

**Date:** \_\_\_\_\_



### LBE/SLBE Participation Talbot Consulting

Project Name: **RFP--Development of A Citywide Retail Recruitment Strategy and Implementation Plan**

Project No.: C00800									For Tracking Only (Self-Reported)		
Discipline	Prime & Subs	Location	Cert. Status	LBE	SLBE	Total L/SLBE	Total Dollars	Ethn.	MBE	WBE	
Prime Subconsultant	Talbot Consulting	Canada	UB				50%	C			
	Quantum Market Research, Inc.	Oakland	CB		50%	50%	50%	H	50%		
<b>Project Totals</b>				0%	50%	50%	100-%		50%	0%	
<b>Requirements:</b> The 20% requirement will not apply to this project. Per the L/SLBE Program, for informal professional services contracts, 75% of the work must be awarded to local firms on an annual basis for each department.				LBE 10%	SLBE 10%	L/SLBE 20.00%	TOTAL	<b>Ethnicity</b> AA = African American A = Asian C = Caucasian H = Hispanic NA = Native American NL = Not Listed			
<b>Legend</b>		LBE = Local Business Enterprise SLBE = Small Local Business Enterprise Total LBE/SLBE = All Certified Local and Small Local Businesses NPLBE = NonProfit Local Business Enterprise NPSLBE = NonProfit Small Local Business Enterprise			UB = Uncertified Business CB = Certified Business MBE = Minority Business Enterprise WBE = Women Business Enterprise						

**Contract Compliance and Employment Services Evaluation Form**

**Project No.:** C00800

**Project Name:** RFP--Development of A Citywide Retail Recruitment Strategy and Implementation Plan

**Contractor:** Main Street Property Services, Inc.

1. Did the 20% requirements apply? **Yes**

2. Did the contractor meet the 20% requirement? **Yes**

a)	% of LBE	<b><u>0%</u></b>
b)	% of SLBE	<b><u>43.53%</u></b>

4. Did the contractor receive preference points?  
(If yes, list points received) **Yes**  
**4**

5. Additional Comments.

6. Date evaluation completed and returned to Contact Admin./Initiating Dept. **11/7/06**

**Reviewing Officer:** \_\_\_\_\_

**Date:** **11/7/06**

**Approved By:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### LBE/SLBE Participation Main Street Property Services, Inc.

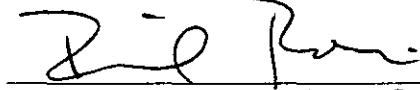
Project Name: **RFP—Development of A Citywide Retail Recruitment Strategy and Implementation Plan**

Project No.: <b>C00800</b>								For Tracking Only (Self-Reported)			
Discipline	Prime & Subs	Location	Cert. Status	LBE	SLBE	Total L/SLBE	Total Dollars	Ethn:	MBE	WBE	
Prime Subconsultant	Main Street Property Services, Inc.	Lafayette	UB				58.47%	C			
	Quantum Market Research, Inc.	Oakland	CB		43.53%	43.53%	43.53%	C	43.53%		
<b>Project Totals</b>				0%	43.53%	43.53%	100-%		43.53%	0%	
<b>Requirements:</b> The 20% requirement will not apply to this project. Per the L/SLBE Program, for informal professional services contracts, 75% of the work must be awarded to local firms on an annual basis for each department.				LBE 10%	SLBE 10%	L/SLBE 20.00%	TOTAL	<b>Ethnicity</b> AA = African American A = Asian C = Caucasian H = Hispanic NA = Native American NL = Not Listed			
<b>Legend</b>				LBE = Local Business Enterprise SLBE = Small Local Business Enterprise Total LBE/SLBE = All Certified Local and Small Local Businesses NPLBE = NonProfit Local Business Enterprise NPSLBE = NonProfit Small Local Business Enterprise				UB = Uncertified Business CB = Certified Business MBE = Minority Business Enterprise WBE = Women Business Enterprise			

OFFICE OF THE CITY CLERK  
OAKLAND

2006 NOV 16 PM 4: 25

APPROVED AS TO FORM AND LEGALITY:



Agency Counsel

## REDEVELOPMENT AGENCY OF THE CITY OF OAKLAND

RESOLUTION No. \_\_\_\_\_ C. M. S.

---

### **RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT WITH CONLEY CONSULTING GROUP TO DEVELOP A CITYWIDE RETAIL RECRUITMENT STRATEGY AND IMPLEMENTATION PLAN IN AN AMOUNT NOT TO EXCEED \$436,720**

WHEREAS, a renaissance is underway in Oakland, resulting in significant development, fueled by a pro-business City government and aggressive marketing efforts, and Oakland has generated an unprecedented level of private commercial and residential investment; and

WHEREAS, Oakland lacks adequate retail facilities in key categories; experiences a significant degree of retail leakage; community retailing desires are not met; and national retailers are significantly underrepresented in Oakland; and

WHEREAS, these conditions exist despite the fact that Oakland is well-positioned to attract retail both geographically and from a standpoint of overall household income; and

WHEREAS, Oakland currently captures only 24% of the trade area's retail sales for comparison goods, compared to other cities, such as San Leandro, Berkeley, and Alameda which capture about 48% of their potential retail sales, indicating that Oakland has the potential to capture millions of dollars of sales tax revenue currently leak out to neighboring cities and a portion of those that leak outside the trade area; and

WHEREAS, using a formal Request for Proposals recruitment process, Community and Economic Development Agency staff conducted a search for a consultant to conduct a comprehensive study of retail opportunities and create a prioritized plan for capitalizing on these opportunities; and

WHEREAS, based on the proposals received, staff selected Oakland-based Conley Consulting Group to coordinate this effort because of its comprehensive, well-reasoned, action-oriented scope, timeline and budget, optimal combination of analysis, strategy, creativity, industry know-how, and local knowledge; and

WHEREAS, the Agency finds that the services provided pursuant to the agreement authorized hereunder are of a professional, scientific or technical nature and are temporary in nature; and

WHEREAS, there are sufficient Agency funds to pay for this contract; and

WHEREAS, the Agency finds that this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive service; now, therefore, be it

RESOLVED: That the Agency Administrator is authorized to negotiate and execute a professional services agreement with Conley Consulting Group to develop a Citywide Retail Recruitment Plan and Implementation Strategy, in an amount not to exceed \$436,720; and be it

RESOLVED: That Agency funds will be allocated as follows:

- \$24,262 from Broadway/MacArthur/San Pablo Operations Fund (9529), Redevelopment Project Organization (88669), Broadway/MacArthur/San Pablo Redevelopment Project (P187510);
- \$72,787 from Unrestricted Land Sales Proceeds Fund (9553), Capital Improvement Project/Economic Development Organization (94800), Downtown Capital Project (P130610);
- \$78,852 from Central City East Operations Fund (9540), Central City East Development Organization (88699), ORA-Central City East Repayment Agreement Project (S233310);
- \$72,787 from Oakland Army Base Redevelopment Area Operations Fund (9570), West Oakland Base Reuse Organization (88679), ORAB Bay Bridge Gateway Project (P235310);
- \$24,262 from West Oakland Operations Fund (9590), West Oakland Base Reuse Organization (88679), ORA West Oakland Repayment Project (S233510); and
- \$48,524 from Unrestricted Land Sales Proceeds Fund (9553), NCR and SDS Organization (88569), NCR-Lower Hills District Four Project (P130850); and
- \$115,246 from Coliseum Operations Fund (9450), Coliseum Redevelopment Organization (88659), Coliseum-Staff Project (S82600); and

FURTHER RESOLVED: That the Agency Administrator or his/her designee is hereby authorized to approve any subsequent amendments to, or extensions of, said agreement except those involving compensation or the allocation of additional funds provided that such amendments or extensions shall be filed with the Agency Secretary.

IN AGENCY, OAKLAND, CALIFORNIA, \_\_\_\_\_, 2006

**PASSED BY THE FOLLOWING VOTE:**

AYES-            BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID, AND  
                      CHAIRPERSON DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST:

LATONDA SIMMONS  
Secretary, Redevelopment Agency of the City of Oakland