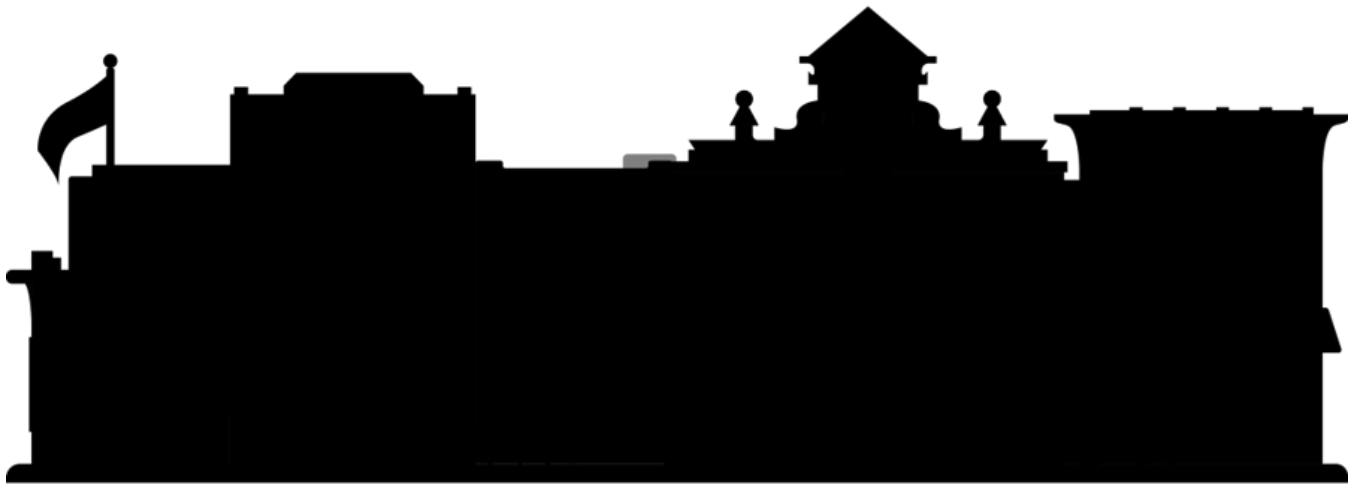


City of Sandy

Economic Development Services for
15 Year Economic Development
Strategic Plan



Better City
Solving Problems. Creating Opportunity.

Proposal Contents

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1. Cover Letter
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5. Project Approach, including Data Sources & Public & Stakeholder Engagement
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Example Reports on USB Drive:

- Gates, OR
- Detroit, OR
- Green River, UT

Firm

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South Ogden, UT 84403

Contact

Jason Godfrey
346-218-0040
Jason@BetterCity.us

Section 1) Cover Letter

1

March 4, 2022

Dear Selection Committee,

It is pleasure to respond to the City of Sandy's RFP for Economic Development Services to create the City's 15 Year Economic Development Strategic Plan. Better City, LLC is highly qualified to partner with Sandy to create this Strategic Plan thanks to our extensive experience assisting municipalities across the country develop strategic plans that leverage their unique assets and strengths to reach their economic development goals.

Not all planning approaches are similar – most strategic plans produce dozens of recommendations across a wide range of areas. By contrast, **we distill the many potential recommendations down into those few that are immediately actionable, high impact, and will move the community towards its vision.**

A strategic plan must help the organization and community navigates the competing interests and priorities of the stakeholders and create consensus and energy about the vision and goals. Economic development is a rapidly-evolving discipline. To succeed in today's hyper-competitive economy, a community must be intentional, strategic, and authentic.

Now is an excellent time to conduct a strategic planning process, because the shifting retail market and nationwide housing shortages and workforce disruptions are **creating both challenges and opportunities in economic development**, and it will benefit the City of Sandy to have an action plan to guide the community through these economic challenges with a resilient, sustainable, and vibrant growing economy.

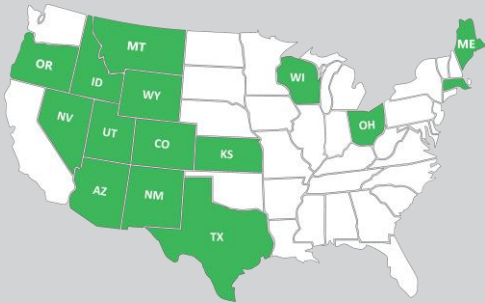
We would be honored to partner with the City of Sandy on this planning endeavor. Please feel free to contact me directly regarding any questions.

Best Regards,



Jason Godfrey
Chief Executive Officer

Section 2) Project Team



Client Map

The Better City team brings a wide range of experience— including real estate development, small business / entrepreneurship, public administration, management consulting, small business consulting, and senior management in Fortune 500 companies, and **extensive experience in economic development planning and implementation.**

Better City has **prepared 17 strategic plans in the last five years** - from the East to the West coast.

Each team member is a critical component with diverse lenses of experience to ensuring that we provide the City of Sandy with an excellent strategic plan that will be a catalyst for its future.

Key Roles for team member are as follows:

Jason Godfrey

- Overall project leadership and coordination with client
- Lead stakeholder interviews
- Synthesize community input, find themes, and articulate vision
- Outline and edit strategic plan

Eric Gibson

- Conduct data analyses
- Write narrative of findings from data analyses

Trina Rivera

- Write strategic plan
- Create action plan with milestones and metrics

Ryan Englund

- Assist with stakeholder interviews
- Provide input on findings and guidance on recommendations

Mone't Roberts

- Write summary of prior plans
- Coordinate public input
- Setup and manage the public engagement website

Similar Projects within 5 Years

- Bangor, ME
- Gates, OR
- Detroit, OR
- Syracuse, UT
- Raton, NM
- Green River, UT
- Mills, WY
- Gerlach, NV
- Humboldt County, NV
- Lordsburg, NM
- Buena Vista, CO
- Anthony, KS
- Meeker, CO
- Rangely, CO
- Moffat County, CO
- Lake County, CO
- Wells, NV

100% remote workforce, with team members in Texas, Utah, and Ohio. Work is conducted remotely, plus in-person visits.



Real estate development
Actionable strategic planning
Local capacity building
Project financing

Jason Godfrey

CEO

A skilled project manager and communicator, Jason has extensive experience facilitating development and building local capacity. He has experience in both the public and private sectors and considers opportunities and challenges through the lenses of both.

- MBA, Rice University
- BA, Economics, Weber State University

Selected Economic Strategic Plans

- Anthony, KS
- Buena Vista, CO
- Lake County, CO
- Marion County, OR
- Bangor, ME
- Moffat County, CO

Selected Other Experience

- Managing Director – Newpoint Advisors
- CEO – RioStones
- Director of Real Estate Development – Spindrift Development
- Associate Director, Public Works – Salt Lake County



Strategic consulting
Organizational optimization
Mapping asset utilization
Stakeholder facilitation

Ryan Englund

President

Ryan worked for legendary Bain consulting, advising companies and government agencies across the world. His breadth of experience in identifying strategic opportunities and driving performance to the next level is unparalleled, and he will provide strategic input on recommendations.

- MBA, Harvard Graduate School of Business Administration
- BS, Accounting, Brigham Young University

Selected Economic Development

- Helena, MT
- Tooele County, UT
- Green River, UT
- Syracuse, UT

Other Experience

- Bain Consulting & BCG Consulting Group
- Vice President at various Consumer Goods Manufacturers
- 40+ years consulting with clients in government, manufacturing, retail, and finance



Data analysis
Feasibility studies
Strategic planning
Technical grant applications

Eric Gibson

Director of Strategic Analysis

Eric developed a proprietary data tool that enables Better City to analyze a community’s socio-economic data in a fraction of the time it traditionally requires, and he will conduct analyses and research.

Education

- MS, Economics, Purdue University (Candidate)
- BS, International Business Economics, Weber State University
- BA, English, Weber State University
- UT Licensed Real Estate Agent

Selected Economic Strategic Plans

- Detroit, OR
- Gates, OR
- Green River, UT
- Syracuse, UT
- Bangor, ME
- Meeker, CO
- Wells, NV
- Buena Vista, CO
- Raton, NM
- Lordsburg, NM
- Gerlach, NV
- Humboldt County, NV



Research and composition
Report writing
Graphic design
Grant writing

Trina Rivera

Director of Business Operations

Trina has an eye for detail and has crafted strategic plans and a wide variety business support resources. She creates the format and composition of deliverables to ensure they are user friendly and facilitate implementation.

- MPA, Brigham Young University
- BA, English & Liberal Arts, Southern Virginia University
- UT Licensed Real Estate Agent

Selected Economic Strategic Plans

- Detroit, OR
- Gates, OR
- Green River, UT
- Syracuse, UT
- Bangor, ME
- Mills, WY



Plan writing
Digital design
Marketing
Public engagement

Mone't Roberts

Consultant

Mone't is experienced in communications and engaging diverse audiences. She coordinates interviews and public engagement.

- MPA, Cleveland State University
- BA, Promotional Communications, Cleveland State University

Selected Economic Strategic Plans

- Bangor, ME
- Summit County, CO

Project Fee: \$54,000

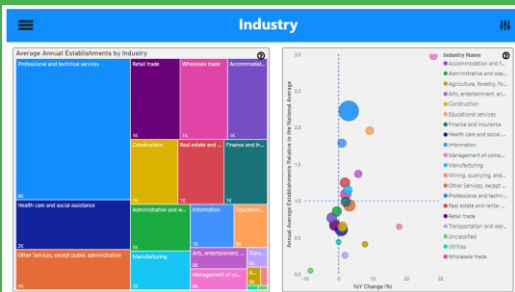
Our pricing is fixed and guaranteed. The expenses represent an estimate but regardless of the actual costs will be billed at the rates indicated. If the project requires more time and resources than anticipated, those costs will be born exclusively by Better City.

Travel costs are included in the fixed-fee. This project includes two trips, two team members on each trip. If additional trips are requested by Client, we will bill an additional \$1,300 per trip.

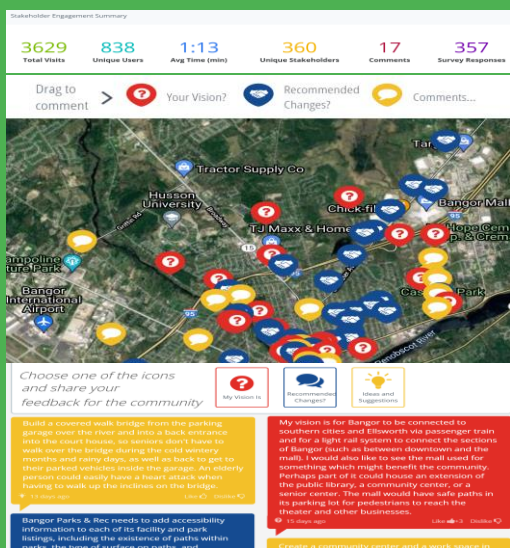
Fee Breakdown	Principal Rate \$200		Director Rate \$150		Total	
	Hours	Subtotal	Hours	Subtotal	Hours	Fee
1 Review & Analyze Demographic & Economic Data	4	\$ 800	15	\$ 2,250	19	\$ 3,050
2 Review & Analyze Relevant Planning Documents	4	\$ 800	15	\$ 2,250	19	\$ 3,050
3 Conduct SWOT Analysis	16	\$ 3,200	30	\$ 4,500	46	\$ 7,700
4 Hold 2 Community Visioning Sessions & Engage Stakeholders	60	\$ 12,000	70	\$ 10,500	130	\$ 22,500
5 Prepare Economic Development Strategic Plan	35	\$ 7,000	60	\$ 9,000	95	\$ 16,000
On Site Costs - 2 Trips, 2 Team Members						\$ 2,600
Project Total	119	\$ 23,800	190	\$ 28,500	309	\$ 54,900

Our team has capacity to undertake this project and provide the City with quality attention. We can complete the project according to Sandy's desired timeframe.

#1: Better City's proprietary tool for turning data sets into customized charts and graphs enables us to develop strategic plans in a condensed timeframe. We use federal datasets (ACS, BEA, etc.) but can also add local datasets provided by the client. For an example see: <https://bettercity.us/community-dashboard>



#2: Better City's project-specific websites engage a wider and more diverse portion of the population than those who traditionally participate in public planning, enabling the entire community to access all information and give input. Our most recent public engagement process (in Bangor, ME) resulted in input via 377 survey responses, 76 online forum comments, 52 stakeholder interviews, 2 focus groups, and 2 public meetings.



1. Review & Analyze Demographic & Economic Data

- Create data dashboard (see left #1) and analyze economic conditions, demographics, and trends of the regional economy.
- Provide report with trends and findings.

2. Review & Analyze Relevant Planning Documents

- Review existing related plans and studies (selected by client).
- Provide report with summary of relevant factors from prior plans.

3. Conduct SWOT Analysis

- Conduct a SWOT analysis to identify key external and internal factors that will impact feasibility of economic development strategies.

4. Hold Community Visioning Sessions & Engage Stakeholders

- Launch project webpage (see left #2) with interactive maps, comment board, and public survey to facilitate community input.
- Host 1 in-person and 1 virtual community visioning sessions.
- Coordinate with client to identify wide variety of stakeholders and schedule interviews.
- Conduct approximately 40 stakeholder interviews.
- Host 2 stakeholder focus groups.
- Provide report with input and identified community vision.

5. Prepare Economic Development Strategic Plan

- Identify specific and actionable strategies that Sandy can use to guide economic development over the next 15 years.
- Lead work session with Sandy Economic Development Advisory Board and Technical Advisory Group to select vision-based goals. Discuss potential strategies and their feasibility and potential impact. Determine which strategies are most viable and have greatest stakeholder support.
- Create a visually dynamic and user-friendly plan.
- Review draft and with the Sandy Economic Development Advisory Board and Technical Advisory Group. Edit according to feedback.

6. Coordinate with ECONorthwest & 3J Consulting

- We enjoy working alongside other consultants. We worked with ECONorthwest on the Gates, OR and Detroit, OR Economic Strategic Plans. We will coordinate with your other consultants throughout the project to prevent duplicating efforts.

Examples of Work – 2 Projects in Oregon

Marion County, Oregon – City of Detroit & City of Gates Community Visioning & Strategic Plans

Marion County experienced a decline of economic activity starting in the 1990s due to external impacts on the timber industry. 2020 brought new challenges, first the Coronavirus pandemic, and then wildfires that decimated the area. Marion County hired Better City to conduct Community Visioning and create separate Strategic Plans for the heavily impacted cities of Gates and Detroit.

Planning Process | Jul 2021 – Dec 2021

- Conducted 40 stakeholder interviews, 2 public surveys, and 4 public open houses (in-person and virtual).
- Reviewed 15 prior plans and studies and conducted an analysis of socio-economic data.

Outcome – Strategic Recommendations

- Determine what services and/or governance structure is feasible based on the community's size and situation through conducting an overdue financial audit and securing a grant to fund a financial strategy.
- Identify grants to support infrastructure projects.
- Create a strategy for encouraging and/or requiring participation in sewer hookups when the City transitions from exclusive dependence on septic systems.
- Simplify the permitting process to assist rebuilding efforts.
- Ensure long-term impacts of emergency response ordinances are mitigated through use of sunset clauses. Also update and enforce ordinances that will mitigate future fire risks.
- Adjust zoning to facilitate creation of a downtown business district. Encourage the type of development appropriate to the businesses that would be viable within the community.
- Catalyze downtown through development of convenience rest stop to pull highway visitors to the City. Participate in grant funding and providing tax incentives to developer.
- Develop City-owned parcel and lease as revenue-producing asset.
- Create a Business Advisory Council to formalize ongoing input on workforce needs.
- Excavate marinas to create a lakeside beach and increase the boating season and access to recreation for residents and visitors.

Reference

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Community Development Director
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See Deliverable on USB Drive



Examples of Work – Another Similar Project

Green River, Utah

Economic Vision & Strategic Plan & Implementation

The small community of Green River, Utah has faced several boom-and-bust cycles stretching back nearly 100 years across multiple industries including uranium mining, agriculture, and a military missile base. The current population of the city is less than 30 percent of its peak and the City has a significant challenge of dealing with neglected properties that have resulted from the economic decline.

Planning Process | Mar – Oct 2017

- Conducted 30 stakeholder interviews, roundtable discussion, and community open house.
- Analyzed local and regional assets.

Outcome – Strategic Recommendations

- Activate the river as a recreational amenity.
- Focus on community appearance, enforcing code, ensuring that City-owned properties are well maintained, and implementing a community-cleanup program.
- Facilitate the development of value-added food manufacturing.
- Assemble land and fund initial infrastructure development for planned industrial park.
- Develop mountain biking trails and coordinate with the County Tourism Bureau to market regional recreational assets and increase visitation.
- Remediate brownfield properties in the downtown core.

Outcome – Capacity Enhancement | 2017 – Present

- Provided 16 responses to requests for information from site selectors for industrial projects.
- Identified River Restoration firm to conduct planning and implementation of riverfront enhancement project.
- Created a Business Resource Guide to provide business owners with information on local, regional, and national technical assistance and funding resources.
- Prepared Community Reinvestment Area request to enable the City to use tax increment financing to support economic development.

Note—we included this reference because, although it is not in Oregon, it has project similarity with the fact that Green River is a bedroom community that attracts visitors for outdoor recreation.

Reference

Conae Black
City Administrator
435-564-3448

cblack@greenriverutah.com

See Deliverable on USB Drive

