



opportunities

challenges

Economic Sustainability Strategy

City of Santa Rosa, California

April, 2008



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Project Purpose

Background

In 2005, the City of Santa Rosa created and adopted the Economic Development Strategic Plan, often referred to as the "Strat Plan".

The City has worked diligently to implement the strategic initiatives of the plan and has accomplished nearly 90% of the action tasks in the plan.

Challenge

The City 3 years later is facing an extremely different economic landscape:

1. The city's economic growth is stagnant or declining;
2. The community is feeling the effects of the national economic downturn;
3. With the down turn has come job losses and decrease in discretionary spending;
4. The city's revenue base is in fluctuation with the economic downturn causing budget reduction in municipal services;
5. Sales leakage has risen – city is built out, older center not competitive with newer centers in surrounding areas;
6. The city's business climate, particularly as it relates to permitting time and fees, remains a major issue with businesses as it did in 2005.

Opportunity

Can the City strategically position and initiate an action strategy to help mitigate the economic and business downturn trend while creating sustainability for the future?

The following report recommends two *Initiatives* that will support Santa Rosa's competitiveness for business investment in a rapidly changing market based on:

1. Current economic conditions, specifically the economic downturn, and
2. Community stakeholder's concerns, values and input.



Project Approach

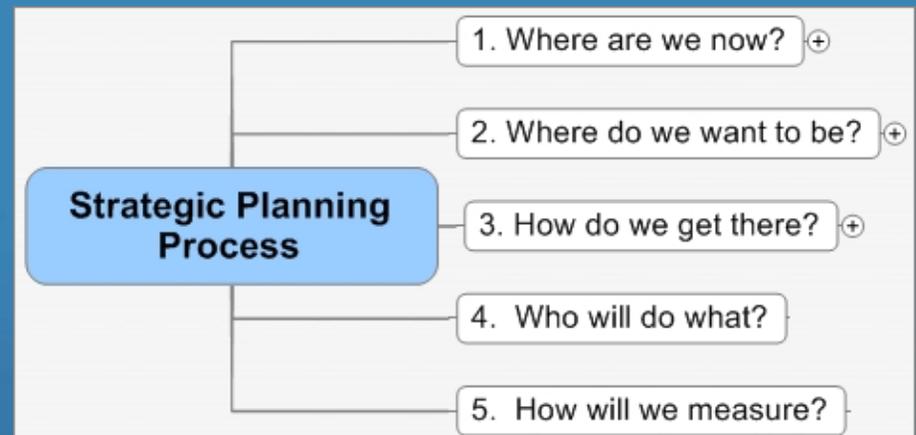
The project was approached using a standard strategic planning 5-step model.

The project involved:

- Extensive research of the economic conditions;
- Input from 62 local businesses and economic development partners; and
- Meeting with city staff on programs, issues, opportunities, collaboration and capacity.

The directive was to create a new strategy that reflects initiatives to address today's economic and business challenges while creating economic sustainability.

Santa Rosa Economic Development Strategic Planning Model





Accomplishments Recognized

The community recognizes the progress being made by the City. Probably the highest compliment from businesses includes the observation that "*economic development is now on the City's radar screen.*"

The business visitation program, involving city council members is acknowledged with encouragement to continue and expand this work.

The city has accomplished **90%** of the 2005 plan. It is impressive to see the commitment and coordinated effort in Santa Rosa to fully implement the Strategic Plan.

Continued work to build on this success will influence positive outcomes for the local economy.

Community Observations of Successful Efforts

- New commercial air service to Los Angeles, Portland, Seattle and soon to Las Vegas.
- Widening of Hwy 101
- Increase in activities (Amgen Tour of California) and restaurants in downtown (successful regional restaurant - Mary's Pizza Shack)
- Attention to Gateways Redevelopment Area
- Entrepreneurship programs, *Venture Communities* and *Entrepreneurial Pathways Program*, connecting companies to financing and other start-up resources
- Development of strong partnership with the Santa Rosa Chamber of Commerce
- 2030 Vision
- Downtown making progress, slow but good
- *Economic Development Strategy* Award from California Association for Local Economic Development (CALED);
- *Venture Communities* wins Awards from CALED & the International Economic Development Council



Recommended 2008 Economic Sustainability Strategy

The economic landscape has changed, and despite all the accomplishments, there are concerns of pending recession, job losses, city budget cutbacks and how those will affect the local economy and the future.

In the last three years, Santa Rosa has created an excellent foundation and plan for its vision, investing in multiple capital improvement projects.

From an economic development standpoint though, the question today is

"What can be done to have the greatest impact on the local economy in the near-term that also builds for long-term economic sustainability?"

Given the current economic environment and public concerns, it is recommended the ***initiatives focus on growing the economy which will create long-term sustainability.***

Recommended Initiatives Focused on Economic Growth & Sustainability

1. Create Jobs

- Business attraction to existing employment centers
- Existing business retention/expansions
- Entrepreneurial image & attraction
- Infrastructure improvements

2. Grow Spending

- Visitor
- Downtown
- Retail
- Arts & Culture



Economic Sustainability Strategy Action Plan

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Economic Sustainability Initiatives

The purpose of the Action Plan is to focus economic development initiatives in those areas that can result in short-term economic changes and long-term economic sustainability.

The most fundamental initiatives to stimulate the local economy for sustained positive impact are:

1. **Create jobs**
2. **Grow spending**

City efforts can only set the stage for business investment and job creation, however, proactive leadership in economic development can foster long-term results in cultivating an environment that welcomes business.

Benefits of both initiatives can be easily measured by:

- Increase in jobs
- Increase in income
- Increase in sales tax revenues
- Economic impact by project



Initiative: Job Creation

Job creation involves working with existing businesses to stay and expand in Santa Rosa as well as attracting new businesses to the city.

Focus on:

- 1. Maintaining and growing existing businesses in existing employment centers**
 - Increase Business Visitations
 - Leverage Partnerships and Resources
- 2. Business attraction to existing employment centers**
 - Downtown Office
 - Industrial Parks (vacant buildings)
 - Underutilized Space
- 3. Maintain and enhance entrepreneur environment**
 - Continue Venture Communities
 - Continue Entrepreneurial Pathways Program
- 4. Continue infrastructure improvements**
 - Reuse of properties for highest and best economic use



Initiative Action Tasks – Job Creation

1. Business Retention & Expansion

- Organization & Efficiency:
 - Segment Businesses – Tier 1, Tier 2
 - Business retention software
 - Increase partner participation, organize as ambassador teams – promote contacts
 - Increase business calls
 - Quarterly communications
 - Initiate a Business Cooperation Program
 - Data on existing businesses
- Business Climate:
 - Package Business Assistance and Incentives, such as:
 - Consider a set of short-term incentives to stimulate new investment
 - Statewide Community Infrastructure Program
 - Façade improvement program
 - Loan programs
- PR & Marketing (why jobs)
 - Become part of city culture
 - Promote to community importance of jobs

2. Business Attraction

- Attract business to existing employment centers
 - Downtown – Class A Office
 - Industrial Parks – vacant facilities
- Engage industrial brokers and property managers in Economic Development strategy
 - Update inventory of vacant facilities and match to potential users
 - Understand Santa Rosa's relative competitiveness to new market competitors– Sacramento, Solano, Stockton-and source cities
- Utilize City's new "Solar America City" designation – 1 of 13 in US – as testimonial to commitment to clean technologies and sustainability
- Define industry/business targets that fit existing facilities and talent
 - Clean technologies
 - Administrative office
 - Office uses for downtown
- Prepare site decision data, including real estate, workforce, utilities, etc.



Support Business Retention, Expansion & Attraction with Marketing & Communications:

- Create a business case for each target "*Why they should be located in Santa Rosa*"
 - Operational Costs, Talent Pool
 - Resources
 - Market Access
 - Business Climate
- Create quality marketing materials and maps
- Initiative a direct mail campaign to create awareness
- Prepare Case Studies of successful businesses
- Focus marketing and communications to target businesses in San Francisco Bay Area and Silicon Valley
- Attend CoreNet chapter meetings
- Updates on Economic Conditions
 - University
 - Council Presentation
 - Community Presentation
- Report Accomplishments
 - Impact of success
 - Impact Analysis
 - Matrix of Accomplishments

3. Entrepreneur Environment

- Venture Communities
- Entrepreneurial Pathways
- Locate Entrepreneurs in Santa Rosa

4. Infrastructure Improvements

- Continue capital improvement projects
- Redevelop and reuse underutilized space for private development and job creating projects, such as, Class A office properties in downtown.



Initiative: Grow Spending

The objective of the Grow Spending Initiative is directed at continually expanding and growing the Visitor Market and increasing the visitor experience, length of stay and expenditures on goods and services, as well as increasing local expenditures by shopping at home.

Focus on:

1. **Visitor Attraction**
2. **Downtown**
3. **Retail**
4. **Arts & Culture**

1. Visitor Attraction

- Continue CVB efforts to attract visitors
- Create a “destination” market position
 - An identity around Santa Rosa’s quality restaurants and niche for bistros
 - Culinary school
- Review potential recapture of TOT from on-line travel companies



Initiative Action Tasks – Grow Spending

2. Downtown

- Continue implementing the 4-pt Program to create and carry out the vision for downtown – live, work, play – a place that attracts entrepreneurs and the creative class
 1. Organization
 2. Promotion
 3. Design/Physical Improvements
 4. Economic Restructuring
- Focus short term efforts on business development and economic restructuring
- Complete an on-line “Shopper Survey”
- Coordinate with the job creation initiative for Class A office space downtown
- Coordinate with Retail on appropriate mix for downtown

3. Retail

- Continue the “Shop at Home” campaign
- Use information from annual retail market study and shopper survey to work with property manager on retail mix and recruitment of highly desired retailers
 - Attend select ICSC venues
- Promote vacant and underutilized sites to target retailers
- Collaborate with downtown on retail mix and opportunities for expansions to downtown
 - Promote business resources and programs to all retailers.

4. Arts & Culture

- Continue implementation of the Santa Rosa Downtown Arts District
 - Physical Environment
 - Cultural Programming



Why focus on job creation and spending growth?

Economic Challenges (Conditions):

- Santa Rosa's economic strength is "starting to slip, losing its edge"
- Income growth is not keeping up with cost of living growth or State rate of income growth
- Population growth is stagnant
- Median household income is about 99% of state average, with a higher cost of living
- Retail sales have been flat last 2 years, expected to decline
- Construction continuing to decline
- School drop out rate increasing
- Unemployment beginning to edge up
- Primary employers report steady growth, domestic economic conditions a **red flag**
- Service, construction, real estate and retailers feeling slow down and impact

Benefits of job creation and spending growth:

- Basic job creation creates disposable income and more demand
- Demand supports local retailers and suppliers
- Could ultimately reduce commute by having more, high-quality local jobs
- Increase mean household income (which is below state average)
- Increase local tax base
- Lessen demand on municipal services and organizations serving lower income families and individuals



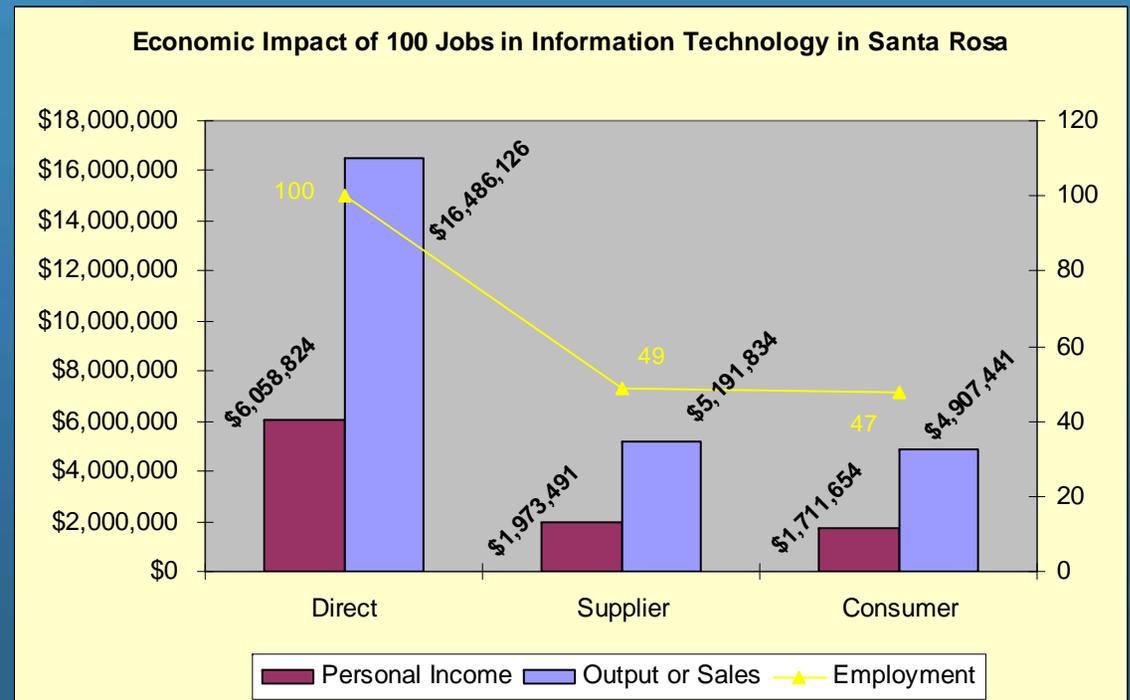
What would a 100 new jobs in Information Technology Sector mean to Santa Rosa?

If 100 new jobs in the Information Technology Sector were to be created in Santa Rosa, the potential jobs and payroll from the operations increase the total economic activity (as shown in chart).

These impacts would occur on an annual basis. Wage levels are based on technology industry averages for Sonoma County. Output represents the value of production for each of the prototypical business operations.

The impacts can be ranked in three different ways, based on output, payroll or jobs.

- For information technology sector, every direct job will support 0.93 additional jobs in Santa Rosa.
- Similarly, every dollar of direct payroll will result in \$0.61 dollars of additional payroll in the city.

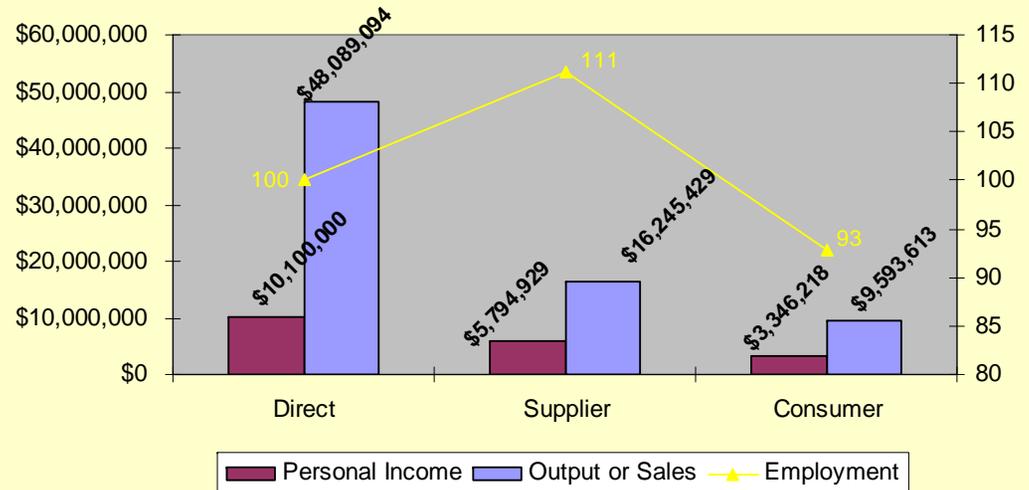




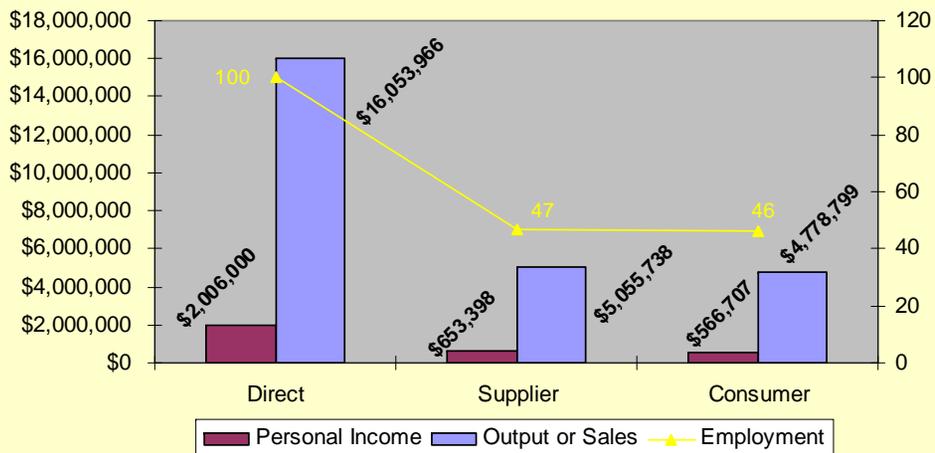
What would a 100 new jobs in other sectors mean to Santa Rosa?

Level of impacts are different in other types of industries – cumulatively making significant positive impacts in growing the economy and disposable income.

Economic Impact of 100 Jobs in Electronics Manufacturing in Santa Rosa



Economic Impact of 100 Jobs in Visitor Service Sector in Santa Rosa





Other Benefits

- Implementation of the strategy will help Santa Rosa businesses and the City transition smoothly through the economic downturn.
- Leverages Santa's Rosa's distinct strengths in sustainable development, including new technology for clean technology and "green collar" jobs.
- Supports the City's designation as a Solar America City
- Focuses on ways to further expand Creative Class and Entrepreneur opportunities.
- Aligns with City's Vision to create a vibrant downtown, thriving neighborhoods, and a multi-cultural community.
- Service organizations, such as, United Way, Burbank Housing, Catholic Charities, etc. cannot provide the "safety net" to those in need during economic droughts which can lead to increase in other municipal services.

The recommended initiatives are based on the economic conditions and trends of the City, as well as, opportunities/needs discovered through multiple interviews with businesses, service organizations and community representatives.

Economic sustainability was a priority for all – it was well recognized action needed to be taken to stimulate economic change.



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Population
Labor Force and Unemployment
Income
Industry Mix
Balance of jobs to employed residents
Retail Sales
Construction
Assessed Value
Municipal Revenues
Quality of Life

Santa Rosa Economic Conditions

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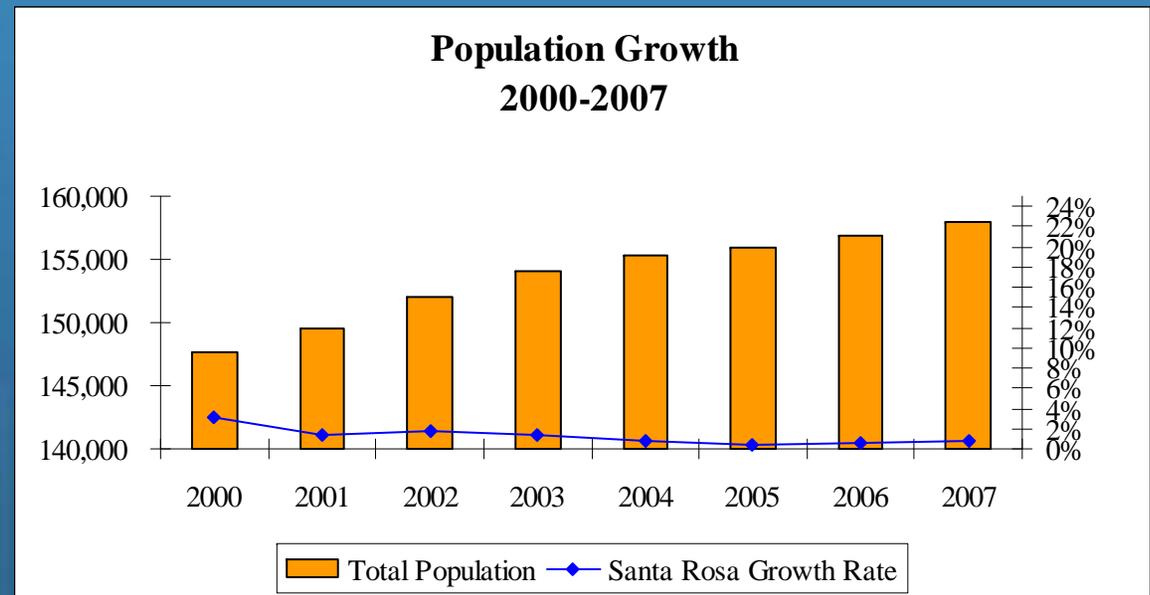
Population growth has slowed

Santa Rosa's population growth has slowed over time and is currently significantly less than the state average rate. However, the Bay Area in general has grown more slowly than the state as whole. For the most part, population growth in Santa Rosa has ranged from 0.4 to 1.7 percent, but it was above 3 percent in 2000. By comparison, the state average growth rate over this time period has been only 1.6 percent per year and the Bay Area average was 1.0 percent.

The majority of growth has come from natural increase (births less deaths) rather than from in-migration. Countywide, in-migration represents about 34 percent of the change in population since 2000. Annual net migration varies quite a bit from year to year, but was negative in 2001, 2004 and 2005. Surprisingly, 2006 showed net migration of close to 2,400, which is the highest level since 2000.

The share of the population over age 64 in Santa Rosa is slightly higher than the state, and represents about 13 percent of the total. The population under 18 has been declining and now represents about 23 percent of the total, versus 26 percent at the state level. Nonetheless, the working age population in Santa Rosa (ages 19 to 64) has increased about 9 percent since 2000.

Public school enrollment has declined by about 1,280 students since 2001, or about 7 percent, despite an average population growth rate of 1.3 percent from 2000 to 2007. Elementary level enrollment has been flat in Santa Rosa, while high school enrollment increased through 2002-03 but has steadily declined since then.



Source: Ca Dept of Finance, US Census



Job growth has not kept pace with Labor Force participation

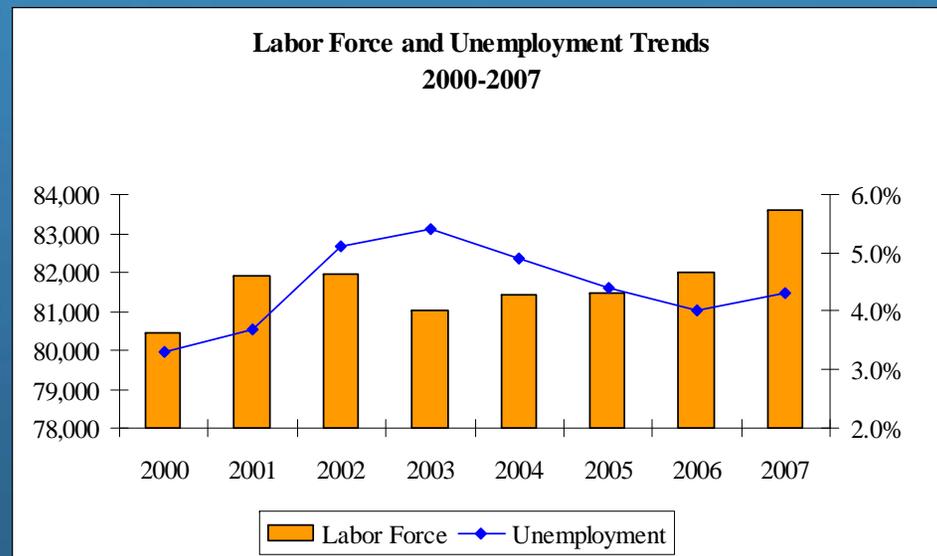
Santa Rosa's unemployment rate remained relatively steady from 2000 to 2007, ranging from 3.3 percent to 5.4 percent. The trends in unemployment have been very consistent with the Bay Area and the State, although unemployment rates in Santa Rosa average about 1.5 percent less than the state.

The local labor force only grew by about 4 percent from 2000 to 2007, compared to population growth of about 7 percent. The labor force in the Bay Area actually declined by 3 percent during the same time period.

Locally, it appears that job growth is not keeping pace with population growth. Despite a relatively stable age structure, the labor force participation rate for 19 to 64 year olds has dropped from 87 percent to 81 percent in Santa Rosa since 2000. The labor force participation is still much higher than the state average of 48 percent, most likely due to the high cost of living.

According to the Bay Area Metropolitan Transportation Commission, only about 69 percent of residents also work in the city.

The remainder of working residents commute out to locations such as Downtown San Francisco, Petaluma, Healdsburg/Cloverdale and Novato.



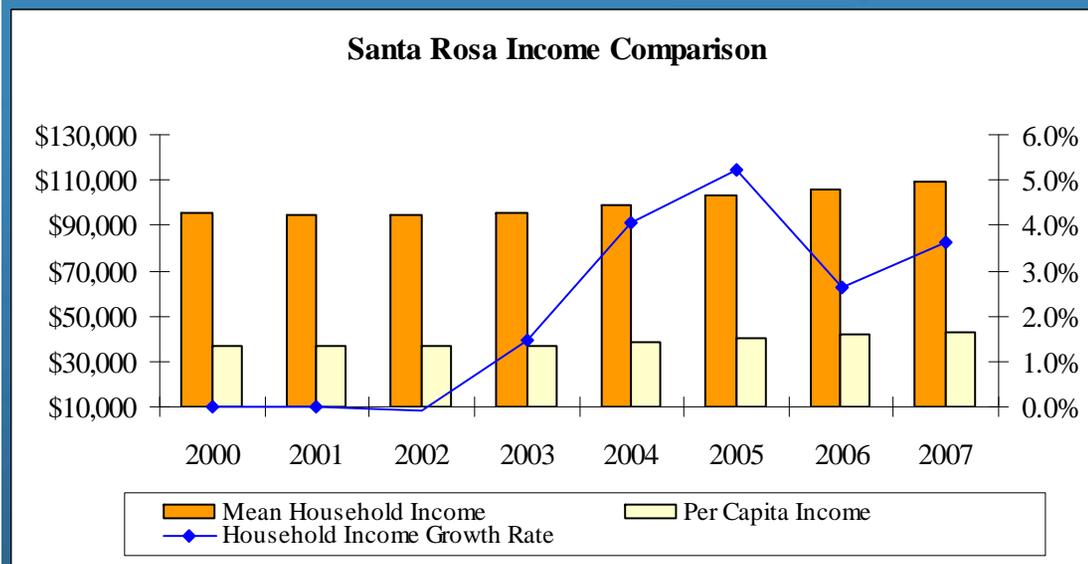
Source: US Bu of Labor Statistics



Per capita income has increased

The most valid available measure of income at the local level is per capita income. Per capita income levels increased 18 percent in Sonoma County from 2000 to 2007, compared to 20 percent statewide and only 6 percent in the Bay Area.

Per capita income locally is approximately 11 percent above the state average for 2007, but about 14 percent below the Bay Area average.



Source: US Dept Commerce, HUD, 2008; Woods & Poole Economics 2007

During the 2000 to 2007 period, median household income also increased by about 15 percent in Sonoma County with the annual rate of growth increasing over time.

The annual rate of growth is consistent with the state's 17 percent average growth rate.

Median household income in Sonoma County is about 99 percent of the state average, despite the higher cost of living, and only about 82 percent of the Bay Area average.



Largest share of employment in services and retail

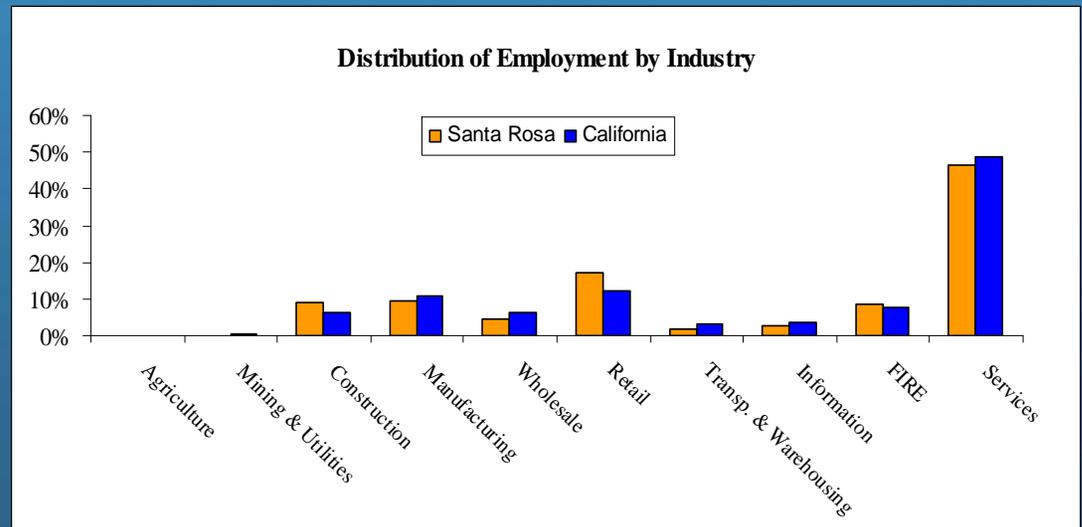
Santa Rosa's industry mix is relatively similar to the state with a few exceptions. The city has a larger share of employment in construction (9 percent vs. 6 percent), and a significantly larger share of retail employment (17 percent vs. 12 percent) than the State as a whole. It is assumed that this larger retail base is primarily due to tourism.

Basic industries, those that bring in wealth from outside the area make up approximately 10 percent of Santa Rosa's employment base. This ratio has been fairly steady over time.

The largest growth locally in terms of number of new jobs has been in construction, services and finance and insurance. The area is dominated by smaller companies with 87 percent of establishments having less than 25 employees.

Jobs: Employed Residents Ratio

Santa Rosa appears to be relatively balanced in terms of the ratio of jobs to employed residents. The Association of Bay Area Governments estimated Santa Rosa's jobs/employed residents' ratio to be about 1.09 in 2005. Since then, about 888 housing units have been added along with 221,000 square feet of nonresidential space. The 2006 ratio of jobs to employed residents is estimated at 1.04.

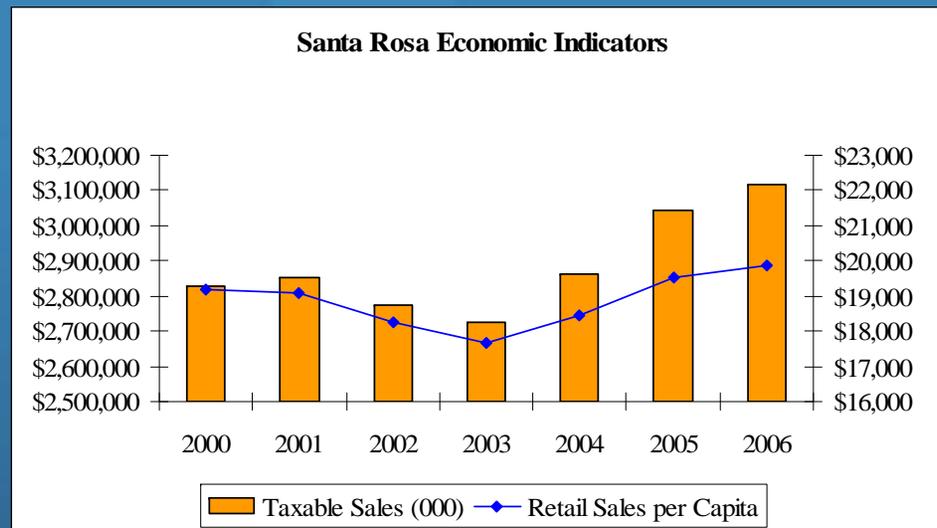


Source: County business Patterns Zip Code Data



Increase in taxable sales

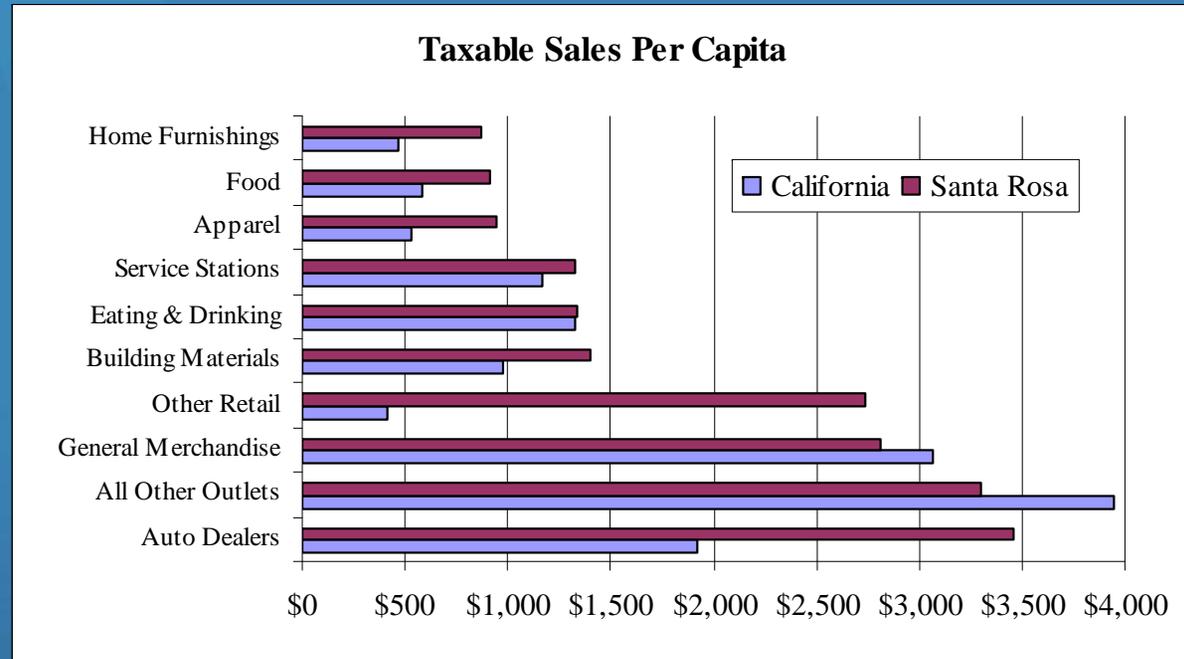
Taxable retail sales in Santa Rosa declined from 2001 to 2003, but have since risen by 13 percent. The most notable increases from 2000 to 2006 have been in service stations, apparel, building materials, food stores and eating and drinking establishments. Despite the overall rise in taxable sales, there have been declines in home furnishings and auto dealers and no growth in general merchandise, due to competition from newer shopping centers in surrounding areas.



Source: Ca Board of Equalization



Sales generated by tourist increased the “Taxable Sales Per Capita”



The level of retail sales per capita in the City is about 32 percent greater than the statewide average and 40 percent greater than the Bay Area average. This difference is mostly due to sales generated by tourists. Despite relatively high sales per capita in Santa Rosa, *the growth over time has been very minimal compared to the state, with only a 4 percent increase in per capita sales locally in six years.*

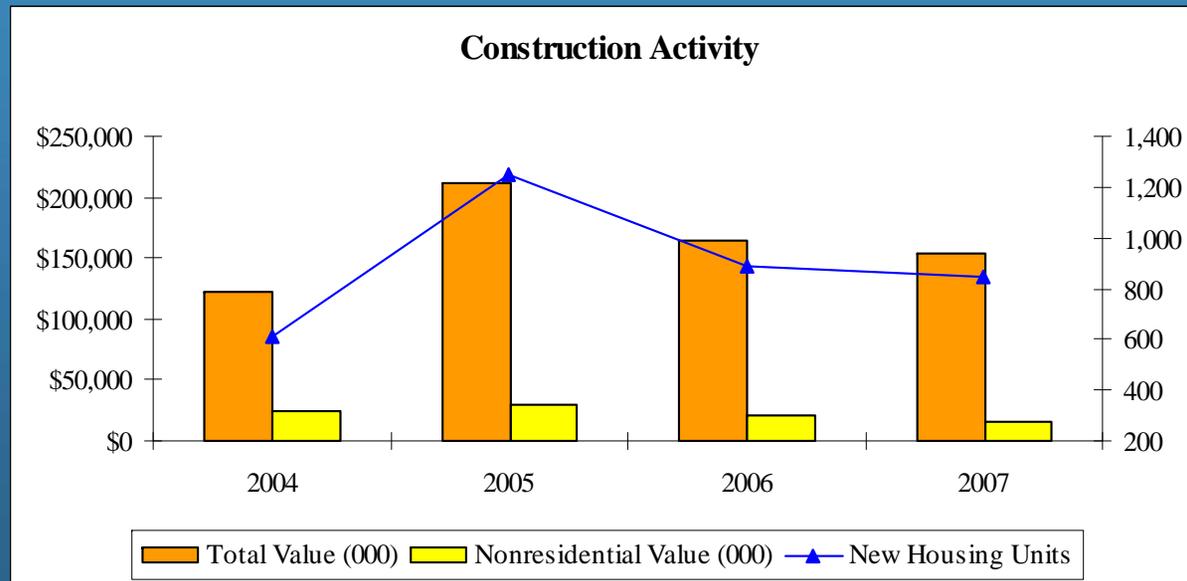


Construction drop off similar to state

The total number of housing permits issued annually in Santa Rosa peaked in 2001 at 1,569, fluctuating significantly from year to year. Permitting activity increased again in 2005 to about 1,250 new units, then dropped off about 30 percent in 2006 and 2007 to only 850 to 890 units per year.

Similar declines have occurred throughout the state as housing prices drop, although other cities have been harder hit than Santa Rosa.

The total value of permits issued in Santa Rosa has also declined since 2005, consistent with the overall drop in activity. Residential permits represent an average of 86 percent of the total value. Nonresidential permits values have decreased steadily since 2005. This may be market driven, but annual fluctuations in nonresidential activity are common in smaller communities.



Source: SR Community Dev Dept, Census Housing Units Authorized by Bldg Permits

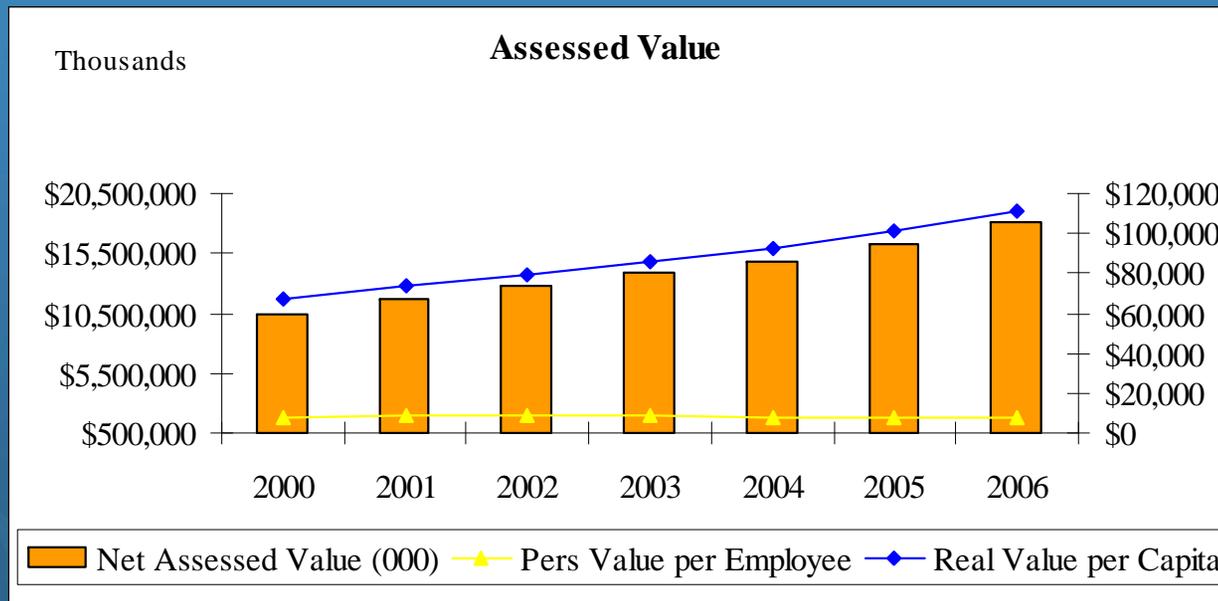


Steady increase of assessed value

Total assessed value in Santa Rosa has risen steadily, increasing by 73 percent from 2000 to 2007. Real property values increased by 77 percent, while personal property increased only 7 percent.

The statewide increase in total assessed value from 2000 to 2007 was only 68 percent, and the increase in the Bay Area was 61 percent. Per capita real assessed value in Santa Rosa grew 67 percent, which is above the state average growth rate of 58 percent.

The personal assessed value per employee has fluctuated somewhat since 2000, but the 2007 level is up 6 percent over 2000, comparable with the 5 percent increase statewide.



Source: Ca Board of Equalization, SF Consolidated Annual Financial Reports



Revenue growth not keeping pace with population growth.

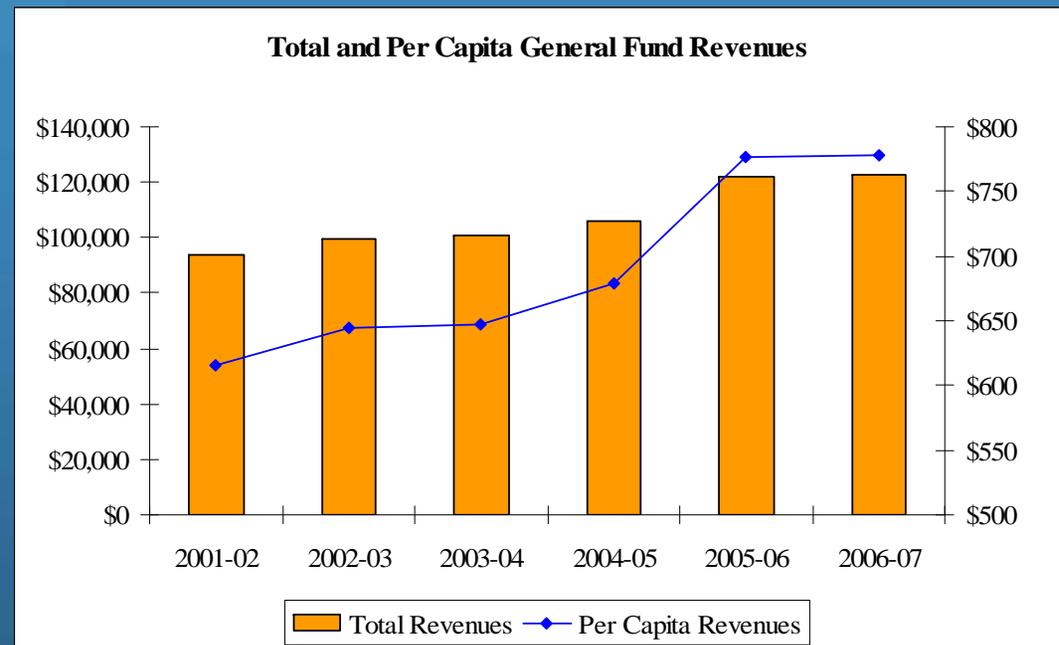
Total general fund revenues have increased each year since 2000, although the rate of increase has varied significantly from year to year. The largest share of revenues is from local taxes which increased by 2 to 9 percent per year since 2003. The 2007 data shows a decrease in local sales tax revenues as the economy heads into a down cycle.

In 2006-07, sales taxes represented 43 percent of local tax collections and 26 percent of general fund revenues. This is typical, but can lead to fluctuations during economic downturns, particularly for areas that depend on tourism.

Property taxes, which tend to be more stable, are the second largest revenue source and account for about 28 percent of local taxes.

Overall, local tax collections have increased 22 percent over the seven-year period, although the majority of that growth occurred between 2003-04 and 2005-06.

General fund revenues grew by 31 percent over the same period. Per capita general fund revenues increased only 26 percent overall, revealing that revenue growth is not keeping pace with population growth.





Other Economic Indicators

Crime, education and housing are also important measures of the overall economic and social health of a community.

Crime Rate Decreasing

- Crime rates in Santa Rosa have shown a significant decrease, particularly since 2003. The overall rate per 100,000 population has gone down 25 percent, compared to only a 6 percent drop statewide.

Educational Improvement

- SAT Scores are another important quality of life factor an important indicator of the education quality. Scores in Santa Rosa increased over time and were about 10 percent higher than the state average in 2007.
- Drop out rates have generally been below state averages, ranging from 1.2 to 2.8 percent. However, last year's drop out rate in Santa Rosa shot up to 4.8 percent. It is unclear at this point whether this was an anomaly, or the beginning of an upward trend in drop out rates.

Housing Market Fluctuating

- Housing prices have increased significantly since 2000, peaking at an annual median of \$560,000 in 2005. Since then, prices have dropped 7 percent in Santa Rosa, compared to a 7 percent increase statewide. Foreclosures in Santa Rosa are up, but still represent only about 3 percent of the total housing inventory.

Housing Affordability

- Housing affordability continues to decline, with median family income of only 52 percent of the amount required to afford a median priced home, down from 65 percent in 2000. Statewide, housing affordability has declined even more significantly from 72 percent in 2000 to 43 percent in 2007.





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Interview Findings

The following pages highlight the most frequently heard issues, concerns and opportunities related to Santa Rosa as a place to do business from Santa Rosa stakeholders.

The interviews provide insights to what business people think or understand about the City's business climate.

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Interview Findings: Perceived Strengths-Weaknesses

STRENGTHS

- Location and quality of place related to beauty, wine country, lifestyle (almost everyone said this)
- Diverse Economy
 - Regional business center for North Coast
 - Especially strong financial institutions
- Workforce
 - Highly-educated
 - Diversity valued
- Educational Assets
 - Santa Rosa Junior College
 - Sonoma State University
 - Wine Business Program – *only one in the USA*
 - Empire College
- Very professional city staff
- Excellent restaurants & local chefs

WEAKNESSES

- Expensive
 - Development costs are close to or exceed market value
 - Cost of doing business
 - Labor high
 - Permits & land cost significantly higher than other communities of similar size
 - **Permit process timeline is too lengthy, thus adding to project costs**
 - High cost of housing impacts ability to recruit and retain talent
- Infrastructure issues
 - Traffic congestion
 - Old, poorly maintained infrastructure
- Customer service issues
 - Lacking clear first point-of-contact for businesses (at City or designated organization)
 - No system in place to keep businesses in Santa Rosa
 - Businesses not aware of available services in Santa Rosa
 - Entitlement process is vague and inconsistent
 - City imposes design features that incur a lot of cost without benefit to business
 - Need for City Council to drive corporate culture change and empower staff to educate and do what is best for business
 - Downtown stores need to stay open later



Interview Findings: Perceived Threats-Opportunities

THREATS

- Other areas actively recruiting from Santa Rosa, offering incentives
- Economic downturn – results trickle down throughout community, including:
 - Impact on services to the poor
 - More families in needs
 - Increased visits to Emergency Room
 - More pressure on police services
- Mortgage issues for residential market
- Competitive industrial parks established outside Santa Rosa city limits are viable alternatives

OPPORTUNITIES

- Make existing businesses feel wanted and appreciated
 - Help with sustainable development and practices.
 - Help recruit talent (relocation package, concierge service).
 - Ombudsman for permitting process.
 - Raise awareness of business success stories.
- Attract & support companies in the following industries:
 - Clean tech (“green collar” jobs).
 - Agricultural products & wine, with niche in organics.
 - Small growth companies in Marin that are getting ready to expand.
- Enhance Downtown as a destination for business and visitors
 - Demand for Class A office space
 - Let market drive development downtown (don’t mandate housing)
 - Create a “draw”, such as UCD Bodega Bay lab site
- Redevelopment
 - Old rail yard improvement for Rail Road Square
 - Gateway Redevelopment Area, encourage adaptive reuse of Coddington
- Expand city-wide WiFi
- Business organizations & agencies are interested in collaborating on economic development plan



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Appendix

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Acknowledgements

On behalf of the consulting team, I would like to thank all the numerous stakeholders involved in this process who took the time for interviews and participation in meetings, and their input to this process.

Special thanks go to the staff of the Economic Development and Housing Department:

- David Gouin
- Jocelyn Lundgren
- Nancy Manchester
- Kim Nadeau

for their efforts in coordinating interviews, meetings, tours and gathering vast amounts of information to address all inquiries and research.

Audrey Taylor, President & CEO
Chabin Concepts, Inc.



Implementation Plan

A supplemental Action Guide, provided in Mindmap for staff management and implementation, details:

- Specific tactics for implementing recommended action tasks
- Timelines – short-term, long term
- Resources and supporting documents
- Tools
- Samples
- 30-60-90 day timeline to initiate the implementation of the Sustainability Strategy



Interviews

Business Leaders

- Jeff Weber, Agilent Technologies
- Andy Berliner, Amy's Kitchen Inc.
- TJ Lowe, G & G Super Market
- Keo Hornbostel, Hyatt Vineyard Creek Hotel
- Barry Whitesonburg, JDS Uniphase
- Carl Campbell, Kaiser Permanente
- Randy Destruel, Mead Clark Lumber
- Don Chigazola, Medtronic
- Kelly Hartman, Nelson Staffing
- Brad Bollinger, North Bay Business Journal
- Steve Stapp, Redwood Credit Union
- Mark Knight, Santa Rosa Memorial Hospital
- George Perez, Santa Rosa Memorial Hospital
- Bruce Kyser, Santa Rosa Press Democrat
- Lowell Johnson, Sonoma Wine Country Hilton
- Steve Thomas, The Results group

Real Estate Leaders

- Brad Baker, Coddling, Inc.
- Carlos Rivas, Colliers International
- Al Coppin, Keegan & Coppin
- Jim Keegan, Keegan & Coppin
- Jim Sartain, Keegan & Coppin
- Bill McCubbin, Orion Partners
- Peter O'Brien, Orion Partners
- Preston Smith, Orion Partners
- Laura Kozup, Simon Properties
- Joan Woodard, Simons & Woodard
- Hugh Futrell, The Hugh Futrell Corporation



Interviews

Community Leaders

- Michael Allen, Accountable Development Coalition
- Rose Parish, North Bay Black Chamber
- Leticia Hanke, North Bay Black Chamber
- Elizabeth Jovel, Hispanic Chamber
- Michelle Gervais, Santa Rosa Chamber
- Mike Hauser, Santa Rosa Chamber
- Chris Lynch, Santa Rosa Chamber
- Mo McElroy, Santa Rosa Convention & Visitors Bureau
- Robert Agrella, Santa Rosa Junior College
- Chuck Robbins, Santa Rosa Junior College
- Chris Messina, Santa Rosa Main Street
- Ben Stone, Sonoma County Economic Development Board
- Karen Fies, Sonoma County Workforce Investment Board
- Ruben Armiñana, Sonoma State University
- T.K. Clark, Sonoma State University
- Robert Eyler, Sonoma State University

City Leadership

- Jane Bender, City Councilmember
- Lee Pierce, City Councilmember
- Jeff Kolin, City Manager
- Greg Scoles, Assistant City Manager
- Brien Farrell, City Attorney
- Michael Frank, Director of Administrative Services
- Wayne Goldberg, Director of Advance Planning
- Rick Moshier, Director of Public Works
- Chuck Regalia, Director of Community Development
- Bruce Varner, Fire Chief
- Ed Flint, Police Chief

Non-profit Organizations

- John Lowry, Burbank Housing
- Bishop Daniel Walsh, Catholic Charities
- Anne Seeley, Concerned Citizens of Santa Rosa
- Lorraine Du Vernay, Small Business Development Center
- Walter Collins, United Way



About the Consulting Team

Chabin Concepts' core competency is in realistic, achievable and measurable actions:

- strategic thinking,
- creative marketing, and
- economic development program implementation.

Our goal is to position cities, counties and states to win new jobs and investment by creating a Roadmap supplemented with a Toolbox to achieve their goals and objectives – **delivering strategic solutions, tactics and tools to accomplish the mission.**

We are more than a consulting group – we are your solutions network. We use our network to bring our clients the best practices of renowned experts in urban and rural economic development, site location analysis and hands-on experience in implementing and managing competitive and results-oriented economic development programs.

We value every client and project, respecting the characteristics, heritage and goals of each community, their stakeholders and their economic development team. We commit to integrating our values, integrity and philosophy to create success:

- Involvement of the community and all partner organizations.
- Research that is tailored to your specific areas of interest and industry focus.
- An experienced and diverse team of professionals to bring you specialized expertise, knowledge and techniques.
- Innovative strategies and creative economic development tools.
- Tactical plans designed for implementation.
- Effective and successful economic development roadmaps - integrating resources, innovative tools and creative marketing - for communities to accomplish their goals consistent with their values.

The Chabin Team for the Santa Rosa Economic Sustainability Strategic Plan included Audrey Taylor, President, Allison Larsen, Principal, with research assistance from Sarah Murley, Founding Partner of Applied Economics, and downtown expertise from Mary Bosch, Principal, Marketek.



www.chabinconcepts.com

challenges

opportunities