



REDWOOD CITY  
IMPROVEMENT  
ASSOCIATION

## **Board of Directors Meeting**

Wednesday, October 14, 2026

12:00 - 1:00 pm

555 Twin Dolphin Dr., Conference Room – 1<sup>st</sup> Floor, Redwood City, CA 94065

### **AGENDA**

1. CALL TO ORDER
2. ROLL CALL/INTRODUCTIONS
  - A. Welcome to new Board Members Fred Ehlers and Katherine Evers
3. PUBLIC COMMENTS FOR ITEMS NOT ON THE AGENDA
4. ACTION ITEMS
  - A. Approval of Minutes from Annual Meeting of September 9, 2026
  - B. Adoption of Redwood City Improvement Association Annual Budget for the Period December 1, 2026 – November 30, 2027
  - C. Approval of Executive Committee's Recommendation to Extend Management Transition Period with Chamber San Mateo County to February 28, 2027
  - D. Approval of Executive Committee's Recommendation to Engage the Consulting Services of MBailey Advisors to Support Association Management Transition
  - E. Approval of Executive Committee's Recommendation to Appoint a Taskforce to Support Association Management Transition
5. DISCUSSION ITEMS
  - A. Discussion of Desired Elements, Services and Attributes to be Outlined in Scope of Work for New Management Firm
6. REPORTS
  - A. Executive Committee – Paul Gadow, Chair
    1. Association Management Transition
    2. Sidewalk Operations, Beautification and Order Committee Chair/Co-Chair Appointment(s)
    3. District Identity and Signage Committee Chair/Co-Chair Appointment(s)
    4. Parking Management Committee Chair/Co-Chair Appointment(s)

**Redwood City Improvement Association Board of Directors Meeting Agenda, pg. 2**

- B. DISI (District Identity and Signage Committee) – Stacey Wagner and Kate Mosley, Co-Chairs
  - 1. PR and Social Media Report from Olive Public Relations
  - 2. Next Committee Meeting: November 4, 2026 – 1:00 pm
- C. SOBO (Sidewalk Operations and Beautification Committee) – Nancy Radcliffe and Paul Gadow, Co-Chairs
  - 1. No Report
  - 2. Next Committee Meeting: November 4, 2026 – 11:30 am
- D. Parking Management Committee – Gloria Arredondo and Veronica Klein, Co-Chairs
  - 1. No Report
  - 2. Next Committee Meeting – November 4, 2026 – 10:30 am
- E. Executive Director's Report – Amy Buckmaster, Executive Director
- 7. BOARD MEMBER REQUESTS FOR REPORTS, PRESENTATIONS, INFORMATION
- 8. BOARD MEMBER COMMENTS
- 9. ADJOURNMENT

**\*Need to reschedule Next Board Meeting: Wednesday,  
November 11, 2026, 12:00pm – 1:00pm – Veterans Day**

**BROWN ACT NOTICE:** Government Code 54950 (The Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting. The Corporation posts all Board and Committee agendas at 203 Redwood Shores Parkway, Suite 150, Redwood City, CA 94065. Action may not be taken on items not identified as such and posted on the agenda. Meeting facilities may be accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Amy Buckmaster, Executive Director (650.362.5017) at least 48 hours prior to the meeting.



# REDWOOD CITY IMPROVEMENT ASSOCIATION

## Board of Directors Meeting

### Annual Meeting

**Date:** Wednesday, September 9, 2026

**Time:** 12:00 - 1:00 pm

**Location:** The Redwood City Center of Creativity, 800 Main Street, Redwood City, CA 94065

### MINUTES:

**Present:** Mark Nadim, Paul Gadow, Amanda Anthony, Angela Rezab, Brianna Mariolle, Don Gibson, Jeri Richardson-Daines, Gloria Arredondo Stacey Wagner, Ben Paul, Gloria Arteaga

**Absent:** Ashley Quintana, Kate Mosley, Dani Gasparini, Nancy Radcliffe, Veronica Klein

**Staff:** Amy Buckmaster – Executive Director

**Other:** Eleanor Lazar, Olive Public Relations, Edwin RG – Intern for Councilmember Christopher Sturken, Mitch Bailey, MBailey Advisors, Katherine Evers – Tishman Speyers and Gozel Kulieva, County of San Mateo Executive Offices.

**1. Call to Order – President Mark Nadim**

*President Mark Nadim called the meeting to order at 12:05 p.m.*

**2. Roll Call/Introductions**

*President Nadim called the meeting to order and initiated introductions.*

**3. Approval of Minutes from June 10, 2026, Board of Directors**

*The June 10, 2026, minutes were reviewed.*

**Action Taken:** Rezab moved to approve the minutes. Wagner seconded the motion, which was approved unanimously.

**4. Public Announcements, Public Comment**

*None*

**5. Nomination Committee Update – President Nadim**

- Presented the Election of Officers to Serve FY December 2026-November 2027  
**Action Taken-** Wagner moved to approve the Election of Officers, Anthony seconded. The motion was approved unanimously.

- **Presented the Election of Board of Directors FY December 2026-November 2027**  
**Action Taken- Rezab moved to approve the Election of Board of Directors, Paul seconded. The motion was approved unanimously.**

## **Committee Updates**

- **Executive Committee Update**  
*President Nadim – No Report*
- **DISI (District Identity and Signage Committee)**  
*Next Committee Meeting – November 4, 2026 – 1:00 pm*  
Committee Co-Chairs: Stacey Wagner and Kate Mosley

### **Olive Public Relations**

- **PR and Social Media Report**  
*Lazar with OlivePR was present at the Meeting in person and gave an Annual and monthly PR and Social Media update. Board Members and Buckmaster thanked Lazar for her wonderful work and all year working with RCIA.*
- **SOBO (Sidewalk Operations and Beautification Committee)**  
*Next Committee Meeting – November 4, 2026 – 11:30 am*  
Committee Co-Chairs: Nancy Radcliffe and Paul Gadow

**Renewal of the Redwood City Improvement Association Public Art Exhibition Project** – Shall the Redwood City Improvement Association Sidewalk Operations Beautification and Order Committee recommend a spend of \$50,000.00 for the continual operation of the Art Kiosk for art installation in the Downtown Courthouse Square in 2026-2027 in partnership with Fung Collaboratives.  
**Action Taken- Paul moved to approve, Mariolle seconded. The motion was approved unanimously**

- **Parking Management Committee**  
*Next Committee Meeting – November 4, 2026 – 10:30 am*  
Committee Co-Chairs: Gloria Arredondo  
No update, Committee did not meet in on September 2

## **6. Board of Directors Updates**

*No update.*

## **7. New Business**

*None*

## **8. Executive Director's Report**

*Buckmaster thanked the Redwood City Center of Creativity for hosting the Board. Buckmaster, also presented the Board the new printed Annual Report. She thanked Mitch Bailey with MBailey Advisors and Kristina Altman with KA Designs for a wonderful job with the Design of the Annual Report and also the launch of the new RCIA Website.*

## **9. President's Report**

*No update.*

**10. Adjournment**

*Adjourned at 1:03 pm.*

**11. Next Board Meeting:** Wednesday, October 14, 2026, 12:00 pm - 1:00 pm

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**REDWOOD CITY  
IMPROVEMENT  
ASSOCIATION**

**Downtown Redwood City Improvement Association (CBID) Budget by Category, 2026-2027**  
**(Fiscal Year: December 1, 2026 – November 30, 2027)**

**Twelfth Year Downtown Redwood City Community Benefit  
Improvement District Service Budget**  
**(Figures are rounded)**

| <b>PROGRAM OR ACTIVITY FUNDED BY THE DOWNTOWN<br/>REDWOOD CITY COMMUNITY BENEFIT IMPROVEMENT<br/>DISTRICT</b> | <b>APPROXIMATE % OF Tenth<br/>Year ANNUAL BUDGET</b> | <b>ESTIMATED ANNUAL COSTS</b> |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------|
| Sidewalk Operations and Beautification                                                                        | 54%                                                  | \$507,668.93                  |
| District Identity and Signage                                                                                 | 20%                                                  | \$188,025.53                  |
| Parking Management                                                                                            | 4%                                                   | \$37,605.10                   |
| Administration/Corporate Operations                                                                           | 20%                                                  | \$188,025.53                  |
| Contingency/City and County Fees/Reserves                                                                     | 2%                                                   | \$18,802.55                   |
| <b>Total</b>                                                                                                  | <b>100%</b>                                          | <b>\$ 940,127.64</b>          |

**Special District Assessment 2026-2027**

Downtown Redwood City Community Benefit Improvement District

Dollar Total for Assessment:

**\$ 940,127.64**

Highest and lowest parcel assessment amounts:

Highest: \$52,649.12

Lowest: \$17.56

Total Number of Parcels: 224



**REDWOOD CITY  
IMPROVEMENT  
ASSOCIATION**

**Downtown Redwood City Improvement Association (CBID) Budget by Category, 2025-2026**  
**(Fiscal Year: December 1, 2025 – November 30, 2026)**

**Eleventh Year Downtown Redwood City Community Benefit Improvement  
District Service Budget**  
**(Figures are rounded)**

| <b>PROGRAM OR ACTIVITY FUNDED BY THE DOWNTOWN<br/>REDWOOD CITY COMMUNITY BENEFIT IMPROVEMENT<br/>DISTRICT</b> | <b>APPROXIMATE % OF Ninth<br/>Year ANNUAL BUDGET</b> | <b>ESTIMATED ANNUAL COSTS</b> |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------|
| Sidewalk Operations and Beautification                                                                        | 54%                                                  | \$507,668.93                  |
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| <b>Total</b>                                                                                                  | <b>100%</b>                                          | <b>\$ 940,127.64</b>          |

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Lowest: \$17.56

Total Number of Parcels: 224



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## PROPOSAL FOR SERVICES

**TO:** Redwood City Improvement Association  
C/O Paul Gadow, Board President

**FROM:** Mitchell Bailey  
Owner & Principal Consultant

**DATE:** October 5, 2026

**SUBJECT:** Proposal for Consulting Services

Based on my understanding of the upcoming transition of the Redwood City Improvement Association's (RCIA or Association) management to a new provider, MBAiley Advisors (Consultant) is pleased to offer this proposal for the RCIA Board's consideration to assist with the transition process.

### **I. SCOPE OF SERVICES**

The Consultant will provide transition planning, coordination and project management services to support the RCIA in transitioning from its current management firm, Chamber San Mateo County (Chamber), to a new management firm to be selected through a competitive request for proposals (RFP) process.

The objective of the engagement is to facilitate a seamless, orderly, complete and timely transition of management responsibilities, institutional knowledge, records, systems, relationships and other operational resources from the current management firm to the newly selected firm.

The Consultant will serve as a neutral facilitator and transition coordinator for the RCIA and will work closely with the Board of Directors, the Chamber and the selected incoming management firm.

The Consultant will not provide ongoing association management services and will not assume the responsibilities of either the current or incoming management firm. Rather, the Consultant will support the RCIA in managing the transition process and ensuring that all necessary responsibilities, information, records and resources are transferred appropriately.

#### **A. Transition Planning and Assessment**

The Consultant will begin by developing a transition plan based on the Association's current organizational structure, management agreement, operations, programs and priorities.

Services will include:

- Meet with the Board and Chamber to understand current operations, responsibilities, contractual obligations and transition considerations.
- Review the current management agreement and other relevant organizational documents.
- Identify the principal functions currently performed by the Chamber.
- Develop a transition checklist identifying records, systems, accounts, contracts, vendors, relationships, deadlines and other assets or responsibilities requiring transfer.
- Identify potential transition risks, gaps or time-sensitive matters.
- Establish roles, responsibilities, communication protocols and decision-making procedures for the transition.
- Develop a master transition schedule with key milestones, responsible parties and target completion dates.

**B. Development and Administration of Request for Proposals**

The Consultant will assist the RCIA in conducting a competitive process to identify and select a new management firm.

Services will include:

- Develop a recommended RFP process, schedule and evaluation methodology.
- Assist the Board or designated committee in identifying desired qualifications, experience, services, staffing model and performance expectations.
- Prepare or assist in preparing the RFP, including scope of services, organizational background, submission requirements, evaluation criteria and proposed contract terms.
- Develop a list of prospective management firms and assist with outreach to potential respondents.
- Coordinate issuance of the RFP and responses to questions from prospective respondents.
- Coordinate receipt and organization of proposals.
- Assist the Board or selection committee in reviewing and evaluating proposals.
- Develop proposal comparison materials and evaluation summaries.
- Coordinate interviews, presentations and/or finalist meetings.
- Assist with reference checks and due diligence on finalist firms.
- Support negotiations with the preferred management firm, as requested by the Association.

The Board will retain final authority for selection of the management firm and approval of any resulting contract.

**C. Transition Coordination Between Management Firms**

Following selection of the new management firm, the Consultant will coordinate the transition process among the Association, the Chamber and incoming management firm.

Services will include:

- Convene an initial transition meeting with the outgoing and incoming firms.
- Establish a transition work plan and schedule.
- Clarify responsibilities for transferring records, information, accounts, systems, passwords, files, contracts and other resources.
- Coordinate the transfer of institutional knowledge and operational information.
- Facilitate meetings between outgoing and incoming staff on key programs, events, vendors, contractors, governmental relationships, stakeholders and recurring responsibilities.
- Track outstanding transition items and deadlines.
- Identify and escalate unresolved issues to RCIA Board leadership.
- Assist in coordinating the orderly transfer of physical and electronic records.
- Monitor completion of transition activities against the approved transition schedule.

**D. Records, Data, Systems and Account Transition**

The Consultant will help ensure that the RCIA's records and operational resources are fully identified and appropriately transferred.

This may include coordination of:

- Corporate and governance records.
- Financial and accounting records.
- Budgets, financial reports and banking information.
- Assessment or membership records, as applicable.
- Vendor and contractor files.
- Contracts and agreements.
- Insurance records.
- Government filings and regulatory records.
- Meeting records, minutes and agendas.
- Policies and procedures.
- Marketing and communications materials.
- Website, domain and social media accounts.
- Email and other technology accounts.
- Software and subscription accounts.

- Databases and contact lists.
- Event calendars and program materials.
- Keys, access credentials and physical assets.
- Intellectual property, logos, photographs and other organizational materials.

The Consultant will establish a transition inventory and track the status of critical transfers.

**E. Financial and Contractual Transition Coordination**

The Consultant will assist the Association in coordinating the financial and contractual elements of the transition, including:

- Identify outstanding financial, accounting and reporting matters requiring resolution before or during transition.
- Coordinate the transfer of budgets, financial records and other information necessary for continuity.
- Identify vendor, contractor and service-provider agreements requiring assignment, renewal, termination or notification.
- Identify outstanding invoices, reimbursements, deposits, prepaid expenses or other financial matters requiring reconciliation.
- Assist the Association in establishing clear responsibility for financial processes during the transition.

The Consultant will not provide accounting, legal or audit services.

**F. Stakeholder and Communications Transition**

The Consultant will assist the RCIA in maintaining continuity of communications and relationships during the transition.

Activities may include:

- Identify key stakeholders who should be notified of the management transition.
- Develop a stakeholder communication plan.
- Assist in preparing transition announcements and other communications.
- Coordinate introductions between the incoming management firm and key stakeholders.
- Assist with continuity of communications with property owners, businesses, governmental agencies, community partners, vendors and other stakeholders, as applicable.
- Help ensure that important meetings, events, deadlines and community commitments are incorporated into the incoming firm's work plan.

**G. Transition Monitoring and Issue Resolution**

The Consultant will monitor and support resolution of transition issues and regularly report progress to the RCIA Board leadership.

Services will include:

- Monitor completion of transition tasks.
- Facilitate resolution of transition-related issues.
- Provide periodic written status reports.
- Recommend corrective actions where transition activities fall behind schedule.
- Conduct periodic transition coordination meetings as appropriate.

**H. Final Transition Review and Closeout**

At the conclusion of the transition, the Consultant will conduct a final review to confirm that the principal transition requirements have been completed.

This will include:

- Review the transition checklist with Association leadership.
- Confirm transfer of critical records, systems, accounts and information.
- Identify any remaining open items and assign responsibility for completion.
- Facilitate a final transition meeting with the Association, outgoing firm and incoming firm, as appropriate.
- Prepare a final transition status report summarizing completed activities, outstanding matters and recommended follow-up actions.
- Provide the Association with a final transition checklist and related documentation.

This scope of work may be modified by mutual agreement between the Consultant and the RCIA. Modifications to the scope of work may result in revisions to the fee structure as outlined in Section V below.

**II. ROLE OF THE CONSULTANT**

The Consultant will serve as the Association's transition project manager and facilitator. The Consultant will coordinate activities, establish timelines, facilitate communications, identify issues and monitor completion of transition tasks.

The Consultant will not:

- Provide ongoing association or district management services.
- Serve as the Association's executive director or equivalent.
- Assume responsibility for the day-to-day operations of the District.
- Make decisions reserved for the Board of Directors.

- Serve as legal counsel, auditor, accountant or other professional advisor.
- Assume responsibility for the performance of the outgoing or incoming management firms.
- Replace the management staff responsible for transferring operational knowledge and records.

The RCIA, its Board and its management firms will retain responsibility for their respective decisions, contractual obligations and operational duties.

### **III. DELIVERABLES AND TIMELINE/MILESTONES**

Final projects, deliverables and schedules will be developed by and agreed to between the RCIA Board Executive Committee and Consultant. However, below is a proposed timeline of key actions:

| <b>Phase</b>                                        | <b>Timing</b>                      | <b>Key Activities</b>                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Transition Assessment &amp; Planning</b>      | October 15–23, 2026                | <ul style="list-style-type: none"> <li>• Kickoff meeting with RCIA and Chamber;</li> <li>• Identify current services, responsibilities, records, systems and contractual obligations;</li> <li>• Identify transition risks;</li> <li>• Establish decision-making structure and master transition schedule</li> </ul> |
| <b>2. RFP Development &amp; Approval</b>            | October 19–November 6, 2026        | <ul style="list-style-type: none"> <li>• Define desired management services and qualifications;</li> <li>• Develop RFP;</li> <li>• Establish evaluation criteria;</li> <li>• Identify prospective management firms;</li> <li>• Board/committee review and approval</li> </ul>                                        |
| <b>3. RFP Issuance &amp; Firm Outreach</b>          | November 9–December 4, 2026        | <ul style="list-style-type: none"> <li>• Issue RFP</li> <li>• Conduct outreach to prospective firms;</li> <li>• Respond to questions;</li> <li>• Conduct pre-proposal meeting/site visits, if appropriate</li> </ul>                                                                                                 |
| <b>4. Proposal Evaluation &amp; Interviews</b>      | December 4–31, 2026                | <ul style="list-style-type: none"> <li>• Receive and evaluate proposals;</li> <li>• Identify finalists;</li> <li>• Conduct finalist interviews/presentations;</li> <li>• Complete references and due diligence</li> </ul>                                                                                            |
| <b>5. Firm Selection &amp; Contract Negotiation</b> | December 28, 2026–January 22, 2027 | <ul style="list-style-type: none"> <li>• Select preferred management firm;</li> <li>• Negotiate scope, fees and contract;</li> <li>• Obtain Board approval;</li> <li>• Establish transition kickoff and February 28, 2027, management transition deadline</li> </ul>                                                 |

|                                                     |                                 |                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6. Formal Transition Planning</b>                | January 25–<br>February 5, 2027 | <ul style="list-style-type: none"> <li>• Joint kickoff with outgoing and incoming firms;</li> <li>• Develop transition checklist;</li> <li>• Inventory records, systems, accounts, contracts, vendors, financial information and other assets;</li> <li>• Establish responsibilities and deadlines</li> </ul>                                                           |
| <b>7. Records, Systems &amp; Knowledge Transfer</b> | February 8–26, 2027             | <ul style="list-style-type: none"> <li>• Transfer electronic and physical records; financial and accounting information; databases; website/domain and technology accounts; vendor and contractor information; policies and procedures; calendars; passwords/access credentials;</li> <li>• Conduct operational knowledge-transfer meetings</li> </ul>                  |
| <b>8. Operational Transition</b>                    | March 1–12, 2027                | <ul style="list-style-type: none"> <li>• Incoming firm assumes management functions;</li> <li>• Complete stakeholder introductions;</li> <li>• Verify systems and accounts;</li> <li>• Address outstanding transition issues;</li> <li>• Outgoing firm provides final transition assistance;</li> <li>• Consultant monitors completion of all critical items</li> </ul> |
| <b>9. Transition Completion &amp; Closeout</b>      | March 15, 2027                  | <ul style="list-style-type: none"> <li>• Final review of transition checklist;</li> <li>• Confirm transfer of critical records, systems and responsibilities;</li> <li>• Document remaining minor items and assigned responsibility;</li> <li>• Complete formal transition to new management firm</li> </ul>                                                            |

Additionally, based on knowledge of current circumstances and depending on the need of the RCIA Board, the Consultant anticipates the following deliverables:

1. Transition assessment and work plan.
2. Management services RFP and related materials.
3. Management firm evaluation criteria and proposal comparison matrix.
4. RFP process schedule and tracking materials.
5. Management firm interview/finalist materials.
6. Master transition checklist and timeline.

7. Records, systems and account transfer inventory.
8. Transition issues log.
9. Stakeholder communication plan and transition communications, as requested.
10. Periodic transition status reports.
11. Final transition report and closeout checklist.

#### **IV. ENGAGEMENT PERIOD**

The engagement is anticipated to last approximately five (5) months, beginning with development of the RFP and continuing through selection, contracting, transition implementation and final closeout. For planning purposes, this period is expected to be from mid-October 2026 through mid-March 2027. The actual duration and level of effort will depend on the RCIA's desired RFP schedule, the complexity of its operations and the transition date established with the incoming management firm.

This period may be modified by mutual agreement between the RCIA and Consultant. Either party may terminate the agreement without cause upon 30-days written notice. Consultant shall be compensated for any work completed.

#### **V. FEES FOR SERVICES**

##### **A. Consulting Fees**

Fees for this engagement will be \$60,000, billed based on the following schedule:

- Payment Period 1 (October 15 – 31, 2026): \$6,000
- Payment Period 2 (November 1 – 30, 2026): \$12,000
- Payment Period 3 (December 1 – 31, 2026): \$12,000
- Payment Period 4 (January 1 – 31, 2027): \$12,000
- Payment Period 5 (February 1 – 28, 2027): \$12,000
- Payment Period 6 (March 1 – 15, 2027): \$6,000

##### **B. Costs Outside of Fee Schedule**

No additional expenses relating to travel and/or materials are anticipated. Should expenses be necessary, Consultant will seek pre-approval from RCIA Board president, and expenses will be reimbursed to Consultant at the actual rate incurred.

##### **C. Additional Work**

Additional agreed upon services provided for in Section I of this proposal will be billed separately at a rate different than outlined above; under such circumstances, the rate will be mutually agreed upon before commencement of work.

## VI. ABOUT THE CONSULTING TEAM

Mitchell Bailey is owner and principal consultant of MBailey Advisors, a Bay Area consulting firm supporting non-profit, public agency and higher education clients. He has nearly 25 years of executive experience in providing strategic leadership and oversight of complex organizations and projects. His full biography is included with this proposal as Attachment A.

Mitch will serve as the sole Consultant representing MBailey Advisors for this project.

## VII. NOTICE OF ASSOCIATIONS AND CONFLICTS OF INTEREST

Consultant currently provides copywriting services to the RCIA for the Association's newsletter and has previously provided services for the Association's website refresh project.

Consultant also provides services to the RCIA's current management firm, Chamber San Mateo County, and would continue to do so during the period of this engagement. At present, services provided to the Chamber do not overlap or interfere with the scope of work contained within this proposal.

Should any real or perceived conflicts of interest arise during this engagement with RCIA and/or the Chamber, Consultant will immediately make those conflicts known to both parties and work to mitigate/resolve those conflicts. When a potential conflict is identified, Consultant will withdraw from actions/conversations relating to that particular matter and the RCIA and Chamber will jointly determine if there is a conflict for the Consultant.

## VIII. ACCEPTANCE OF PROPOSAL

By signing below, the Redwood City Improvement Association agrees to engage Consultant for the work described herein with the terms and conditions provided and agreed to in this proposal.

---

For Redwood City Improvement Association

Date

  
**Mitchell Bailey**  
Owner & Principal Consultant  
MBailey Advisors, LLC

---

10/05/2026

Date

## **ATTACHMENT A**

Mitchell Bailey is the owner and principal consultant of MBailey Advisors, a Bay Area consulting firm supporting nonprofit organizations, educational institutions and public agencies with strategy, planning, communications and stakeholder engagement services.

Most recently, Mitch served as interim chancellor of City College of San Francisco (CCSF), one of the largest and most diverse community colleges in California with 42,000 students, more than 2,000 employees, five sites and a \$300 million annual budget. During his tenure, he led efforts to restore the College to full accreditation, stabilized its credit rating, and significantly improved fiscal health—moving from a projected deficit to a \$17.2 million year-end surplus. He also advanced equitable student outcomes, supported the awarding of thousands of degrees and certificates and oversaw the opening of new, student-centered facilities.

Mitch began his career in the non-profit sector, serving as local, regional, and state executive director and then later working at the national office for a civics education-related organization. In these roles, Mitch engaged dozens of school districts, community partners and funders in supporting efforts to bring about systemic change in educating students and communities about civic duties and processes. His passion for public and community service led Mitch to work in county and state governments, where he led a number of state government-wide initiatives to reduce costs, improve processes and planning and enhance resident services.

Before launching MBailey Advisors, Mitch worked in higher education for nearly a dozen years, striving to make college more accessible and affordable for students. He served as chief of staff at two well-respected college districts in Ohio and California respectively.

His California service includes expanding housing opportunities for faculty and staff of the San Mateo County Community College District by developing a new housing complex for employees, along with laying the groundwork for future student housing. He also partnered with the district's state senator to craft SB 893 and ensure its passage through both chambers of the California legislature and have it signed by the governor to make community college free for residents in San Mateo County.

Having grown up in the foothills of the Appalachian Mountains of Eastern Kentucky, Mitch values the opportunities made available by education. While working full-time, he received an associate degree in communication from Sinclair Community College, a bachelor's degree in public administration from Capital University and a master of public administration (MPA) degree from Wright State University.

Mitch and his partner live in San Francisco.



# Redwood City Improvement Association Board Meeting

Wednesday, October 14, 2026

## **RECAP OVERVIEW**

- Conducted bi-weekly conference calls
- Attended RCIA Board & DISI meeting via Zoom
- Facilitated internal weekly strategy meetings
- Discussed upcoming ideas for newsletters
- Drafted and distributed bi-weekly newsletters
- Monitored and adjusted social media strategy to reflect news and announcements

## **Dia de los Muertos in Redwood City**

### **SECURED COVERAGE**

- **10/7 secured online coverage on Mercury News**
  - Article highlights Dia de los Muertos in Redwood City

## **Art Kiosk [Obstructed view of the house...]**

### **SECURED COVERAGE**

- **10/1 secured online coverage on East Bay Times**
  - Article highlights the newest Art Kiosk installation titled [Obstructed view of the house...] or, Black Point Reinterpretive Site
    - Shared onto Mercury News

## **Redwood City Oktoberfest**

### **SECURED COVERAGE**

- **9/9 secured online coverage on RWC Pulse**
  - Article features Redwood City's Oktoberfest in a roundup of Oktoberfest celebrations in the Bay Area
    - 9/9 shared onto Mountain View Voice
    - 9/9 shared onto The Almanac
    - 9/9 shared onto Palo Alto Online
- **9/9 secured online coverage on Mercury News**
  - Article features Redwood City's Oktoberfest in a roundup of Oktoberfest celebrations in the Bay Area

- 9/9 shared onto Sacramento Bee
- **8/31 secured online coverage on See California**
  - Article includes Redwood City's Oktoberfest in a roundup of upcoming event

### **Hispanic Heritage Month**

#### **SECURED COVERAGE**

- **9/17 secured broadcast coverage on KRON 4**
  - Segment highlights Quinto Sol with an interview with Alexa and German for Hispanic Heritage Month
    - KRON 4 (News at 2 pm) - teaser
    - KRON 4 (News at 2 pm)
- **9/8 secured broadcast coverage on KRON 4**
  - Segment highlights Angelica's with an interview with Angelica for Hispanic Heritage Month
    - KRON 4 (News at 2 pm) - teaser
    - KRON 4 (News at 2 pm)
- **9/3 secured broadcast coverage on KRON 4**
  - Segment includes an interview with Andrew and Kevin from Limon for Hispanic Heritage Month
    - KRON 4 (News at 2 pm) - teaser
    - KRON 4 (News at 2 pm)

### **New Businesses in Redwood City**

#### **SECURED COVERAGE**

- **9/2 secured online coverage on RWC Pulse**
  - Article highlighted Nosh Corner in a roundup of local sandwich spots

#### **PITCHING:**

- New Businesses in Redwood City
- Hispanic Heritage Month in Redwood City
- Redwood City Oktoberfest
- Redwood City Drone Donation
- Art Kiosk [Obstructed view of the house...]
- Dia de los Muertos

#### **WRITING:**

- Redwood City Drone Donation
- Art Kiosk [Obstructed view of the house...]
- Dia de los Muertos

### **SOCIAL MEDIA**

#### **Highlights/Recap (in the past 30 days)**

- New followers: across all accounts
- Total audience (FB & IG): 27K (1.9%+) / 15K (1.2%+)
- Total views: 577K (39%+)

- Total engagements: 5.1K unique account Interactions
- Engagement rates: 1.9% FB | 3.2% IG
- Highlighted: Hispanic Heritage Month, New Business Spotlight, Redwood City Oktoberfest, Public Art around the district, Labor Day, Kiwanis Farmer’s Market, San Mateo County History Museum New Exhibit Setup, Fox Theatre, Fiestas Patrias Event, Art Kiosk New Exhibition, Then & Now
- Upcoming: Fall in Downtown Redwood City, San Mateo History Museum History in Motion, New Business Spotlight, Art Kiosk, Giant Chess, Zoppe Circus, Halloween Content + House of Humor, Fall Signage
- Next Trip’s Content Focus: Pinecone Content (Elf on the Shelf), Seasonal Arches, Winter Signage, Fall Foliage + Trees Changing, Seasonal Decor

**BEST PERFORMING POSTS: *EVENTS - OKTOBERFEST + FIESTAS PATRIAS ON THE SQUARE***  
 Facebook:

Best content - By total views 

 Redwood City Improvement ... 09/03/26 1:00 PM

Redwood City, ¡celebreemos juntos! 🇲🇽🇵🇸 Fiestas Patrias is taking over Courthouse Square on Sunday, September 13 for an afternoon filled with music, dancing, incredible food an...



No label

|                     |        |
|---------------------|--------|
| Views               | 17,396 |
| Reach               | 11,703 |
| Engagement          | 706    |
| Reactions           | 103    |
| Comments            | 3      |
| Shares              | 9      |
| Clicks              | 591    |
| Eng. rate per view  | 4.1%   |
| Eng. rate per reach | 6%     |

 Redwood City Improvement ... 09/12/26 10:59 AM

It's happening TOMORROW, Redwood City! 🇲🇽🇵🇸 Courthouse Square is getting ready for Fiestas Patrias, bringing an afternoon of music, culture, food and celebrati...



No label

|                     |        |
|---------------------|--------|
| Views               | 13,853 |
| Reach               | 11,418 |
| Engagement          | 825    |
| Reactions           | 198    |
| Comments            | 11     |
| Shares              | 21     |
| Clicks              | 595    |
| Eng. rate per view  | 6%     |
| Eng. rate per reach | 7.2%   |

 Redwood City Improvement A... 09/17/26 1:00 PM

Lederhosen ready? Steins ready? Oktoberfest begins THIS WEEKEND! 🇩🇪 Courthouse Square is about to transform into a lively Bavarian village as Oktoberfest Downtown...



No label

|                     |        |
|---------------------|--------|
| Views               | 13,007 |
| Reach               | 8,935  |
| Engagement          | 529    |
| Reactions           | 56     |
| Comments            | 1      |
| Shares              | 1      |
| Clicks              | 471    |
| Eng. rate per view  | 4.1%   |
| Eng. rate per reach | 5.9%   |

Instagram:

Best content - By total views 

**Downtown Redwood City | R...** 09/03/26 4:00 PM

Redwood City, ¡celebreemos juntos! 🇲🇽🇵🇷 Fiestas Patrias is taking over Courthouse Square on Sunday, September 13 for an afternoon filled with music, dancing, incredible food an...



 Carousel

No label

|                     |        |
|---------------------|--------|
| Views               | 15,515 |
| Reach               | 6,726  |
| Engagement          | 555    |
| Likes               | 339    |
| Comments            | 2      |
| Shares              | 168    |
| Eng. rate per view  | 3.6%   |
| Eng. rate per reach | 8.3%   |

**Downtown Redwood City | RCIA** 09/12/26 2:01 PM

It's happening TOMORROW, Redwood City! 🇲🇽🇵🇷 Courthouse Square is getting ready for Fiestas Patrias, bringing an afternoon of music, culture, food and celebrati...



 Reel

No label

|                     |       |
|---------------------|-------|
| Views               | 6,515 |
| Reach               | 4,357 |
| Engagement          | 420   |
| Likes               | 252   |
| Comments            | 5     |
| Shares              | 149   |
| Eng. rate per view  | 6.4%  |
| Eng. rate per reach | 9.6%  |

**Downtown Redwood City | RCIA** 09/17/26 4:00 PM

Lederhosen ready? Steins ready? Oktoberfest begins THIS WEEKEND! 🇩🇪 Courthouse Square is about to transform into a lively Bavarian village as Oktoberfest Downtown...



 Carousel

No label

|                     |       |
|---------------------|-------|
| Views               | 6,193 |
| Reach               | 2,719 |
| Engagement          | 101   |
| Likes               | 71    |
| Comments            | 1     |
| Shares              | 26    |
| Eng. rate per view  | 1.6%  |
| Eng. rate per reach | 3.7%  |