



Request for Qualifications

City of Sonora Economic Development Coordinator Response

September 30, 2024

ISSUED BY

PRZYBYLA ADVISORS

REPRESENTATIVE

Cole Przybyla

coleprzy@gmail.com

209-679-4963

Cover Letter

April 30, 2024

RE: City of Sonora Economic Development Coordinate Services Proposal

Dear Mr. Summersett and City of Sonora,

I am pleased to submit the attached proposal on behalf of Przybyla Advisors for the City of Sonora Economic Development Coordinator services. As a long-time city resident and advocate for this community, I am deeply committed to supporting the City in advancing its economic development goals. I believe that my expertise and experience in driving regional economic growth, combined with a thorough understanding of Sonora's unique opportunities we can be well-positioned to help shape the City's future.

Przybyla Advisors is dedicated to providing innovative, data-driven strategies to enhance the City's economic landscape. With my experience as the Economic Development Director at Tuolumne County from 2019-2022, I successfully oversaw transformative projects that have boosted the local economy, attracted substantial investments, and improved community relations. My leadership resulted in a \$450 million surge in regional economic development investments within those two years, largely due to multiple comprehensive strategic planning and effective stakeholder engagements. These efforts were supported by key initiatives like the County Economic Development Action Plan and the Natural Resources Biomass Outreach Plan.

In addition to my leadership at Przybyla Advisors, I have cultivated an understanding of local, state, and federal organizations, which will be valuable in addressing Sonora's economic needs. Our approach will be centred on aligning with the City's objectives of fostering business growth, enhancing community engagement, and nurturing existing resources.

I am excited about the opportunity to collaborate with the City of Sonora and utilize proven strategies to support the community's desired economic development. Should you have any questions or require further information, please feel free to contact me directly at coleprzy@gmail.com or at 209-679-4963.

Thank you for the consideration.

Sincerely,

Cole Przybyla
Przybyla Advisors

Statement of Methods and Procedures

Understanding of the Scope of Work

After reviewing the City's stated goals and proposed services, I have identified key areas to streamline and enhance the overall economic development approach. I have reorganized the services into targeted focus areas with the aim of addressing Sonora's specific challenges and opportunities while maximizing efficiency and impact.

The core focus areas include:

1. **Business Attraction and Development:** Emphasizing programs and incentives for attracting new businesses, expanding existing enterprises, and improving the overall business climate.
2. **Community Engagement & Public Relations:** Developing communication strategies, marketing campaigns, and public engagement programs to ensure local businesses, prospective business investors, and residents are active participants in the City's growth.
3. **Data-Driven Planning & Policy:** Conducting rigorous market research and policy analysis to support decision-making, from developing ordinances to monitoring legislative changes.
4. **Grant Acquisition & Financial Sustainability:** Identifying grant funding opportunities and creating fiscally responsible programs that promote long-term growth without over-reliance on City resources.
5. **Beautification & Infrastructure Enhancement:** Initiatives aimed at improving Sonora's physical environment, including downtown beautification, public art, and parking solutions to create a more vibrant and inviting space for businesses and visitors.

While I have organized services into these strategic buckets, the intention would be to incorporate all of the City's desired services, such as the development of a Vacant Property Database and the creation of a "Welcome to Sonora" package for new businesses, alongside additional recommendations that emerge during joint scoping

sessions. These sessions will allow us to collaborate with City officials and community stakeholders to ensure our approach fully aligns with Sonora's priorities and is responsive to evolving needs.

By integrating the City's predefined services and new strategies identified through collaborative discussions, Przybyla Advisors will ensure a comprehensive and adaptable approach, meeting Sonora's current and future economic development goals.

Work Plan

Approach, Methods, and Procedures:

The proposed approach for the City of Sonora's economic development initiative is designed to guide the planning process from initial scoping and data collection to the implementation of a comprehensive, actionable plan. The framework is segmented into six key components that represent a strategic, phased approach, ensuring that every aspect of the City's economic goals is addressed and in alignment with stakeholder input.

This approach is more than just a plan; it is a dynamic process that will evolve through continuous collaboration with the City, local businesses, and community members. The six components represent distinct phases of work, beginning with a thorough planning phase and culminating in long-term implementation and ongoing evaluation. Each phase builds upon the previous one, ensuring that the final City of Sonora Economic Development Plan is grounded in data, shaped by public input, and designed for sustainable success.

By progressing through these components, we will ensure that all desired services are integrated and that new opportunities are identified through joint scoping sessions. This process will ultimately result in a tailored economic development strategy that reflects Sonora's unique strengths and aspirations.

Proposed Six-Component Planning Approach

Data Gathering & Analysis:

- **Kickoff Meetings:** The project will commence with a series of in-person and hybrid scoping meetings in November 2024, engaging a broad spectrum of stakeholders, including City officials, local businesses, community advocacy groups, government entities, and utility providers. These discussions will serve to gather insights into the community's economic needs and establish a collaborative approach for the project. These sessions will ensure that all stakeholder perspectives are accounted for and lay the groundwork for targeted and meaningful economic initiatives.
 - **Stakeholder Interviews & Surveys:** Engaging directly with local businesses, community leaders, and residents will be central to our approach. We will prioritize qualitative data collection through interviews and surveys, focusing on key issues like the labor market, business mix, workforce needs, and opportunities for growth. This process will inform the development of tailored strategies and ensure that community-specific challenges are addressed.
 - **Market and Demographic Analysis:** By leveraging local demographic, workforce, and economic data, we will assess Sonora's economic potential. This includes a thorough review of workforce alignment, the local real estate market, and opportunities for both commercial and industrial growth. A dedicated analysis of vacant properties will be conducted to inform a comprehensive Vacant Properties Database aimed at attracting new businesses and expanding existing ones.
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Assessment & Development of Business Incentive Programs:

- **Review of Current Incentives:** We will perform a detailed review of existing business incentive programs, assessing their effectiveness and identifying gaps or opportunities for enhancement. This includes evaluating any financial incentives, tax relief programs, or other efforts aimed at supporting local economic growth.
- **Incentive Recommendations:** Based on our findings, we will recommend and design new or improved incentive programs, including the potential introduction

of a "Use Local First" program. This program would encourage businesses and residents to prioritize local vendors and services, further bolstering Sonora's economy.

- **Financial Feasibility Analysis:** To ensure the sustainability and impact of these programs, we will conduct cost-benefit analyses to validate the return on investment for the City. These analyses will help to ensure that the incentive programs remain fiscally responsible while driving meaningful economic development.
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Marketing and Public Engagement:

- **Marketing Collateral Development:** We will develop professional marketing tools, including the creation of a "Welcome to Sonora" package. This will provide businesses with essential resources for setting up in the City, such as information on business licensing, tenant improvements, design review processes, and signage approval. Additionally, we will devise targeted digital and public relations strategies to promote Sonora as a vibrant economic hub for new and expanding businesses.
 - **City Beautification & Public Art Initiatives:** To enhance the aesthetic appeal and economic vitality of the downtown area, we will coordinate public art, signage, and landscaping projects as part of a larger city beautification campaign. Our team will collaborate with stakeholders on the Vision Sonora initiative to create inviting public spaces that reflect the City's rich heritage while promoting business and tourism.
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Legislative and Policy Review:

- **Ordinance and Code Review:** We will examine and recommend updates to the City's municipal codes and ordinances with a focus on streamlining the business licensing, permitting, and zoning processes.
- **Legislative Monitoring:** We will also monitor state and federal legislation relevant to economic development, ensuring the City remains compliant and can

capitalize on new opportunities. This includes evaluating policies for accessing grants, incentives, or infrastructure improvements that could further bolster Sonora's economic potential.

Grant Funding Identification and Management:

- **Grant Research and Application:** We will actively seek out grant opportunities to support the City's economic development initiatives, including funding for infrastructure, public art, and business incentive programs. Additionally, we can consider how we can draft, submit, and manage these grant applications to maximize Sonora's access to external funding.
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Key Performance Indicators (KPIs) Development & Ongoing Evaluation:

- **Performance Metrics:** KPIs will be established to measure the success of the implemented programs, such as tracking the number of new business openings, vacancy rate reductions, community engagement levels, and overall economic growth. These metrics will provide the City with ongoing insights into the effectiveness of its development strategies.
 - **Plan Evaluation and Adjustments:** The economic development plan will be continuously monitored, with regular evaluations to measure progress against KPIs. Based on these evaluations, adjustments will be made to ensure the City's long-term economic sustainability and adaptability to changing market conditions.
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Breakdown of Steps and Services:

Planning (November 1, 2024 - January 29, 2025):

- Initial data collection and scoping meetings with City officials, businesses, and key stakeholders.
- Comprehensive development of a City asset inventory, labor market analysis, and evaluation of current business incentive programs.

City of Sonora Plan Development (February 3, 2025 - February 28, 2025):

- Drafting of the **Economic Development Action Plan** to incorporate all six planning components to set a path forward for implementing a long-term City of Sonora strategy.
- Presentation of the draft plan to City officials for review and feedback.

Final Plan Submission (March 3, 2025 - March 31, 2025):

- Finalization of the plan, incorporating feedback from the City and the public.
- Presentation of the final plan to the City Council, preparing for full-scale implementation.

Plan Implementation (April 1, 2025 - November 1, 2025):

- Execution of key initiatives such as business incentive programs, marketing efforts, and city beautification projects.
- Continuous coordination with stakeholders is needed to ensure smooth implementation and tracking of progress.

Ongoing (November 1, 2024 - November 1, 2025):

- Ongoing community engagement, monitoring legislative impacts, and managing grant applications.
- Continuous tracking of KPIs, with adjustments made as necessary to optimize program outcomes and ensure long-term success.

This phased and structured approach ensures that all components of the City's economic development vision are met, with room for flexibility and adaptation as we move through the planning and implementation stages.

Proposed Project and Meeting Schedule

Project Schedule

| Task | Description | Estimated Start Date | Estimated End Date |
|------|---------------------------------|----------------------|--------------------|
| 1 | Planning | November 1, 2024 | January 29, 2025 |
| 2 | City of Sonora Plan Development | February 3, 2025 | February 28, 2025 |
| 4 | Final Plan | March 3, 2025 | March 31, 2025 |
| 5 | Plan Implementation | April 1, 2025 | November 1, 2025 |
| 6 | Ongoing | November 1, 2024 | November 1, 2025 |

Proposed Meeting Calendar

| Meetings | Format | Date |
|--|---------------------|---------------|
| Project Kickoff Meeting | In-Person | November 2024 |
| Public Scoping Meeting | Hybrid | December 2024 |
| Government & Utility Entities Scoping Meeting | Hybrid | December 2024 |
| Economic Development & Business Stakeholders Scoping Meeting | Hybrid | December 2024 |
| Plan Public Comment Meeting | In-Person | March 2025 |
| Draft Plan Meeting at City of Sonora Council | In-Person | March 2025 |
| Ongoing Meetings – As determined per Task to advance efforts | In-Person / Virtual | Ongoing |

References

Reference 1

Contract Period:

July 2019 – April 2022

Contact:

Tracie Riggs, County Administrator, Tuolumne County

Relevance:

Collaboration on economic development and broadband projects as the Director of Innovation and Business Assistance for Tuolumne County.

Work Executed:

Oversaw several high-impact projects, including securing over \$2,000,000 in grants, attracting over \$450 million in private capital investment, and executing contracts for public-private partnership initiatives.

Outcomes of Our Work:

Successfully transformed the department into a community-driven, positively regarded entity. The initiatives supported business attraction, job creation (over 300 jobs), and significant capital investment, improving the county's economic landscape.

Reference 2

Contract Period:

February 2020 – April 2022

Contact:

Barbara Hayes, Chief Economic Development Director, RCRC

bhayes@rcrcnet.org

Relevance:

Led the Central Sierra Broadband Utility Zone project, coordinating across a five-county region.

Work Executed:

Secured a \$500,000 no-match grant from the Economic Development Administration for broadband development. Facilitated the Central Sierra Broadband Roadmap, creating a cross-jurisdictional approach to broadband deployment.

Outcomes of Our Work:

Successfully advocated for major broadband infrastructure projects, leading to significant improvements in regional broadband access and economic potential.

Reference 3**Contract Period:**

January 2015 - July 2019

Contact:

Ron Kopf, President, Tuolumne County Business Council

Relevance:

Lead and proposed key business advocacy for 50+ business membership of largest Tuolumne County employers.

Work Executed:

Business advocate for the prosperity and success for all businesses in Tuolumne County. Tuolumne County Business Council seeks to ensure that all businesses have the opportunity to thrive in the Sierra Nevada region.

Outcomes of Our Work:

Successfully advocated and delivered educational opportunities with local and state officials on legislative impacts to future business opportunities.

Budget

The planned timeline for delivery is 12 months to reflect RFP requirements. Pricing is reflective of the level of effort expected during that timeframe. This approach, to both pricing and timeline, can be altered based on further discussion with City of Sonora depending on additional requirements and is based on a consultant hourly rate of \$125.

| Task | Description | Cost |
|-------|---------------------------------------|----------|
| 1 | Planning Initiation & Scoping | \$3,500 |
| 3 | Background Research & Survey Outreach | \$5,000 |
| 2 | City of Sonora Plan Development | \$7,500 |
| 5 | Plan Implementation | \$21,500 |
| 6 | Ongoing Outreach | \$12,500 |
| Total | | \$50,000 |