RESOLUTION NO. 2025-34

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARINA CITY APPROVING AN AGREEMENT WITH HdL ECONSOLUTIONS TO PROVIDE ECONOMIC DEVELOPMENT SERVICES IN AN AMOUNT NOT TO EXCEED $60,750.

WHEREAS, on April 15, 2025, the City Council received a presentation from HdL ECONSolutions regarding a Real Estate Market Analysis and Site Assessment; and

WHEREAS, the city is interested in expanding economic development efforts through marketing, activating the Downtown Vitalization Specific Plan, and branding; and

WHEREAS, HdL has provided a proposal to assist with retail recruitment, downtown vitalization work, development of a website to promote economic development in Marina, and providing branding to assist with these efforts (Exhibit B); and

WHEREAS, the city would like to engage HdL EconSolutions to assist in moving forward the City's economic development programs

NOW THEREFORE BE IS RESOLVED that the City Council of the City of Marina does hereby:

1. Approve an agreement with HdL EconSolutions to provide economic development services in an amount not to exceed $60,750
2. Authorizing the City Manager to execute the agreement subject to final review and approval by the City Attorney; and
3. Authorizing the Finance Director to make necessary accounting and budgetary entries.

PASSED AND ADOPTED by the City Council of the City of Marina at a regular meeting held on the 6th day of May 2025, by the following vote:

AYES, COUNCIL MEMBERS: McAdams, McCarthy, Biala, Visscher, Delgado
NOES, COUNCIL MEMBERS: None
ABSENT, COUNCIL MEMBERS: None
ABSTAIN, COUNCIL MEMBERS: None

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Bruce Delgado, Mayor

ATTEST:

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Anita Sharp, Deputy City Clerk

EXHIBIT A

APRIL 11, 2025

City of Marina

Real Estate Market Analysis & Site Assessment

Prepared by:

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Contents

Executive Summary

The City of Marina is undergoing significant retail and economic growth, driven by rising household numbers, increasing consumer demand, and strategic development projects. This market study evaluates Marina's retail landscape, identifying strengths, challenges, and opportunities for expansion. Marina's retail market benefits from stable occupancy rates (97.6%), a low vacancy rate (2.4%), and strong demand for retail space, as reflected in a 383.9% increase in net absorption over the past year. However, retail leakage to neighboring cities such as Monterey, Seaside and Salinas underscore the need for a diversified retail mix to capture local spending, as well as attracting consumer spending of residents of nearby communities (Monterey, Seaside and Salinas).

This report analyzes the city's overall retail environment, along better understanding two prime retail development sites—Marina Landing (anchored by a Walmart Supercenter) and The Dunes (6.15-acre property)—to determine their best use and economic viability. Additionally, it examines Marina's dining scene, sales tax revenue distribution, and competitive position relative to nearby cities. With strategic planning, investment, and a focus on retail diversification, experiential shopping, and destination retail, along with better understanding gap analysis possibilities. Marina can strengthen its local economy, reduce sales leakage, and enhance its appeal as a commercial hub.

Introduction

This Market Study, prepared by HdL ECONSolutions, provides a comprehensive analysis of the City of Marina's retail landscape, examining market demand, competitive positioning, development opportunities, and economic trends. The goal is to provide data-driven insights and strategic recommendations that support business attraction, investment decisions, and long-term commercial growth.

The study includes:

- Retail Gap Analysis: Identifying sectors with unmet consumer demand.
- Site Assessments: Evaluating two prime retail development locations.
- Competitive Market Comparison: Benchmarking Marina's retail sector against Monterey County and California.
- Sales Tax Revenue Distribution: Analyzing Marina's economic reliance on top businesses.
- Dining and Consumer Behavior Trends: Understanding the role of food and beverage establishments in local economic activity.

By leveraging these insights, Marina can implement targeted strategies to attract retailers, improve commercial offerings, and enhance its economic sustainability.

Purpose of Market and Site Assessment

A Market and Site Assessment evaluates economic and demographic factors that influence the viability and best use of commercial, retail, or mixed-use development sites. This analysis provides critical insights for investors, developers, and city planners to determine market demand, competitive positioning, and potential returns.

Key Areas of Analysis

1. Retail Market Performance
   - Evaluating sales trends and consumer demand in Marina.
   - Comparing sales tax revenue distribution among Marina, Monterey, Salinas, and Seaside.
   - Identifying opportunities for retail expansion.
2. Demographic and Economic Trends
   - Assessing population growth, household income levels, and spending behavior.
   - Understanding how workforce and student populations impact consumer demand.
   - Examining infrastructure improvements and their effect on retail accessibility.
3. Retail Void Analysis
   - Identifying underrepresented retail categories and market gaps.
   - Comparing Marina's retail mix to Monterey County and California.
   - Recommending businesses and retail concepts that fulfill unmet consumer demand.
4. Site-Specific Considerations
   - Marina Landing (Adjacent to Walmart): High-traffic location with opportunities for fast-casual dining, personal services, and convenience retail.
   - The Dunes (6.15-Acre Site): Prime mixed-use development opportunity with demand for boutique retail, specialty grocery, and student-focused good and services.
   - Downtown/Central Marina: Create a town Center environment for Marina through Downtown Vitalization Specific Plan by redeveloping, repositioning and/or enhancing long-time established shopping centers, as well as developing new residential opportunities and mixed-use projects in the city's central core area.
5. Competitive Market Positioning
   - Analyzing how Marina competes with neighboring cities in retail, dining, and entertainment offerings.
   - Evaluating the role of Cal State Monterey Bay (CSUMB) students (over 7,700 students) in local spending patterns.
   - Providing strategies to strengthen Marina's commercial identity and reduce retail leakage.

Strategic Importance

By understanding these market dynamics, developers can make informed investment decisions, and city planners can implement policies that attract a balanced retail mix to support long-term economic sustainability.

Trade Area Overview

When performing a retail assessment, it is important to define the area you are evaluating. While this study is focused on the City of Marina marketplace, it is also important to remember that a retail market extends beyond municipal boundaries and spills into nearby communities.

Developers, real estate professionals, and potential new businesses place value on factors like population density, demographics, traffic volume & traffic flow patterns, and competition from other retail locations when looking to expand and/or invest in new locations or to develop new projects. This market study will examine the make-up of the consumers and the retail marketplace within Marina and its trade area.

Retail Real Estate Market Analysis

The retail real estate market in Marina continues to demonstrate stability and growth, with key indicators reflecting strong occupancy rates and increasing lease rates. The demand for retail space remains consistent, driven by new residential developments and a growing population. Data from CoStar provides a detailed overview of market performance, highlighting trends in inventory, vacancy, absorption, and sales.

Inventory and Vacancy Rates

The total retail inventory in Marina exceeds 1 million square feet, marking a 2.9% increase from the prior period. This growth reflects ongoing development and the city's ability to attract new retailers. The current vacancy rate stands at 2.4%, slightly higher than the previous rate of 2.0% but still below the regional average. This suggests that demand remains strong, with businesses actively seeking retail locations in Marina. The overall occupancy rate remains solid at 97.6%, with 98.2% of retail space currently leased, indicating minimal underutilized space in the market.

Available Space and Lease Rates

Retail space availability in Marina remains relatively limited, with approximately 25,400 square feet of vacant retail space and an overall availability rate of 2.0%. This low availability suggests that Marina's retail market is competitive, with new businesses facing limited options for entry. Lease rates have continued to climb, with the average asking lease rate now at $2.95 per square foot, reflecting a 2.4% increase from the previous period. This rise in lease rates signals growing confidence in the market and the willingness of retailers to pay premium prices for prime locations.

Demand and Absorption Trends

Absorption rates provide insight into the demand for retail space. Over the past 12 months, Marina has experienced net absorption of 23,300 square feet, representing a significant 383.9% increase from the prior period. This surge in absorption indicates strong demand for retail space, as new businesses continue to enter the market and existing businesses expand. Lease renewals remain high, with an average 24-month renewal rate of 88.2%, reinforcing the long-term stability of Marina's retail sector.

The average time required to lease a retail space in Marina is 4.6 months, while properties typically remain vacant for an average of 6.8 months before securing a new tenant. These metrics suggest that while demand is strong, there is still room for improvement in reducing vacancy durations through targeted leasing strategies and business attraction efforts.

Sales and Market Trends

Retail property sales in Marina continue to perform steadily. The average sale price per square foot is currently $305, reflecting a slight decrease of 0.6% from the prior period. Despite this minor dip, the overall sales market remains active, with a total sales volume of $16.2 million recorded over the past year. During this period, 10 retail properties changed ownership, demonstrating continued investor interest in Marina's commercial real estate market.

The market capitalization rate, which measures investor returns, has increased to 6.0%. This upward trend suggests a favorable environment for investors seeking stable, long-term returns on retail properties. With increasing lease rates and strong absorption trends, Marina's retail market presents opportunities for both investors and businesses looking to establish a presence in the city.

Is There a Demand for Additional Retail?

Given Marina's low vacancy rates, rising lease prices, and strong absorption trends, there is clear demand for additional retail development. The influx of new residents from ongoing housing projects and the economic influence of CSUMB (over 7,700 students) contribute to a growing consumer base in need of expanded retail and dining options.

To meet this demand, Marina could benefit from the development of additional shopping centers, specialty retail districts, and entertainment hubs. Expanding the variety of retail offerings—such as higher-end dining, experiential retail, and lifestyle brands—would enhance Marina's competitiveness and reduce retail leakage to neighboring cities.

Furthermore, mixed-use developments that integrate retail, and entertainment components could provide a dynamic and sustainable approach to future commercial growth. Strategic planning will be crucial in ensuring that Marina's retail expansion aligns with consumer demand and economic sustainability goals.

Strategic Recommendations

1. Attract experiential and lifestyle retail to differentiate from competing centers.
2. Develop student and workforce-serving retail to leverage CSUMB's influence.
3. Optimize site design for mixed-use potential while maintaining retail viability.
4. Encourage anchor tenants or destination retailers to establish strong demand.

By implementing these strategies, Marina can strengthen its retail landscape, increase tax revenue, and enhance economic vitality.

Source: Costar

Overview of Marina's Dining Experience

Marina, California, offers a diverse and evolving dining scene that caters to a variety of tastes, ranging from outdoor dining spots to chef-owned restaurants and fast-casual eateries. The city's coastal climate makes outdoor dining a popular option, with establishments like Salt Wood Kitchen & Oysterette, Coffee Mia, and Ticos Breakfast & Lunch offering al fresco seating. Chef-owned restaurants, such as Aki Fresh Mex, introduce unique flavors and health-conscious menus, enhancing the local dining culture.

For fast-casual dining, options like Dametra Fresh Mediterranean and Michael's Grill and Taqueria provide quick yet high-quality meals for those on the go. Marina also boasts a variety of cuisines, including Asian, American, Mexican, and seafood specialties, ensuring that both residents and visitors have ample choices. While fine dining options within Marina are somewhat limited, nearby cities offer upscale culinary experiences. The fast-casual sector remains strong, offering a balance between convenience and quality.

- Outdoor dining is a highlight, taking advantage of Marina's coastal weather, with several restaurants offering patio seating.
- Chef-owned restaurants introduce specialty and health-conscious options, enriching the city's dining landscape.
- Fast-casual dining is well-represented, catering to those looking for quick and flavorful meals.
- Marina's dining scene is diverse, spanning multiple cuisines and accommodating a wide range of preferences and dining styles.
- While fine dining is limited, nearby cities provide additional upscale options for those seeking high-end culinary experiences.

Marina's dynamic food scene continues to grow, with opportunities for expanding upscale dining and attracting more diverse eateries to enhance the city's appeal as a dining destination.

Overview of Marina's Retail Environment

Marina's retail scene is evolving to serve a diverse local community that includes residents, college students, and visitors attracted by the city's coastal amenities. Retail centers in Marina are positioned not only as places for everyday shopping but also as community hubs that foster social interaction, outdoor dining, and local events. The retail mix ranges from neighborhood convenience centers to redeveloped mixed-use retail districts that aim to capture the dynamic lifestyle of the region.

A. Marina Landing Shopping Center

Overview & Redevelopment:
Marina Landing is a retail center located on 150 Beach Road. Initially developed from a vacant former K-Mart site to a Walmart Supercenter, it has been repositioned through a strategic redevelopment process. The redevelopment has included negotiating key entitlements, updating design features, and securing a long-term ground lease with a major national retailer.

Key Features:

- **Anchor Tenant:** The center's anchor is Walmart, which was one of the first expedited openings in California under the new redevelopment strategy.
- **Redevelopment Phases:**
  - *Phase 1:* Focused on achieving key entitlements and securing the Walmart lease.
  - *Phase 2:* Envisions a mix of retail pads (for instance, leasing space to prominent chains such as a Starbucks drive-thru).
- **Ownership/Investment:** The project was initially acquired and redeveloped by Tallen Capital Partners, whose strategic vision was to transform a blighted site into a vibrant community resource.

Source: Tallen Capital Partners

B. Downtown/Central Marina Shopping Area (Marina Village Shopping Center, Seacrest Plaza, Marina Square & Cypress Plaza)

Overview & Tenant Mix:
Located at the corner of Reservation Road and Del Monte Blvd, there are 4 shopping areas envisioned as Marina's downtown area. It primarily serves the local community and residents in Central Marina.

Key Features:

- **Tenant Profile:**
    - National chains such as Lucky Market, CVS, Auto Zone, Goodwill, Ace Hardware, McDonald's, O'Reily Auto, Grocery Outlet, Walgreens, Taco Bell, Dollar Tree, Jack in the Box, and Wells Fargo are situated here.
    - A variety of smaller retail and service tenants fill in the remaining spaces. PDF materials highlight tenants with long-term leases, with some businesses having been in place since the late 1960s or 1980s.
- **Traffic & Demographics:**
    - The four centers benefit from significant vehicular traffic, with reports indicating average daily counts of approximately 19,000 vehicles along Reservation Road and 24,000 on adjacent roads. While these counts refer to vehicular flow, they are indicative of strong shopper presence on weekends and during peak shopping times.
    - The surrounding demographic data (a population of about 22,000 with a median age in the mid-30s and average household incomes around $73,000) suggests a steady base of local consumers whose needs are met by the center.

Source: [Marina Village]

C. The Dunes Promenade

Overview & Concept:
A new retail concept in Marina is emerging with The Dunes Promenade—a mixed-use, open-air district that is under construction as part of a larger live-work-play community. Developed by Shea Homes, this project is set on land that was once part of the Fort Ord military base and is being transformed into a walkable retail and dining destination. Existing uses here include Target, REI, Five Below, Michaels, Ross, Best Buy, Kohl's, Old Navy, Brass Tap, Smashburger, Chipotle and Starbucks.

Key Features:

- **Design and Layout:**
    - The design emphasizes outdoor community spaces, including tree-lined paths, a village square for gatherings, and landscaped areas that invite leisure and social activity.
- **Tenant Opportunities:**
    - Trader Joe's recently opened and here with additional tenants likely to include shops, restaurants, and service businesses.
    - The development includes "live-work" units above the retail spaces, providing flexibility for small business operators.

- **Market Positioning:**
  - Located within a dynamic, master-planned community with nearly 1,900 new homes and additional residential projects on the way, the Promenade is poised to capture both local demand and visitor interest from the region.

Source: The Dunes Promenade

Shopper Demographics and Traffic Patterns

While explicit "average weekend" shopper counts are not always publicly detailed, several indicators provide useful context:

- **Traffic Data:**
  - For example, the Downtown-Central Marina shopping area benefits from reported average daily traffic counts of approximately 19,000 vehicles along Reservation Road and 24,000 on Del Monte Blvd. These figures, especially during weekends, suggest robust exposure to potential shoppers.
- **Community Profile:**
  - Demographic information from surrounding areas (e.g., a local population of around 22,000, median age in the mid-30s, and average household incomes in the low-to-mid $70,000 range) supports the likelihood of steady weekend patronage for neighborhood centers.
- **Retail Trends:**
  - According to national studies from the International Council of Shopping Centers (ICSC), most shopping centers see frequent visits from local consumers, often with many households visiting at least once per week for convenience, dining, or community events. These trends likely mirror shopper behavior in Marina, particularly in centers that blend traditional retail with community gathering spaces.

Additional Pertinent Information:

- **Community Integration:**
  Many retail centers in Marina are designed not just for shopping but to serve as community focal points. The design of The Dunes Promenade, for instance, integrates green spaces and communal plazas that encourage extended visits and community events.
- **Redevelopment and Investment Trends:**
  The recent investments in Marina Landing and The Dunes Promenade reflect a broader trend in the region toward redeveloping underutilized sites into vibrant, mixed-use environments. Such projects are intended to stimulate local economies, increase job opportunities, and generate additional tax revenue for the city.

- **Historical Context:**
  Some centers, like Marina Village, and Seacrest Plaza in central Marina have longstanding tenant relationships that date back several decades, underscoring their importance as neighborhood staples that have adapted over time to changing consumer demands.

Marina’s retail landscape is a blend of established neighborhood centers and innovative new developments. Together, these centers reflect a strategic approach to redevelopment and community engagement in the city of Marina, ensuring that retail continues to play a vital role in the local economy and social life.

Sales Tax Comparison

In examining the sales tax revenue across various cities, it becomes evident that the economic stability and growth potential of a city can be significantly influenced by the diversity of its business base. This comparison highlights the varying degrees of reliance on top businesses for sales tax revenue in Marina, Monterey, Salinas, and Seaside, and underscores the implications of such dependencies.

City	Total Sales Tax ($)	Sales Tax Per Capita ($)	Top 25 Contribution (%)
	Calendar Year 2024		
Marina	$2,560,705	$112.32	69.50%
Salinas	$32,630,511	$199.61	41%
Seaside	$8,553,153	$246.91	74%
Monterey	$7,910,508	$264.46	36%

Marina's heavy reliance on its top 25 businesses for nearly 70% of its total sales tax revenue presents a high concentration risk. This lack of diversification means that the city is vulnerable to economic downturns if any of these key businesses were to relocate or shut down. To mitigate this risk, Marina could benefit from strategies aimed at attracting a broader mix of businesses, including expanding its retail, entertainment, and service sectors.

In contrast, Monterey boasts the highest sales tax per capita at $264.46, driven by strong retail activity per resident, likely fueled by tourism and high consumer spending. This robust per capita figure reflects a healthy and dynamic economic environment.

Salinas, while generating the highest total sales tax revenue, has the lowest dependency on its top 25 businesses at 41%. This indicates a well-balanced retail economy with contributions from a diverse mix of businesses, reducing the city's economic vulnerability.

Meanwhile, Seaside's 74% concentration of sales tax from its top 25 businesses suggests a higher susceptibility to shifts in large business activity. This reliance on a few major contributors makes Seaside more vulnerable to economic fluctuations.

Overall, this comparison underscores the importance of a diversified business base in ensuring economic resilience and sustainable growth for cities.

Retail Gap Analysis and Market Comparison: City of Marina, Monterey County, and California

Overview

This report delves into the retail landscape of the City of Marina, offering a comprehensive analysis of the existing retail gaps. By examining the findings from the gap analysis, the report identifies key areas where local demand significantly surpasses supply. Additionally, it compares these findings with market conditions in Monterey County and the state of California to uncover business opportunities and potential avenues for retail expansion.

Key Findings from the Gap Analysis

The analysis indicates several retail sectors in Marina have significant demand that exceeds local supply. The most notable gaps include:

- Furniture Stores: A deficit of over $5.3 million in local spending suggests the need for furniture retailers to serve the growing residential base.
- Jewelry, Luggage, and Leather Goods: A shortfall of $2.5 million represents an opportunity for specialty retailers.
- Electronics and Appliance Stores: The current market shows a $3.9 million gap, signaling potential for consumer electronics and home appliance stores.
- Clothing Stores: A $11.8 million gap suggests high demand for apparel retailers.
- Shoe Stores: A $2.2 million deficit indicates an unmet need for footwear retailers.
- Grocery Stores: A $27.2 million gap reflects a strong need for additional grocery options.
- General Merchandise Stores: A shortfall of $25.4 million, indicating demand for department store-style retailers.
- Automotive Dealers: A gap or shortfall of $63.7 million, indicating a demand for auto dealers to open in Marina.

By addressing these gaps, Marina can attract a broader mix of businesses, enhance its retail offerings, and reduce economic risk associated with over-reliance on a few major contributors. This strategic approach will not only meet the needs of the local community but also foster a more resilient and diversified economic base.

Source: Consumer Demand & Market Supply Assessment from INSIGHT Market Analytics report (Appendix 2)

Retail Landscape Comparison: Marina vs. Monterey County and California

When compared to broader regional and state markets, Marina exhibits unique retail deficiencies but also significant growth potential. This comparison is valuable for several reasons:
Benchmarking Performance: Comparing Marina's retail landscape to that of Monterey County and the state of California provides a benchmark to measure its performance. It helps identify areas where Marina is lagging and where it is excelling, offering a clearer picture of its economic health.

Identifying Opportunities: By understanding how Marina's retail environment stacks up against regional and state averages, stakeholders can pinpoint specific sectors with unmet demand. This insight is crucial for attracting new businesses and guiding existing ones on where to expand.

Understanding Market Dynamics: Regional and statewide comparisons shed light on broader market trends and consumer behaviors. This understanding helps local businesses and policymakers make informed decisions that align with these trends, ensuring they remain competitive.

Assessing Growth Potential: Marina's unique retail deficiencies highlight areas with significant growth potential. For instance, gaps in sectors like grocery stores, general merchandise, and clothing stores indicate opportunities for new entrants to capture unmet demand.

Mitigating Risks: A high concentration of sales tax revenue from a few top businesses poses a risk to Marina's economic stability. Comparing this with other regions helps illustrate the importance of diversifying the business base to mitigate such risks.

Strategic Planning: Regional and statewide comparisons provide valuable data for strategic planning. They help city planners and economic developers create targeted strategies to attract a diverse mix of businesses, enhance retail offerings, and foster sustainable growth.

Key Findings

Population Growth and Retail Demand

- Marina's population grew by 7.8% over five years, surpassing Monterey County (3.7%) and California (3.5%).
- The number of households in Marina is projected to increase by 8.4%, further increasing the demand for retail.
- Daytime population (23,406 people) includes commuters and students, enhancing potential retail foot traffic.

Income and Spending Power

- The average household income in Marina is $113,854, which is competitive within the county but slightly below the state average.
- Monterey County, with a higher average income of $130,408, provides additional retail opportunities from residents shopping in Marina.
- Retail spending per capita remains high in Marina, yet a significant portion of spending is occurring outside the city due to supply constraints.

Retail Leakage and Opportunity

- Many Marina residents leave the city to shop in Monterey, Seaside, or Salinas, resulting in significant retail leakage.
- The gap in grocery and general merchandise stores suggests that major retailers and specialty grocers could thrive in Marina.
- Marina has an opportunity to attract more local-serving retailers to capture sales that currently leave the market.

By leveraging these insights, Marina can develop strategies to address its retail deficiencies, capitalize on growth opportunities, and build a more resilient and diversified economic base.

Source: INSIGHT Market Analytics report

Implications for Retail Development and Investment

1. **Attracting National and Regional Retailers**
   - The large deficit in general merchandise and grocery categories makes Marina an ideal candidate for major chain retailers.
   - National brands could establish strong footholds due to minimal direct competition in some key categories.
2. **Expansion of Local Businesses**
   - Encouraging local entrepreneurs to expand into clothing, electronics, and furniture would address significant demand gaps.

- Incubating small specialty businesses can enhance the city’s commercial mix.

3. **Leveraging Student and Tourism Markets**
   - The presence of Cal State Monterey Bay (CSUMB) contributes to strong demand for dining, entertainment, and affordable shopping options.
   - Expansion of fast casual restaurants, bookstores, and lifestyle retailers would align with student spending habits.
4. **Enhancing Retail Infrastructure**
   - The city's current retail vacancy rate of 2.4% is below county and state averages, indicating limited available space for new businesses.
   - Future planning should consider mixed-use developments that integrate retail and residential to support sustainable growth.

The City of Marina presents significant retail expansion opportunities, with clear evidence of unmet demand in multiple sectors. When compared to Monterey County and the state of California, Marina's rapid population growth, strong income levels, and existing retail gaps position it as a prime market for new business investment. Addressing these gaps through targeted retail attraction and development strategies will enhance local economic activity and improve consumer convenience while reducing sales leakage to nearby markets.

Comparative Market Analysis: Marina vs. Seaside, Monterey, and Salinas

The City of Marina is situated within Monterey County and is in close proximity to several neighboring cities, each with its own unique economic landscape. This section provides a comparative analysis of Marina, Seaside, Monterey, and Salinas, examining their economic development, demographics, major employers, visitor attractions, and competitive positioning. The goal is to understand Marina’s strengths, challenges, and opportunities in relation to these nearby communities and to outline strategies for enhancing its competitive edge.

Geographic Proximity

Marina’s location provides a strategic advantage, as it is within short driving distances to key economic hubs in the region:

- Marina is approximately six miles from Seaside, a drive of about seven to nine minutes.
- The city is about nine miles from Monterey, taking roughly 10 to 16 minutes by car.
- Salinas is located approximately 11 miles from Marina, with an average drive time of 25 minutes.

These short distances mean that Marina is directly influenced by the economic and commercial activities of these neighboring cities, and vice versa. Understanding the regional interconnectivity is essential to identifying Marina’s positioning in the local economy.

Demographic Comparison

Each of the four cities has distinct demographic characteristics that shape their economic landscape:

- Marina has a population of approximately 22,359.
- Seaside has a larger population, with around 32,366 residents.
- Marina is slightly smaller than Monterey, which has a population of about 30,218.
- Salinas is the largest among them, with 163,542 residents.

While Monterey and Seaside are comparable in size, Salinas dwarfs them all in population, which directly impacts workforce availability, economic output, and retail demand. Marina, in contrast, is a smaller city that has room to grow but must develop its economic strategy to compete effectively.

Economic Overview

Marina is undergoing significant development, with projects such as The Dunes, a mixed-use community featuring retail, dining, and residential spaces. The presence of California State University, Monterey Bay, provides an economic boost by contributing to the local job market and student-driven commerce. Seaside is similarly positioned with its proximity to CSU Monterey Bay, as well as ongoing redevelopment efforts on former military land from the Fort Ord base.

Monterey, in contrast, relies heavily on tourism, with attractions such as Cannery Row and the Monterey Bay Aquarium driving its economy. The hospitality sector is a major employer, and the city has a well-established visitor economy that benefits from both domestic and international tourists. Salinas has a vastly different economic base, as it is the agricultural hub of Monterey County, known as the "Salad Bowl of the World." The city's economy is driven by agribusiness, food production, and an expanding industrial sector.

Retail, Dining, and Entertainment

Each of the four cities has distinct offerings in terms of retail, dining, and entertainment. Marina's retail sector is growing, with developments such as The Dunes Promenade adding new businesses and dining establishments. However, it still lacks the robust shopping districts found in Monterey and Salinas.

Seaside has a diverse mix of local businesses and national retailers, offering a balance between convenience shopping and unique dining experiences. Monterey's retail and dining sectors are heavily influenced by tourism, featuring high-end boutiques, seafood restaurants, and waterfront dining. The entertainment options in Monterey are among the strongest in the region, with theaters, music festivals, and cultural attractions catering to both visitors and residents.

Salinas provides a mix of retail and dining that reflects its population's diversity, with a strong presence of Mexican cuisine and family-owned establishments. Major shopping centers and annual events such as the California Rodeo Salinas contribute to the city's economic vibrancy.

Major Employers

Each city's economic strengths are reflected in its largest employers. Marina's job market is driven by educational institutions and retail developments, with the growth of The Dunes providing additional employment opportunities. Seaside's economy is supported by California State University, Monterey

Bay, and the retail sector. Monterey's key employers include tourism-related businesses, the Defense Language Institute, and local government agencies. Salinas is dominated by agricultural employers such as Dole Fresh Vegetables and Taylor Farms, in addition to healthcare and industrial sectors.

Visitor Attractions
Marina's tourism appeal is rooted in its natural beauty, with Marina State Beach serving as a popular location for hang gliding and outdoor recreation. The city is also a gateway to Fort Ord National Monument, which offers hiking and biking trails. However, compared to Monterey, Marina lacks large-scale attractions that draw significant numbers of visitors.

Seaside benefits from its proximity to beaches and golf courses, including the Bayonet and Black Horse Golf Courses. Monterey, by contrast, is the regional leader in tourism, with world-renowned attractions such as Cannery Row, Fisherman's Wharf, and the Monterey Bay Aquarium. Salinas attracts visitors to the National Steinbeck Center, Toro County Park, and its annual events, but does not have the same level of tourism appeal as Monterey.

Competitive Positioning
Marina has several strengths that can be leveraged for economic growth. Its affordability compared to Monterey makes it attractive for residential and commercial development. The city is also well-positioned to benefit from outdoor recreation tourism, with opportunities to expand its brand as a destination for nature lovers and eco-tourism.

However, Marina faces challenges in differentiating itself from Seaside and Monterey. While Monterey dominates the tourism industry, Marina must carve out a unique identity to draw visitors and businesses. Seaside's redevelopment projects may also create additional competition for retail and housing developments.

Salinas presents a different type of competition, as its strong industrial and agricultural economies provide employment opportunities that attract residents who may otherwise consider living in Marina.

Recommendations for Marina's Economic Development

To strengthen its position, Marina should focus on the following strategies:

1. **Enhance Tourism Appeal:** The city should develop unique attractions and events that can draw visitors, such as outdoor festivals, eco-tourism initiatives, and adventure sports competitions.
2. **Support Local Businesses:** Providing incentives and business support programs can help create a vibrant local economy and attract innovative startups.
3. **Leverage Educational Institutions:** Partnerships with CSU Monterey Bay can foster business development, workforce training programs, and entrepreneurship opportunities.
4. **Promote Outdoor Recreation:** Marketing Marina's natural assets, such as the beach, trails, and open spaces, can attract outdoor enthusiasts and position the city as a destination for adventure tourism.

5. **Future Hotel Development:** Pursue the development of an additional mid-price limited-service hotel. Another hotel could build upon the success of the two newer hotels in Marina – the Marriott SpringHill Suites and the Home2 Suites by Hilton.

Marina is at a pivotal stage in its economic development. With strategic planning and investment, it can strengthen its competitive edge against neighboring cities. By leveraging its affordability, natural resources, and educational institutions, Marina can create a dynamic economic environment that attracts businesses, visitors, and new residents alike.

Competitive Positioning		
City	**Strengths**	**Challenges**
Marina	- Affordable housing options compared to neighboring cities	- Developing a distinct identity amidst neighboring tourist-centric cities
	- Ongoing development projects	
	- Proximity to natural attractions	
Seaside	- Central location with access to educational institutions	- Redevelopment of former military land
	- Redevelopment opportunities	- Attracting new businesses
Monterey	- Established tourism industry	- Dependence on tourism makes it vulnerable to economic fluctuations
	- World-renowned attractions	
Salinas	- Strong agricultural base	- Economic diversification beyond agriculture
	- Growing industrial sector	- Addressing social challenges

Recommendations for Marina:

- **Enhance Tourism Appeal:** Develop unique attractions or events to draw visitors, differentiating Marina from neighboring cities.
- **Support Local Businesses:** Provide incentives and support for small businesses to create a vibrant local economy.
- **Leverage Educational Institutions:** Collaborate with nearby universities to foster innovation and attract a skilled workforce.
- **Promote Outdoor Recreation:** Capitalize on natural assets by promoting outdoor activities like hiking, biking, and water sports.
- **Target Gap Analysis Possibilities:** Better understand sales leakage out of Marina to surrounding cities, as well as gap and new retail possibilities.

By focusing on these strategies, Marina can strengthen its economic position and compete effectively with neighboring communities.

Residential Developments

1. **The Dunes at Monterey Bay**: This master-planned community has introduced four new neighborhoods—Sky House, Light House, Bay House, and Rooftops—offering luxurious homes with modern amenities. The Promenade at The Dunes integrates parks, entertainment, dining, and a contemporary "Main Street" experience, attracting residents from the Bay Area, including tech professionals and retirees. SFGate

2. **Sea Haven**: Located near Monterey Bay, Sea Haven features neighborhoods like Layia and Villosa, offering single-family homes with diverse architectural styles and state-of-the-art features. Residents enjoy proximity to the beach, parks, and walking trails, enhancing the coastal living experience. Trumark
3. **Marina Station**: A significant mixed-use development project, Marina Station is transforming a large parcel of land situated within the North end of Marina's city limits. The project provides over 1,300 new homes, parks, and open space, 60,000 Square foot of retail, along with 143,000 sq. ft. of office space and 650,000 sq. ft. of flex/industrial space along Highway 1.

Commercial Developments

1. **The Dunes (University Village)**: Part of Marina's specific plans, The Dunes is a mixed-use development combining residential, retail, and recreational spaces. It aims to create a vibrant community hub with shopping centers, dining options, and entertainment facilities.
2. **Airport Business Park**: This development focuses on creating commercial opportunities near the Marina Municipal Airport, aiming to attract businesses and stimulate economic growth in the area.
3. **Marina Landing**: Contains a Wal-Mart supercenter and pad opportunities, plus 5.1-acre development opportunity.
4. **Downtown/Central Marina Area**: Home to numerous established shopping centers that serve the daily needs of Marina residents.

Summary of Void Analysis Reports

The void analyses conducted for two sites located in the City of Marina—Site 1 (Beach & Del Monte Blvd) and Site 2 (10th St & 1st St), and the City of Marina as a whole to provide a comprehensive look at retail gaps, market potential, and opportunities for business attraction. While each analysis presents location-specific insights, there are several key similarities and trends across all three of Void Analysis reports. The suggested possibilities are not all- encompassing, but rather HdL recommendations based on Marina's market analytics and HdL's understand of what expanding retailers are looking for in certain trade areas.

Key Findings:

1. **Retail Market Gaps:**
   - Common retail categories with opportunities include clothing stores, furniture stores, grocery stores, general merchandise, and restaurants.
   - The demand for home improvement, fitness centers, and specialty food services is evident in all three analyses.

2. **Demographic and Economic Overview:**
   - Each location benefits from a growing population within a 5- to 15-minute drive-time trade area.
   - The average household income remains relatively strong, ranging between $107,000 and $116,000, making the area attractive for retailers.
   - The workforce composition reflects a predominantly white-collar population, with a significant percentage of residents holding college degrees.
3. **Sales Tax Revenue Potential:**
   - Each site is projected to generate significant sales tax revenue, indicating strong spending potential from residents and visitors.
   - The City's Center location, given its proximity to major shopping centers, exhibits the highest consumer activity.
4. **Commercial and Business Opportunities:**
   - National brands and retailers such as Dunkin' Donuts, Dutch Bros Coffee, Sprouts Farmers Market, Aldi, and Chick-fil-A have been identified as potential tenants.
   - There is a notable demand for fitness centers (e.g., UFC Gym, 24 Hour Fitness), and home furnishing stores.
5. **Strategic Location Advantages:**
   - The city benefits from easy access to major roads (e.g., Pacific Coast Highway 1, Del Monte Blvd).
   - Proximity to existing retail hubs enhances the potential for new businesses.

The void analyses collectively demonstrate that the City of Marina has significant market potential for retail expansion, hospitality growth, and enhanced consumer offerings. While each location presents unique characteristics, they share a strong retail demand, solid income levels, and strategic positioning for development.

The full void analysis reports for each location are attached at the end of this document (Appendix 1) for reference. The Software used for a void analysis utilizes a data base with over 1,200 retailers and users. Additionally, HdL uses its significant knowledge and industry experience in California on who is expanding and where they want to be, as well as their preferred site attributes and marketplace requirements.

Market & Site Assessment

The City of Marina is actively evaluating opportunities for retail expansion and commercial development. This market assessment focuses on two prime sites:

Site 1 – Marina Landing

Site 2 – Dune Area

- **Site 1:** Undeveloped land adjacent to the Marina Landing Shopping Center and Walmart Supercenter, owned by Tallen Capital Partners, LLC
- **Site 2:** A 6.15-acre property in The Dunes area, owned by Marina Community Partners LLC (Shea Homes)

Both sites present opportunities for economic growth, given their strategic locations, existing traffic patterns, and market demand for retail, dining, and service-oriented businesses. This report evaluates the retail market conditions, site viability, and development potential while identifying challenges that need to be addressed for long-term success.

OVERVIEW OF MARKET & SITE ASSESSMENT

A Market & Site Assessment provides a data-driven evaluation of a property's economic potential based on local demographics, trade area characteristics, competitive retail positioning, and regional growth trends.

For Marina, the assessment considers:

- Retail Sales Performance: Identifying strong and weak retail categories.
- Demographics & Consumer Demand: Understanding household spending power and population trends.
- Competitive Positioning: Comparing the site’s strengths relative to regional competitors.
- Development Feasibility: Evaluating tenant mix, lease rates, and investor interest.

SITE 1: MARINA LANDING (Walmart Supercenter Adjacent Site of 5.1 acres)

Market Positioning

The Marina Landing Shopping Center, anchored by a Walmart Supercenter, serves as one of the retail hubs in Marina. This center benefits from high foot traffic, a nice existing tenant mix, and easy access from major roadways. The undeveloped property adjacent to Walmart offers an opportunity to expand retail offerings and complement existing businesses.

Retail Demand & Highest and Best Use Analysis

Current Market Performance:

- The site is in an established trade area with a mix of national retailers and local businesses.
- Strong consumer demand for grocery, convenience, and dining options.
- Walmart acts as an anchor tenant, driving daily traffic to surrounding retailers.

Development Potential:

- Ideal tenants include fast-casual dining, quick-serve restaurants, personal services, and additional convenience retail.
- Potential for drive-thru businesses, given high vehicle traffic patterns.
- The site could support multi-tenant retail pads with shared parking agreements.

Competitive Landscape

- The surrounding area includes several retails centers but limited full-service dining and specialty retail.
- Monterey and Salinas draw away some retail sales, emphasizing the need for a stronger commercial identity for Marina.
- Lease rates are rising in the region, making this site attractive for development.

Development Opportunities & Challenges

Opportunities:

- Strong existing traffic from Walmart
- High retail demand in key categories
- Available land for new construction

Challenges:

- High construction costs could impact feasibility.
- Need for tenant mix that complements Walmart without direct competition.
- Ensuring sufficient parking and traffic flow

SITE 2: THE DUNES (6.15-ACRE PROPERTY)

Market Positioning

The 6.15-acre property at The Dunes is positioned within a rapidly developing mixed-use district, integrating residential, retail, and entertainment spaces. The site's strategic location near major roads and California State University Monterey Bay (CSUMB) makes it a prime candidate for commercial and lifestyle-oriented retail development.

Retail Demand & Highest and Best Use Analysis

Projected Growth & Demand:

- Population growth and new housing at The Dunes and Sea Haven create a demand for everyday retail, services, and dining.
- Proximity to CSUMB (over 7,700 students) student housing provides a market for quick-service restaurants, cafes, and entertainment.
- The site should be able to support a multi-tenant center or an anchor retail use.

Development Potential:

- Ideal tenants: Health & wellness businesses, boutique retail, specialty grocery, and family dining.
- The site could benefit from an experiential retail approach, including outdoor dining, entertainment venues, and local artisan markets.

Competitive Landscape

- The nearest major retail hubs are in Sand City, Monterey, and Salinas, offering Marina an opportunity to fill gaps in the local retail mix.
- The Dunes Promenade, a nearby commercial project, is also expanding, requiring this site to have a unique positioning.
- Lease rates are competitive in this submarket, with a growing investor interest in retail properties.

Development Opportunities & Challenges

Opportunities:

- Integration with The Dunes mixed-use community
- Growing demand from both residents and students
- Opportunity for destination-oriented retail

Challenges:

- Needs a strong anchor tenant to drive foot traffic.
- Competitive development landscape with other regional projects
- Balancing retail and residential use to optimize site value.

Conclusion

The City of Marina presents strong economic and retail growth opportunities, supported by a rising population, stable lease rates, and high consumer demand. However, the city must address retail leakage and business diversification to remain competitive. Key development sites, including Marina Landing and The Dunes, offer significant potential for commercial expansion, particularly in fast-casual dining, boutique retail, and entertainment sectors.

Site 1: Marina Landing (anchored by Walmart) is a high-traffic location that benefits from Walmart's strong customer base, making it an ideal site for fast-casual dining, convenience retail, and service-oriented businesses. The site's proximity to a major anchor retailer creates an opportunity to capture impulse and convenience-driven shoppers, while strategic tenant placement can enhance Marina's overall retail mix.

Site 2: The Dunes (6.15-Acre Property) is positioned within a rapidly growing mixed-use community and presents an opportunity for destination retail, boutique shops, and student-focused services. Its proximity to new housing developments and Cal State Monterey Bay (CSUMB) makes it an attractive location for businesses catering to residents, students, and visitors. A well-planned retail and entertainment hub at The Dunes could help reduce sales leakage to neighboring cities while strengthening Marina's identity as a retail and lifestyle destination.

Overall, this study highlights the strong demand for additional retail development in Marina, with both sites playing critical roles in meeting this demand. Strategic investments in these locations, combined with efforts to diversify Marina's retail mix and attract experiential shopping and dining options, will help strengthen the city's economic foundation, create job opportunities, and enhance Marina's long-term viability as a commercial hub in the Monterey Bay region.

Appendix 1 – Void Analysis Reports

VOID ANALYSIS SUMMARY & MARKET PROFILE

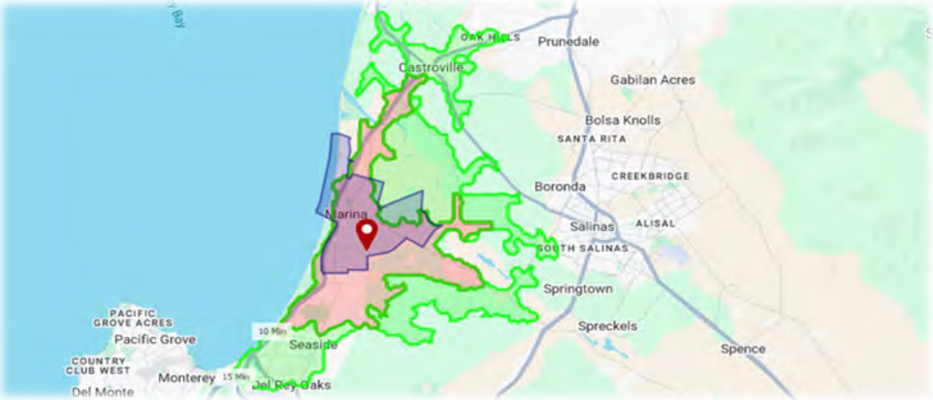
City of Marina - City's Center
March 2025

EXHIBIT A

HdL ECONSolutions

Market Profile

The City of Marina is a beach city located in Monterey County along California's central coast. The population triples from the trade area within a 15-minute drive. This growth is fueled by travelers and tourists passing through on their way to destinations like Monterey, Santa Cruz, and San Francisco. Marina boasts several shopping centers, including the Dunes at Monterey Bay, Marina Village Shopping Center, Marina Landing, and Marina Square Shopping Center. You'll find a variety of stores such as Trader Joe's, Target, Best Buy, REI, Kohl's, Old Navy, Ross, and Five Below. Dining options include choices like McDonald's, Jack in the Box, Chipotle, Teriyaki Madness, Blaze Pizza, Taco Bell, Noodle Bar, and Smashburger.



Opportunities		City	10 Min	15 Min
Automotive Parts/Accessories/Tires	**Population**	22,914	36,400	77,221
Clothing stores	**Daytime Population**	22,378	34,280	72,881
Building Material/Supplies Dealers	**Households**	7,824	12,135	25,371
Furnitures/Home Furnishing Stores	**Average HH Income**	$111,592	$116,907	$111,751
Lawn /Garden Equipment/Supplies Stores	**Average Age**	40	37.3	39
General Merchandise Stores	**White Collar**	65.7%	68%	57%
Grocery Stores	**College Degree**	42.4%	48.2%	38%

Retailer	Retail Class	Nearest Locatio	Est. Annual Sales Tax ($)	Size (SF)	Contact	Email
Les Schwab	Automotive	24.9	$38,000 - $61,000	12,000 - 15,000	Dietrich Haar	dietrich.haar@lesschwab.com
Big O Tires	Automotive	24.5	$10,000 - $20,000	7,500 - 8,000	John Leffler	jleffler@w-retail.com
American Tire Depot	Automotive	45.4	$9,000 - $15,000	3,500 - 7,000	Tina Akhian	takhian801@gmail.com
Mister Car Wash	Car Wash	59.1	N/A	5,500 - 6,800	Matt Lai	mlai@mistercarwash.com
Tommy's Express Car Wash	Car Wash	136.9	N/A	6,500 - 10,000	Tim Hammond	TImH@tommys-express.com
Nordstrom Rack	Clothing and Apparel	26.1	$143,000 - $223,000	35,000 - 40,000	Elliot Cundiff	elliot.cundiff@nordstrom.com
85 Degrees C Bakery Cafe	Coffee Shop	41.8	$2,500 - $5,000	3,000 - 3,500	Simone Davis	simone_davis@85cbakerycafe.com
Dutch Bros Coffee	Coffee Shop	25.0	$2,000 - $3,000	375 - 950	Kelli Sparkman	kelli.sparkman@dutchbros.com
Dunkin' Donuts	Coffee Shop	40.1	$2,000 - $7,000	1,500 - 1,800	Brain Alkema	brian.alkema@inspirebrands.com
Philz Coffee	Coffee Shop	40.0	$1,000 - $2,000	1,500 - 2,400	Phil Fontes	phil.fontes@asuassociates.com
T.J. Maxx	Department Store	24.9	$113,000 - $167,000	20,000 - 30,000	Kurt Conley	kconley@gallellire.com
Burlington Coat Factory	Department Store	34.2	$70,000 - $109,000	18,000 - 30,000	Kent DeSpain	kdespain@retailwestinc.com
24 Hour Fitness	Fitness And Gyms	24.5	N/A	28,000 - 42,000	Sharon Wilkins	swilkins@24hourfit.com
UFC Gym	Fitness And Gyms	40.2	N/A	30,000 - 40,000	Jim Manarino	jmanarino@manarinoassociates.com
Fitness 19	Fitness And Gyms	31.6	N/A	15,000 - 25,000	Thomas Graves	thomas@rainiercommercial.com
Crunch	Fitness And Gyms	44.2	N/A	18,000 - 45,000	Matt Sweeney	msweeney@theeconiccompany.com
WSS	Footwear/Shoes	43.8	$39,000 - $55,000	10,000 - 12,000	Lizette Sifuentes	realestate@shopwss.com
Rotton Robbie	Fuel /Convenience Store	11	$89,000 - $113,000	5,000 - 20,000	Mark Salma	msalma@rottenrobbie.com
Sprouts Farmers Market	Grocery Store	41.0	$22,000 - $35,000	22,000 - 25,000	Gary Gallelli	gary@gallellire.com
ALDI	Grocery Store	109.1	$12,000 - $16,000	22,000 - 23,000	Connor Verdell	conner.verdell@aldi.us
Floor & Decor	Home Improvement	54.3	$132,000 - $211,000	40,000 - 60,000	Colleen Darwin	Colleen.Darwin@flooranddecor.com
Arizona Tile	Home Improvement	70.9	$58,000 - $142,000	80,000 - 120,000	Beth Gaughan	(303)574-2990
Mor Furniture for Less	Home Specialty	84.5	$75,000 - $132,000	10,000 - 20,000	Mike Zeller	mzeller@morfurniture.com
Bob's Discount Furniture	Home Specialty	81.1	$63,000 - $84,000	20,000 - 40,000	Will Bryson	wbryson@atlanticretail.com
Homewood Suites by Hilton	Hotel	48.8	N/A	100,000 - 500,000	Sean Tan	sean.tan@hilton.com
TownePlace Suites by Marriott	Hotel	43.1	N/A	100,000 - 500,000	Robert Sanger	robert.sanger@marriott.com
Fairfield Inn & Suites by Marriott	Hotel	22.6	N/A	100,000 - 500,000	Robert Sanger	robert.sanger@marriott.com
Hawthorn Suites by Wyndham	Hotel	70.8	N/A	30,000 - 75,000	Jake Forte	Jake.forte@wyndham.com
Tru by Hilton	Hotel	84.4	N/A	47,000 - 60,000	Angela Rodriguez	development.americas@hilton.com
Staybridge Suites	Hotel	52.7	N/A	82,000 - 87,000	Mike Castro	mike.castro@ihg.com
Cafe Rio	Restaurant - Casual	111.7	$10,000 - $17,000	1,000 - 2,500	Doug Branigan	dbranigan@caferio.com
L&L Hawaiian Barbecue	Restaurant - Casual	23.3	$8,000 - $12,000	1,700 - 2,400	Chase Harvey	charvey@catalystretail.com
Luna Grill	Restaurant - Casual	191.2	$15,000 - $20,000	1,500 - 2,600	Stephanie Otto	sotto@lunagrill.com
Dickey's Barbecue Pit	Restaurant - Casual	60.0	$3,000 - $6,000	1,500 - 2,200	Jeffrey Gruber	contractus@dickeys.com
California Fish Grill	Restaurant - Casual	40.7	$19,000 - $24,000	2,800 - 3,000	Dani Mayer	dani@urbanecafe.com
Mendocino Farms	Restaurant - Casual	43.2	$26,000 - $40,000	2,500 - 3,500	Reid Tussing	reid@mendocinofarms.com
Farmer Boys	Restaurant - Casual	77.0	$19,000 - $26,000	2,800 - 3,200	John Lucas	jlucas@farmerboys.com

EXHIBIT A

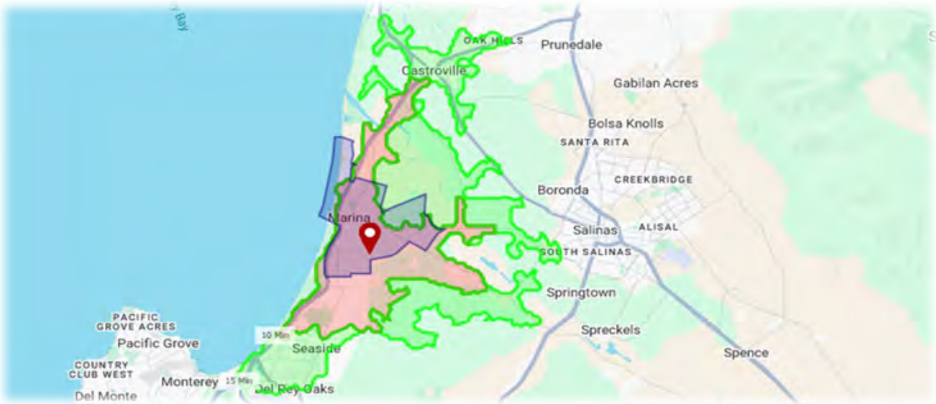
VOID ANALYSIS SUMMARY & MARKET PROFILE

City of Marina - City's Center

March 2025

Market Profile

The City of Marina is a beach city located in Monterey County along California's central coast. The population triples from the trade area within a 15-minute drive. This growth is fueled by travelers and tourists passing through on their way to destinations like Monterey, Santa Cruz, and San Francisco. Marina boasts several shopping centers, including the Dunes at Monterey Bay, Marina Village Shopping Center, Marina Landing, and Marina Square Shopping Center. You'll find a variety of stores such as Trader Joe's, Target, Best Buy, REI, Kohl's, Old Navy, Ross, and Five Below. Dining options include choices like McDonald's, Jack in the Box, Chipotle, Teriyaki Madness, Blaze Pizza, Taco Bell, Noodle Bar, and Smashburger.



Opportunities		City	10 Min	15 Min
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Building Material/Supplies Dealers	**Households**	7,824	12,135	25,371
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General Merchandise Stores	**White Collar**	65.7%	68%	57%
Grocery Stores	**College Degree**	42.4%	48.2%	38%

Retailer	Retail Class	Nearest Locatio	Est. Annual Sales Tax ($)	Size (SF)	Contact	Email
Noodles & Company	Restaurant - Fast Casual	40.7	$7,000 - $13,000	2,400 - 2,800	Greg Burnthorn	gburnthorn@noodles.com
Dave's Hot Chicken	Restaurant - Fast Casual	44.2	$18,000 - $28,000	2,000 - 2,700	Dannon Shiff	info@daveshotchicken.com
Chick-fil-A	Restaurant - Quick Service	8.0	$75,000 - $127,000	4,000 - 4,800	Tyler Chester	tyler.chester@cfacorp.com
Krispy Kreme Doughnuts	Restaurant - Quick Service	43.6	$200 - $800	1,800 - 3,500	Casey Metcalf	casey.metcalf@cbre.com
Jersey Mike's	Restaurant - Quick Service	8.1	$2,000 - $3,000	1,200 - 1,600	Christine Crane	ccrane@jerseymikes.com
El Pollo Loco	Restaurant - Quick Service	7.0	$18,000 - $25,000	2,300 - 3,200	Tim Seiler	tim@cumbelich.com
Ono Hawaiian BBQ	Restaurant - Quick Service	34.2	$14,000 - $22,000	650 - 2,000	Nicole Key	nkey@theeconomiccompany.com
Jimmy John's	Restaurant - Quick Service	71.8	$500 - $900	600 - 1,500	Ross Holland	rholland@inspirebrands.com
Arby's	Restaurant - Quick Service	9.5	$9,000 - $15,000	1,800 - 2,100	Scott Laeber	Scott@Epic-REA.com
Hibbett Sports	Sports And Recreation	73.4	$8,000 - $15,000	4,000 - 6,000	Paul Barlett	paul@axiomra.com

-

EXHIBIT A

VOID ANALYSIS SUMMARY & MARKET PROFILE

City of Marina

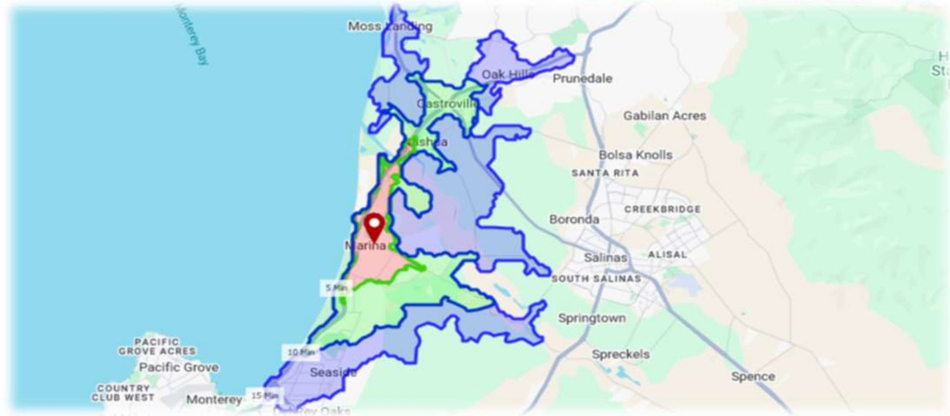
Beach Road & Del Monte Blvd

March 2025

HdL ECONSolutions

Market Profile

The vacant property is located at the intersection of Beach Road & Del Monte Blvd in the City of Marina. The 5.1 acre site is ready for development! The Marina Landing includes a broad spectrum of businesses including a Walmart Supercenter, Quick Quack Car Wash, 7-11, Holiday Inn Express Marina & Suites, as well as the Marina Library. The property is also located near Hampton Inn & Suites Marina, Comfort Inn Marina on the Monterey Bay, and Motel 6 Marina. It is adjacent to the Pacific Coast Highway and conveniently accessible from Main Street and Del Monte Blvd. Other major shopping areas nearby include Marina Village Shopping Center (South), Marina Square Shopping Center (Southeast) and Seacrest Plaza (Southeast). The 10-minute Drive Time trade area encompasses over 42,200 residents with many business opportunities.



Opportunities

- Building Material/Supplies Dealers
- Clothing Stores
- Furniture Stores
- Grocery Stores
- General Merchandise Stores
- Lawn/Garden Equipment /Supplies Stores
- Used Merchandise Stores

	5 Min	10 Min	15 Min
Population	19,738	42,216	74,462
Daytime Population	17,598	40,667	72,491
Households	7,209	13,177	23,800
Average HH Income	$114,650	$113,935	$112,960
Average Age	41.1	36.7	38.2
White Collar	62.6%	60.5%	56.3%
College Degree	41%	39%	37%

Retailer	Retail Class	Nearest Location	Est. Annual Sales Tax ($)	Size (SF)	Contact	Email
America's Tire	Automotive	8.2	$38,000 - $61,000	5,000 - 10,000	Townsand Cropsey	Townsand.Cropsey@SRSRE.com
Les Schwab	Automotive	24.7	$24,000 - $36,000	12,000 - 15,000	Haar Dietrich	dietrich.haar@lesschwab.com
Western Dental	Dental	8.0	$100 - $250	3,500 - 4,500	Michael Walls	mwalls@westerndental.com
Primrose Schools	Education	41.9	N/A	10,000 - 15,000	Tim Godsey	tgodsey@primroseschools.com
The Goddard School	Education	74.0	N/A	9,000 - 14,000	Lizzie Croyle	ecroyle@goddardsystems.com
24 Hour Fitness	Fitness And Gyms	23.1	N/A	28,000 - 42,000	Sharon Wilkins	swilkins@24hourfit.com
Planet Fitness	Fitness And Gyms	7.9	N/A	15,000 - 30,000	Troy Volkel	troy.volkel@pfhq.com
UFC Gym	Fitness And Gyms	38.8	N/A	30,000 - 40,000	Jim Manarino	jmanarino@manarinoassociates.com
WSS	Footwear/Shoes	42.4	$39,000 - $55,000	10,000 - 12,000	Llizette Sifuentes	realestate@shopwss.com
Rotton Robbie	Fuel /Convenience Store	11.0	$89,000 - $113,000	5,000 - 20,000	Mark Salma	msalma@rottenrobbie.com
Great Clips	Hair, Skin And Nails	8.0	$50 - $200	900 - 1,200	Tricia Delgallego	tricia.delgallego@greatclips.com
Phenix Salon Suites	Hair, Skin And Nails	38.7	$50 - $150	5,000 - 7,000	Robert Aertker	rca@landmark-cs.com
Harbor Freight Tools	Home Improvement	8.0	$45,000 - $64,000	15,000 - 16,500	Tom Kuhn	Thomas.kuhn@nmrk.com
True Value	Home Improvement	23.6	$7,000 - $28,000	10,000 - 10,000	Cassandra Dye	(773) 695-5000
At Home	Home Specialty	45.8	$46,000 - $67,000	80,000 - 120,000	Will Bryson	wbryson@atlanticretail.com
Mor Furniture for Less	Home Specialty	84.1	$75,000 - $132,000	10,000 - 20,000	Mike Zeller	mzeller@morfurniture.com
Cafe Rio Mexican Grill	Restaurant - Casual	112.0	$10,000 - $17,000	1,000 - 2,500	Doug Branigan	dbranigan@caferio.com
Dickey's Barbecue Pit	Restaurant - Casual	58.5	$3,000 - $6,000	1,500 - 2,200	Jeffrey Gruber	contactus@dickeys.com
L&L Hawaiian Barbecue	Restaurant - Casual	21.9	$8,000 - $12,000	1,700 - 2,400	Chase Harvey	charvey@catalystretail.com
Pollo Campero	Restaurant - Casual	45.8	$25,000 - $31,000	2,500 - 2,500	Shari Dorenkamp	shari@dkcproperty.com
Dave's Hot Chicken	Restaurant - Fast Casual	42.8	$18,000 - $28,000	2,000 - 2,700	Dannon Shiff	info@daveshotchicken.com
Panda Express	Restaurant - Fast Casual	5.7	$21,000 - $31,000	800 - 2,700	Michael Seigel	mseigel@lockehouse.com
Arby's	Restaurant - Quick Service	10.2	$10,000 - $15,000	1,800 - 2,100	Scott Laeber	Scott@Epic-REA.com
Chick-fil-A	Restaurant - Quick Service	8.0	$74,000 - $127,000	4,000 - 4,800	Tyler Chester	tyler.chester@cfacorp.com
Jersey Mike's Sub	Restaurant - Quick Service	8.2	$2,000 - $3,000	1,200 - 1,600	Christine Crane	ccrane@jerseymikes.com
Jimmy John's	Restaurant - Quick Service	70.5	$500 - $900	600 - 1,500	Russ Holland	rholland@inspirebrands.com
Mr. Pickle's Sandwich Shop	Restaurant - Quick Service	33.0	$5,000 - $8,000	1,500 - 2,000	Michael Nelson	Michael@mrpickles.com
Ono Hawaiian BBQ	Restaurant - Quick Service	32.9	$14,000 - $22,000	650 - 2,000	Nicole Key	nkey@theeconiccompany.com

VOID ANALYSIS SUMMARY & MARKET PROFILE

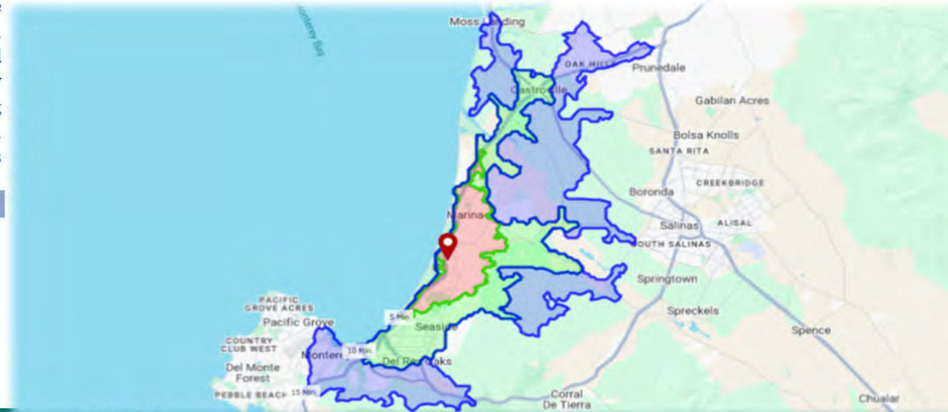
EXHIBIT A

City of Marina
10th Street & 1st Street
March 2025

HdL ECONSolutions

Market Profile

The property is situated at the intersection of 10th and 1st Street on the southwest side of the City of Marina. This 6.1-acre site is for development! Nearby, you'll find a variety of entertainment and stores such as Cinemark Century, Best Buy, Old Navy, Kohl's, REI, Michaels, Target, Ross and Trader Joe's. For travelers, SpringHill Suites and Home2 Suites offer convenient and comfortable accommodations for as long as needed. To the left of the property is the Pacific Coast Highway 1, providing easy access to Ford Ord Dunes State Park and Indian Head Beach. And when it comes to dining, there are restaurants including Brass Tap, Blaze Pizza, Teriyaki Madness, Moon Scoops, Deli Delicious, Dametra, MaxFit Market, Health Café, Smashburger, Poke Bar, and Dunes Market. The 10-minute drive time trade area includes over 57,000 residents, offering numerous business opportunities.



Opportunities

- Clothing Stores
- Furniture Stores
- Grocery Stores
- General Merchandise Stores
- Lawn/Garden Equipment /Supplies Stores
- Jewelry/Luggage/Leather Goods

	5 Min	10 Min	15 Min
Population	24,671	57,199	87,263
Daytime Population	26,340	53,147	111,804
Households	7,963	18,518	29,705
Average HH Income	$112,894	$107,562	$119,514
Average Age	38	38	39
White Collar	65%	57%	59%
College Degree	44%	39%	40%

Retailer	Retail Class	Nearest Location	Est. Annual Sales Tax ($)	Size (SF)	Contact	Email
Mister Car Wash	Car Wash	60.6	N/A	5,500 - 6,800	Matt Lai	mlai@mistercarwash.com
Tommy's Express Car Wash	Car Wash	138.1	N/A	6,500 - 10,000	Tim Hammond	TImH@tommys-express.com
Casual Male XL	Clothing and Apparel	40.5	$11,000 - $24,000	3,500 - 4,000	Chris Teeter	CTeeter@DXLG.com
The North Face	Clothing and Apparel	28.4	$10,000 - $33,000	2,800 - 10,000	Viji Cook	viji_cook@vfc.com
Calvin Klein	Clothing and Apparel	28.4	$22,000 - $40,000	2,000 - 5,000	Lauren Kinder	laurenkinder@pvh.com
Dunkin' Donuts	Coffee Shop	40.6	$2,000 - $7,000	1,100 - 2,600	Matt Sweeney	msweeney@theeconiccompany.com
Dutch Bros Coffee	Coffee Shop	26.5	$2,000 - $3,000	375 - 950	Zack Hayes	zack.hayes@capitalrivers.com
7 Leaves Café	Coffee Shop	40.6	$1,000 - $2,500	1,500 - 2,500	Chris Kehl	chris.kehl@srsre.com
Philz Coffee	Coffee Shop	40.3	$1,000 - $2,000	1,500 - 2,400	Phil Fontes	phil.fontes@asuassociates.com
Merle Norman Cosmetics	Cosmetics and Beauty	44.0	$700 - $2,900	400 - 1,200	Jeff Ross	jross@merlenorman.com
Burlington Coat Factory	Department Store	35.1	$70,000 - $109,000	18,000 - 30,000	Kent DeSpain	kdespain@retailwestinc.com
T.J. Maxx	Department Store	26.4	$113,000 - $167,000	20,000 - 30,000	Kurt Conley	kconley@gallellire.com
UFC Gym	Fitness And Gyms	40.7	N/A	30,000 - 40,000	Jim Manarino	jmanarino@manarinoassociates.com
24 Hour Fitness	Fitness And Gyms	24.4	N/A	28,000 - 42,000	Shaon Wilkins	swilkins@24hourfit.com
Crunch	Fitness And Gyms	44.6	N/A	18,000 - 45,000	Sean O'Carroll	socarroll@theeconiccompany.com
Fitness 19	Fitness And Gyms	32.6	N/A	15,000 - 25,000	Thomas Graves	thomas@rainiercommercial.com
WSS	Footwear/Shoes	44.3	$39,000 - $54,000	-	Sam Kangavari	skangavari@naicapital.com
Rotten Robbie	Fuel/Convenience Store	11.0	$89,000 - $113,000	5,000 - 20,000	Mark Salma	msalma@robinsonoilcorp.com
ALDI	Grocery Store	110.6	$12,000 - $16,000	22,000 - 23,000	Connor Verdell	conner.verdell@aldi.us
Sprouts Farmers Market	Grocery Store	41.4	$24,000 - $35,000	28,000 - 30,000	Gary Gallelli	gary@gallellire.com
Hobby Lobby Stores	Hobby/Toys/Crafts/Books	9.4	$59,000 - $89,000	50,000 - 60,000	Solomon Ets-Hokin	sol@ehcre.com
Floor & Decor	Home Improvement	54.7	$132,000 - $211,000	40,000 - 60,000	Colleen Darwin	Colleen.Darwin@flooranddecor.com
Mor Furniture for Less	Home Specialty	86.0	$75,000 - $132,000	10,000 - 20,000	Mike Zeller	mzeller@morfurniture.com
Living Spaces	Home Specialty	40.7	$223,000 - $348,000	80,000 - 100,000	Karla MacEachern	karla.maceachern@livingspaces.com
Lazy Dog Cafe	Restaurant - Casual	40.8	$80,000 - $96,000	8,000 - 9,000	Nicole Kalmikov- Cromie	nkalmikov@lazydogrestaurants.com
Red Robin Gourmet Burgers	Restaurant - Casual	35.1	$27,000 - $39,000	4,500 - 5,800	Mark Dubberly	mdubberly@redrobin.com
Texas Roadhouse	Restaurant - Casual	66.2	$92,000 - $120,000	6,500 - 7,800	Doug Druen	doug.druen@texasroadhouse.com
Mendocino Farms	Restaurant - Casual	43.6	$26,000 - $40,000	2,500 - 3,500	Reid Tussing	reid@mendocinofarms.com
Shake Shack	Restaurant - Fast Casual	40.7	$22,000 - $39,000	3,000 - 3,500	Andrew McCaughan	andrew@festiveandco.com
Ono Hawaiian BBQ	Restaurant - Quick Service	35.1	$14,000 - $22,000	650 - 2,000	Nicole Key	nkey@theeconiccompany.com
Raising Cane's	Restaurant - Quick Service	69.6	$57,000 - $95,000	3,000 - 37,000	Bob Berndt	bberndt@gallellire.com
Sportsman's Warehouse	Sports And Recreation	89.6	$64,000 - $28,000	18,000 - 24,000	Matt Harlin	matt.harlin@legendllp.com
Hibbett Sports	Sports And Recreation	73.6	$8,000 - $15,000	4,000 - 6,000	Paul Barlett	paul@axiomra.com

Appendix 2 – INSIGHT Market Analytics Reports

EXHIBIT A

CITY OF Marina, CA

INSIGHT

MARKET ANALYTICS

HdL ECONSolutions

Submitted by:
ECONSolutions by HdL
120 S. State College Blvd., Suite 200
Brea, CA 92821
www.hdlcompanies.com

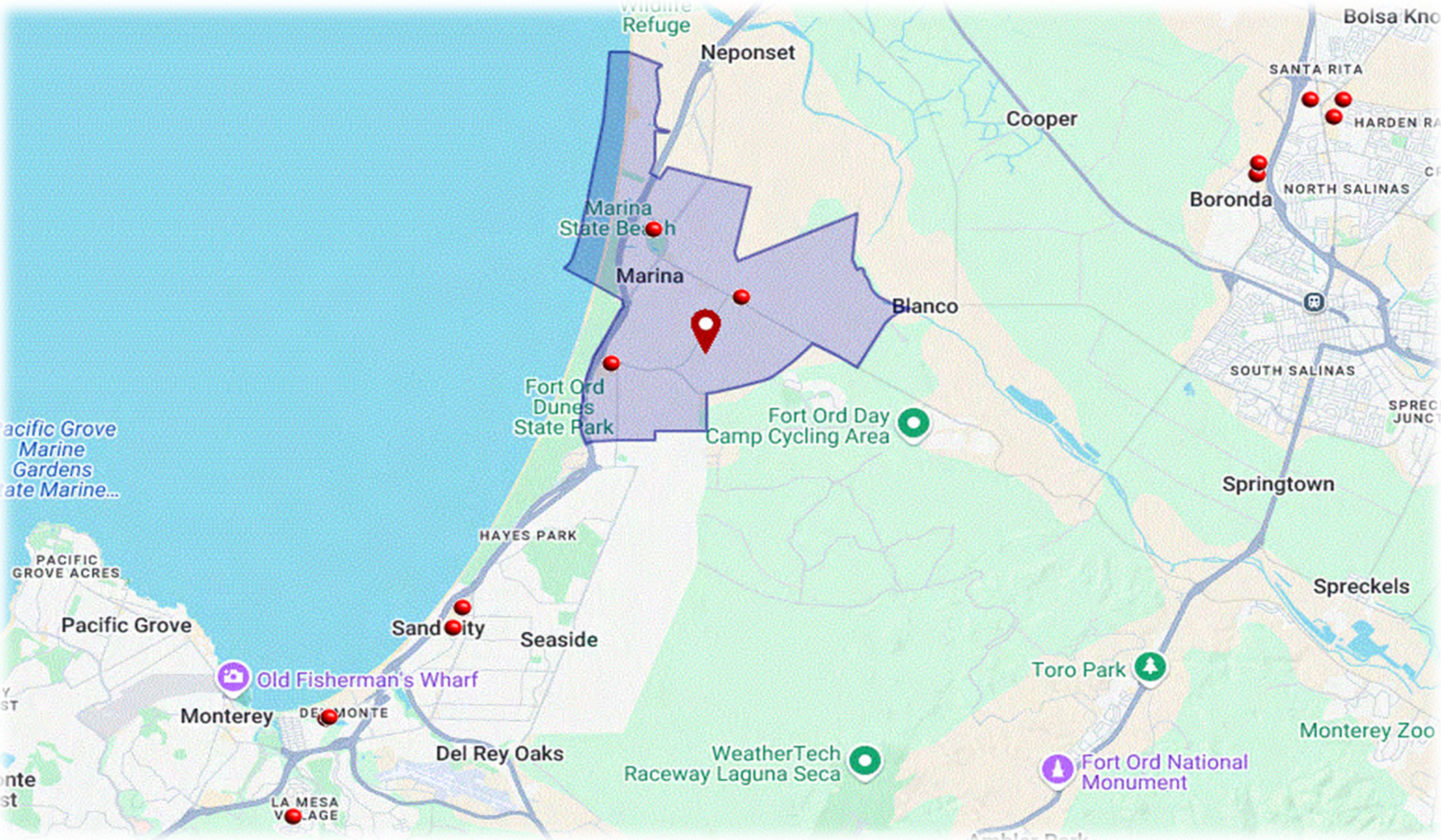
Contact:
Barry Foster
714-879-5000
bfoster@hdlcompanies.com

EXHIBIT A

	City of Marina
Population	22,804
Households	7,787
Average HH Income	$113,854
White Collar (Residents)	63%
Some College or Degree	37%

Major Retail Areas
1 Beach Road & Del Monte Blvd

CITY OF MARINA
General Merchandise

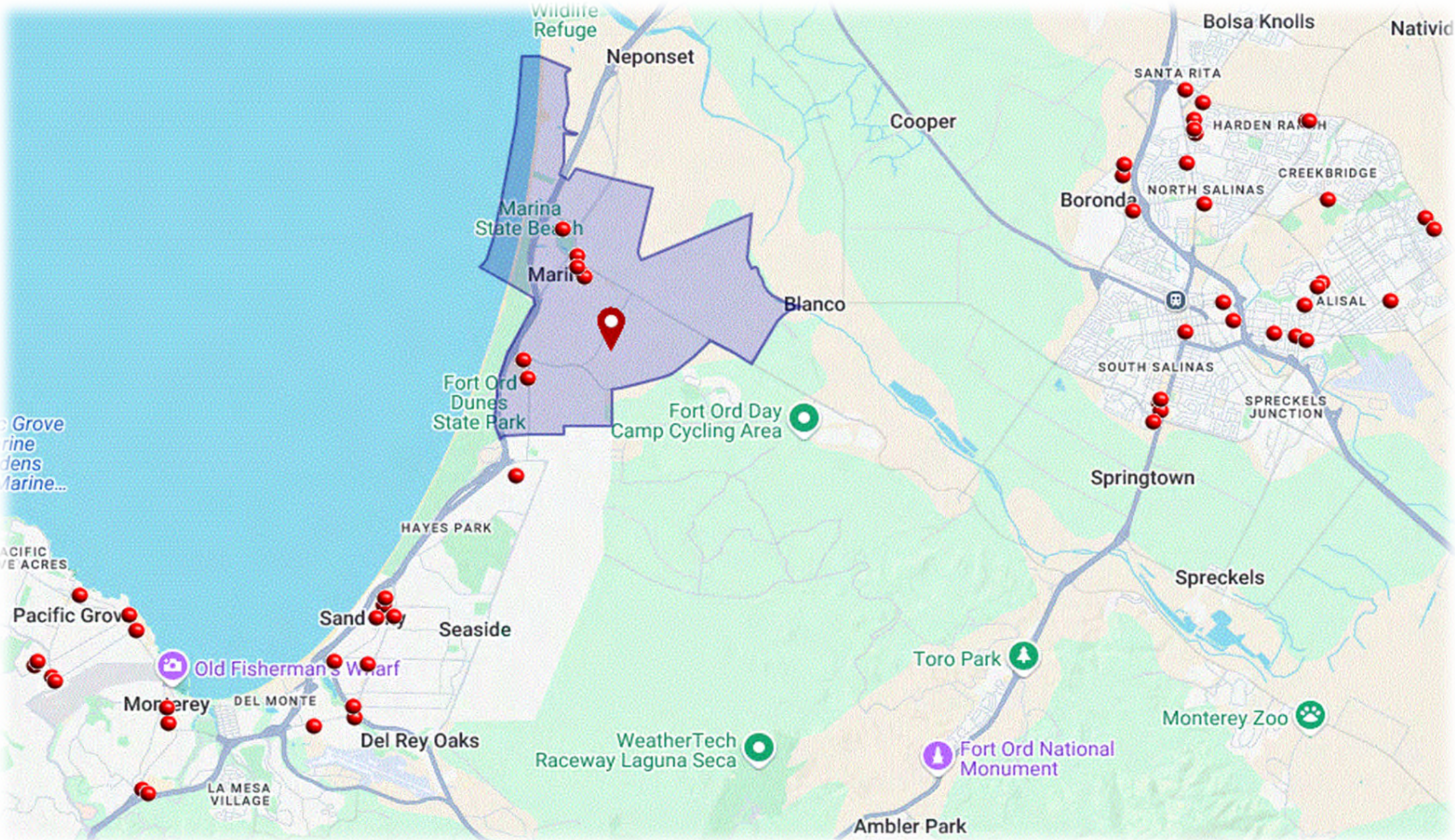


GENERAL MERCHANDISE *refers to general stores and super centers*

CITY OF MARINA

Markets

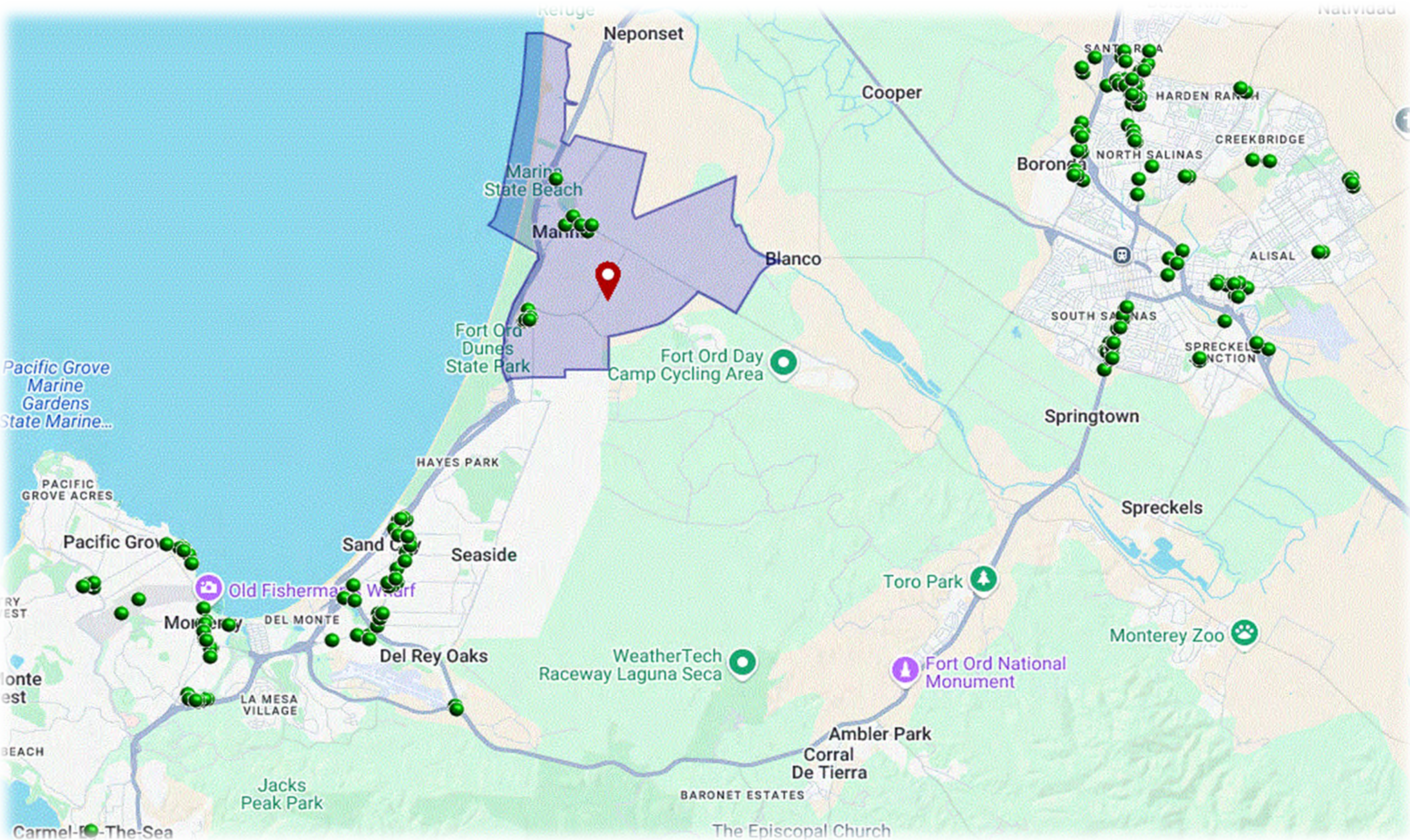
EXHIBIT A



MARKETS *refers to Grocery Stores and Pharmacy stores*

INSIGHT MARKET ANALYTICS
HdL ECONSolutions

CITY OF MARINA
Restaurants

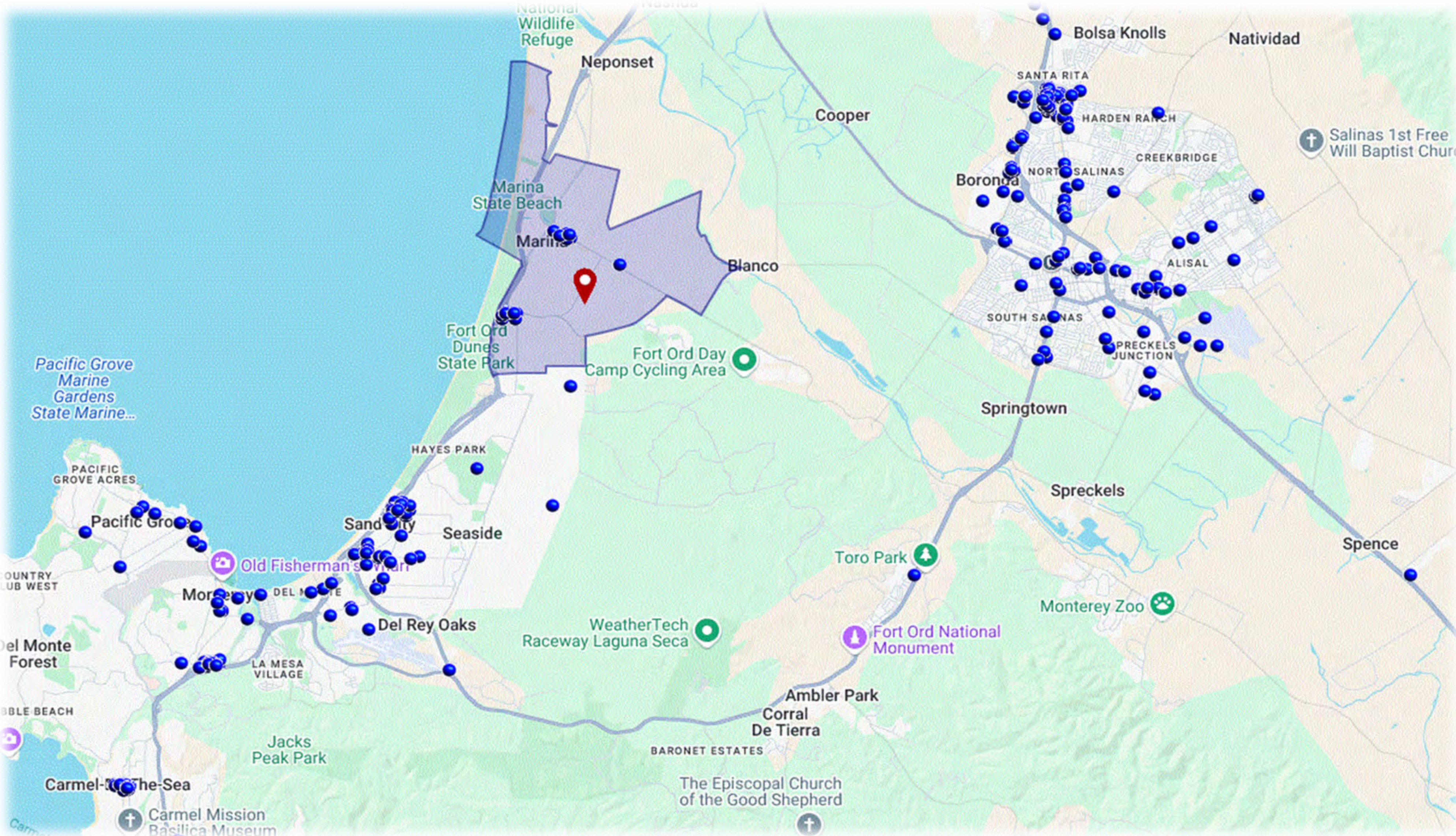


RESTAURANTS *refer to Fast Casual, Casual Dining, Fine Dining, Restaurnats and Quick Services restaurants.*

CITY OF MARINA
Retail

EXHIBIT A

INSIGHT MARKET ANALYTICS



__Retail__ refers to the following concepts types: Clothing, Consumer Electronics Store, Cosemetics & Beauty, Department Stores, Footware/Shoes Stores, Hobbies/ Toys/Crafts/Books., Home Improvement Stores, Home Specialty Retail Stores, Sports & Recreational

EXHIBIT A

	Marina
Population	22,804
Daytime Population	23,406
Households	7,787
Average Age	39.4
Average HH Income	$113,854
White Collar (Residents)	63.2%
College Degree & Above	41.4%

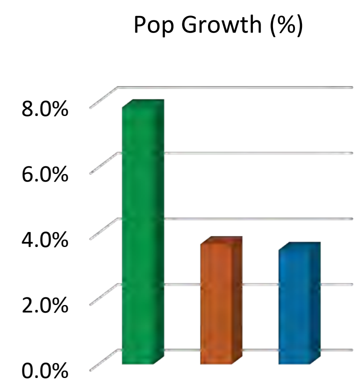
EXHIBIT A

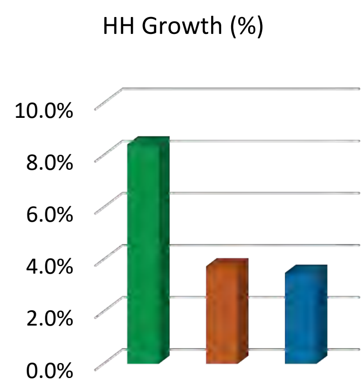
Consumer Demographic Profile

Site: City / County / State

Date Report Created: 1/15/2025

	Marina CA		Monterey County CA		California	
	#	%	#	%	#	%
Market Stats						
Population	22,804	---	433,074	---	39,752,612	---
5 Year Projected Pop	24,590	---	448,916	---	41,137,567	---
Pop Growth (%)	7.8%	---	3.7%	---	3.5%	---
Households	7,787	---	130,226	---	13,544,923	---
5 Year Projected HHs	8,442	---	135,100	---	14,017,681	---
HH Growth (%)	8.4%	---	3.7%	---	3.5%	---
Census Stats						
2000 Population	19,566	---	396,276	---	33,859,150	---
2010 Population	22,293	---	439,035	---	39,538,223	---
Pop Growth (%)	13.9%	---	10.8%	---	16.8%	---
2000 Households	6,724	---	121,233	---	11,501,888	---
2010 Households	7,584	---	131,789	---	13,475,623	---
HH Growth (%)	12.8%	---	8.7%	---	17.2%	---
Total Population by Age						
Average Age	39.4		38.9		40.6	
19 yrs & under	5,190	22.8%	100,286	23.2%	8,278,537	20.8%
20 to 24 yrs	2,303	10.1%	46,013	10.6%	3,810,783	9.6%
25 to 34 yrs	3,208	14.1%	59,749	13.8%	5,412,679	13.6%
35 to 44 yrs	3,031	13.3%	58,724	13.6%	5,492,593	13.8%
45 to 54 yrs	2,517	11.0%	49,805	11.5%	4,903,398	12.3%
55 to 64 yrs	2,608	11.4%	46,893	10.8%	4,849,214	12.2%
65 to 74 yrs	2,383	10.4%	40,927	9.5%	3,973,999	10.0%
75 to 84 yrs	1,147	5.0%	22,198	5.1%	2,189,841	5.5%
85 + yrs	418	1.8%	8,479	2.0%	841,568	2.1%
Population Bases						
20-34 yrs	5,511	24.2%	105,762	24.4%	9,223,462	23.2%
45-64 yrs	5,125	22.5%	96,698	22.3%	9,752,612	24.5%
16 yrs +	18,763	82.3%	346,686	80.1%	32,521,476	81.8%
25 yrs +	15,311	67.1%	286,775	66.2%	27,663,292	69.6%
65 yrs +	3,947	17.3%	71,604	16.5%	7,005,408	17.6%
75 yrs +	1,565	6.9%	30,677	7.1%	3,031,409	7.6%
85 yrs +	418	1.8%	8,479	2.0%	841,568	2.1%





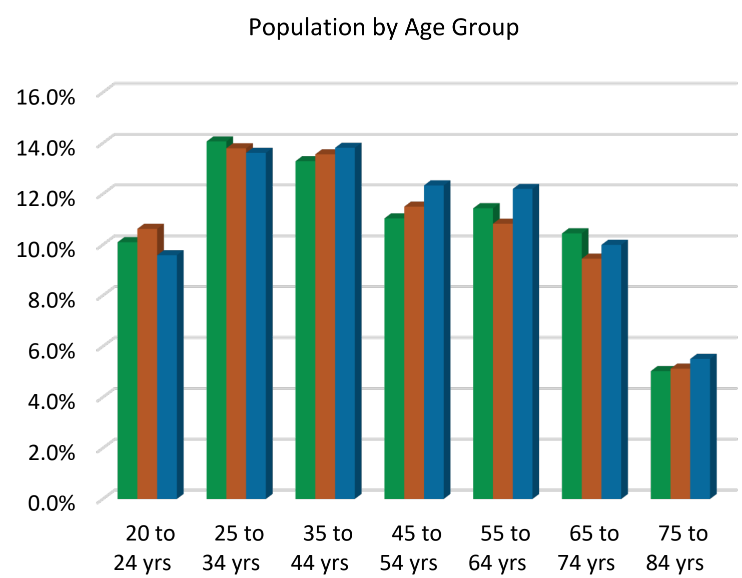


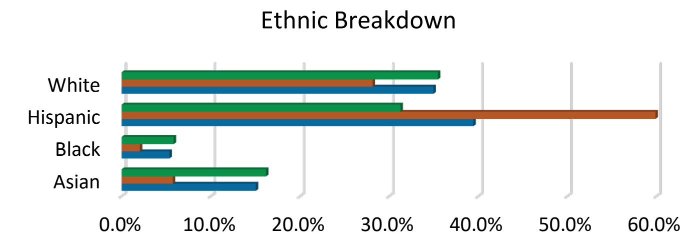
EXHIBIT A

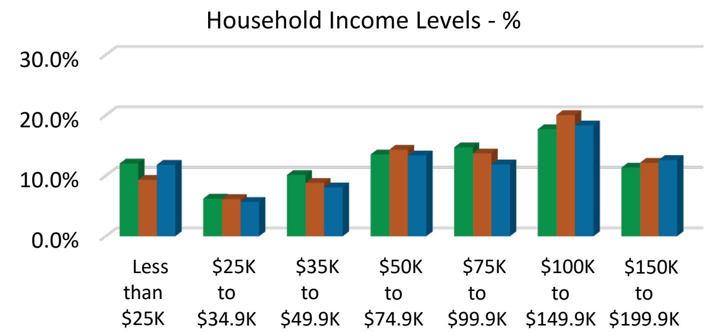
Consumer Demographic Profile

Site: City / County / State

Date Report Created: 1/15/2025

	Marina CA		Monterey County CA		California	
	#	%	#	%	#	%
Population by Race						
White	8,089	35.5%	121,875	28.1%	13,901,202	35.0%
Hispanic	7,131	31.3%	259,405	59.9%	15,683,510	39.5%
Black	1,331	5.8%	8,891	2.1%	2,131,637	5.4%
Asian	3,693	16.2%	24,848	5.7%	5,983,430	15.1%
Ancestry						
American Indian (ancestry)	69	0.3%	1,168	0.3%	146,693	0.4%
Hawaiin (ancestry)	481	2.1%	1,779	0.4%	134,290	0.3%
Household Income						
Per Capita Income	$38,877	---	$39,214	---	$46,947	---
Average HH Income	$113,854	---	$130,408	---	$137,785	---
Median HH Income	$88,101	---	$95,478	---	$98,061	---
Less than $25K	936	12.0%	12,128	9.3%	1,600,205	11.8%
$25K to $34.9K	484	6.2%	8,000	6.1%	768,111	5.7%
$35K to $49.9K	789	10.1%	11,475	8.8%	1,093,303	8.1%
$50K to $74.9K	1,053	13.5%	18,631	14.3%	1,809,587	13.4%
$75K to $99.9K	1,145	14.7%	17,831	13.7%	1,608,697	11.9%
$100K to $149.9K	1,379	17.7%	26,092	20.0%	2,481,556	18.3%
$150K to $199.9K	884	11.3%	15,821	12.1%	1,707,712	12.6%
$200K +	1,118	14.4%	20,248	15.5%	2,475,752	18.3%
Education	15,311		286,775		27,663,292	
Less than 9th Grade	903	5.9%	50,182	17.5%	2,420,648	8.8%
Some HS, No Diploma	1,038	6.8%	27,063	9.4%	1,910,177	6.9%
HS Grad (or Equivalent)	2,964	19.4%	58,434	20.4%	5,657,916	20.5%
Some College, No Degree	3,581	23.4%	50,046	17.5%	5,585,135	20.2%
Associate Degree	1,645	10.7%	23,985	8.4%	2,205,075	8.0%
Bachelor Degree	3,060	20.0%	46,064	16.1%	6,087,578	22.0%
Graduates Degree	1,633	10.7%	20,959	7.3%	2,585,555	9.3%





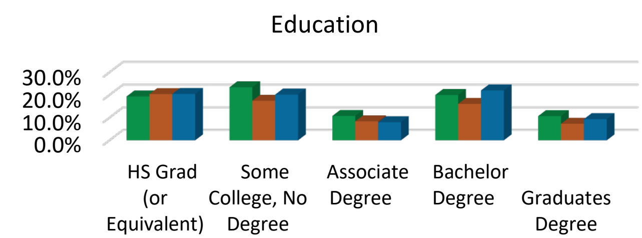


EXHIBIT A

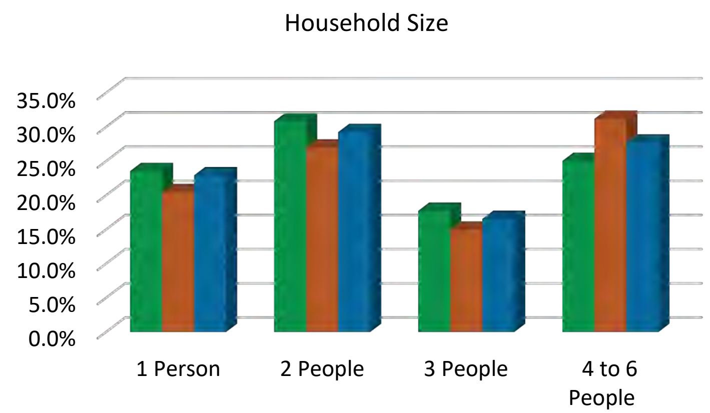
Consumer Demographic Profile

INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Site: City / County / State

Date Report Created: 1/15/2025

	Marina CA		Monterey County CA		California	
	#	%	#	%	#	%
Family Structure	5,109		95,127		9,360,885	
Single - Male	299	5.9%	4,456	4.7%	503,548	5.4%
Single - Female	494	9.7%	8,539	9.0%	964,676	10.3%
Single Parent - Male	89	1.7%	4,250	4.5%	343,108	3.7%
Single Parent - Female	578	11.3%	9,177	9.6%	796,760	8.5%
Married w/ Children	1,374	26.9%	29,352	30.9%	2,838,458	30.3%
Married w/out Children	2,276	44.5%	39,353	41.4%	3,914,335	41.8%
Household Size						
1 Person	1,834	23.6%	26,682	20.5%	3,107,272	22.9%
2 People	2,402	30.9%	35,165	27.0%	3,965,242	29.3%
3 People	1,382	17.7%	19,517	15.0%	2,242,673	16.6%
4 to 6 People	1,950	25.0%	40,650	31.2%	3,757,425	27.7%
7+ People	218	2.8%	8,212	6.3%	472,311	3.5%
Home Ownership	7,787		130,226		13,544,923	
Owners	3,185	40.9%	67,704	52.0%	7,504,441	55.4%
Renters	4,602	59.1%	62,522	48.0%	6,040,482	44.6%
Components of Change						
Births	232	1.0%	4,380	1.0%	400,553	1.0%
Deaths	155	0.7%	2,946	0.7%	290,937	0.7%
Migration	176	0.8%	-3,719	-0.9%	-76,565	-0.2%
Employment (Pop 16+)	18,763		346,686		32,521,476	
Armed Services	149	0.8%	6,658	1.9%	173,781	0.5%
Civilian	12,499	66.6%	210,431	60.7%	20,741,304	63.8%
Employed	10,969	58.5%	188,169	54.3%	19,636,654	60.4%
Unemployed	1,531	8.2%	22,262	6.4%	1,104,650	3.4%
Not in Labor Force	6,263	33.4%	136,255	39.3%	11,780,172	36.2%
Employed Population	10,969		188,169		19,636,654	
White Collar	6,932	63.2%	103,365	54.9%	12,852,721	65.5%
Blue Collar	4,037	36.8%	84,804	45.1%	6,783,933	34.5%



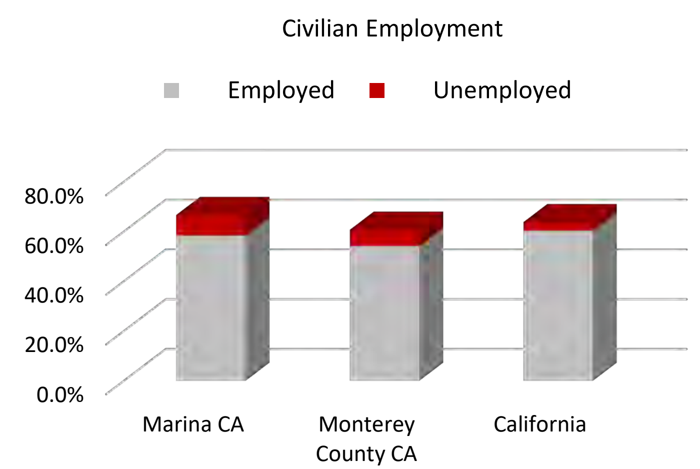


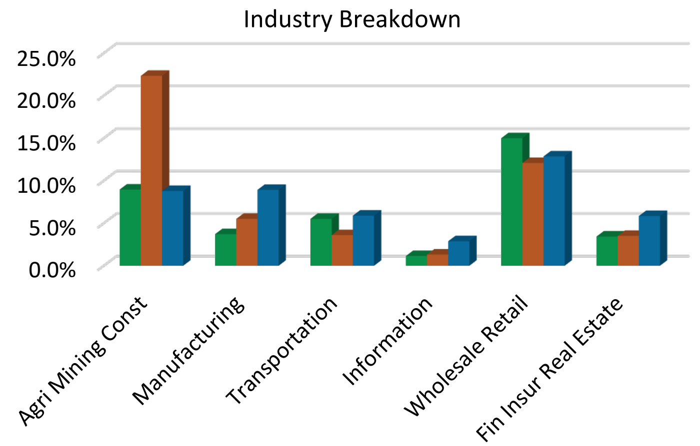
EXHIBIT A

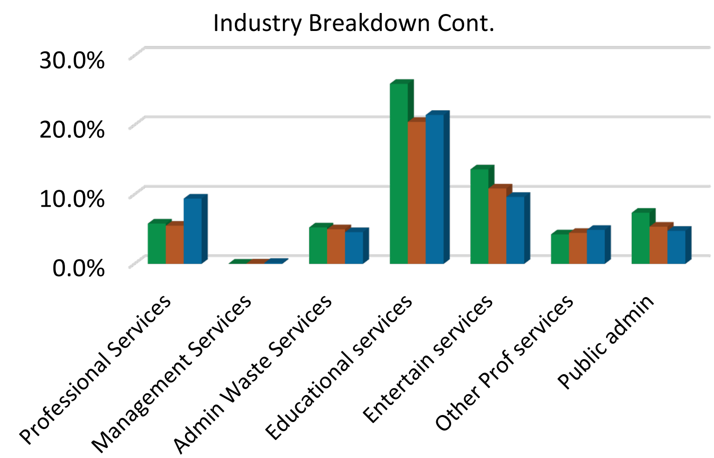
Consumer Demographic Profile

Site: City / County / State

Date Report Created: 1/15/2025

	Marina CA		Monterey County CA		California	
	#	%	#	%	#	%
Employment By Occupation	10,969		188,169		19,636,654	
White Collar	6,932	63.2%	103,365	54.9%	12,852,721	65.5%
Managerial executive	1,141	10.4%	25,943	13.8%	3,345,021	17.0%
Prof specialty	3,028	27.6%	35,380	18.8%	4,866,657	24.8%
Healthcare support	332	3.0%	7,309	3.9%	724,352	3.7%
Sales	1,239	11.3%	16,925	9.0%	1,854,677	9.4%
Office Admin	1,192	10.9%	17,808	9.5%	2,062,014	10.5%
Blue Collar	4,037	36.8%	84,804	45.1%	6,783,933	34.5%
Protective	327	3.0%	4,259	2.3%	411,189	2.1%
Food Prep Serving	835	7.6%	10,805	5.7%	1,042,220	5.3%
Bldg Maint/Cleaning	623	5.7%	8,814	4.7%	726,532	3.7%
Personal Care	405	3.7%	4,584	2.4%	532,745	2.7%
Farming/Fishing/Forestry	99	0.9%	18,962	10.1%	271,430	1.4%
Construction	1,011	9.2%	15,602	8.3%	1,453,286	7.4%
Production Transp	736	6.7%	21,778	11.6%	2,346,531	11.9%
Employment By Industry	10,969		188,169		19,636,654	
Agri Mining Const	982	9.0%	42,021	22.3%	1,725,662	8.8%
Manufacturing	407	3.7%	10,373	5.5%	1,750,963	8.9%
Transportation	605	5.5%	6,772	3.6%	1,156,535	5.9%
Information	125	1.1%	2,472	1.3%	565,876	2.9%
Wholesale Retail	1,644	15.0%	22,725	12.1%	2,523,885	12.9%
Fin Insur Real Estate	376	3.4%	6,602	3.5%	1,148,026	5.8%
Professional Services	637	5.8%	10,327	5.5%	1,845,606	9.4%
Management Services	4	0.0%	108	0.1%	25,738	0.1%
Admin Waste Services	576	5.3%	9,388	5.0%	896,645	4.6%
Educational services	2,845	25.9%	38,478	20.4%	4,211,517	21.4%
Entertain services	1,493	13.6%	20,433	10.9%	1,892,131	9.6%
Other Prof services	466	4.2%	8,389	4.5%	960,313	4.9%
Public admin	807	7.4%	10,081	5.4%	933,757	4.8%





INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Employment Profile
Site: City / County / State

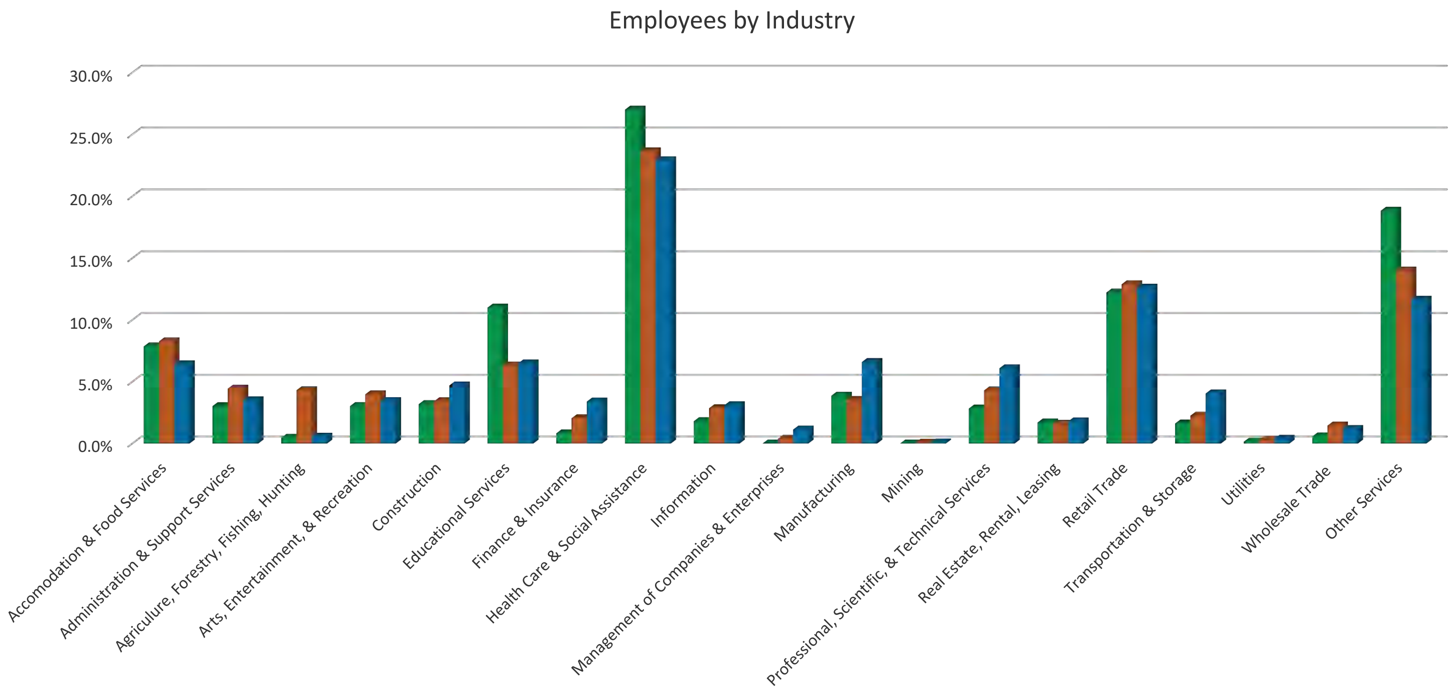
Date Report Created: 1/15/2025

EXHIBIT A

	Marina CA	Monterey County CA	California
Daytime Population	23,406	507,374	43,851,789
Student Population	5,961	141,292	11,501,391
Median Employee Salary	57,393	54,217	64,142
Average Employee Salary	67,983	63,891	71,087

Wages	Marina CA #	%	Monterey County CA #	%	California #	%
Salary/Wage per Employee per Annum						
Under $15,000 CrYr	201	2.5%	5,423	3.1%	327,547	2.1%
15,000 to 30,000 CrYr	72	0.9%	1,700	1.0%	124,392	0.8%
30,000 to 45,000 CrYr	2,321	28.9%	53,717	30.2%	2,811,244	17.6%
45,000 to 60,000 CrYr	1,794	22.4%	43,050	24.2%	3,349,392	21.0%
60,000 to 75,000 CrYr	1,024	12.8%	21,768	12.3%	3,046,418	19.1%
75,000 to 90,000 CrYr	905	11.3%	20,477	11.5%	2,846,912	17.9%
90,000 to 100,000 CrYr	174	2.2%	4,796	2.7%	1,084,911	6.8%
Over 100,000 CrYr	1,533	19.1%	26,725	15.0%	2,348,654	14.7%

Industry Groups



	Marina CA Establishments #	%	Marina CA Employee's #	%	Monterey County CA Establishments #	%	Monterey County CA Employee's #	%	California Establishments #	%	California Employee's #	%
Total	**693**	**100%**	**8,023**	**100%**	**15,166**	**100%**	**177,656**	**100%**	**1,661,059**	**100%**	**15,939,470**	**100%**
Accomodation & Food Services	59	8.5%	630	7.9%	1,023	6.7%	14,689	8.3%	100,274	6.0%	1,021,203	6.4%
Administration & Support Services	22	3.2%	243	3.0%	505	3.3%	7,884	4.4%	53,833	3.2%	556,715	3.5%
Agriculure, Forestry, Fishing, Hunting	2	0.3%	37	0.5%	276	1.8%	7,660	4.3%	12,823	0.8%	87,484	0.5%
Arts, Entertainment, & Recreation	24	3.5%	243	3.0%	417	2.7%	7,074	4.0%	48,145	2.9%	546,659	3.4%
Construction	45	6.5%	256	3.2%	850	5.6%	6,072	3.4%	99,314	6.0%	748,493	4.7%
Educational Services	17	2.4%	883	11.0%	399	2.6%	11,213	6.3%	42,562	2.6%	1,033,378	6.5%
Finance & Insurance	25	3.6%	66	0.8%	799	5.3%	3,630	2.0%	99,201	6.0%	541,215	3.4%
Health Care & Social Assistance	144	20.7%	2,168	27.0%	3,332	22.0%	41,997	23.6%	354,613	21.3%	3,652,854	22.9%
Information	10	1.4%	145	1.8%	322	2.1%	5,069	2.9%	38,648	2.3%	493,819	3.1%
Management of Companies & Enterprises	0	0.0%	0	0.0%	19	0.1%	677	0.4%	5,481	0.3%	179,858	1.1%
Manufacturing	25	3.6%	310	3.9%	488	3.2%	6,260	3.5%	69,449	4.2%	1,051,538	6.6%
Mining	0	0.0%	0	0.0%	9	0.1%	110	0.1%	1,019	0.1%	13,023	0.1%
Professional, Scientific, & Technical Services	33	4.8%	227	2.8%	1,326	8.7%	7,645	4.3%	176,409	10.6%	970,190	6.1%
Real Estate, Rental, Leasing	48	6.9%	137	1.7%	643	4.2%	2,834	1.6%	76,256	4.6%	285,048	1.8%
Retail Trade	90	13.1%	980	12.2%	2,075	13.7%	22,895	12.9%	218,563	13.2%	2,010,692	12.6%
Transportation & Storage	16	2.3%	130	1.6%	284	1.9%	4,001	2.3%	31,898	1.9%	645,483	4.0%
Utilities	1	0.1%	12	0.1%	24	0.2%	493	0.3%	1,799	0.1%	60,487	0.4%
Wholesale Trade	12	1.7%	46	0.6%	362	2.4%	2,580	1.5%	40,899	2.5%	186,165	1.2%
Other Services	120	17.3%	1,511	18.8%	2,013	13.3%	24,873	14.0%	189,873	11.4%	1,855,166	11.6%

INSIGHT MARKET ANALYTICS
HdL ECONSolutions

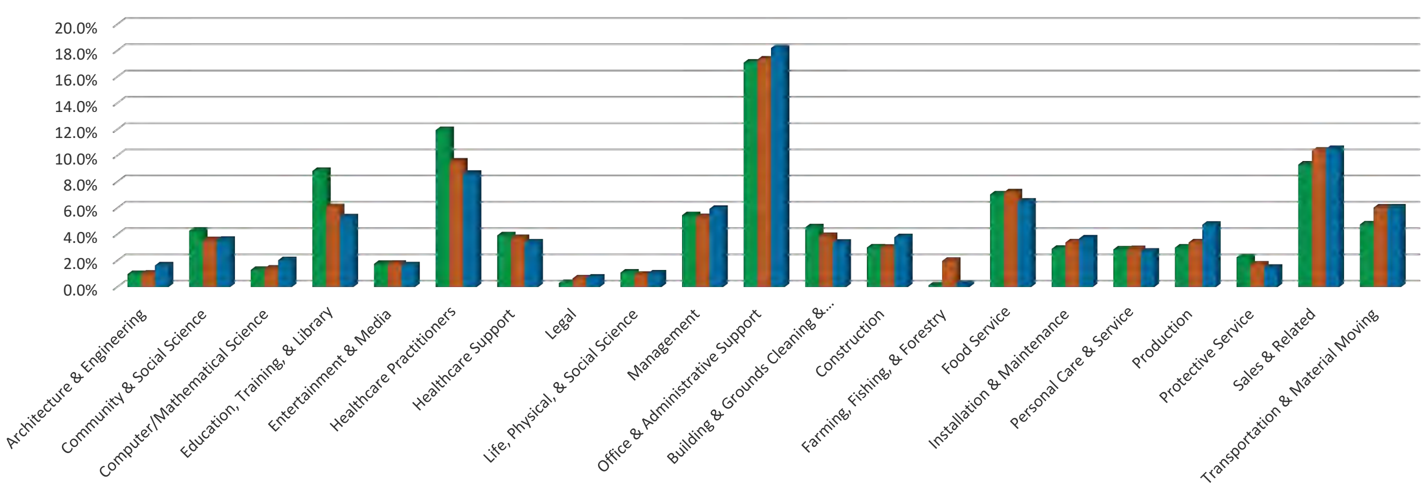
Employment Profile
Site: City / County / State

Date Report Created: 1/15/2025

EXHIBIT A

Occupations	Marina CA # of Employee's		Monterey County CA # of Employee's		California # of Employee's	
White Collar	4,790	59.7%	96,335	54.2%	8,848,565	55.5%
Architecture & Engineering	79	1.0%	1,804	1.0%	262,012	1.6%
Community & Social Science	344	4.3%	6,325	3.6%	571,899	3.6%
Computer/Mathematical Science	104	1.3%	2,486	1.4%	325,075	2.0%
Education, Training, & Library	708	8.8%	10,829	6.1%	845,092	5.3%
Entertainment & Media	141	1.8%	3,141	1.8%	262,991	1.6%
Healthcare Practitioners	958	11.9%	16,952	9.5%	1,373,037	8.6%
Healthcare Support	315	3.9%	6,613	3.7%	540,039	3.4%
Legal	25	0.3%	1,157	0.7%	113,379	0.7%
Life, Physical, & Social Science	88	1.1%	1,654	0.9%	164,314	1.0%
Management	438	5.5%	9,448	5.3%	947,898	5.9%
Office & Administrative Support	1,370	17.1%	30,763	17.3%	2,900,570	18.2%
Blue Collar	3,196	39.8%	77,893	43.8%	6,856,843	43.0%
Building & Grounds Cleaning & Maintenance	364	4.5%	6,891	3.9%	537,137	3.4%
Construction	241	3.0%	5,310	3.0%	603,196	3.8%
Farming, Fishing, & Forestry	11	0.1%	3,534	2.0%	37,003	0.2%
Food Service	565	7.0%	12,794	7.2%	1,035,321	6.5%
Installation & Maintenance	233	2.9%	6,022	3.4%	588,508	3.7%
Personal Care & Service	229	2.9%	5,117	2.9%	428,237	2.7%
Production	241	3.0%	6,022	3.4%	755,486	4.7%
Protective Service	182	2.3%	3,033	1.7%	233,494	1.5%
Sales & Related	747	9.3%	18,431	10.4%	1,673,948	10.5%
Transportation & Material Moving	382	4.8%	10,739	6.0%	964,513	6.1%
Military Services	37	0.5%	3,428	1.9%	234,062	1.5%

Employees by Occupation



Employee Totals and History	#	#	#
Current	8,023	177,656	15,939,470
2024 Q1	7,759	169,381	15,886,735
2023 Q4	8,047	180,950	15,260,061
2023 Q3	8,138	177,368	15,949,873
2023 Q2	6,786	145,842	15,524,033
2023 Q1	7,760	165,763	15,930,351
2022 Q4	7,728	180,391	15,415,044
2022 Q3	7,925	180,123	15,997,006
2022 Q2	6,930	149,265	15,503,003

INSIGHT MARKET ANALYTICS HdL ECONSolutions

Consumer Demand & Market Supply Assessment

Site: City / County / State

Date Report Created: 1/15/2025

EXHIBIT A

Demographics	Marina CA	Monterey County CA	California
Population	22,804	433,074	39,752,612
5-Year Population estimate	24,590	448,916	41,137,567
Population Households	21,208	415,394	38,855,764
Group Quarters Population	1,596	17,680	896,848
Households	7,787	130,226	13,544,923
5-Year Households estimate	8,442	135,100	14,017,681
WorkPlace Establishments	693	15,166	1,661,059
Workplace Employees	8,023	177,656	15,939,470
Median Household Income	$88,101	$95,478	$98,061

	Marina CA				Monterey County CA				California		
By Establishments	Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus
Furniture Stores	$5,356,461	$0	($5,356,461)	-100%	$100,204,781	$30,585,285	($69,619,496)	-69%	$9,695,295,234	$9,102,722,136	($592,573,098)
Lawn/Garden Equipment/Supplies Stores	$3,078,101	$0	($3,078,101)	-100%	$57,256,171	$161,424,672	$104,168,501	182%	$5,507,419,858	$5,637,419,034	$129,999,176
Jewelry/Luggage/Leather Goods	$2,562,263	$0	($2,562,263)	-100%	$47,851,954	$34,855,670	($12,996,284)	-27%	$4,591,395,681	$4,443,034,923	($148,360,759)
Used Merchandise Stores	$1,503,156	$0	($1,503,156)	-100%	$27,919,201	$26,906,003	($1,013,198)	-4%	$2,685,345,558	$2,293,137,055	($392,208,502)
Electronic Shopping/Mail Order Houses	$101,096,314	$0	($101,096,314)	-100%	$1,930,613,143	$552,239,132	($1,378,374,011)	-71%	$188,095,278,054	$142,288,100,483	($45,807,177,571)
Vending Machine Operators (Non-Store)	$3,509,482	$0	($3,509,482)	-100%	$65,765,553	$12,336,888	($53,428,665)	-81%	$6,284,888,129	$5,576,919,003	($707,969,126)
Other Motor Vehicle Dealers	$6,188,185	$708,981	($5,479,204)	-89%	$115,448,876	$21,801,194	($93,647,682)	-81%	$10,981,122,604	$10,607,693,994	($373,428,610)
Other Misc. Store Retailers	$7,864,058	$1,032,835	($6,831,223)	-87%	$145,510,315	$87,171,459	($58,338,856)	-40%	$13,999,030,645	$14,220,339,824	$221,309,179
Shoe Stores	$2,641,243	$427,947	($2,213,296)	-84%	$49,311,999	$40,013,184	($9,298,815)	-19%	$4,740,553,788	$4,761,524,793	$20,971,005
Book/Periodical/Music Stores	$1,137,062	$251,489	($885,573)	-78%	$21,241,935	$10,814,041	($10,427,894)	-49%	$2,037,759,776	$2,039,908,614	$2,148,838
Home Furnishing Stores	$4,490,639	$1,014,375	($3,476,264)	-77%	$83,415,528	$31,273,812	($52,141,716)	-63%	$7,964,482,185	$7,898,825,255	($65,656,930)
Building Material/Supplies Dealers	$28,125,775	$8,049,542	($20,076,233)	-71%	$522,233,803	$284,535,618	($237,698,185)	-46%	$49,741,634,582	$54,197,057,245	$4,455,422,663
Automotive Dealers	$90,014,951	$26,287,063	($63,727,888)	-71%	$1,681,733,970	$789,223,699	($892,510,271)	-53%	$159,089,544,690	$151,646,856,124	($7,442,688,566)
Electronics/Appliance	$5,900,201	$1,921,324	($3,978,877)	-67%	$119,393,621	$33,535,872	($85,857,749)	-72%	$12,144,376,389	$10,890,343,292	($1,254,033,097)
Bar/Drinking Places (Alcoholic Beverages)	$1,190,436	$411,751	($778,685)	-65%	$28,326,858	$19,352,327	($8,974,531)	-32%	$3,140,067,545	$3,318,545,352	$178,477,807
Clothing Stores	$18,211,721	$6,367,985	($11,843,736)	-65%	$338,247,259	$239,153,596	($99,093,663)	-29%	$32,413,924,136	$33,463,002,889	$1,049,078,752
Office Supplies/Stationary/Gift	$1,984,935	$715,237	($1,269,698)	-64%	$37,806,661	$23,145,355	($14,661,306)	-39%	$3,698,628,865	$3,629,310,598	($69,318,267)
Florists/Misc. Store Retailers	$759,195	$284,332	($474,863)	-63%	$14,122,824	$12,036,741	($2,086,082)	-15%	$1,357,585,688	$1,387,585,995	$30,000,308
Beer/Wine/Liquor Stores	$4,296,338	$1,642,305	($2,654,033)	-62%	$79,816,660	$42,700,001	($37,116,659)	-47%	$7,576,732,965	$7,664,870,491	$88,137,526
Grocery Stores	$49,245,245	$21,996,854	($27,248,391)	-55%	$913,400,624	$656,522,408	($256,878,215)	-28%	$86,588,090,250	$80,384,105,276	($6,203,984,974)
Other General Merchandise Stores	$51,226,504	$25,727,219	($25,499,285)	-50%	$951,401,164	$531,520,069	($419,881,095)	-44%	$90,454,411,636	$96,023,513,620	$5,569,101,984
Automotive Parts/Accessories/Tire	$7,831,625	$4,379,466	($3,452,159)	-44%	$144,990,029	$104,481,366	($40,508,663)	-28%	$13,664,785,557	$13,568,570,730	($96,214,826)
Sporting Goods/Hobby/Musical Instrument	$6,027,276	$3,641,444	($2,385,832)	-40%	$112,222,654	$55,892,023	($56,330,631)	-50%	$10,722,103,693	$10,714,580,685	($7,523,008)
Direct Selling Establishments	$2,779,122	$1,837,521	($941,601)	-34%	$51,520,465	$28,175,360	($23,345,105)	-45%	$4,889,493,748	$3,656,533,604	($1,232,960,144)
Health/Personal Care Stores	$25,020,936	$16,886,025	($8,134,911)	-33%	$461,638,328	$317,566,597	($144,071,731)	-31%	$43,668,433,467	$44,559,365,414	$890,931,947
Department Stores	$8,375,365	$6,120,029	($2,255,336)	-27%	$155,576,206	$142,635,343	($12,940,863)	-8%	$14,861,079,296	$18,341,402,981	$3,480,323,685
Special Food Services	$3,744,803	$2,782,657	($962,146)	-26%	$77,499,334	$103,439,339	$25,940,005	33%	$8,002,371,779	$7,901,300,473	($101,071,306)
Full-Service Restaurants	$20,752,283	$16,160,783	($4,591,500)	-22%	$452,335,107	$434,166,427	($18,168,680)	-4%	$48,047,696,825	$50,955,718,020	$2,908,021,195
Gasoline Stations	$38,270,511	$33,589,526	($4,680,985)	-12%	$710,011,451	$895,721,689	$185,710,239	26%	$66,767,868,146	$92,733,512,238	$25,965,644,092
Limited-Service Eating Places	$21,858,452	$20,240,337	($1,618,115)	-7%	$452,008,813	$415,337,103	($36,671,710)	-8%	$46,657,116,040	$49,552,946,342	$2,895,830,302
Specialty Food Stores	$2,702,502	$5,962,320	$3,259,818	121%	$50,160,411	$148,335,323	$98,174,912	196%	$4,753,743,034	$4,268,438,476	($485,304,559)
Consumer Demand/Market Supply Index	**$527,745,139**	**$208,439,348**	**253**		**$9,998,985,698**	**$6,286,897,599**	**159**		**$964,822,259,845**	**$947,727,184,958**	**102**

INSIGHT MARKET ANALYTICS
HdL ECONSolutions

EXHIBIT A

Consumer Demand & Market Supply Assessment

Site: City / County / State

Date Report Created: 1/15/2025

By Major Product Lines	Marina CA				Monterey County CA				California		
	Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus
Computer Hardware/Software/Supplies	$10,734,124	$503,376	($10,230,748)	-95%	$268,076,221	$50,924,530	($217,151,691)	-81%	$30,556,708,531	$22,850,995,175	($7,705,713,356)
Furniture/Sleep/Outdoor/Patio Furniture	$15,834,469	$1,040,238	($14,794,231)	-93%	$296,283,638	$89,705,083	($206,578,555)	-70%	$28,681,501,144	$21,587,199,297	($7,094,301,848)
Jewelry (including Watches)	$4,356,406	$462,747	($3,893,659)	-89%	$81,450,708	$55,251,903	($26,198,804)	-32%	$7,812,690,272	$8,259,216,756	$446,526,484
All Other Merchandise	$23,028,231	$2,902,613	($20,125,618)	-87%	$426,984,377	$174,018,807	($252,965,570)	-59%	$41,104,695,988	$38,330,839,384	($2,773,856,604)
Audio Equipment/Musical Instruments	$3,413,364	$439,216	($2,974,148)	-87%	$63,182,676	$18,857,076	($44,325,600)	-70%	$6,032,095,634	$6,082,920,158	$50,824,524
Books/Periodicals	$1,982,376	$282,027	($1,700,349)	-86%	$36,801,347	$18,028,704	($18,772,643)	-51%	$3,512,924,944	$3,794,237,881	$281,312,937
Lawn/Garden/Farm Equipment/Supplies	$8,555,706	$1,489,561	($7,066,144)	-83%	$159,154,076	$199,986,435	$40,832,359	26%	$15,306,102,045	$15,340,512,635	$34,410,590
Pets/Pet Foods/Pet Supplies	$4,725,655	$900,758	($3,824,897)	-81%	$87,753,392	$48,810,534	($38,942,858)	-44%	$8,565,116,430	$6,126,354,124	($2,438,762,307)
Kitchenware/Home Furnishings	$6,903,868	$1,345,322	($5,558,546)	-81%	$128,313,177	$60,062,211	($68,250,966)	-53%	$12,187,071,038	$11,922,289,162	($264,781,876)
Footwear, including Accessories	$7,357,252	$1,510,338	($5,846,915)	-79%	$137,404,904	$80,558,663	($56,846,241)	-41%	$13,212,025,270	$11,850,088,815	($1,361,936,455)
Small Electric Appliances	$1,304,149	$286,774	($1,017,375)	-78%	$24,161,214	$11,376,227	($12,784,987)	-53%	$2,342,196,063	$2,378,291,983	$36,095,920
Major Household Appliances	$1,957,782	$449,563	($1,508,219)	-77%	$36,729,625	$12,606,720	($24,122,905)	-66%	$3,613,144,749	$3,902,344,725	$289,199,976
Automotive Lubricants (incl Oil, Greases)	$1,957,782	$449,563	($1,508,219)	-77%	$36,729,625	$12,606,720	($24,122,905)	-66%	$3,613,144,749	$3,902,344,725	$289,199,976
Floor/Floor Coverings	$3,949,906	$958,372	($2,991,535)	-76%	$73,119,806	$34,407,958	($38,711,848)	-53%	$6,913,654,665	$7,156,128,686	$242,474,020
Photographic Equipment/Supplies	$505,387	$125,780	($379,607)	-75%	$9,341,308	$3,502,915	($5,838,394)	-63%	$883,797,625	$1,279,879,245	$396,081,620
Televisions/VCR/Video Cameras/DVD etc	$3,186,597	$805,790	($2,380,807)	-75%	$59,571,719	$23,881,527	($35,690,192)	-60%	$5,673,107,665	$7,926,097,890	$2,252,990,225
Drugs/Health Aids/Beauty Aids/Cosmetics	$72,835,789	$18,982,794	($53,852,995)	-74%	$1,343,327,330	$539,022,232	($804,305,097)	-60%	$126,885,215,218	$98,012,504,874	($28,872,710,344)
Retailer Services	$15,770,118	$4,214,701	($11,555,417)	-73%	$294,161,487	$137,594,851	($156,566,636)	-53%	$28,221,569,509	$28,107,394,569	($114,174,941)
Womens/Juniors/Misses Wear	$17,951,008	$5,126,071	($12,824,937)	-71%	$332,212,900	$209,675,892	($122,537,008)	-37%	$31,819,106,169	$31,731,244,620	($87,861,550)
Hardware/Tools/Plumbing/Electrical Supplies	$8,196,233	$2,374,486	($5,821,747)	-71%	$151,639,963	$88,287,027	($63,352,936)	-42%	$14,311,171,334	$16,035,634,466	$1,724,463,133
Autos/Cars/Vans/Trucks/Motorcycles	$79,578,222	$23,098,067	($56,480,155)	-71%	$1,488,088,105	$695,375,642	($792,712,463)	-53%	$140,606,993,148	$134,494,858,664	($6,112,134,484)
Dimensional Lumber/Other Building Materials	$11,339,895	$3,504,549	($7,835,345)	-69%	$210,859,036	$125,011,481	($85,847,555)	-41%	$20,104,708,743	$22,725,459,498	$2,620,750,755
Curtains/Draperies/Slipcovers/Bed/Coverings	$2,430,240	$756,192	($1,674,048)	-69%	$45,204,061	$28,353,472	($16,850,589)	-37%	$4,413,148,643	$5,370,680,441	$957,531,798
Paints/Sundries/Wallpaper/Wall Coverings	$2,055,440	$654,145	($1,401,295)	-68%	$38,074,537	$22,887,911	($15,186,626)	-40%	$3,599,140,287	$4,151,730,866	$552,590,579
Automotive Tires/Tubes/Batteries/Parts	$16,604,263	$5,511,538	($11,092,725)	-67%	$307,242,034	$155,451,517	($151,790,517)	-49%	$28,923,289,891	$24,818,975,591	($4,104,314,300)
Mens Wear	$7,002,520	$2,347,203	($4,655,317)	-66%	$130,714,985	$91,878,040	($38,836,946)	-30%	$12,549,205,818	$14,052,582,048	$1,503,376,229
Sporting Goods (incl Bicycles/Sports Vehicles)	$5,306,224	$2,118,482	($3,187,742)	-60%	$99,342,384	$57,982,479	($41,359,905)	-42%	$9,477,265,767	$11,260,818,135	$1,783,552,368
Toys/Hobby Goods/Games	$2,813,397	$1,155,725	($1,657,672)	-59%	$52,348,554	$34,449,928	($17,898,626)	-34%	$4,951,405,553	$6,388,916,732	$1,437,511,179
Packaged Liquor/Wine/Beer	$9,570,693	$3,953,060	($5,617,632)	-59%	$177,335,213	$107,984,201	($69,351,012)	-39%	$16,796,421,649	$16,717,134,344	($79,287,305)
Groceries/Other Food Items (Off Premises)	$77,255,064	$38,127,268	($39,127,796)	-51%	$1,430,204,321	$1,003,939,396	($426,264,925)	-30%	$135,228,920,123	$125,602,539,712	($9,626,380,411)
Childrens Wear/Infants/Toddlers Clothing	$2,651,428	$1,362,526	($1,288,902)	-49%	$49,628,385	$46,424,006	($3,204,379)	-6%	$4,771,354,512	$6,407,173,823	$1,635,819,312
Cigars/Cigarettes/Tobacco/Accessories	$6,040,830	$3,244,628	($2,796,202)	-46%	$110,082,682	$90,800,918	($19,281,763)	-18%	$10,317,429,352	$12,185,520,674	$1,868,091,322
Sewing/Knitting Materials/Supplies	$280,830	$164,318	($116,511)	-41%	$4,991,819	$3,128,739	($1,863,080)	-37%	$479,676,181	$563,533,017	$83,856,836
Soaps/Detergents/Household Cleaners	$2,277,168	$1,379,032	($898,136)	-39%	$42,050,458	$35,156,236	($6,894,222)	-16%	$4,034,747,173	$5,105,897,568	$1,071,150,395
Alcoholic Drinks Served at the Establishment	$8,366,491	$5,321,707	($3,044,784)	-36%	$202,478,376	$149,403,345	($53,075,031)	-26%	$22,621,625,197	$19,714,439,710	($2,907,185,487)
Paper/Related Products	$2,000,054	$1,333,182	($666,872)	-33%	$36,789,751	$31,826,003	($4,963,748)	-13%	$3,499,361,440	$4,607,335,209	$1,107,973,769
Optical Goods (incl Eyeglasses, Sunglasses)	$1,084,611	$921,009	($163,602)	-15%	$20,085,287	$19,222,854	($862,433)	-4%	$1,979,434,128	$2,489,490,530	$510,056,402
Meats/Nonalcoholic Beverages	$41,520,640	$35,474,516	($6,046,123)	-15%	$857,356,682	$854,547,081	($2,809,601)	0%	$88,437,611,143	$96,555,267,352	$8,117,656,208
Automotive Fuels	$35,171,127	$32,014,472	($3,156,655)	-9%	$652,375,347	$840,845,358	$188,470,012	29%	$61,202,584,268	$87,655,167,478	$26,452,583,210
Household Fuels (incl Oil, LP gas, Wood, Coal)	$992,914	$1,351,808	$358,893	36%	$18,264,438	$23,766,646	$5,502,208	30%	$1,715,218,448	$2,557,929,777	$842,711,329

Marina CA	Monterey County CA	California

Data for this report is provided via the Market Outlook database from Synergos Technologies, Inc (STI).

Market Outlook is based on the following -

- the Consumer Expenditure Survey (CE), a program of the Bureau of Labor Statistics (BLS);
- the U.S. Census Bureau's monthly and annual Retail Trade (CRT) reports;
- the Census Bureau's Economic Census; with supporting demographic data from STI: PopStats data and STI: WorkPlace.

Market Outlook data covers 31 leading retail segments and 40 major product and service lines.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet cited on the Market Outlook report for the specified trade area or reporting geography. When the demand is greater than (or less than) the supply, there is an opportunity gap (or surplus) for that retail outlet. In other words, a negative value signifies an opportunity gap where the Consumer Demand is higher than the Market Supply, while a positive value signifies a surplus.

Consumer Demand/Market Supply Index:

n = 100 (Equilibrium)
n > 100 suggests demand is not being fully met within the market, consumers are leaving the area to shop
n < 100 suggests supply exceeds demand, attracting consumers from outside the defined area

EXHIBIT A

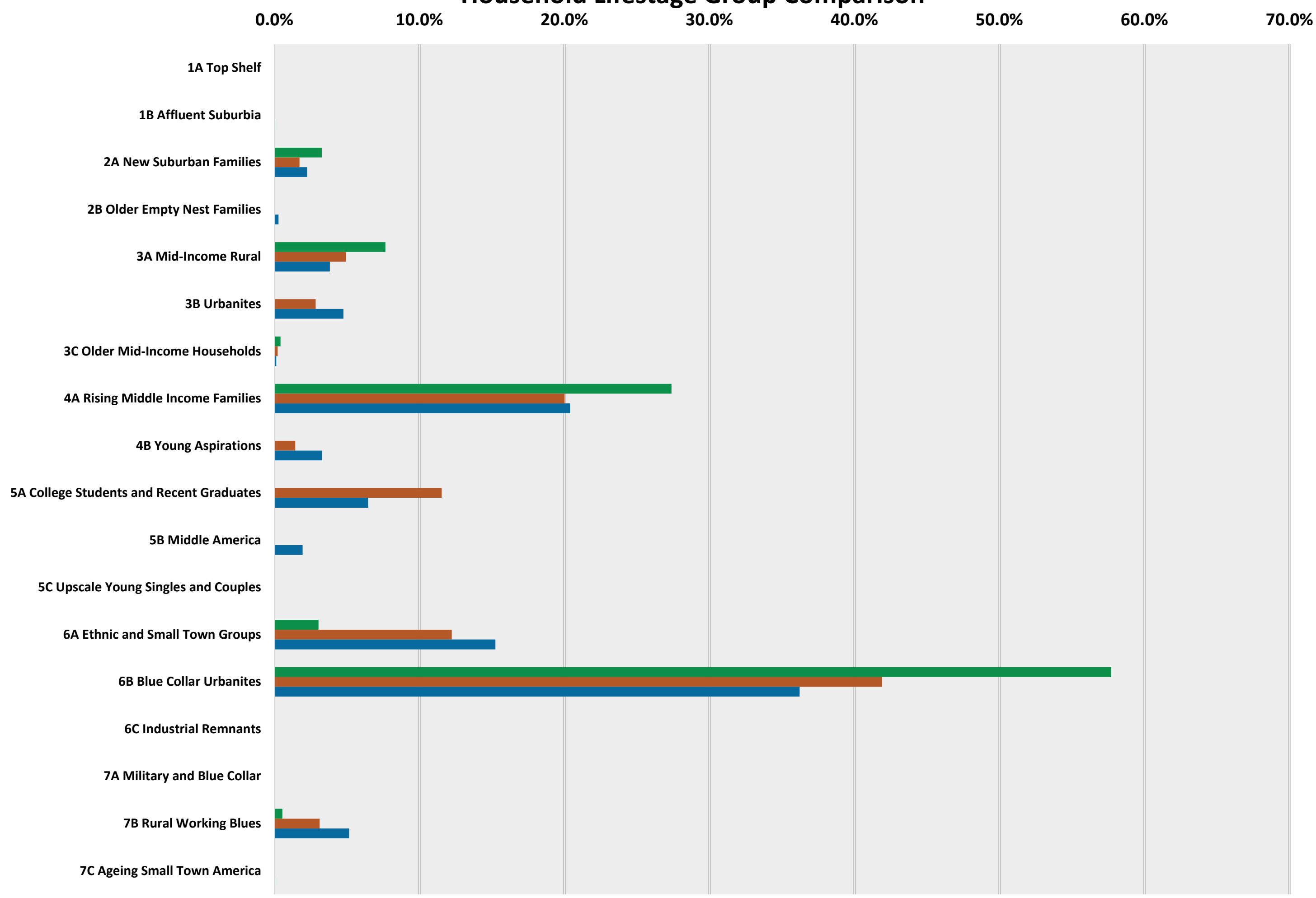
Household Segmentation Profile

Site: Site 1 - Beach Road & Del Monte Blvd

Date: 1/16/2025

	5 Min Drive	10 Min Drive	15 Min Drive

Household Lifestage Group Comparison



			5 Min Drive		10 Min Drive		15 Min Drive	
Total Households			**7,080**	**100%**	**13,382**	**100%**	**23,872**	**100%**
Rank *	**Cluster**	**Lifestage Group**	**Households**	**%**	**Households**	**%**	**Households**	**%**
1	28 Coastal Diversity	6B Blue Collar Urbanites	4,084	57.7%	5,608	41.9%	8,647	36.2%
2	11 West Coast Affluence	4A Rising Middle Income Families	1,682	23.8%	1,706	12.7%	3,141	13.2%
3	13 Cowboy Country	3A Mid-Income Rural	542	7.6%	660	4.9%	911	3.8%
4	21 New Suburban Style	2A New Suburban Families	191	2.7%	191	1.4%	448	1.9%
5	10 Emerging Leaders	4A Rising Middle Income Families	176	2.5%	893	6.7%	1,612	6.8%
6	59 Hardworking Latino Families	6A Ethnic and Small Town Groups	149	2.1%	164	1.2%	389	1.6%
7	07 Upscale Diversity	4A Rising Middle Income Families	80	1.1%	80	0.6%	112	0.5%
8	31 Latino Workforce	6A Ethnic and Small Town Groups	66	0.9%	1,380	10.3%	3,121	13.1%
9	42 Rising Fortunes	2A New Suburban Families	40	0.6%	41	0.3%	41	0.2%
10	24 Remote Latino Neighborhoods	7B Rural Working Blues	39	0.5%	407	3.0%	1,136	4.8%

**** Rank is based on Trade Area 1 cluster size***

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from the originals.

EXHIBIT A

INSIGHT MARKET ANALYTICS

Household Segmentation Profile

Date: 1/16/2025

Segment Group	Cluster Name	5 Min Drive		10 Min Drive		15 Min Drive	
TOTAL HOUSEHOLDS		**7,080**	**100%**	**13,382**	**100%**	**23,872**	**100%**
1A Top Shelf		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	01 One Percenters	0	0.0%	0	0.0%	0	0.0%
	02 Peak Performers	0	0.0%	0	0.0%	0	0.0%
	03 Second City Achievers	0	0.0%	0	0.0%	0	0.0%
1B Affluent Suburbia		**0**	**0.0%**	**0**	**0.0%**	**7**	**0.0%**
	04 Young Success	0	0.0%	0	0.0%	0	0.0%
	05 Affluent Parents	0	0.0%	0	0.0%	0	0.0%
	06 Best of Both Worlds	0	0.0%	0	0.0%	7	0.0%
	09 Successful Urban Commuters	0	0.0%	0	0.0%	0	0.0%
2A New Suburban Families		**231**	**3.3%**	**232**	**1.7%**	**541**	**2.3%**
	17 New American Dreams	0	0.0%	0	0.0%	0	0.0%
	21 New Suburban Style	191	2.7%	191	1.4%	448	1.9%
	34 Midwestern Comforts	0	0.0%	0	0.0%	53	0.2%
	42 Rising Fortunes	40	0.6%	41	0.3%	41	0.2%
2B Older Empty Nest Families		**0**	**0.0%**	**3**	**0.0%**	**68**	**0.3%**
	12 Mainstream Established Suburb	0	0.0%	3	0.0%	18	0.1%
	15 Comfortable Retirement	0	0.0%	0	0.0%	35	0.1%
	18 Small Town Middle Managers	0	0.0%	0	0.0%	0	0.0%
	33 Noreasters	0	0.0%	0	0.0%	10	0.0%
	41 All-American	0	0.0%	0	0.0%	5	0.0%
3A Mid-Income Rural		**542**	**7.6%**	**660**	**4.9%**	**911**	**3.8%**
	13 Cowboy Country	542	7.6%	660	4.9%	911	3.8%
	16 Spacious Suburbs	0	0.0%	0	0.0%	0	0.0%
	20 Strong Individualists	0	0.0%	0	0.0%	0	0.0%
	51 Low Cost Rural	0	0.0%	0	0.0%	0	0.0%
3B Urbanites		**0**	**0.0%**	**381**	**2.8%**	**1,136**	**4.8%**
	38 Middle America	0	0.0%	0	0.0%	0	0.0%
	44 Pacific Second City	0	0.0%	49	0.4%	597	2.5%
	45 Northern Perseverance	0	0.0%	0	0.0%	0	0.0%
	58 Urban Crowd	0	0.0%	332	2.5%	539	2.3%
3C Older Mid-Income Households		**30**	**0.4%**	**30**	**0.2%**	**30**	**0.1%**
	46 Individual Singles	0	0.0%	0	0.0%	0	0.0%
	49 Retirement	30	0.4%	30	0.2%	30	0.1%
4A Rising Middle Income Families		**1,938**	**27.4%**	**2,678**	**20.0%**	**4,869**	**20.4%**
	07 Upscale Diversity	80	1.1%	80	0.6%	112	0.5%
	08 Living the Dream	0	0.0%	0	0.0%	4	0.0%
	10 Emerging Leaders	176	2.5%	893	6.7%	1,612	6.8%
	11 West Coast Affluence	1,682	23.8%	1,706	12.7%	3,141	13.2%
4B Young Aspirations		**0**	**0.0%**	**192**	**1.4%**	**781**	**3.3%**
	14 American Playgrounds	0	0.0%	0	0.0%	29	0.1%
	19 Outer Suburban Affluence	0	0.0%	0	0.0%	0	0.0%
	22 Up and Coming Suburban Divers	0	0.0%	0	0.0%	25	0.1%
	35 Generational Dreams	0	0.0%	192	1.4%	665	2.8%
	40 Beltway Commuters	0	0.0%	0	0.0%	61	0.3%

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from originals.

EXHIBIT A

Household Segmentation Profile

Date: 1/16/2025

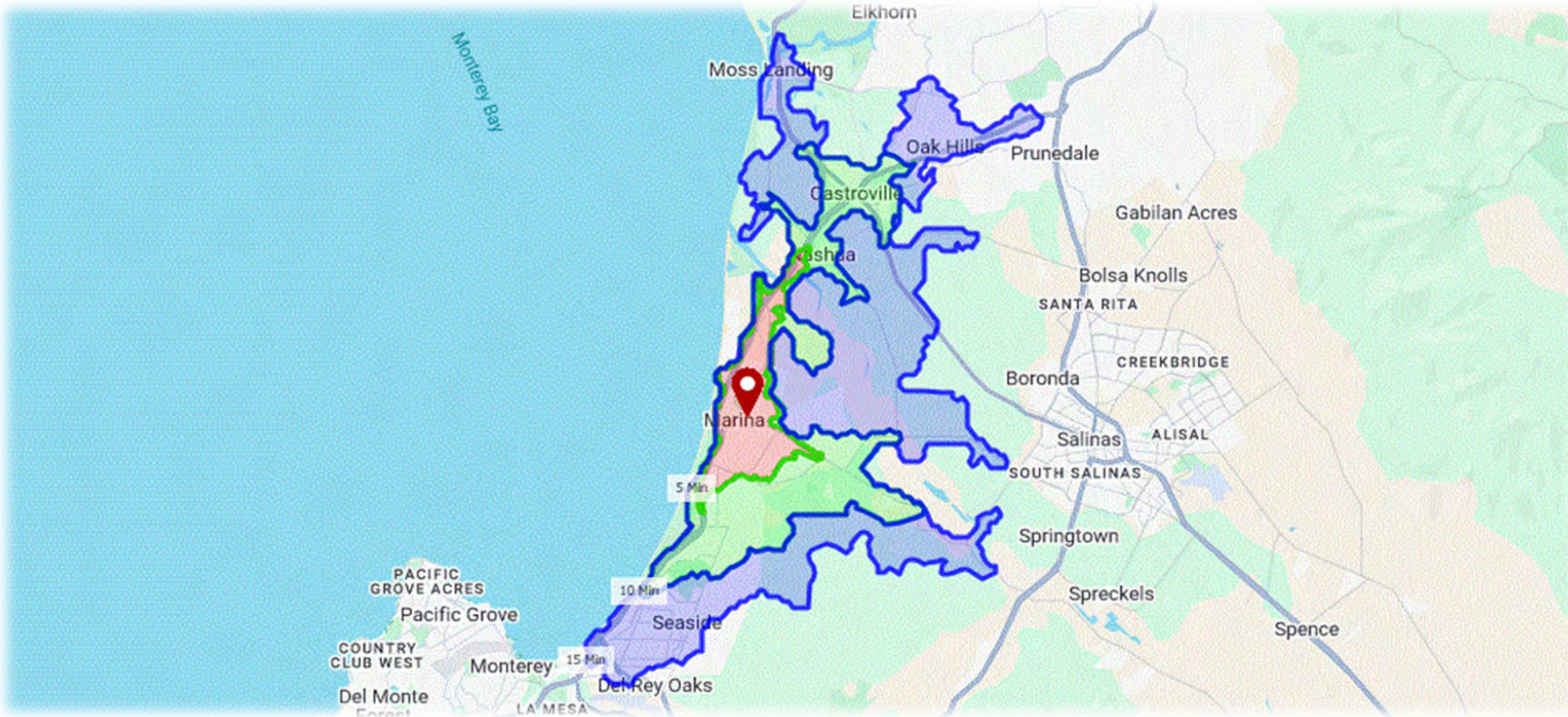
Segment Group	**Cluster Name**	**5 Min Drive**		**10 Min Drive**		**15 Min Drive**	
TOTAL HOUSEHOLDS		**7,080**	**100%**	**13,382**	**100%**	**23,872**	**100%**
5A College Students and Recent Graduates		**0**	**0.0%**	**1,543**	**11.5%**	**1,543**	**6.5%**
	57 College Towns	0	0.0%	17	0.1%	17	0.1%
	67 Starting Out	0	0.0%	1,526	11.4%	1,526	6.4%
5B Middle America		**0**	**0.0%**	**0**	**0.0%**	**463**	**1.9%**
	26 High Density Diversity	0	0.0%	0	0.0%	305	1.3%
	36 Olde New England	0	0.0%	0	0.0%	20	0.1%
	39 Second City Beginnings	0	0.0%	0	0.0%	1	0.0%
	43 Classic Interstate Suburbia	0	0.0%	0	0.0%	137	0.6%
5C Upscale Young Singles and Couples		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	25 Tech-Savy Group	0	0.0%	0	0.0%	0	0.0%
	27 Young Coastal Technocrats	0	0.0%	0	0.0%	0	0.0%
6A Ethnic and Small Town Groups		**215**	**3.0%**	**1,637**	**12.2%**	**3,637**	**15.2%**
	31 Latino Workforce	66	0.9%	1,380	10.3%	3,121	13.1%
	59 Hardworking Latino Families	149	2.1%	164	1.2%	389	1.6%
	60 Immigrant	0	0.0%	52	0.4%	52	0.2%
	64 Southern Cities	0	0.0%	0	0.0%	9	0.0%
	65 Small Towns	0	0.0%	41	0.3%	66	0.3%
6B Blue Collar Urbanites		**4,084**	**57.7%**	**5,608**	**41.9%**	**8,647**	**36.2%**
	28 Coastal Diversity	4,084	57.7%	5,608	41.9%	8,647	36.2%
	30 True Grit	0	0.0%	0	0.0%	0	0.0%
	32 Apartment Dwellers	0	0.0%	0	0.0%	0	0.0%
6C Industrial Remnants		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	63 Southern Small Towns	0	0.0%	0	0.0%	0	0.0%
	66 Metropolitan Blue Collar	0	0.0%	0	0.0%	0	0.0%
	68 Rust Belt	0	0.0%	0	0.0%	0	0.0%
7A Military and Blue Collar		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	61 Communal Living	0	0.0%	0	0.0%	0	0.0%
	62 Blue Collar Diversity	0	0.0%	0	0.0%	0	0.0%
7B Rural Working Blues		**39**	**0.6%**	**417**	**3.1%**	**1,231**	**5.2%**
	24 Remote Latino Neighborhoods	39	0.5%	407	3.0%	1,136	4.8%
	29 Metropolitan	0	0.0%	0	0.0%	0	0.0%
	47 Simply Southern	0	0.0%	0	0.0%	0	0.0%
	48 Tex-Mex	0	0.0%	10	0.1%	95	0.4%
	53 Classic Southerners	0	0.0%	0	0.0%	0	0.0%
	56 Blue Collar	0	0.0%	0	0.0%	0	0.0%
7C Ageing Small Town America		**0**	**0.0%**	**0**	**0.0%**	**7**	**0.0%**
	23 Long-Lasting Heartland	0	0.0%	0	0.0%	0	0.0%
	37 Industrial Town	0	0.0%	0	0.0%	0	0.0%
	50 Small Town	0	0.0%	0	0.0%	0	0.0%
	52 Great Open Country	0	0.0%	0	0.0%	0	0.0%
	54 Agricultural Areas	0	0.0%	0	0.0%	7	0.0%
	55 Mining Areas	0	0.0%	0	0.0%	0	0.0%

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from originals.

Beach Rd & Del Monte Blvd, Marina, CA

EXHIBIT A

INSIGHT
MARKET ANALYTICS
HdL ECONSolutions



	5 Minutes	10 Minutes	15 Minutes
Population	19,738	42,216	74,462
Daytime Population	17,598	40,667	72,491
Households	7,209	13,177	23,800
Average Age	41.1	36.7	38.2
Average HH Income	$114,650	$113,935	$112,960
White Collar (Residents)	62.6%	60.5%	56.3%
College Degree & Above	41.3%	39.1%	36.8%

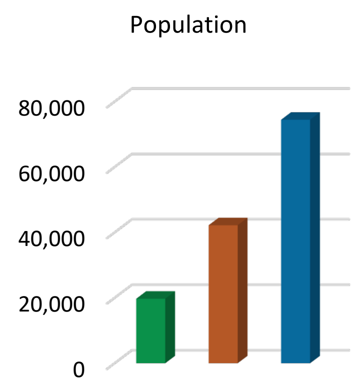
EXHIBIT A

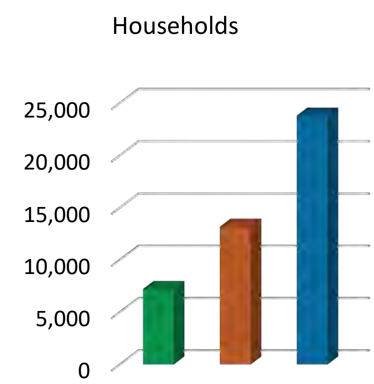
Consumer Demographic Profile

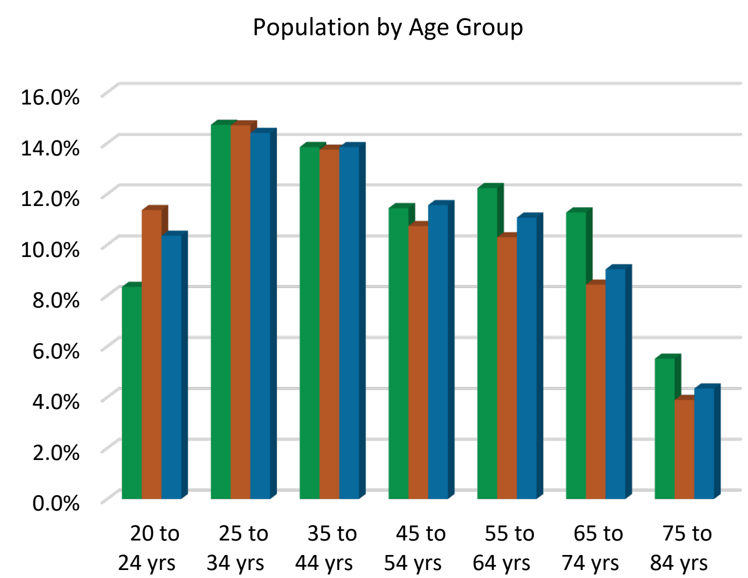
Site: Site 1 - Beach Road & Del Monte Blvd

Date Report Created: 1/15/2025

	5 Min Drive #	5 Min Drive %	10 Min Drive #	10 Min Drive %	15 Min Drive #	15 Min Drive %
Market Stats						
Population	19,738	---	42,216	---	74,462	---
5 Year Projected Pop	21,306	---	44,846	---	78,078	---
Pop Growth (%)	7.9%	---	6.2%	---	4.9%	---
Households	7,209	---	13,177	---	23,800	---
5 Year Projected HHs	7,792	---	14,107	---	25,056	---
HH Growth (%)	8.1%	---	7.1%	---	5.3%	---
Census Stats						
2000 Population	18,614	---	32,710	---	64,971	---
2010 Population	19,352	---	41,576	---	73,944	---
Pop Growth (%)	4.0%	---	27.1%	---	13.8%	---
2000 Households	6,436	---	10,538	---	20,797	---
2010 Households	7,055	---	12,922	---	23,582	---
HH Growth (%)	9.6%	---	22.6%	---	13.4%	---
Total Population by Age						
Average Age	41.1		36.7		38.2	
19 yrs & under	4,061	20.6%	10,758	25.5%	17,694	23.8%
20 to 24 yrs	1,647	8.3%	4,798	11.4%	7,711	10.4%
25 to 34 yrs	2,906	14.7%	6,206	14.7%	10,727	14.4%
35 to 44 yrs	2,733	13.8%	5,802	13.7%	10,311	13.8%
45 to 54 yrs	2,258	11.4%	4,532	10.7%	8,609	11.6%
55 to 64 yrs	2,415	12.2%	4,346	10.3%	8,242	11.1%
65 to 74 yrs	2,225	11.3%	3,559	8.4%	6,728	9.0%
75 to 84 yrs	1,089	5.5%	1,645	3.9%	3,237	4.3%
85 + yrs	403	2.0%	570	1.4%	1,202	1.6%
Population Bases						
20-34 yrs	4,553	23.1%	11,003	26.1%	18,437	24.8%
45-64 yrs	4,673	23.7%	8,878	21.0%	16,851	22.6%
16 yrs +	16,146	81.8%	33,688	79.8%	59,837	80.4%
25 yrs +	14,030	71.1%	26,661	63.2%	49,057	65.9%
65 yrs +	3,717	18.8%	5,774	13.7%	11,167	15.0%
75 yrs +	1,493	7.6%	2,215	5.2%	4,439	6.0%
85 yrs +	403	2.0%	570	1.4%	1,202	1.6%







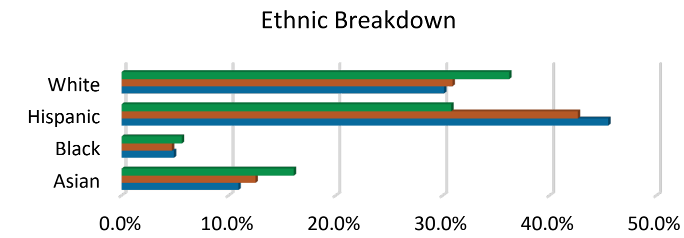
INSIGHT MARKET ANALYTICS
HdL ECONSolutions

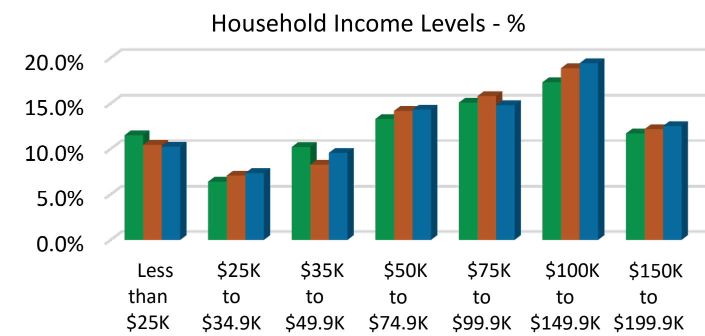
Consumer Demographic Profile

Site: Site 1 - Beach Road & Del Monte Blvd

Date Report Created: 1/15/2025

	5 Min Drive		10 Min Drive		15 Min Drive	
	#	%	#	%	#	%
Population by Race						
White	7,151	36.2%	13,055	30.9%	22,440	30.1%
Hispanic	6,079	30.8%	18,003	42.6%	33,871	45.5%
Black	1,109	5.6%	1,982	4.7%	3,636	4.9%
Asian	3,174	16.1%	5,280	12.5%	8,122	10.9%
Ancestry						
American Indian (ancestry)	65	0.3%	108	0.3%	233	0.3%
Hawaiin (ancestry)	421	2.1%	585	1.4%	1,043	1.4%
Household Income						
Per Capita Income	$41,877	---	$35,564	---	$36,105	---
Average HH Income	$114,650	---	$113,935	---	$112,960	---
Median HH Income	$88,597	---	$90,656	---	$89,034	---
Less than $25K	829	11.5%	1,377	10.4%	2,438	10.2%
$25K to $34.9K	462	6.4%	932	7.1%	1,748	7.3%
$35K to $49.9K	736	10.2%	1,090	8.3%	2,278	9.6%
$50K to $74.9K	958	13.3%	1,868	14.2%	3,409	14.3%
$75K to $99.9K	1,088	15.1%	2,083	15.8%	3,527	14.8%
$100K to $149.9K	1,250	17.3%	2,488	18.9%	4,623	19.4%
$150K to $199.9K	844	11.7%	1,604	12.2%	2,979	12.5%
$200K +	1,042	14.5%	1,735	13.2%	2,797	11.8%
Education	14,030		26,661		49,057	
Less than 9th Grade	807	5.8%	2,924	11.0%	5,823	11.9%
Some HS, No Diploma	980	7.0%	1,702	6.4%	3,349	6.8%
HS Grad (or Equivalent)	2,753	19.6%	4,872	18.3%	9,939	20.3%
Some College, No Degree	3,219	22.9%	5,910	22.2%	10,478	21.4%
Associate Degree	1,532	10.9%	2,611	9.8%	5,156	10.5%
Bachelor Degree	2,775	19.8%	5,048	18.9%	8,586	17.5%
Graduates Degree	1,494	10.6%	2,768	10.4%	4,301	8.8%





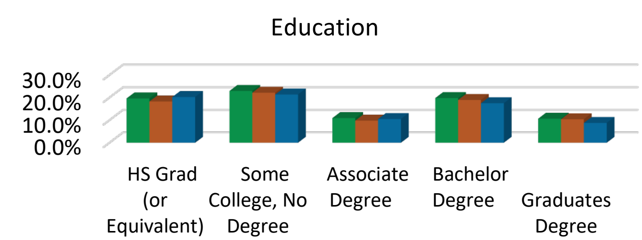


EXHIBIT A

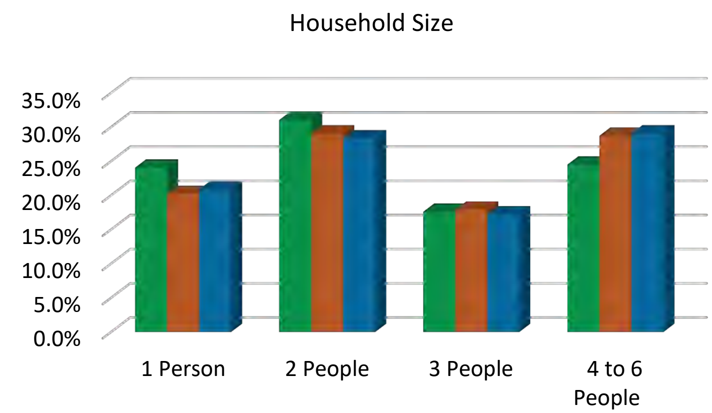
INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Consumer Demographic Profile

Site: Site 1 - Beach Road & Del Monte Blvd

Date Report Created: 1/15/2025

	5 Min Drive		10 Min Drive		15 Min Drive	
	#	%	#	%	#	%
Family Structure	4,725		9,085		16,451	
Single - Male	284	6.0%	404	4.4%	780	4.7%
Single - Female	470	10.0%	685	7.5%	1,601	9.7%
Single Parent - Male	89	1.9%	285	3.1%	646	3.9%
Single Parent - Female	482	10.2%	1,118	12.3%	1,794	10.9%
Married w/ Children	1,277	27.0%	2,890	31.8%	5,148	31.3%
Married w/out Children	2,122	44.9%	3,704	40.8%	6,481	39.4%
Household Size						
1 Person	1,735	24.1%	2,662	20.2%	4,970	20.9%
2 People	2,238	31.0%	3,831	29.1%	6,746	28.3%
3 People	1,269	17.6%	2,359	17.9%	4,098	17.2%
4 to 6 People	1,767	24.5%	3,787	28.7%	6,920	29.1%
7+ People	200	2.8%	540	4.1%	1,067	4.5%
Home Ownership	7,209		13,177		23,800	
Owners	3,121	43.3%	5,003	38.0%	10,043	42.2%
Renters	4,088	56.7%	8,174	62.0%	13,757	57.8%
Components of Change						
Births	212	1.1%	466	1.1%	798	1.1%
Deaths	147	0.7%	234	0.6%	460	0.6%
Migration	180	0.9%	92	0.2%	29	0.0%
Employment (Pop 16+)	16,146		33,688		59,837	
Armed Services	120	0.7%	684	2.0%	1,043	1.7%
Civilian	11,066	68.5%	22,216	65.9%	38,949	65.1%
Employed	9,868	61.1%	19,625	58.3%	34,265	57.3%
Unemployed	1,198	7.4%	2,591	7.7%	4,684	7.8%
Not in Labor Force	5,080	31.5%	11,472	34.1%	20,888	34.9%
Employed Population	9,868		19,625		34,265	
White Collar	6,174	62.6%	11,874	60.5%	19,289	56.3%
Blue Collar	3,694	37.4%	7,751	39.5%	14,977	43.7%



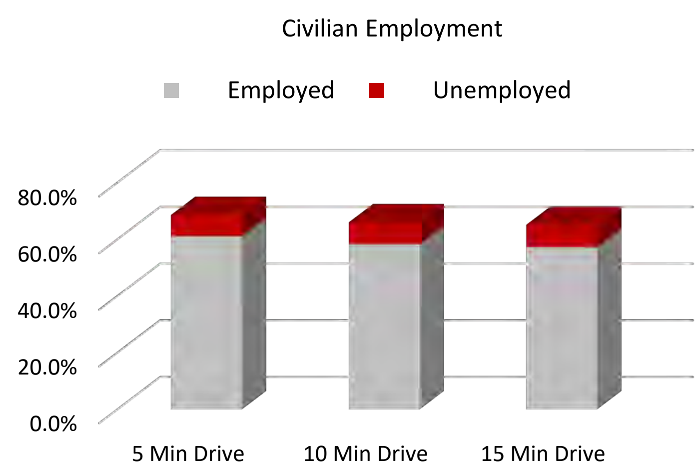


EXHIBIT A

INSIGHT MARKET ANALYTICS

HdL ECONSolutions

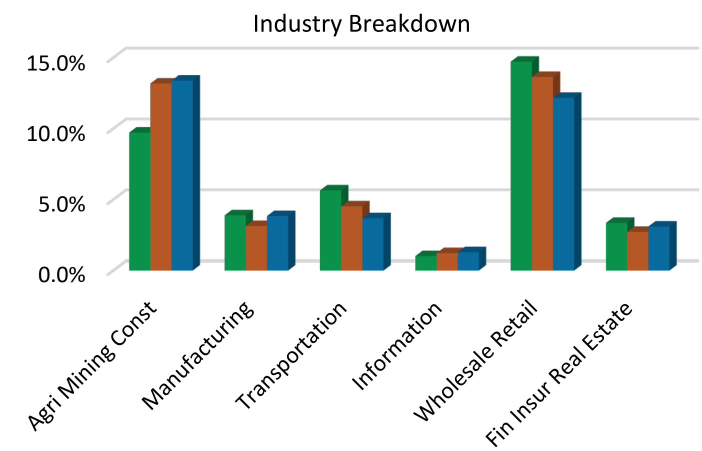
Consumer Demographic Profile

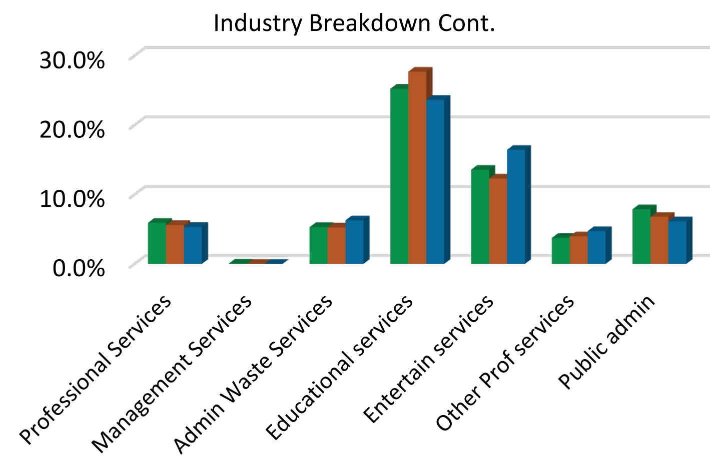
Site: Site 1 - Beach Road & Del Monte Blvd

Date Report Created: 1/15/2025

	5 Min Drive #	5 Min Drive %	10 Min Drive #	10 Min Drive %	15 Min Drive #	15 Min Drive %
Employment By Occupation	9,868		19,625		34,265	
White Collar	6,174	62.6%	11,874	60.5%	19,289	56.3%
Managerial executive	1,062	10.8%	2,185	11.1%	4,043	11.8%
Prof specialty	2,698	27.3%	4,960	25.3%	7,414	21.6%
Healthcare support	258	2.6%	816	4.2%	1,501	4.4%
Sales	1,121	11.4%	1,849	9.4%	2,971	8.7%
Office Admin	1,035	10.5%	2,065	10.5%	3,360	9.8%
Blue Collar	3,694	37.4%	7,751	39.5%	14,977	43.7%
Protective	306	3.1%	390	2.0%	685	2.0%
Food Prep Serving	749	7.6%	1,395	7.1%	3,203	9.3%
Bldg Maint/Cleaning	583	5.9%	907	4.6%	2,480	7.2%
Personal Care	349	3.5%	762	3.9%	1,312	3.8%
Farming/Fishing/Forestry	88	0.9%	775	3.9%	1,094	3.2%
Construction	984	10.0%	1,699	8.7%	3,198	9.3%
Production Transp	636	6.4%	1,824	9.3%	3,005	8.8%

	5 Min Drive #	5 Min Drive %	10 Min Drive #	10 Min Drive %	15 Min Drive #	15 Min Drive %
Employment By Industry	9,868		19,625		34,265	
Agri Mining Const	959	9.7%	2,586	13.2%	4,586	13.4%
Manufacturing	384	3.9%	616	3.1%	1,314	3.8%
Transportation	557	5.6%	888	4.5%	1,263	3.7%
Information	100	1.0%	240	1.2%	443	1.3%
Wholesale Retail	1,452	14.7%	2,677	13.6%	4,169	12.2%
Fin Insur Real Estate	331	3.4%	534	2.7%	1,063	3.1%
Professional Services	585	5.9%	1,098	5.6%	1,823	5.3%
Management Services	4	0.0%	4	0.0%	8	0.0%
Admin Waste Services	522	5.3%	1,031	5.3%	2,150	6.3%
Educational services	2,489	25.2%	5,434	27.7%	8,099	23.6%
Entertain services	1,338	13.6%	2,411	12.3%	5,629	16.4%
Other Prof services	369	3.7%	778	4.0%	1,620	4.7%
Public admin	777	7.9%	1,329	6.8%	2,099	6.1%





INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Employment Profile

Site: Site 1 - Beach Road & Del Monte Blvd

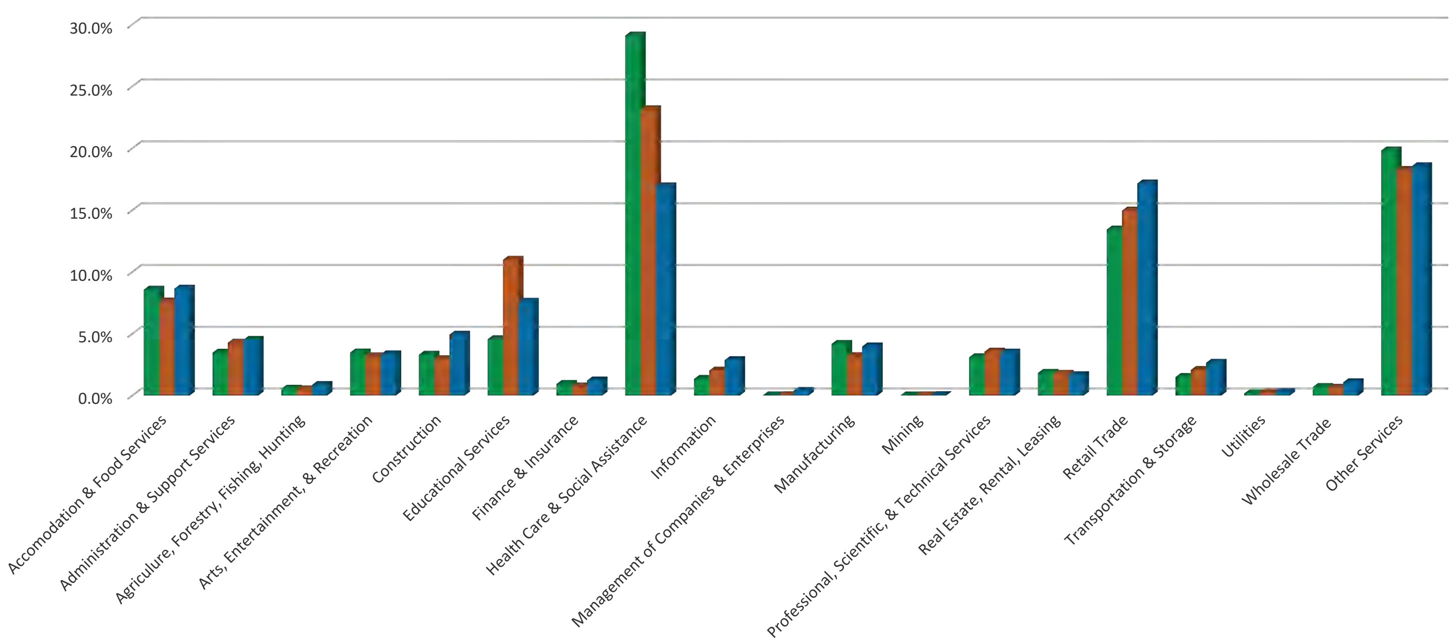
Date Report Created: 1/15/2025

EXHIBIT A

	5 Min Drive		10 Min Drive		15 Min Drive	
Daytime Population	17,598		40,667		72,491	
Student Population	3,128		11,856		17,523	
Median Employee Salary	55,624		55,542		54,230	
Average Employee Salary	65,290		65,372		63,229	
Wages	#		#		#	
Salary/Wage per Employee per Annum						
Under $15,000 CrYr	185	2.7%	349	3.2%	823	3.5%
15,000 to 30,000 CrYr	66	1.0%	113	1.1%	228	1.0%
30,000 to 45,000 CrYr	2,064	30.2%	3,285	30.5%	7,294	31.4%
45,000 to 60,000 CrYr	1,559	22.8%	2,388	22.2%	5,399	23.2%
60,000 to 75,000 CrYr	841	12.3%	1,364	12.7%	2,967	12.8%
75,000 to 90,000 CrYr	768	11.2%	1,194	11.1%	2,507	10.8%
90,000 to 100,000 CrYr	143	2.1%	241	2.2%	587	2.5%
Over 100,000 CrYr	1,205	17.6%	1,832	17.0%	3,446	14.8%

Industry Groups

Employees by Industry



	Establishments		Employee's		Establishments		Employee's		Establishments		Employee's	
	#	%	#	%	#	%	#	%	#	%	#	%
Total	**633**	**100%**	**6,831**	**100%**	**897**	**100%**	**10,767**	**100%**	**2,010**	**100%**	**23,250**	**100%**
Accomodation & Food Services	55	8.7%	585	8.6%	74	8.2%	819	7.6%	162	8.1%	2,010	8.6%
Administration & Support Services	21	3.3%	237	3.5%	27	3.0%	460	4.3%	79	3.9%	1,045	4.5%
Agriculure, Forestry, Fishing, Hunting	2	0.3%	37	0.5%	5	0.5%	53	0.5%	14	0.7%	197	0.8%
Arts, Entertainment, & Recreation	24	3.7%	237	3.5%	31	3.5%	342	3.2%	59	3.0%	774	3.3%
Construction	38	6.1%	225	3.3%	55	6.1%	316	2.9%	168	8.4%	1,144	4.9%
Educational Services	14	2.2%	311	4.6%	25	2.7%	1,183	11.0%	48	2.4%	1,764	7.6%
Finance & Insurance	24	3.8%	64	0.9%	28	3.1%	79	0.7%	75	3.7%	282	1.2%
Health Care & Social Assistance	125	19.8%	1,989	29.1%	177	19.7%	2,493	23.2%	306	15.2%	3,934	16.9%
Information	7	1.2%	92	1.3%	15	1.7%	218	2.0%	42	2.1%	665	2.9%
Management of Companies & Enterprises	0	0.0%	0	0.0%	0	0.0%	2	0.0%	2	0.1%	85	0.4%
Manufacturing	23	3.6%	285	4.2%	28	3.1%	342	3.2%	76	3.8%	923	4.0%
Mining	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	7	0.0%
Professional, Scientific, & Technical Services	31	4.9%	211	3.1%	54	6.0%	382	3.5%	131	6.5%	807	3.5%
Real Estate, Rental, Leasing	44	6.9%	125	1.8%	60	6.7%	188	1.7%	96	4.8%	381	1.6%
Retail Trade	87	13.8%	918	13.4%	125	13.9%	1,611	15.0%	304	15.1%	3,990	17.2%
Transportation & Storage	14	2.3%	102	1.5%	20	2.2%	222	2.1%	48	2.4%	615	2.6%
Utilities	1	0.1%	11	0.2%	2	0.2%	24	0.2%	3	0.1%	64	0.3%
Wholesale Trade	12	1.9%	47	0.7%	15	1.7%	67	0.6%	44	2.2%	249	1.1%
Other Services	111	17.5%	1,354	19.8%	156	17.4%	1,965	18.3%	353	17.6%	4,313	18.6%

EXHIBIT A

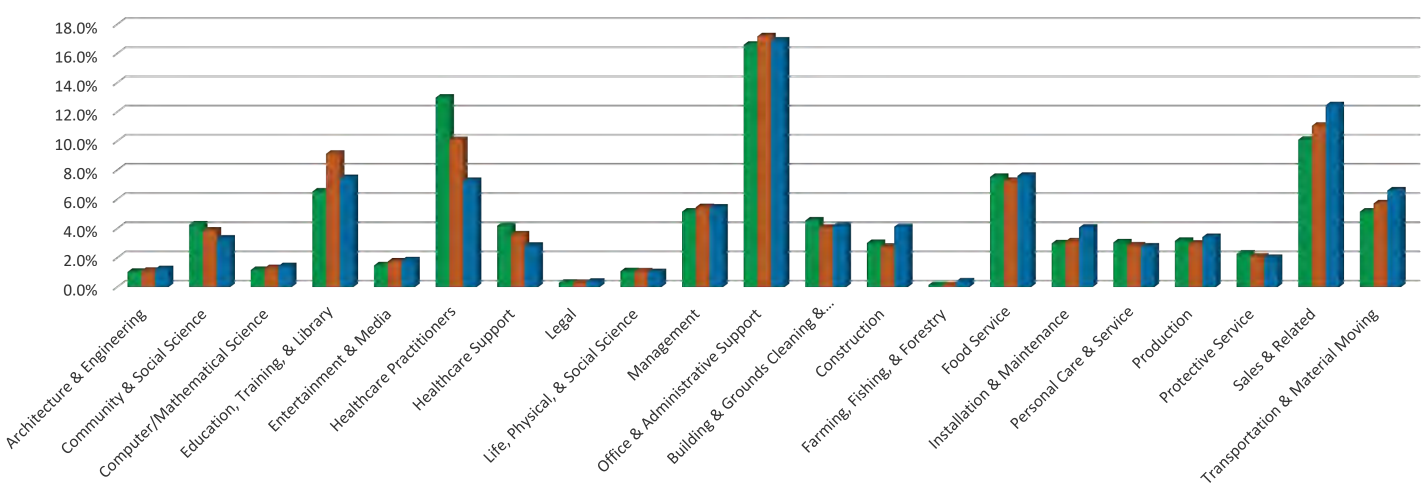
INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Employment Profile
Site: Site 1 - Beach Road & Del Monte Blvd

Date Report Created: 1/15/2025

Occupations	5 Min Drive # of Employee's		10 Min Drive # of Employee's		15 Min Drive # of Employee's	
White Collar	3,926	57.5%	6,195	57.5%	12,069	51.9%
Architecture & Engineering	71	1.0%	119	1.1%	284	1.2%
Community & Social Science	292	4.3%	416	3.9%	770	3.3%
Computer/Mathematical Science	80	1.2%	139	1.3%	331	1.4%
Education, Training, & Library	446	6.5%	982	9.1%	1,733	7.5%
Entertainment & Media	101	1.5%	188	1.7%	424	1.8%
Healthcare Practitioners	886	13.0%	1,084	10.1%	1,688	7.3%
Healthcare Support	287	4.2%	387	3.6%	656	2.8%
Legal	20	0.3%	30	0.3%	84	0.4%
Life, Physical, & Social Science	74	1.1%	115	1.1%	235	1.0%
Management	353	5.2%	589	5.5%	1,264	5.4%
Office & Administrative Support	1,134	16.6%	1,849	17.2%	3,926	16.9%
Blue Collar	2,868	42.0%	4,521	42.0%	11,073	47.6%
Building & Grounds Cleaning & Maintenance	311	4.6%	437	4.1%	979	4.2%
Construction	206	3.0%	297	2.8%	959	4.1%
Farming, Fishing, & Forestry	10	0.1%	13	0.1%	88	0.4%
Food Service	515	7.5%	782	7.3%	1,769	7.6%
Installation & Maintenance	204	3.0%	336	3.1%	947	4.1%
Personal Care & Service	209	3.1%	305	2.8%	644	2.8%
Production	216	3.2%	319	3.0%	795	3.4%
Protective Service	156	2.3%	226	2.1%	462	2.0%
Sales & Related	689	10.1%	1,189	11.0%	2,894	12.4%
Transportation & Material Moving	353	5.2%	616	5.7%	1,536	6.6%
Military Services	37	0.5%	51	0.5%	107	0.5%

Employees by Occupation



Employee Totals and History	#	#	#
Current	6,831	10,767	23,250
2024 Q1	6,586	10,366	22,252
2023 Q4	7,120	10,698	23,520
2023 Q3	6,948	10,864	23,334
2023 Q2	5,717	9,083	19,472
2023 Q1	6,529	10,346	22,214
2022 Q4	6,877	10,398	23,674
2022 Q3	6,815	10,737	23,946
2022 Q2	5,831	9,269	19,819

INSIGHT MARKET ANALYTICS

HdL ECONSolutions

Consumer Demand & Market Supply Assessment

Site: Site 1 - Beach Road & Del Monte Blvd

Date Report Created: 1/15/2025

EXHIBIT A

	5 Min Drive				10 Min Drive				15 Min Drive			
Demographics												
Population	19,738				42,216				74,462			
5-Year Population estimate	21,306				44,846				78,078			
Population Households	19,503				39,453				71,608			
Group Quarters Population	235				2,763				2,853			
Households	7,209				13,177				23,800			
5-Year Households estimate	7,792				14,107				25,056			
WorkPlace Establishments	633				897				2,010			
Workplace Employees	6,831				10,767				23,250			
Median Household Income	$88,597				$90,656				$89,034			
By Establishments	**Consumer Demand**	**Market Supply**	**Opportunity Gap/Surplus**		**Consumer Demand**	**Market Supply**	**Opportunity Gap/Surplus**		**Consumer Demand**	**Market Supply**	**Opportunity Gap/Surplus**	
Furniture Stores	$4,850,484	$0	($4,850,484)	-100%	$9,141,716	$0	($9,141,716)	-100%	$17,087,981	$7,555,748	($9,532,233)	-56%
Lawn/Garden Equipment/Supplies Stores	$2,789,484	$0	($2,789,484)	-100%	$5,204,146	$1,625,079	($3,579,067)	-69%	$9,765,454	$7,361,464	($2,403,989)	-25%
Jewelry/Luggage/Leather Goods	$2,319,984	$0	($2,319,984)	-100%	$4,375,317	$0	($4,375,317)	-100%	$8,174,282	$1,100,367	($7,073,914)	-87%
Used Merchandise Stores	$1,362,319	$0	($1,362,319)	-100%	$2,549,768	$510,873	($2,038,895)	-80%	$4,768,923	$1,532,618	($3,236,305)	-68%
Electronic Shopping/Mail Order Houses	$91,470,302	$0	($91,470,302)	-100%	$170,850,558	$58,044,302	($112,806,255)	-66%	$324,051,409	$117,269,985	($206,781,424)	-64%
Vending Machine Operators (Non-Store)	$3,177,385	$0	($3,177,385)	-100%	$5,942,824	$0	($5,942,824)	-100%	$11,181,531	$777,851	($10,403,680)	-93%
Other Motor Vehicle Dealers	$5,596,267	$708,981	($4,887,286)	-87%	$10,554,989	$708,981	($9,846,008)	-93%	$19,714,564	$3,773,251	($15,941,313)	-81%
Other Misc. Store Retailers	$7,124,696	$1,047,689	($6,077,007)	-85%	$13,349,804	$2,738,332	($10,611,471)	-79%	$24,953,430	$9,032,543	($15,920,887)	-64%
Shoe Stores	$2,388,030	$378,844	($2,009,186)	-84%	$4,528,707	$427,947	($4,100,760)	-91%	$8,453,470	$3,396,089	($5,057,381)	-60%
Book/Periodical/Music Stores	$1,028,208	$251,489	($776,719)	-76%	$1,942,297	$251,489	($1,690,808)	-87%	$3,632,211	$1,320,128	($2,312,083)	-64%
Home Furnishing Stores	$4,065,163	$1,014,375	($3,050,788)	-75%	$7,647,431	$1,014,375	($6,633,056)	-87%	$14,292,180	$2,391,665	($11,900,516)	-83%
Building Material/Supplies Dealers	$25,453,950	$8,107,969	($17,345,981)	-68%	$47,864,872	$14,468,434	($33,396,437)	-70%	$89,476,267	$57,035,030	($32,441,237)	-36%
Automotive Dealers	$81,306,112	$26,462,908	($54,843,205)	-67%	$154,054,019	$47,087,802	($106,966,217)	-69%	$287,354,295	$328,000,508	$40,646,213	14%
Office Supplies/Stationary/Gift	$1,797,820	$648,423	($1,149,397)	-64%	$3,348,914	$715,683	($2,633,231)	-79%	$6,342,342	$3,619,851	($2,722,491)	-43%
Electronics/Appliance	$5,333,328	$1,927,604	($3,405,724)	-64%	$9,828,856	$1,943,715	($7,885,141)	-80%	$19,186,932	$7,525,534	($11,661,398)	-61%
Clothing Stores	$16,473,083	$6,124,429	($10,348,654)	-63%	$31,091,112	$10,613,308	($20,477,804)	-66%	$58,004,955	$20,930,507	($37,074,448)	-64%
Bar/Drinking Places (Alcoholic Beverages)	$1,072,318	$411,751	($660,567)	-62%	$1,893,146	$411,751	($1,481,395)	-78%	$4,057,883	$1,647,005	($2,410,878)	-59%
Florists/Misc. Store Retailers	$688,090	$284,332	($403,758)	-59%	$1,282,836	$852,996	($429,840)	-34%	$2,407,879	$1,527,847	($880,032)	-37%
Beer/Wine/Liquor Stores	$3,887,133	$1,642,305	($2,244,828)	-58%	$7,295,944	$2,580,765	($4,715,179)	-65%	$13,666,441	$4,470,399	($9,196,041)	-67%
Grocery Stores	$44,592,166	$21,996,854	($22,595,312)	-51%	$83,559,317	$33,841,314	($49,718,003)	-60%	$156,492,452	$102,854,618	($53,637,834)	-34%
Other General Merchandise Stores	$46,375,133	$25,727,219	($20,647,914)	-45%	$87,010,713	$27,583,822	($59,426,891)	-68%	$162,955,043	$116,121,509	($46,833,534)	-29%
Automotive Parts/Accessories/Tire	$7,085,105	$4,349,206	($2,735,899)	-39%	$13,354,497	$15,244,164	$1,889,667	14%	$24,953,666	$21,638,330	($3,315,336)	-13%
Sporting Goods/Hobby/Musical Instrument	$5,452,784	$3,543,332	($1,909,452)	-35%	$10,304,048	$4,111,540	($6,192,507)	-60%	$19,238,495	$8,764,205	($10,474,290)	-54%
Health/Personal Care Stores	$22,654,616	$16,509,149	($6,145,467)	-27%	$42,519,090	$16,990,768	($25,528,323)	-60%	$79,495,128	$47,979,262	($31,515,866)	-40%
Direct Selling Establishments	$2,516,765	$1,837,521	($679,244)	-27%	$4,711,925	$2,858,366	($1,853,559)	-39%	$8,824,977	$4,018,073	($4,806,904)	-54%
Department Stores	$7,579,493	$5,677,189	($1,902,304)	-25%	$14,263,297	$9,648,694	($4,614,603)	-32%	$26,665,418	$45,905,012	$19,239,594	72%
Special Food Services	$3,381,503	$2,723,530	($657,973)	-19%	$6,220,622	$3,847,624	($2,372,998)	-38%	$12,271,384	$18,718,525	$6,447,141	53%
Full-Service Restaurants	$18,721,929	$16,160,783	($2,561,146)	-14%	$33,956,136	$18,025,489	($15,930,647)	-47%	$68,981,287	$50,762,416	($18,218,871)	-26%
Gasoline Stations	$34,620,088	$33,294,655	($1,325,433)	-4%	$65,277,230	$80,103,797	$14,826,567	23%	$122,043,210	$113,498,058	($8,545,152)	-7%
Limited-Service Eating Places	$19,737,260	$20,132,943	$395,683	2%	$36,323,578	$33,109,916	($3,213,662)	-9%	$71,619,138	$60,365,036	($11,254,101)	-16%
Specialty Food Stores	$2,447,356	$5,939,293	$3,491,936	143%	$4,584,104	$8,076,539	$3,492,436	76%	$8,587,948	$19,032,851	$10,444,903	122%
Consumer Demand/Market Supply Index	**$477,348,354**	**$206,902,773**	**231**		**$894,831,811**	**$397,437,866**	**225**		**$1,688,700,575**	**$1,189,926,286**	**142**	

Consumer Demand & Market Supply Assessment

Site: Site 1 - Beach Road & Del Monte Blvd

Date Report Created: 1/15/2025

EXHIBIT A

	5 Min Drive				10 Min Drive				15 Min Drive			
By Major Product Lines	Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus	
Computer Hardware/Software/Supplies	$9,654,511	$500,748	($9,153,763)	-95%	$16,807,524	$4,854,869	($11,952,655)	-71%	$37,185,352	$10,845,902	($26,339,450)	-71%
Furniture/Sleep/Outdoor/Patio Furniture	$14,338,820	$1,018,206	($13,320,614)	-93%	$27,031,599	$4,940,790	($22,090,808)	-82%	$50,523,126	$19,349,679	($31,173,447)	-62%
Jewelry (including Watches)	$3,943,788	$443,040	($3,500,748)	-89%	$7,449,348	$1,763,305	($5,686,043)	-76%	$13,913,954	$5,483,359	($8,430,595)	-61%
All Other Merchandise	$20,882,506	$2,845,441	($18,037,065)	-86%	$38,974,545	$10,650,636	($28,323,909)	-73%	$72,911,691	$28,159,001	($44,752,690)	-61%
Audio Equipment/Musical Instruments	$3,088,032	$431,600	($2,656,432)	-86%	$5,824,381	$1,567,082	($4,257,299)	-73%	$10,866,317	$3,891,923	($6,974,394)	-64%
Books/Periodicals	$1,791,331	$279,535	($1,511,796)	-84%	$3,404,818	$1,077,593	($2,327,225)	-68%	$6,336,214	$2,979,651	($3,356,563)	-53%
Lawn/Garden/Farm Equipment/Supplies	$7,754,550	$1,490,172	($6,264,377)	-81%	$14,448,310	$5,339,485	($9,108,825)	-63%	$27,130,445	$17,586,440	($9,544,005)	-35%
Pets/Pet Foods/Pet Supplies	$4,279,911	$899,846	($3,380,066)	-79%	$8,043,177	$1,919,314	($6,123,863)	-76%	$15,030,080	$6,505,720	($8,524,359)	-57%
Kitchenware/Home Furnishings	$6,245,243	$1,318,846	($4,926,398)	-79%	$11,777,848	$3,957,033	($7,820,816)	-66%	$22,002,567	$10,606,164	($11,396,403)	-52%
Footwear, including Accessories	$6,651,829	$1,422,840	($5,228,989)	-79%	$12,619,421	$3,472,286	($9,147,135)	-72%	$23,558,366	$10,701,990	($12,856,376)	-55%
Small Electric Appliances	$1,179,667	$281,519	($898,147)	-76%	$2,198,296	$845,488	($1,352,808)	-62%	$4,123,580	$2,439,070	($1,684,510)	-41%
Major Household Appliances	$1,772,964	$447,696	($1,325,269)	-75%	$3,298,631	$739,772	($2,558,859)	-78%	$6,195,464	$2,735,457	($3,460,006)	-56%
Automotive Lubricants (incl Oil, Greases)	$1,772,964	$447,696	($1,325,269)	-75%	$3,298,631	$739,772	($2,558,859)	-78%	$6,195,464	$2,735,457	($3,460,006)	-56%
Floor/Floor Coverings	$3,575,344	$960,741	($2,614,604)	-73%	$6,731,362	$1,649,065	($5,082,297)	-76%	$12,573,759	$5,358,760	($7,214,999)	-57%
Photographic Equipment/Supplies	$457,506	$124,948	($332,557)	-73%	$863,218	$247,190	($616,028)	-71%	$1,612,231	$777,179	($835,051)	-52%
Televisions/VCR/Video Cameras/DVD etc	$2,878,335	$800,967	($2,077,368)	-72%	$5,478,381	$1,707,660	($3,770,721)	-69%	$10,210,491	$5,348,796	($4,861,694)	-48%
Drugs/Health Aids/Beauty Aids/Cosmetics	$65,943,581	$18,592,209	($47,351,372)	-72%	$123,804,365	$37,122,497	($86,681,868)	-70%	$231,448,573	$98,429,250	($133,019,323)	-57%
Retailer Services	$14,294,061	$4,212,572	($10,081,489)	-71%	$26,711,038	$8,702,491	($18,008,547)	-67%	$50,092,766	$39,870,461	($10,222,305)	-20%
Womens/Juniors/Misses Wear	$16,248,771	$4,914,718	($11,334,053)	-70%	$30,517,999	$12,602,359	($17,915,640)	-59%	$56,966,672	$31,083,310	($25,883,363)	-45%
Hardware/Tools/Plumbing/Electrical Supplies	$7,410,091	$2,384,123	($5,025,968)	-68%	$13,993,683	$4,851,486	($9,142,197)	-65%	$26,085,033	$17,604,140	($8,480,893)	-33%
Autos/Cars/Vans/Trucks/Motorcycles	$71,843,914	$23,249,790	($48,594,124)	-68%	$136,377,922	$41,227,758	($95,150,164)	-70%	$254,207,100	$285,598,999	$31,391,898	12%
Curtains/Draperies/Slipcovers/Bed/Coverings	$2,201,910	$741,734	($1,460,176)	-66%	$4,124,008	$1,906,495	($2,217,513)	-54%	$7,705,886	$5,732,276	($1,973,609)	-26%
Dimensional Lumber/Other Building Materials	$10,262,702	$3,529,920	($6,732,782)	-66%	$19,297,752	$6,303,195	($12,994,557)	-67%	$36,091,916	$24,804,061	($11,287,856)	-31%
Paints/Sundries/Wallpaper/Wall Coverings	$1,859,848	$658,397	($1,201,450)	-65%	$3,515,481	$1,165,429	($2,350,052)	-67%	$6,559,953	$4,574,754	($1,985,199)	-30%
Mens Wear	$6,323,719	$2,254,870	($4,068,849)	-64%	$12,009,996	$5,628,109	($6,381,887)	-53%	$22,357,221	$14,628,106	($7,729,116)	-35%
Automotive Tires/Tubes/Batteries/Parts	$15,019,615	$5,490,044	($9,529,571)	-63%	$28,325,501	$17,866,355	($10,459,146)	-37%	$52,917,245	$40,128,485	($12,788,761)	-24%
Sporting Goods (incl Bicycles/Sports Vehicles)	$4,798,286	$2,064,367	($2,733,919)	-57%	$9,109,878	$4,674,851	($4,435,027)	-49%	$17,005,747	$10,918,070	($6,087,677)	-36%
Toys/Hobby Goods/Games	$2,544,073	$1,123,977	($1,420,095)	-56%	$4,826,678	$2,539,388	($2,287,290)	-47%	$9,000,450	$6,903,845	($2,096,605)	-23%
Packaged Liquor/Wine/Beer	$8,658,492	$3,939,291	($4,719,200)	-55%	$16,268,566	$6,680,857	($9,587,709)	-59%	$30,424,046	$15,955,154	($14,468,892)	-48%
Groceries/Other Food Items (Off Premises)	$69,966,074	$38,015,837	($31,950,236)	-46%	$131,104,244	$54,686,444	($76,417,800)	-58%	$245,327,801	$168,118,578	($77,209,223)	-31%
Childrens Wear/Infants/Toddlers Clothing	$2,390,475	$1,306,189	($1,084,285)	-45%	$4,617,376	$2,696,821	($1,920,555)	-42%	$8,581,207	$7,836,631	($744,576)	-9%
Cigars/Cigarettes/Tobacco/Accessories	$5,466,413	$3,225,929	($2,240,484)	-41%	$10,267,057	$5,746,718	($4,520,339)	-44%	$19,148,132	$13,225,760	($5,922,372)	-31%
Sewing/Knitting Materials/Supplies	$255,093	$160,527	($94,566)	-37%	$464,390	$224,592	($239,798)	-52%	$871,956	$568,392	($303,564)	-35%
Soaps/Detergents/Household Cleaners	$2,062,693	$1,369,487	($693,206)	-34%	$3,854,450	$1,909,327	($1,945,123)	-50%	$7,221,718	$6,978,873	($242,845)	-3%
Alcoholic Drinks Served at the Establishment	$7,533,621	$5,318,904	($2,214,717)	-29%	$13,230,538	$6,055,410	($7,175,128)	-54%	$28,665,864	$17,235,982	($11,429,882)	-40%
Paper/Related Products	$1,811,042	$1,321,986	($489,056)	-27%	$3,384,886	$1,717,948	($1,666,938)	-49%	$6,325,759	$6,393,894	$68,135	1%
Optical Goods (incl Eyeglasses, Sunglasses)	$983,836	$903,182	($80,654)	-8%	$1,835,123	$1,089,126	($745,997)	-41%	$3,435,471	$3,258,528	($176,943)	-5%
Meats/Nonalcoholic Beverages	$37,491,529	$35,305,523	($2,186,006)	-6%	$69,033,125	$51,220,235	($17,812,889)	-26%	$135,994,961	$119,621,159	($16,373,802)	-12%
Automotive Fuels	$31,811,641	$31,759,360	($52,281)	0%	$60,069,412	$72,765,613	$12,696,201	21%	$112,227,726	$111,563,560	($664,166)	-1%
Household Fuels (incl Oil, LP gas, Wood, Coal)	$899,668	$1,350,381	$450,712	50%	$1,676,659	$2,226,919	$550,260	33%	$3,138,372	$3,358,742	$220,369	7%

Consumer Demand & Market Supply Assessment

EXHIBIT A

Site: Site 1 - Beach Road & Del Monte Blvd

Date Report Created: 1/15/2025

5 Min Drive	10 Min Drive	15 Min Drive

Data for this report is provided via the Market Outlook database from Synergos Technologies, Inc (STI).

Market Outlook is based on the following -

- the Consumer Expenditure Survey (CE), a program of the Bureau of Labor Statistics (BLS);
- the U.S. Census Bureau's monthly and annual Retail Trade (CRT) reports;
- the Census Bureau's Economic Census; with supporting demographic data from STI: PopStats data and STI: WorkPlace.

Market Outlook data covers 31 leading retail segments and 40 major product and service lines.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet cited on the Market Outlook report for the specified trade area or reporting geography. When the demand is greater than (or less than) the supply, there is an opportunity gap (or surplus) for that retail outlet. In other words, a negative value signifies an opportunity gap where the Consumer Demand is higher than the Market Supply, while a positive value signifies a surplus.

Consumer Demand/Market Supply Index:

n = 100 (Equilibrium)
n > 100 suggests demand is not being fully met within the market, consumers are leaving the area to shop
n < 100 suggests supply exceeds demand, attracting consumers from outside the defined area

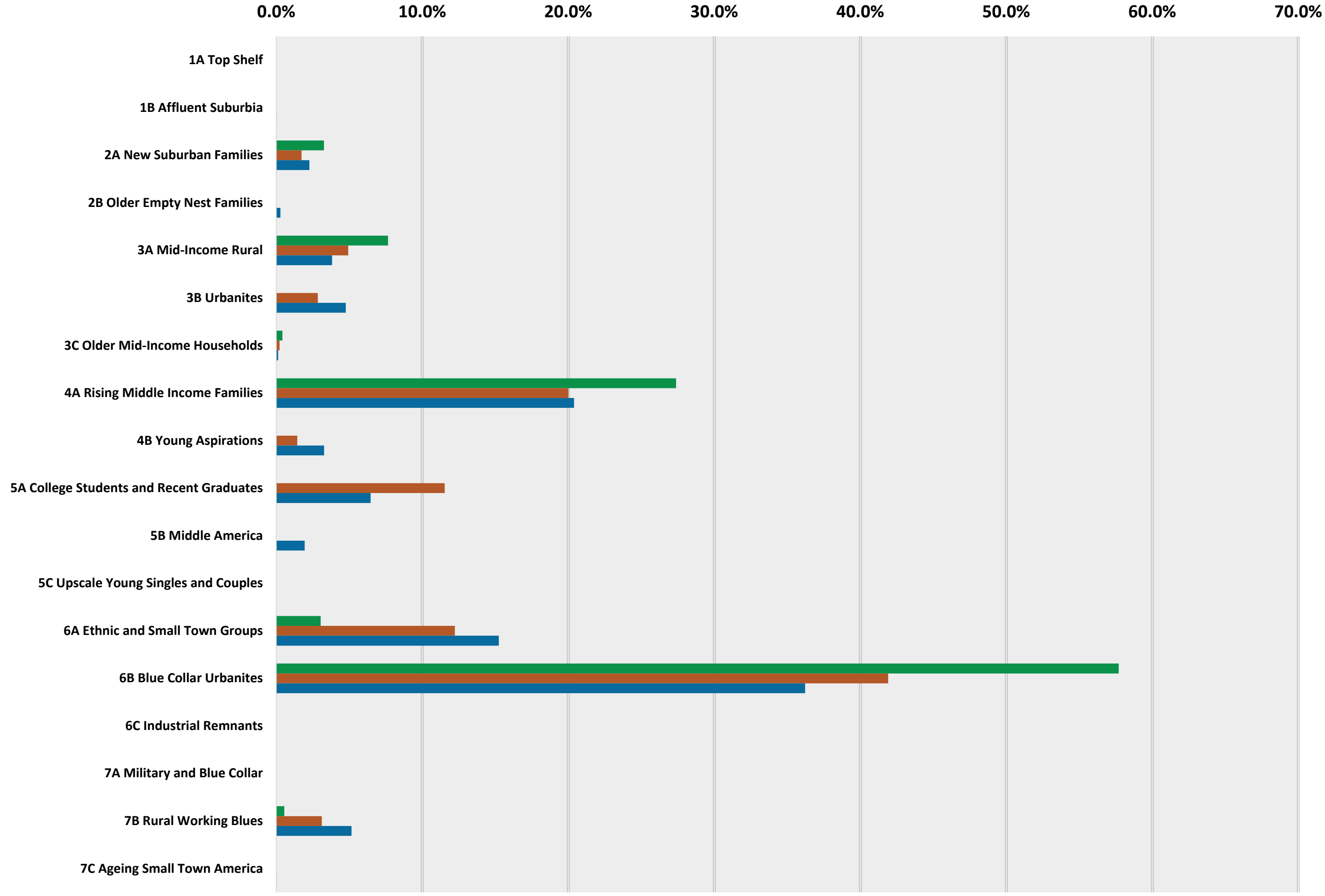
Household Segmentation Profile

Site: Site 1 - Beach Road & Del Monte Blvd

Date: 1/15/2025

	5 Min Drive	10 Min Drive	15 Min Drive

Household Lifestage Group Comparison



			5 Min Drive		10 Min Drive		15 Min Drive	
Total Households			**7,080**	**100%**	**13,382**	**100%**	**23,872**	**100%**
Rank *	**Cluster**	**Lifestage Group**	**Households**	**%**	**Households**	**%**	**Households**	**%**
1	28 Coastal Diversity	6B Blue Collar Urbanites	4,084	57.7%	5,608	41.9%	8,647	36.2%
2	11 West Coast Affluence	4A Rising Middle Income Families	1,682	23.8%	1,706	12.7%	3,141	13.2%
3	13 Cowboy Country	3A Mid-Income Rural	542	7.6%	660	4.9%	911	3.8%
4	21 New Suburban Style	2A New Suburban Families	191	2.7%	191	1.4%	448	1.9%
5	10 Emerging Leaders	4A Rising Middle Income Families	176	2.5%	893	6.7%	1,612	6.8%
6	59 Hardworking Latino Families	6A Ethnic and Small Town Groups	149	2.1%	164	1.2%	389	1.6%
7	07 Upscale Diversity	4A Rising Middle Income Families	80	1.1%	80	0.6%	112	0.5%
8	31 Latino Workforce	6A Ethnic and Small Town Groups	66	0.9%	1,380	10.3%	3,121	13.1%
9	42 Rising Fortunes	2A New Suburban Families	40	0.6%	41	0.3%	41	0.2%
10	24 Remote Latino Neighborhoods	7B Rural Working Blues	39	0.5%	407	3.0%	1,136	4.8%

**** Rank is based on Trade Area 1 cluster size***

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from the originals.

EXHIBIT A

Household Segmentation Profile

Date: 1/15/2025

Segment Group	Cluster Name	5 Min Drive		10 Min Drive		15 Min Drive	
TOTAL HOUSEHOLDS		**7,080**	**100%**	**13,382**	**100%**	**23,872**	**100%**
1A Top Shelf		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	01 One Percenters	0	0.0%	0	0.0%	0	0.0%
	02 Peak Performers	0	0.0%	0	0.0%	0	0.0%
	03 Second City Achievers	0	0.0%	0	0.0%	0	0.0%
1B Affluent Suburbia		**0**	**0.0%**	**0**	**0.0%**	**7**	**0.0%**
	04 Young Success	0	0.0%	0	0.0%	0	0.0%
	05 Affluent Parents	0	0.0%	0	0.0%	0	0.0%
	06 Best of Both Worlds	0	0.0%	0	0.0%	7	0.0%
	09 Successful Urban Commuters	0	0.0%	0	0.0%	0	0.0%
2A New Suburban Families		**231**	**3.3%**	**232**	**1.7%**	**541**	**2.3%**
	17 New American Dreams	0	0.0%	0	0.0%	0	0.0%
	21 New Suburban Style	191	2.7%	191	1.4%	448	1.9%
	34 Midwestern Comforts	0	0.0%	0	0.0%	53	0.2%
	42 Rising Fortunes	40	0.6%	41	0.3%	41	0.2%
2B Older Empty Nest Families		**0**	**0.0%**	**3**	**0.0%**	**68**	**0.3%**
	12 Mainstream Established Suburb	0	0.0%	3	0.0%	18	0.1%
	15 Comfortable Retirement	0	0.0%	0	0.0%	35	0.1%
	18 Small Town Middle Managers	0	0.0%	0	0.0%	0	0.0%
	33 Noreasters	0	0.0%	0	0.0%	10	0.0%
	41 All-American	0	0.0%	0	0.0%	5	0.0%
3A Mid-Income Rural		**542**	**7.6%**	**660**	**4.9%**	**911**	**3.8%**
	13 Cowboy Country	542	7.6%	660	4.9%	911	3.8%
	16 Spacious Suburbs	0	0.0%	0	0.0%	0	0.0%
	20 Strong Individualists	0	0.0%	0	0.0%	0	0.0%
	51 Low Cost Rural	0	0.0%	0	0.0%	0	0.0%
3B Urbanites		**0**	**0.0%**	**381**	**2.8%**	**1,136**	**4.8%**
	38 Middle America	0	0.0%	0	0.0%	0	0.0%
	44 Pacific Second City	0	0.0%	49	0.4%	597	2.5%
	45 Northern Perseverance	0	0.0%	0	0.0%	0	0.0%
	58 Urban Crowd	0	0.0%	332	2.5%	539	2.3%
3C Older Mid-Income Households		**30**	**0.4%**	**30**	**0.2%**	**30**	**0.1%**
	46 Individual Singles	0	0.0%	0	0.0%	0	0.0%
	49 Retirement	30	0.4%	30	0.2%	30	0.1%
4A Rising Middle Income Families		**1,938**	**27.4%**	**2,678**	**20.0%**	**4,869**	**20.4%**
	07 Upscale Diversity	80	1.1%	80	0.6%	112	0.5%
	08 Living the Dream	0	0.0%	0	0.0%	4	0.0%
	10 Emerging Leaders	176	2.5%	893	6.7%	1,612	6.8%
	11 West Coast Affluence	1,682	23.8%	1,706	12.7%	3,141	13.2%
4B Young Aspirations		**0**	**0.0%**	**192**	**1.4%**	**781**	**3.3%**
	14 American Playgrounds	0	0.0%	0	0.0%	29	0.1%
	19 Outer Suburban Affluence	0	0.0%	0	0.0%	0	0.0%
	22 Up and Coming Suburban Divers	0	0.0%	0	0.0%	25	0.1%
	35 Generational Dreams	0	0.0%	192	1.4%	665	2.8%
	40 Beltway Commuters	0	0.0%	0	0.0%	61	0.3%

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from originals.

EXHIBIT A

Household Segmentation Profile

Date: 1/15/2025

Segment Group	Cluster Name	5 Min Drive		10 Min Drive		15 Min Drive	
TOTAL HOUSEHOLDS		**7,080**	**100%**	**13,382**	**100%**	**23,872**	**100%**
5A College Students and Recent Graduates		**0**	**0.0%**	**1,543**	**11.5%**	**1,543**	**6.5%**
	57 College Towns	0	0.0%	17	0.1%	17	0.1%
	67 Starting Out	0	0.0%	1,526	11.4%	1,526	6.4%
5B Middle America		**0**	**0.0%**	**0**	**0.0%**	**463**	**1.9%**
	26 High Density Diversity	0	0.0%	0	0.0%	305	1.3%
	36 Olde New England	0	0.0%	0	0.0%	20	0.1%
	39 Second City Beginnings	0	0.0%	0	0.0%	1	0.0%
	43 Classic Interstate Suburbia	0	0.0%	0	0.0%	137	0.6%
5C Upscale Young Singles and Couples		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	25 Tech-Savy Group	0	0.0%	0	0.0%	0	0.0%
	27 Young Coastal Technocrats	0	0.0%	0	0.0%	0	0.0%
6A Ethnic and Small Town Groups		**215**	**3.0%**	**1,637**	**12.2%**	**3,637**	**15.2%**
	31 Latino Workforce	66	0.9%	1,380	10.3%	3,121	13.1%
	59 Hardworking Latino Families	149	2.1%	164	1.2%	389	1.6%
	60 Immigrant	0	0.0%	52	0.4%	52	0.2%
	64 Southern Cities	0	0.0%	0	0.0%	9	0.0%
	65 Small Towns	0	0.0%	41	0.3%	66	0.3%
6B Blue Collar Urbanites		**4,084**	**57.7%**	**5,608**	**41.9%**	**8,647**	**36.2%**
	28 Coastal Diversity	4,084	57.7%	5,608	41.9%	8,647	36.2%
	30 True Grit	0	0.0%	0	0.0%	0	0.0%
	32 Apartment Dwellers	0	0.0%	0	0.0%	0	0.0%
6C Industrial Remnants		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	63 Southern Small Towns	0	0.0%	0	0.0%	0	0.0%
	66 Metropolitan Blue Collar	0	0.0%	0	0.0%	0	0.0%
	68 Rust Belt	0	0.0%	0	0.0%	0	0.0%
7A Military and Blue Collar		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	61 Communal Living	0	0.0%	0	0.0%	0	0.0%
	62 Blue Collar Diversity	0	0.0%	0	0.0%	0	0.0%
7B Rural Working Blues		**39**	**0.6%**	**417**	**3.1%**	**1,231**	**5.2%**
	24 Remote Latino Neighborhoods	39	0.5%	407	3.0%	1,136	4.8%
	29 Metropolitan	0	0.0%	0	0.0%	0	0.0%
	47 Simply Southern	0	0.0%	0	0.0%	0	0.0%
	48 Tex-Mex	0	0.0%	10	0.1%	95	0.4%
	53 Classic Southerners	0	0.0%	0	0.0%	0	0.0%
	56 Blue Collar	0	0.0%	0	0.0%	0	0.0%
7C Ageing Small Town America		**0**	**0.0%**	**0**	**0.0%**	**7**	**0.0%**
	23 Long-Lasting Heartland	0	0.0%	0	0.0%	0	0.0%
	37 Industrial Town	0	0.0%	0	0.0%	0	0.0%
	50 Small Town	0	0.0%	0	0.0%	0	0.0%
	52 Great Open Country	0	0.0%	0	0.0%	0	0.0%
	54 Agricultural Areas	0	0.0%	0	0.0%	7	0.0%
	55 Mining Areas	0	0.0%	0	0.0%	0	0.0%

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from originals.

EXHIBIT A

CITY OF Marina, CA

INSIGHT

MARKET ANALYTICS

HdL ECONSolutions

Submitted by:
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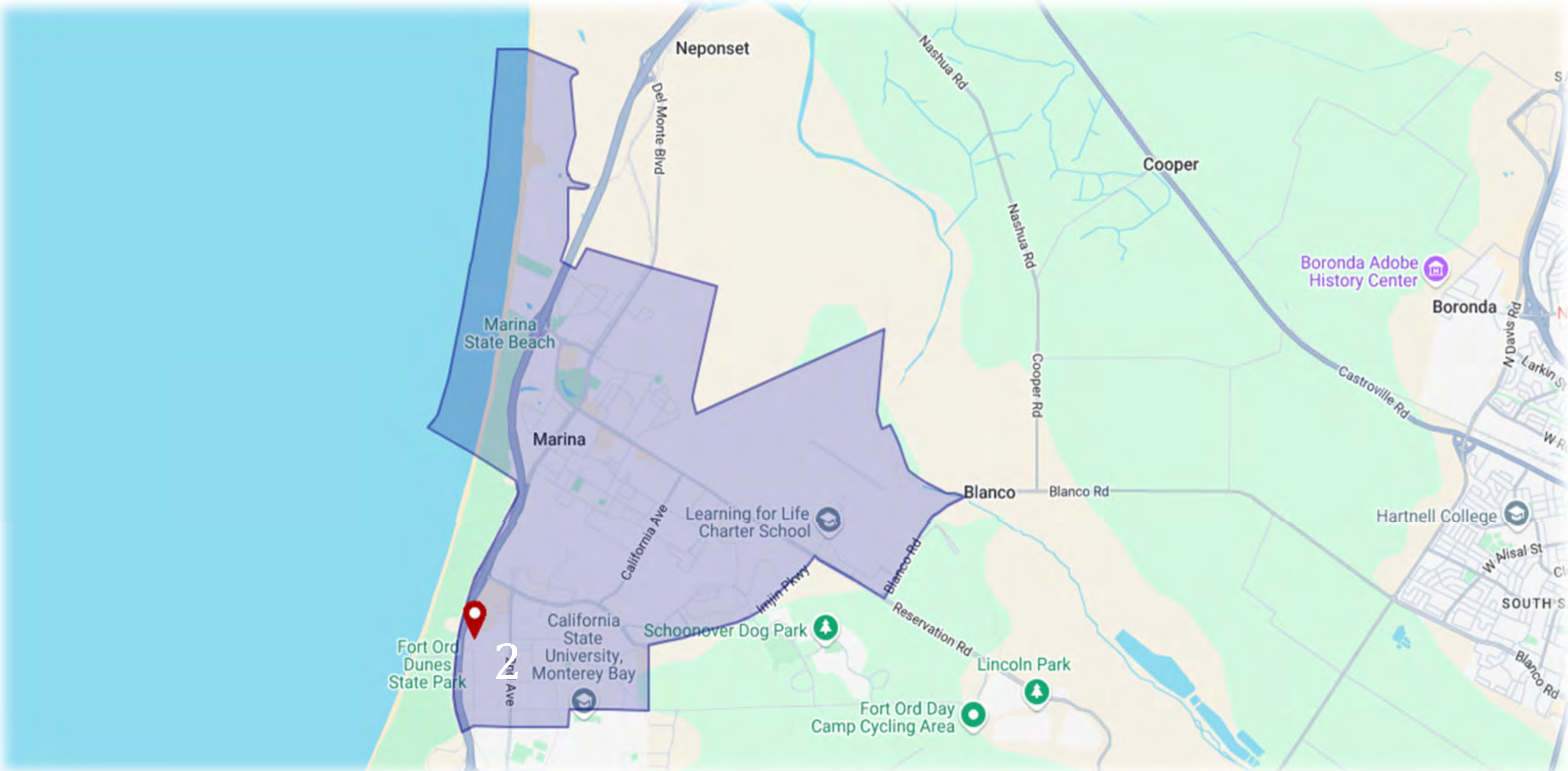
714-879-5000
bfoster@hdlcompanies.com

EXHIBIT A

INSIGHT MARKET ANALYTICS

HdL ECONSolutions

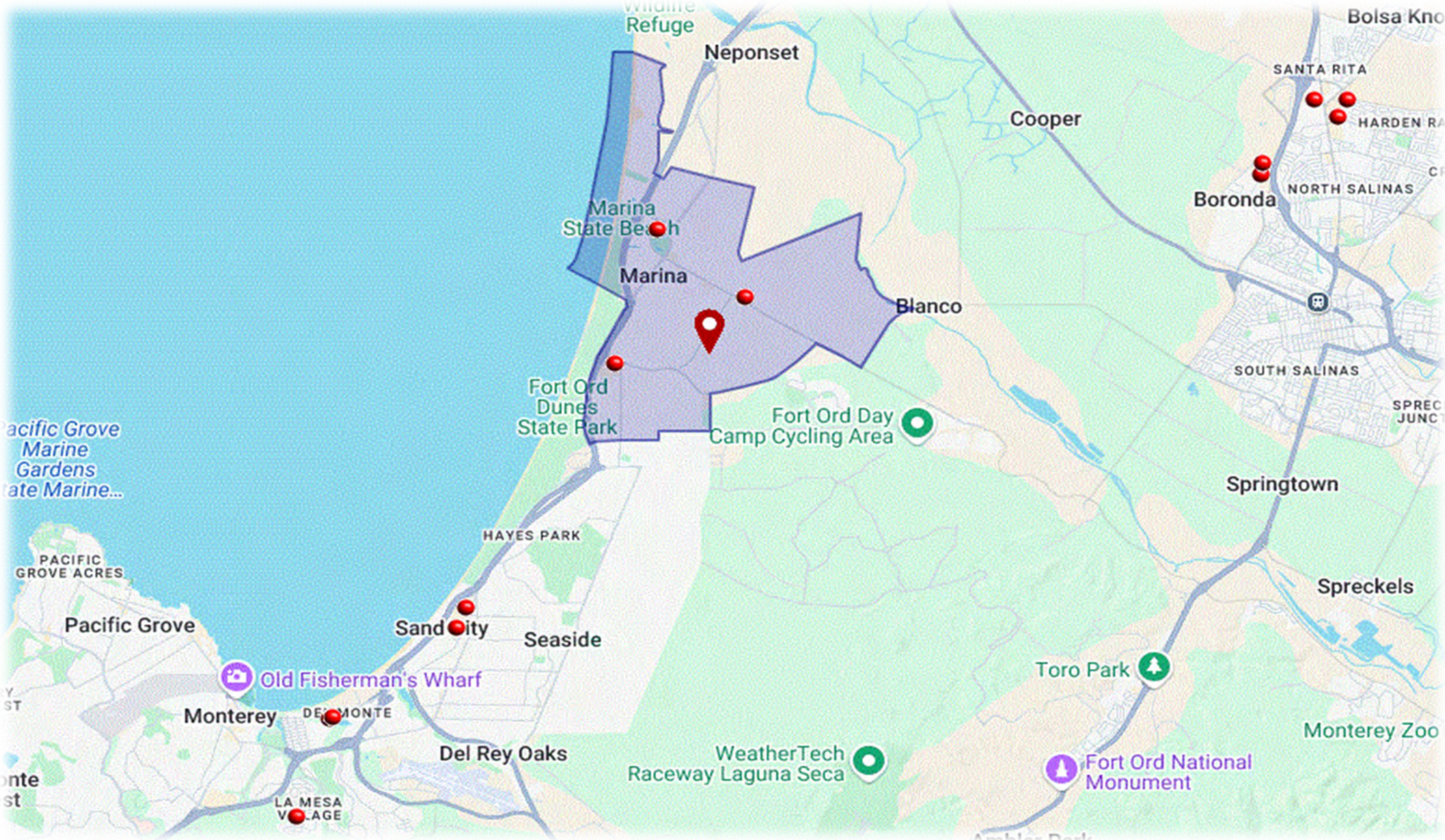


	City of Marina
Population	22,804
Households	7,787
Average HH Income	$113,854
White Collar (Residents)	63%
Some College or Degree	37%

Major Retail Areas
2 10th Street & 1st Ave.

EXHIBIT A

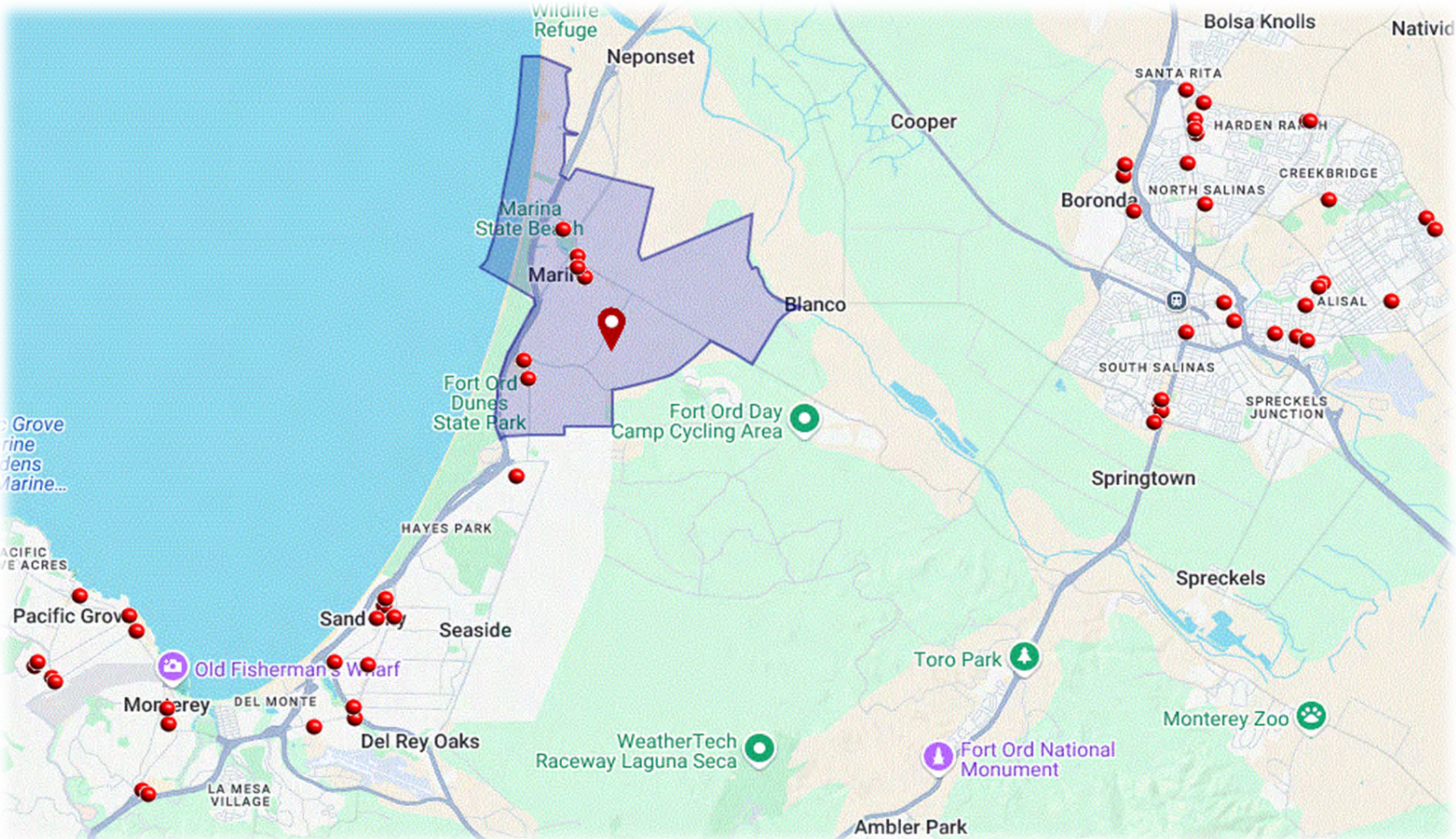
CITY OF MARINA
General Merchandise



GENERAL MERCHANDISE *refers to general stores and super centers*

CITY OF MARINA
Markets

EXHIBIT A

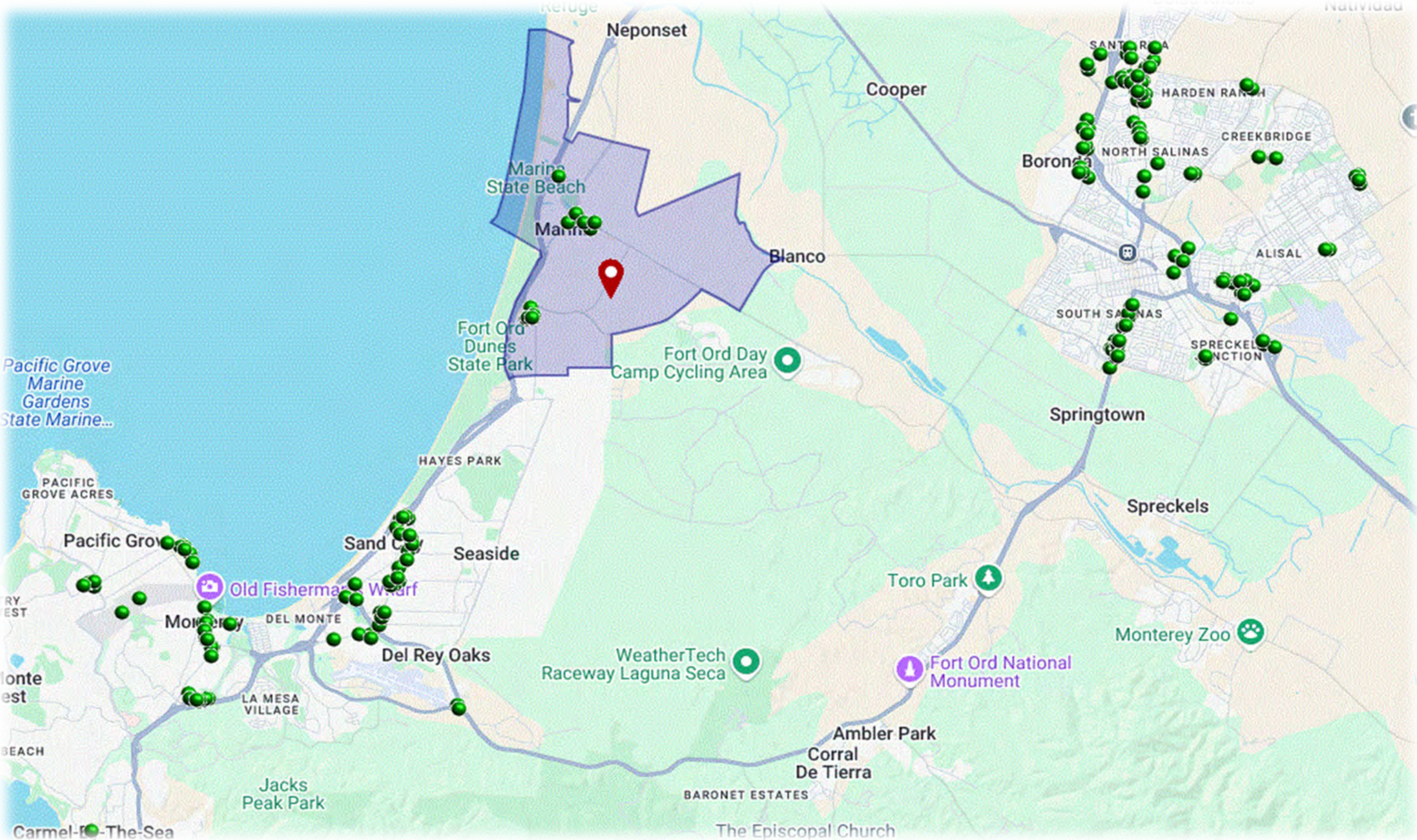


MARKETS *refers to Grocery Stores and Pharmacy stores*

CITY OF MARINA
Restaurants

EXHIBIT A

INSIGHT MARKET ANALYTICS
HdL ECONSolutions

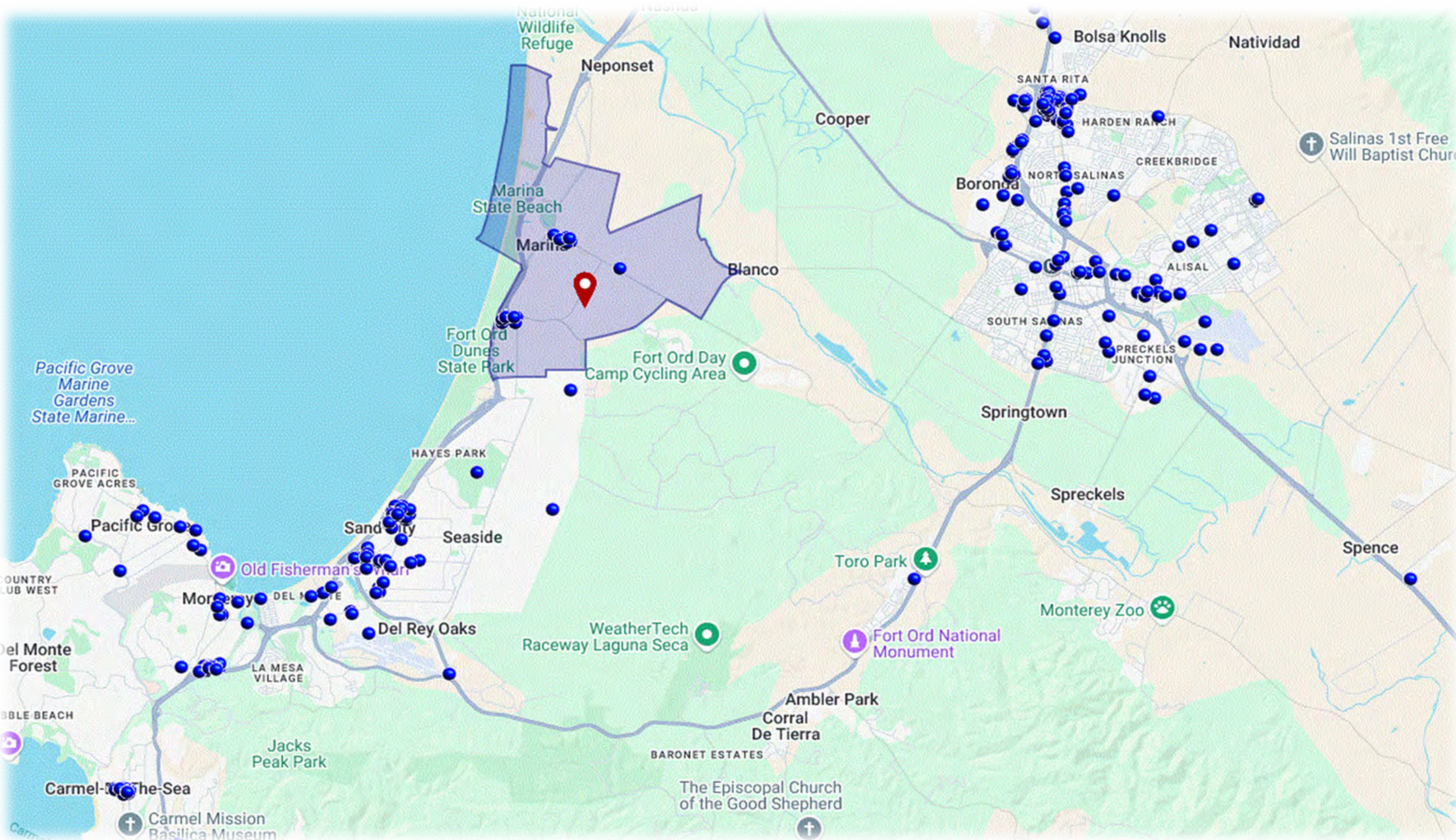


RESTAURANTS *refer to Fast Casual, Casual Dining, Fine Dining, Restaurnats and Quick Services restaurants.*

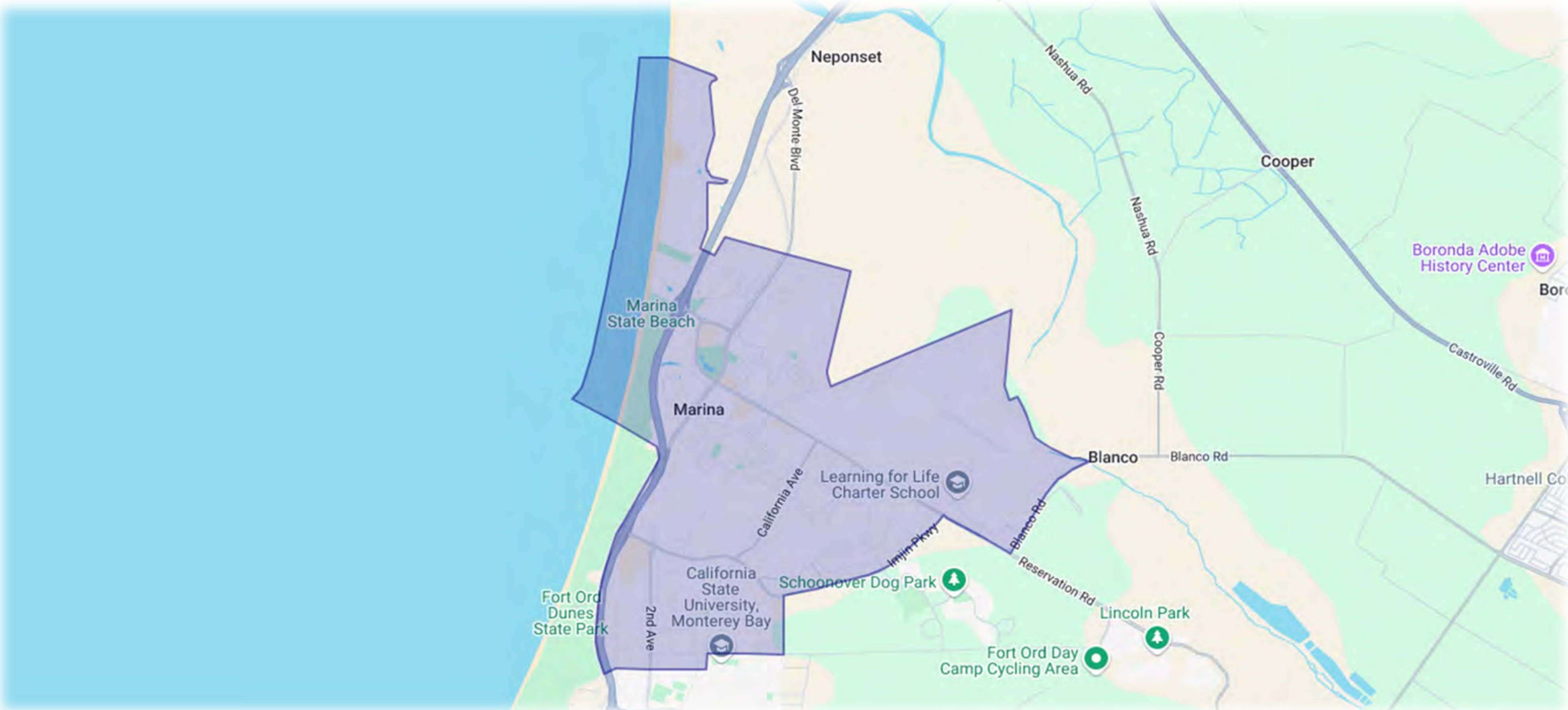
EXHIBIT A

CITY OF MARINA

Retail



****Retail*** *refers to the following concepts types: Clothing, Consumer Electronics Store, Cosemetics & Beauty, Department Stores, Footware/Shoes Stores, Hobbies/ Toys/Crafts/Books., Home Improvement Stores, Home Specialty Retail Stores, Sports & Recreational*



	Marina
Population	22,804
Daytime Population	23,406
Households	7,787
Average Age	39.4
Average HH Income	$113,854
White Collar (Residents)	63.2%
College Degree & Above	41.4%

EXHIBIT A

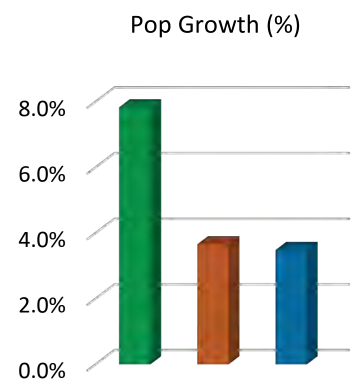
Consumer Demographic Profile

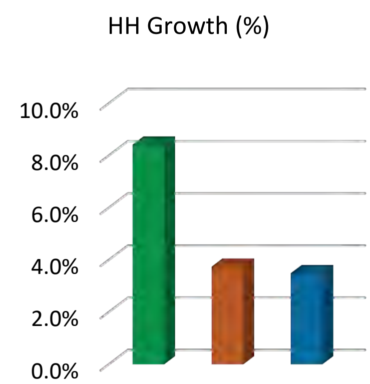
Site: City / County / State

Date Report Created: 1/15/2025

INSIGHT MARKET ANALYTICS
HdL ECONSolutions

	Marina CA		Monterey County CA		California	
	#	%	#	%	#	%
Market Stats						
Population	22,804	---	433,074	---	39,752,612	---
5 Year Projected Pop	24,590	---	448,916	---	41,137,567	---
Pop Growth (%)	7.8%	---	3.7%	---	3.5%	---
Households	7,787	---	130,226	---	13,544,923	---
5 Year Projected HHs	8,442	---	135,100	---	14,017,681	---
HH Growth (%)	8.4%	---	3.7%	---	3.5%	---
Census Stats						
2000 Population	19,566	---	396,276	---	33,859,150	---
2010 Population	22,293	---	439,035	---	39,538,223	---
Pop Growth (%)	13.9%	---	10.8%	---	16.8%	---
2000 Households	6,724	---	121,233	---	11,501,888	---
2010 Households	7,584	---	131,789	---	13,475,623	---
HH Growth (%)	12.8%	---	8.7%	---	17.2%	---
Total Population by Age						
Average Age	39.4		38.9		40.6	
19 yrs & under	5,190	22.8%	100,286	23.2%	8,278,537	20.8%
20 to 24 yrs	2,303	10.1%	46,013	10.6%	3,810,783	9.6%
25 to 34 yrs	3,208	14.1%	59,749	13.8%	5,412,679	13.6%
35 to 44 yrs	3,031	13.3%	58,724	13.6%	5,492,593	13.8%
45 to 54 yrs	2,517	11.0%	49,805	11.5%	4,903,398	12.3%
55 to 64 yrs	2,608	11.4%	46,893	10.8%	4,849,214	12.2%
65 to 74 yrs	2,383	10.4%	40,927	9.5%	3,973,999	10.0%
75 to 84 yrs	1,147	5.0%	22,198	5.1%	2,189,841	5.5%
85 + yrs	418	1.8%	8,479	2.0%	841,568	2.1%
Population Bases						
20-34 yrs	5,511	24.2%	105,762	24.4%	9,223,462	23.2%
45-64 yrs	5,125	22.5%	96,698	22.3%	9,752,612	24.5%
16 yrs +	18,763	82.3%	346,686	80.1%	32,521,476	81.8%
25 yrs +	15,311	67.1%	286,775	66.2%	27,663,292	69.6%
65 yrs +	3,947	17.3%	71,604	16.5%	7,005,408	17.6%
75 yrs +	1,565	6.9%	30,677	7.1%	3,031,409	7.6%
85 yrs +	418	1.8%	8,479	2.0%	841,568	2.1%





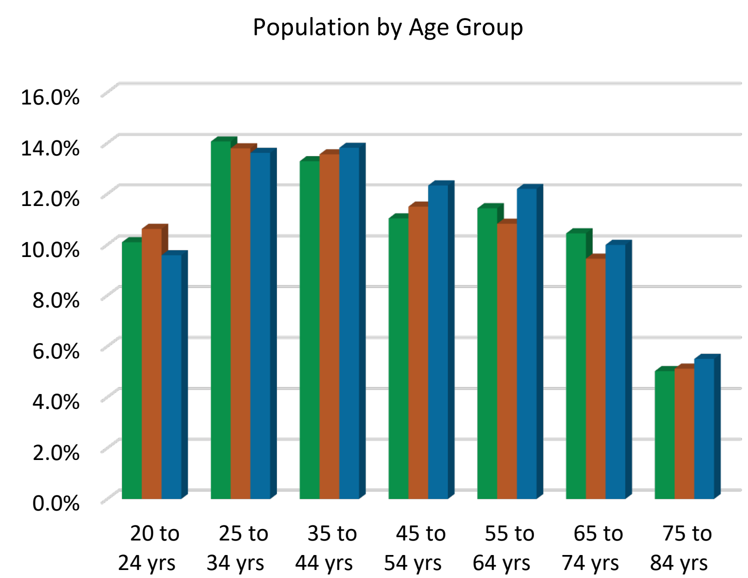


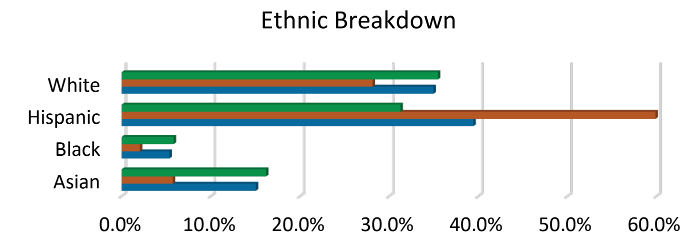
EXHIBIT A

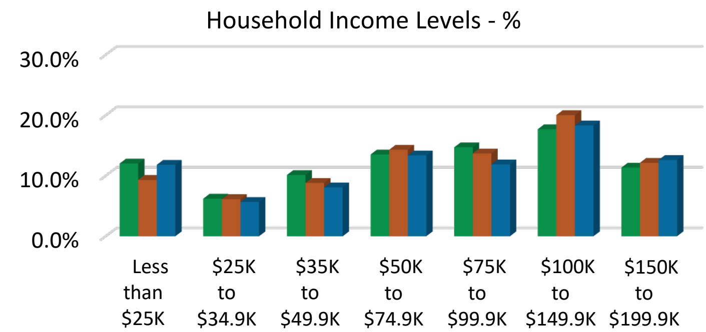
Consumer Demographic Profile

Site: City / County / State

Date Report Created: 1/15/2025

	Marina CA		Monterey County CA		California	
	#	%	#	%	#	%
Population by Race						
White	8,089	35.5%	121,875	28.1%	13,901,202	35.0%
Hispanic	7,131	31.3%	259,405	59.9%	15,683,510	39.5%
Black	1,331	5.8%	8,891	2.1%	2,131,637	5.4%
Asian	3,693	16.2%	24,848	5.7%	5,983,430	15.1%
Ancestry						
American Indian (ancestry)	69	0.3%	1,168	0.3%	146,693	0.4%
Hawaiin (ancestry)	481	2.1%	1,779	0.4%	134,290	0.3%
Household Income						
Per Capita Income	$38,877	---	$39,214	---	$46,947	---
Average HH Income	$113,854	---	$130,408	---	$137,785	---
Median HH Income	$88,101	---	$95,478	---	$98,061	---
Less than $25K	936	12.0%	12,128	9.3%	1,600,205	11.8%
$25K to $34.9K	484	6.2%	8,000	6.1%	768,111	5.7%
$35K to $49.9K	789	10.1%	11,475	8.8%	1,093,303	8.1%
$50K to $74.9K	1,053	13.5%	18,631	14.3%	1,809,587	13.4%
$75K to $99.9K	1,145	14.7%	17,831	13.7%	1,608,697	11.9%
$100K to $149.9K	1,379	17.7%	26,092	20.0%	2,481,556	18.3%
$150K to $199.9K	884	11.3%	15,821	12.1%	1,707,712	12.6%
$200K +	1,118	14.4%	20,248	15.5%	2,475,752	18.3%
Education	15,311		286,775		27,663,292	
Less than 9th Grade	903	5.9%	50,182	17.5%	2,420,648	8.8%
Some HS, No Diploma	1,038	6.8%	27,063	9.4%	1,910,177	6.9%
HS Grad (or Equivalent)	2,964	19.4%	58,434	20.4%	5,657,916	20.5%
Some College, No Degree	3,581	23.4%	50,046	17.5%	5,585,135	20.2%
Associate Degree	1,645	10.7%	23,985	8.4%	2,205,075	8.0%
Bachelor Degree	3,060	20.0%	46,064	16.1%	6,087,578	22.0%
Graduates Degree	1,633	10.7%	20,959	7.3%	2,585,555	9.3%





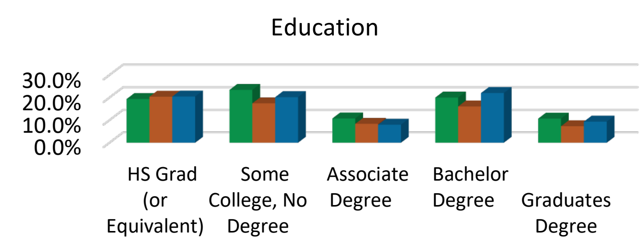


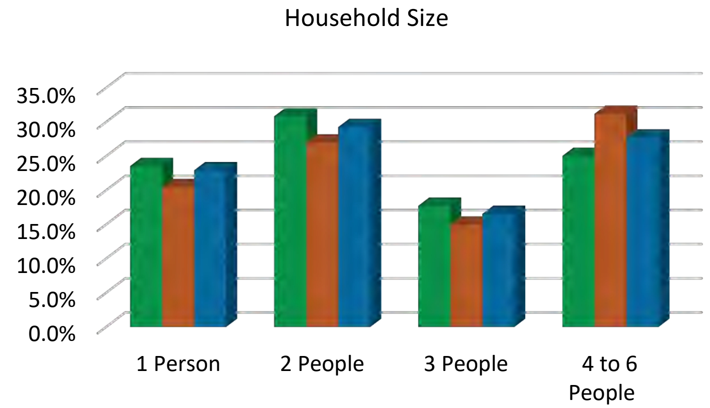
EXHIBIT A

Consumer Demographic Profile

Site: City / County / State

Date Report Created: 1/15/2025

	Marina CA		Monterey County CA		California	
	#	%	#	%	#	%
Family Structure	5,109		95,127		9,360,885	
Single - Male	299	5.9%	4,456	4.7%	503,548	5.4%
Single - Female	494	9.7%	8,539	9.0%	964,676	10.3%
Single Parent - Male	89	1.7%	4,250	4.5%	343,108	3.7%
Single Parent - Female	578	11.3%	9,177	9.6%	796,760	8.5%
Married w/ Children	1,374	26.9%	29,352	30.9%	2,838,458	30.3%
Married w/out Children	2,276	44.5%	39,353	41.4%	3,914,335	41.8%
Household Size						
1 Person	1,834	23.6%	26,682	20.5%	3,107,272	22.9%
2 People	2,402	30.9%	35,165	27.0%	3,965,242	29.3%
3 People	1,382	17.7%	19,517	15.0%	2,242,673	16.6%
4 to 6 People	1,950	25.0%	40,650	31.2%	3,757,425	27.7%
7+ People	218	2.8%	8,212	6.3%	472,311	3.5%
Home Ownership	7,787		130,226		13,544,923	
Owners	3,185	40.9%	67,704	52.0%	7,504,441	55.4%
Renters	4,602	59.1%	62,522	48.0%	6,040,482	44.6%
Components of Change						
Births	232	1.0%	4,380	1.0%	400,553	1.0%
Deaths	155	0.7%	2,946	0.7%	290,937	0.7%
Migration	176	0.8%	-3,719	-0.9%	-76,565	-0.2%
Employment (Pop 16+)	18,763		346,686		32,521,476	
Armed Services	149	0.8%	6,658	1.9%	173,781	0.5%
Civilian	12,499	66.6%	210,431	60.7%	20,741,304	63.8%
Employed	10,969	58.5%	188,169	54.3%	19,636,654	60.4%
Unemployed	1,531	8.2%	22,262	6.4%	1,104,650	3.4%
Not in Labor Force	6,263	33.4%	136,255	39.3%	11,780,172	36.2%
Employed Population	10,969		188,169		19,636,654	
White Collar	6,932	63.2%	103,365	54.9%	12,852,721	65.5%
Blue Collar	4,037	36.8%	84,804	45.1%	6,783,933	34.5%



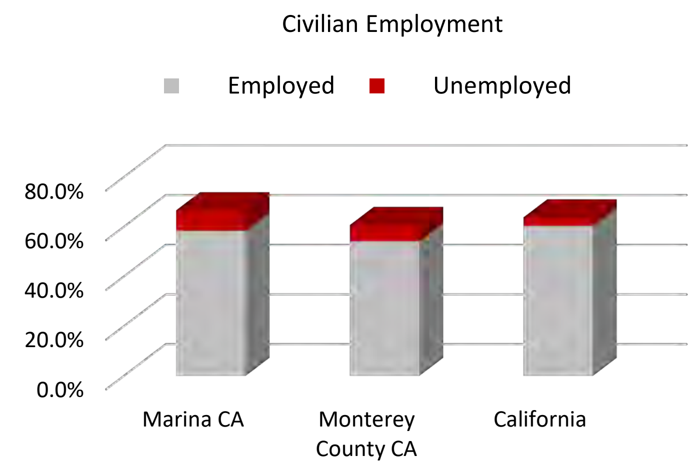


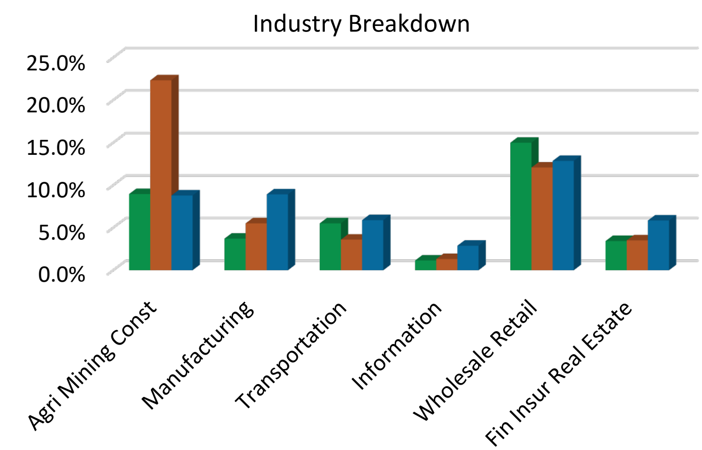
EXHIBIT A

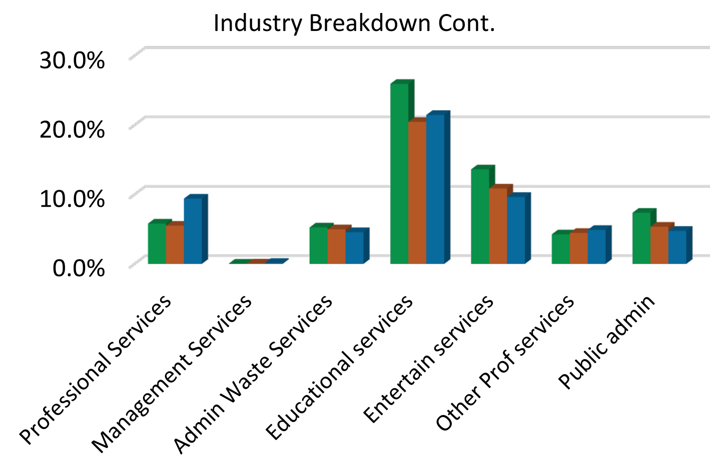
Consumer Demographic Profile

Site: City / County / State

Date Report Created: 1/15/2025

	Marina CA #	Marina CA %	Monterey County CA #	Monterey County CA %	California #	California %
Employment By Occupation	10,969		188,169		19,636,654	
White Collar	6,932	63.2%	103,365	54.9%	12,852,721	65.5%
Managerial executive	1,141	10.4%	25,943	13.8%	3,345,021	17.0%
Prof specialty	3,028	27.6%	35,380	18.8%	4,866,657	24.8%
Healthcare support	332	3.0%	7,309	3.9%	724,352	3.7%
Sales	1,239	11.3%	16,925	9.0%	1,854,677	9.4%
Office Admin	1,192	10.9%	17,808	9.5%	2,062,014	10.5%
Blue Collar	4,037	36.8%	84,804	45.1%	6,783,933	34.5%
Protective	327	3.0%	4,259	2.3%	411,189	2.1%
Food Prep Serving	835	7.6%	10,805	5.7%	1,042,220	5.3%
Bldg Maint/Cleaning	623	5.7%	8,814	4.7%	726,532	3.7%
Personal Care	405	3.7%	4,584	2.4%	532,745	2.7%
Farming/Fishing/Forestry	99	0.9%	18,962	10.1%	271,430	1.4%
Construction	1,011	9.2%	15,602	8.3%	1,453,286	7.4%
Production Transp	736	6.7%	21,778	11.6%	2,346,531	11.9%
Employment By Industry	10,969		188,169		19,636,654	
Agri Mining Const	982	9.0%	42,021	22.3%	1,725,662	8.8%
Manufacturing	407	3.7%	10,373	5.5%	1,750,963	8.9%
Transportation	605	5.5%	6,772	3.6%	1,156,535	5.9%
Information	125	1.1%	2,472	1.3%	565,876	2.9%
Wholesale Retail	1,644	15.0%	22,725	12.1%	2,523,885	12.9%
Fin Insur Real Estate	376	3.4%	6,602	3.5%	1,148,026	5.8%
Professional Services	637	5.8%	10,327	5.5%	1,845,606	9.4%
Management Services	4	0.0%	108	0.1%	25,738	0.1%
Admin Waste Services	576	5.3%	9,388	5.0%	896,645	4.6%
Educational services	2,845	25.9%	38,478	20.4%	4,211,517	21.4%
Entertain services	1,493	13.6%	20,433	10.9%	1,892,131	9.6%
Other Prof services	466	4.2%	8,389	4.5%	960,313	4.9%
Public admin	807	7.4%	10,081	5.4%	933,757	4.8%





INSIGHT
MARKET ANALYTICS
HdL ECONSolutions

Employment Profile

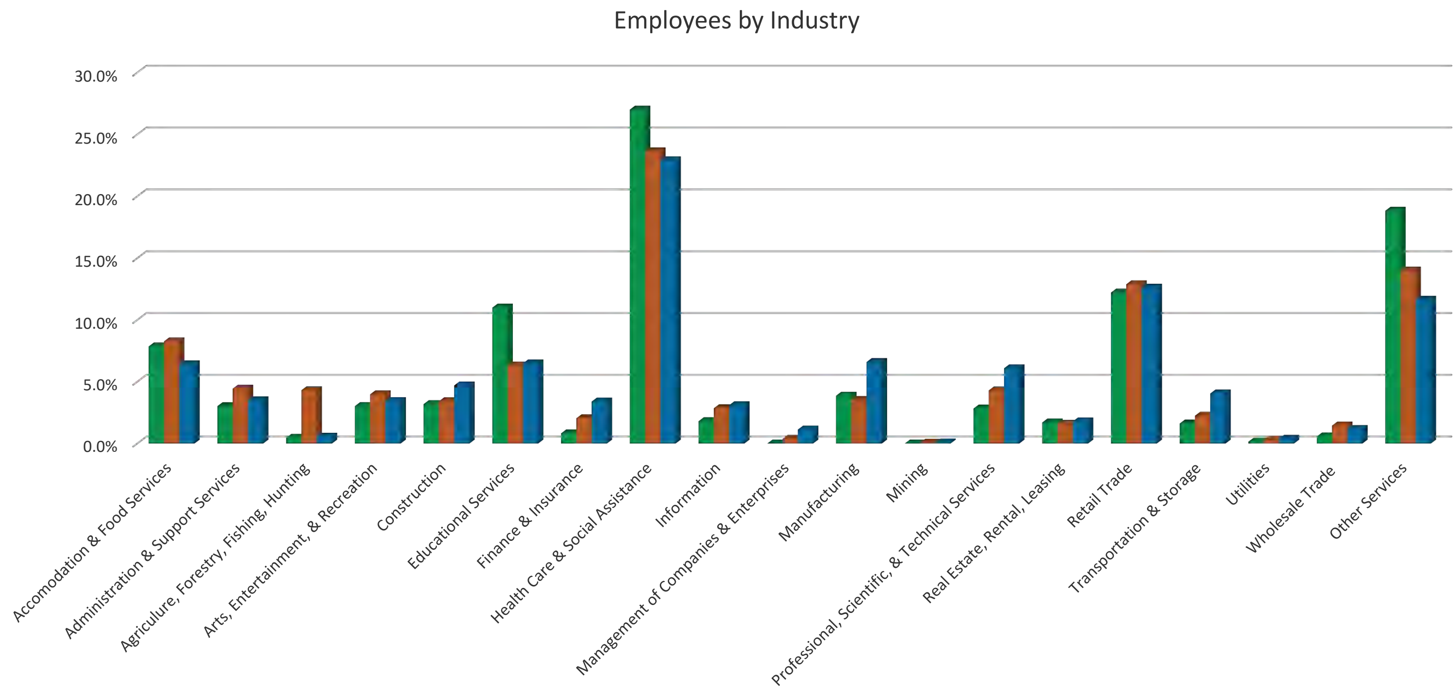
Site: City / County / State

Date Report Created: 1/15/2025

EXHIBIT A

	Marina CA		Monterey County CA		California	
Daytime Population	23,406		507,374		43,851,789	
Student Population	5,961		141,292		11,501,391	
Median Employee Salary	57,393		54,217		64,142	
Average Employee Salary	67,983		63,891		71,087	
Wages	#		#		#	
Salary/Wage per Employee per Annum						
Under $15,000 CrYr	201	2.5%	5,423	3.1%	327,547	2.1%
15,000 to 30,000 CrYr	72	0.9%	1,700	1.0%	124,392	0.8%
30,000 to 45,000 CrYr	2,321	28.9%	53,717	30.2%	2,811,244	17.6%
45,000 to 60,000 CrYr	1,794	22.4%	43,050	24.2%	3,349,392	21.0%
60,000 to 75,000 CrYr	1,024	12.8%	21,768	12.3%	3,046,418	19.1%
75,000 to 90,000 CrYr	905	11.3%	20,477	11.5%	2,846,912	17.9%
90,000 to 100,000 CrYr	174	2.2%	4,796	2.7%	1,084,911	6.8%
Over 100,000 CrYr	1,533	19.1%	26,725	15.0%	2,348,654	14.7%

Industry Groups



	Establishments		Employee's		Establishments		Employee's		Establishments		Employee's	
	#	%	#	%	#	%	#	%	#	%	#	%
Total	**693**	**100%**	**8,023**	**100%**	**15,166**	**100%**	**177,656**	**100%**	**1,661,059**	**100%**	**15,939,470**	**100%**
Accomodation & Food Services	59	8.5%	630	7.9%	1,023	6.7%	14,689	8.3%	100,274	6.0%	1,021,203	6.4%
Administration & Support Services	22	3.2%	243	3.0%	505	3.3%	7,884	4.4%	53,833	3.2%	556,715	3.5%
Agriculure, Forestry, Fishing, Hunting	2	0.3%	37	0.5%	276	1.8%	7,660	4.3%	12,823	0.8%	87,484	0.5%
Arts, Entertainment, & Recreation	24	3.5%	243	3.0%	417	2.7%	7,074	4.0%	48,145	2.9%	546,659	3.4%
Construction	45	6.5%	256	3.2%	850	5.6%	6,072	3.4%	99,314	6.0%	748,493	4.7%
Educational Services	17	2.4%	883	11.0%	399	2.6%	11,213	6.3%	42,562	2.6%	1,033,378	6.5%
Finance & Insurance	25	3.6%	66	0.8%	799	5.3%	3,630	2.0%	99,201	6.0%	541,215	3.4%
Health Care & Social Assistance	144	20.7%	2,168	27.0%	3,332	22.0%	41,997	23.6%	354,613	21.3%	3,652,854	22.9%
Information	10	1.4%	145	1.8%	322	2.1%	5,069	2.9%	38,648	2.3%	493,819	3.1%
Management of Companies & Enterprises	0	0.0%	0	0.0%	19	0.1%	677	0.4%	5,481	0.3%	179,858	1.1%
Manufacturing	25	3.6%	310	3.9%	488	3.2%	6,260	3.5%	69,449	4.2%	1,051,538	6.6%
Mining	0	0.0%	0	0.0%	9	0.1%	110	0.1%	1,019	0.1%	13,023	0.1%
Professional, Scientific, & Technical Services	33	4.8%	227	2.8%	1,326	8.7%	7,645	4.3%	176,409	10.6%	970,190	6.1%
Real Estate, Rental, Leasing	48	6.9%	137	1.7%	643	4.2%	2,834	1.6%	76,256	4.6%	285,048	1.8%
Retail Trade	90	13.1%	980	12.2%	2,075	13.7%	22,895	12.9%	218,563	13.2%	2,010,692	12.6%
Transportation & Storage	16	2.3%	130	1.6%	284	1.9%	4,001	2.3%	31,898	1.9%	645,483	4.0%
Utilities	1	0.1%	12	0.1%	24	0.2%	493	0.3%	1,799	0.1%	60,487	0.4%
Wholesale Trade	12	1.7%	46	0.6%	362	2.4%	2,580	1.5%	40,899	2.5%	186,165	1.2%
Other Services	120	17.3%	1,511	18.8%	2,013	13.3%	24,873	14.0%	189,873	11.4%	1,855,166	11.6%

Employment Profile

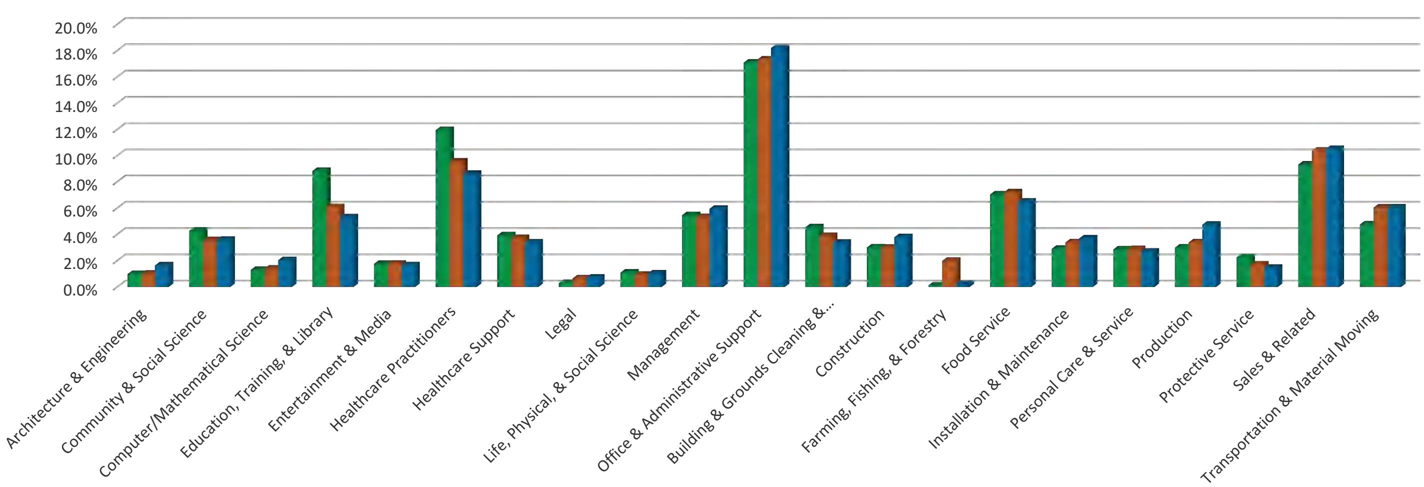
Site: City / County / State

Date Report Created: 1/15/2025

EXHIBIT A

Occupations	Marina CA # of Employee's		Monterey County CA # of Employee's		California # of Employee's	
White Collar	4,790	59.7%	96,335	54.2%	8,848,565	55.5%
Architecture & Engineering	79	1.0%	1,804	1.0%	262,012	1.6%
Community & Social Science	344	4.3%	6,325	3.6%	571,899	3.6%
Computer/Mathematical Science	104	1.3%	2,486	1.4%	325,075	2.0%
Education, Training, & Library	708	8.8%	10,829	6.1%	845,092	5.3%
Entertainment & Media	141	1.8%	3,141	1.8%	262,991	1.6%
Healthcare Practitioners	958	11.9%	16,952	9.5%	1,373,037	8.6%
Healthcare Support	315	3.9%	6,613	3.7%	540,039	3.4%
Legal	25	0.3%	1,157	0.7%	113,379	0.7%
Life, Physical, & Social Science	88	1.1%	1,654	0.9%	164,314	1.0%
Management	438	5.5%	9,448	5.3%	947,898	5.9%
Office & Administrative Support	1,370	17.1%	30,763	17.3%	2,900,570	18.2%
Blue Collar	3,196	39.8%	77,893	43.8%	6,856,843	43.0%
Building & Grounds Cleaning & Maintenance	364	4.5%	6,891	3.9%	537,137	3.4%
Construction	241	3.0%	5,310	3.0%	603,196	3.8%
Farming, Fishing, & Forestry	11	0.1%	3,534	2.0%	37,003	0.2%
Food Service	565	7.0%	12,794	7.2%	1,035,321	6.5%
Installation & Maintenance	233	2.9%	6,022	3.4%	588,508	3.7%
Personal Care & Service	229	2.9%	5,117	2.9%	428,237	2.7%
Production	241	3.0%	6,022	3.4%	755,486	4.7%
Protective Service	182	2.3%	3,033	1.7%	233,494	1.5%
Sales & Related	747	9.3%	18,431	10.4%	1,673,948	10.5%
Transportation & Material Moving	382	4.8%	10,739	6.0%	964,513	6.1%
Military Services	37	0.5%	3,428	1.9%	234,062	1.5%

Employees by Occupation



Employee Totals and History	Marina CA #	Monterey County CA #	California #
Current	8,023	177,656	15,939,470
2024 Q1	7,759	169,381	15,886,735
2023 Q4	8,047	180,950	15,260,061
2023 Q3	8,138	177,368	15,949,873
2023 Q2	6,786	145,842	15,524,033
2023 Q1	7,760	165,763	15,930,351
2022 Q4	7,728	180,391	15,415,044
2022 Q3	7,925	180,123	15,997,006
2022 Q2	6,930	149,265	15,503,003

INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Consumer Demand & Market Supply Assessment

Site: City / County / State

Date Report Created: 1/15/2025

EXHIBIT A

	Marina CA				Monterey County CA				California		
Demographics											
Population	22,804				433,074				39,752,612		
5-Year Population estimate	24,590				448,916				41,137,567		
Population Households	21,208				415,394				38,855,764		
Group Quarters Population	1,596				17,680				896,848		
Households	7,787				130,226				13,544,923		
5-Year Households estimate	8,442				135,100				14,017,681		
WorkPlace Establishments	693				15,166				1,661,059		
Workplace Employees	8,023				177,656				15,939,470		
Median Household Income	$88,101				$95,478				$98,061		
By Establishments	Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus
Furniture Stores	$5,356,461	$0	($5,356,461)	-100%	$100,204,781	$30,585,285	($69,619,496)	-69%	$9,695,295,234	$9,102,722,136	($592,573,098)
Lawn/Garden Equipment/Supplies Stores	$3,078,101	$0	($3,078,101)	-100%	$57,256,171	$161,424,672	$104,168,501	182%	$5,507,419,858	$5,637,419,034	$129,999,176
Jewelry/Luggage/Leather Goods	$2,562,263	$0	($2,562,263)	-100%	$47,851,954	$34,855,670	($12,996,284)	-27%	$4,591,395,681	$4,443,034,923	($148,360,759)
Used Merchandise Stores	$1,503,156	$0	($1,503,156)	-100%	$27,919,201	$26,906,003	($1,013,198)	-4%	$2,685,345,558	$2,293,137,055	($392,208,502)
Electronic Shopping/Mail Order Houses	$101,096,314	$0	($101,096,314)	-100%	$1,930,613,143	$552,239,132	($1,378,374,011)	-71%	$188,095,278,054	$142,288,100,483	($45,807,177,571)
Vending Machine Operators (Non-Store)	$3,509,482	$0	($3,509,482)	-100%	$65,765,553	$12,336,888	($53,428,665)	-81%	$6,284,888,129	$5,576,919,003	($707,969,126)
Other Motor Vehicle Dealers	$6,188,185	$708,981	($5,479,204)	-89%	$115,448,876	$21,801,194	($93,647,682)	-81%	$10,981,122,604	$10,607,693,994	($373,428,610)
Other Misc. Store Retailers	$7,864,058	$1,032,835	($6,831,223)	-87%	$145,510,315	$87,171,459	($58,338,856)	-40%	$13,999,030,645	$14,220,339,824	$221,309,179
Shoe Stores	$2,641,243	$427,947	($2,213,296)	-84%	$49,311,999	$40,013,184	($9,298,815)	-19%	$4,740,553,788	$4,761,524,793	$20,971,005
Book/Periodical/Music Stores	$1,137,062	$251,489	($885,573)	-78%	$21,241,935	$10,814,041	($10,427,894)	-49%	$2,037,759,776	$2,039,908,614	$2,148,838
Home Furnishing Stores	$4,490,639	$1,014,375	($3,476,264)	-77%	$83,415,528	$31,273,812	($52,141,716)	-63%	$7,964,482,185	$7,898,825,255	($65,656,930)
Building Material/Supplies Dealers	$28,125,775	$8,049,542	($20,076,233)	-71%	$522,233,803	$284,535,618	($237,698,185)	-46%	$49,741,634,582	$54,197,057,245	$4,455,422,663
Automotive Dealers	$90,014,951	$26,287,063	($63,727,888)	-71%	$1,681,733,970	$789,223,699	($892,510,271)	-53%	$159,089,544,690	$151,646,856,124	($7,442,688,566)
Electronics/Appliance	$5,900,201	$1,921,324	($3,978,877)	-67%	$119,393,621	$33,535,872	($85,857,749)	-72%	$12,144,376,389	$10,890,343,292	($1,254,033,097)
Bar/Drinking Places (Alcoholic Beverages)	$1,190,436	$411,751	($778,685)	-65%	$28,326,858	$19,352,327	($8,974,531)	-32%	$3,140,067,545	$3,318,545,352	$178,477,807
Clothing Stores	$18,211,721	$6,367,985	($11,843,736)	-65%	$338,247,259	$239,153,596	($99,093,663)	-29%	$32,413,924,136	$33,463,002,889	$1,049,078,752
Office Supplies/Stationary/Gift	$1,984,935	$715,237	($1,269,698)	-64%	$37,806,661	$23,145,355	($14,661,306)	-39%	$3,698,628,865	$3,629,310,598	($69,318,267)
Florists/Misc. Store Retailers	$759,195	$284,332	($474,863)	-63%	$14,122,824	$12,036,741	($2,086,082)	-15%	$1,357,585,688	$1,387,585,995	$30,000,308
Beer/Wine/Liquor Stores	$4,296,338	$1,642,305	($2,654,033)	-62%	$79,816,660	$42,700,001	($37,116,659)	-47%	$7,576,732,965	$7,664,870,491	$88,137,526
Grocery Stores	$49,245,245	$21,996,854	($27,248,391)	-55%	$913,400,624	$656,522,408	($256,878,215)	-28%	$86,588,090,250	$80,384,105,276	($6,203,984,974)
Other General Merchandise Stores	$51,226,504	$25,727,219	($25,499,285)	-50%	$951,401,164	$531,520,069	($419,881,095)	-44%	$90,454,411,636	$96,023,513,620	$5,569,101,984
Automotive Parts/Accessories/Tire	$7,831,625	$4,379,466	($3,452,159)	-44%	$144,990,029	$104,481,366	($40,508,663)	-28%	$13,664,785,557	$13,568,570,730	($96,214,826)
Sporting Goods/Hobby/Musical Instrument	$6,027,276	$3,641,444	($2,385,832)	-40%	$112,222,654	$55,892,023	($56,330,631)	-50%	$10,722,103,693	$10,714,580,685	($7,523,008)
Direct Selling Establishments	$2,779,122	$1,837,521	($941,601)	-34%	$51,520,465	$28,175,360	($23,345,105)	-45%	$4,889,493,748	$3,656,533,604	($1,232,960,144)
Health/Personal Care Stores	$25,020,936	$16,886,025	($8,134,911)	-33%	$461,638,328	$317,566,597	($144,071,731)	-31%	$43,668,433,467	$44,559,365,414	$890,931,947
Department Stores	$8,375,365	$6,120,029	($2,255,336)	-27%	$155,576,206	$142,635,343	($12,940,863)	-8%	$14,861,079,296	$18,341,402,981	$3,480,323,685
Special Food Services	$3,744,803	$2,782,657	($962,146)	-26%	$77,499,334	$103,439,339	$25,940,005	33%	$8,002,371,779	$7,901,300,473	($101,071,306)
Full-Service Restaurants	$20,752,283	$16,160,783	($4,591,500)	-22%	$452,335,107	$434,166,427	($18,168,680)	-4%	$48,047,696,825	$50,955,718,020	$2,908,021,195
Gasoline Stations	$38,270,511	$33,589,526	($4,680,985)	-12%	$710,011,451	$895,721,689	$185,710,239	26%	$66,767,868,146	$92,733,512,238	$25,965,644,092
Limited-Service Eating Places	$21,858,452	$20,240,337	($1,618,115)	-7%	$452,008,813	$415,337,103	($36,671,710)	-8%	$46,657,116,040	$49,552,946,342	$2,895,830,302
Specialty Food Stores	$2,702,502	$5,962,320	$3,259,818	121%	$50,160,411	$148,335,323	$98,174,912	196%	$4,753,743,034	$4,268,438,476	($485,304,559)
Consumer Demand/Market Supply Index	**$527,745,139**	**$208,439,348**	**253**		**$9,998,985,698**	**$6,286,897,599**	**159**		**$964,822,259,845**	**$947,727,184,958**	**102**

EXHIBIT A

Consumer Demand & Market Supply Assessment

Site: City / County / State

Date Report Created: 1/15/2025

By Major Product Lines	Marina CA				Monterey County CA				California		
	Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus
Computer Hardware/Software/Supplies	$10,734,124	$503,376	($10,230,748)	-95%	$268,076,221	$50,924,530	($217,151,691)	-81%	$30,556,708,531	$22,850,995,175	($7,705,713,356)
Furniture/Sleep/Outdoor/Patio Furniture	$15,834,469	$1,040,238	($14,794,231)	-93%	$296,283,638	$89,705,083	($206,578,555)	-70%	$28,681,501,144	$21,587,199,297	($7,094,301,848)
Jewelry (including Watches)	$4,356,406	$462,747	($3,893,659)	-89%	$81,450,708	$55,251,903	($26,198,804)	-32%	$7,812,690,272	$8,259,216,756	$446,526,484
All Other Merchandise	$23,028,231	$2,902,613	($20,125,618)	-87%	$426,984,377	$174,018,807	($252,965,570)	-59%	$41,104,695,988	$38,330,839,384	($2,773,856,604)
Audio Equipment/Musical Instruments	$3,413,364	$439,216	($2,974,148)	-87%	$63,182,676	$18,857,076	($44,325,600)	-70%	$6,032,095,634	$6,082,920,158	$50,824,524
Books/Periodicals	$1,982,376	$282,027	($1,700,349)	-86%	$36,801,347	$18,028,704	($18,772,643)	-51%	$3,512,924,944	$3,794,237,881	$281,312,937
Lawn/Garden/Farm Equipment/Supplies	$8,555,706	$1,489,561	($7,066,144)	-83%	$159,154,076	$199,986,435	$40,832,359	26%	$15,306,102,045	$15,340,512,635	$34,410,590
Pets/Pet Foods/Pet Supplies	$4,725,655	$900,758	($3,824,897)	-81%	$87,753,392	$48,810,534	($38,942,858)	-44%	$8,565,116,430	$6,126,354,124	($2,438,762,307)
Kitchenware/Home Furnishings	$6,903,868	$1,345,322	($5,558,546)	-81%	$128,313,177	$60,062,211	($68,250,966)	-53%	$12,187,071,038	$11,922,289,162	($264,781,876)
Footwear, including Accessories	$7,357,252	$1,510,338	($5,846,915)	-79%	$137,404,904	$80,558,663	($56,846,241)	-41%	$13,212,025,270	$11,850,088,815	($1,361,936,455)
Small Electric Appliances	$1,304,149	$286,774	($1,017,375)	-78%	$24,161,214	$11,376,227	($12,784,987)	-53%	$2,342,196,063	$2,378,291,983	$36,095,920
Major Household Appliances	$1,957,782	$449,563	($1,508,219)	-77%	$36,729,625	$12,606,720	($24,122,905)	-66%	$3,613,144,749	$3,902,344,725	$289,199,976
Automotive Lubricants (incl Oil, Greases)	$1,957,782	$449,563	($1,508,219)	-77%	$36,729,625	$12,606,720	($24,122,905)	-66%	$3,613,144,749	$3,902,344,725	$289,199,976
Floor/Floor Coverings	$3,949,906	$958,372	($2,991,535)	-76%	$73,119,806	$34,407,958	($38,711,848)	-53%	$6,913,654,665	$7,156,128,686	$242,474,020
Photographic Equipment/Supplies	$505,387	$125,780	($379,607)	-75%	$9,341,308	$3,502,915	($5,838,394)	-63%	$883,797,625	$1,279,879,245	$396,081,620
Televisions/VCR/Video Cameras/DVD etc	$3,186,597	$805,790	($2,380,807)	-75%	$59,571,719	$23,881,527	($35,690,192)	-60%	$5,673,107,665	$7,926,097,890	$2,252,990,225
Drugs/Health Aids/Beauty Aids/Cosmetics	$72,835,789	$18,982,794	($53,852,995)	-74%	$1,343,327,330	$539,022,232	($804,305,097)	-60%	$126,885,215,218	$98,012,504,874	($28,872,710,344)
Retailer Services	$15,770,118	$4,214,701	($11,555,417)	-73%	$294,161,487	$137,594,851	($156,566,636)	-53%	$28,221,569,509	$28,107,394,569	($114,174,941)
Womens/Juniors/Misses Wear	$17,951,008	$5,126,071	($12,824,937)	-71%	$332,212,900	$209,675,892	($122,537,008)	-37%	$31,819,106,169	$31,731,244,620	($87,861,550)
Hardware/Tools/Plumbing/Electrical Supplies	$8,196,233	$2,374,486	($5,821,747)	-71%	$151,639,963	$88,287,027	($63,352,936)	-42%	$14,311,171,334	$16,035,634,466	$1,724,463,133
Autos/Cars/Vans/Trucks/Motorcycles	$79,578,222	$23,098,067	($56,480,155)	-71%	$1,488,088,105	$695,375,642	($792,712,463)	-53%	$140,606,993,148	$134,494,858,664	($6,112,134,484)
Dimensional Lumber/Other Building Materials	$11,339,895	$3,504,549	($7,835,345)	-69%	$210,859,036	$125,011,481	($85,847,555)	-41%	$20,104,708,743	$22,725,459,498	$2,620,750,755
Curtains/Draperies/Slipcovers/Bed/Coverings	$2,430,240	$756,192	($1,674,048)	-69%	$45,204,061	$28,353,472	($16,850,589)	-37%	$4,413,148,643	$5,370,680,441	$957,531,798
Paints/Sundries/Wallpaper/Wall Coverings	$2,055,440	$654,145	($1,401,295)	-68%	$38,074,537	$22,887,911	($15,186,626)	-40%	$3,599,140,287	$4,151,730,866	$552,590,579
Automotive Tires/Tubes/Batteries/Parts	$16,604,263	$5,511,538	($11,092,725)	-67%	$307,242,034	$155,451,517	($151,790,517)	-49%	$28,923,289,891	$24,818,975,591	($4,104,314,300)
Mens Wear	$7,002,520	$2,347,203	($4,655,317)	-66%	$130,714,985	$91,878,040	($38,836,946)	-30%	$12,549,205,818	$14,052,582,048	$1,503,376,229
Sporting Goods (incl Bicycles/Sports Vehicles)	$5,306,224	$2,118,482	($3,187,742)	-60%	$99,342,384	$57,982,479	($41,359,905)	-42%	$9,477,265,767	$11,260,818,135	$1,783,552,368
Toys/Hobby Goods/Games	$2,813,397	$1,155,725	($1,657,672)	-59%	$52,348,554	$34,449,928	($17,898,626)	-34%	$4,951,405,553	$6,388,916,732	$1,437,511,179
Packaged Liquor/Wine/Beer	$9,570,693	$3,953,060	($5,617,632)	-59%	$177,335,213	$107,984,201	($69,351,012)	-39%	$16,796,421,649	$16,717,134,344	($79,287,305)
Groceries/Other Food Items (Off Premises)	$77,255,064	$38,127,268	($39,127,796)	-51%	$1,430,204,321	$1,003,939,396	($426,264,925)	-30%	$135,228,920,123	$125,602,539,712	($9,626,380,411)
Childrens Wear/Infants/Toddlers Clothing	$2,651,428	$1,362,526	($1,288,902)	-49%	$49,628,385	$46,424,006	($3,204,379)	-6%	$4,771,354,512	$6,407,173,823	$1,635,819,312
Cigars/Cigarettes/Tobacco/Accessories	$6,040,830	$3,244,628	($2,796,202)	-46%	$110,082,682	$90,800,918	($19,281,763)	-18%	$10,317,429,352	$12,185,520,674	$1,868,091,322
Sewing/Knitting Materials/Supplies	$280,830	$164,318	($116,511)	-41%	$4,991,819	$3,128,739	($1,863,080)	-37%	$479,676,181	$563,533,017	$83,856,836
Soaps/Detergents/Household Cleaners	$2,277,168	$1,379,032	($898,136)	-39%	$42,050,458	$35,156,236	($6,894,222)	-16%	$4,034,747,173	$5,105,897,568	$1,071,150,395
Alcoholic Drinks Served at the Establishment	$8,366,491	$5,321,707	($3,044,784)	-36%	$202,478,376	$149,403,345	($53,075,031)	-26%	$22,621,625,197	$19,714,439,710	($2,907,185,487)
Paper/Related Products	$2,000,054	$1,333,182	($666,872)	-33%	$36,789,751	$31,826,003	($4,963,748)	-13%	$3,499,361,440	$4,607,335,209	$1,107,973,769
Optical Goods (incl Eyeglasses, Sunglasses)	$1,084,611	$921,009	($163,602)	-15%	$20,085,287	$19,222,854	($862,433)	-4%	$1,979,434,128	$2,489,490,530	$510,056,402
Meats/Nonalcoholic Beverages	$41,520,640	$35,474,516	($6,046,123)	-15%	$857,356,682	$854,547,081	($2,809,601)	0%	$88,437,611,143	$96,555,267,352	$8,117,656,208
Automotive Fuels	$35,171,127	$32,014,472	($3,156,655)	-9%	$652,375,347	$840,845,358	$188,470,012	29%	$61,202,584,268	$87,655,167,478	$26,452,583,210
Household Fuels (incl Oil, LP gas, Wood, Coal)	$992,914	$1,351,808	$358,893	36%	$18,264,438	$23,766,646	$5,502,208	30%	$1,715,218,448	$2,557,929,777	$842,711,329

Data for this report is provided via the Market Outlook database from Synergos Technologies, Inc (STI).

Market Outlook is based on the following -

- the Consumer Expenditure Survey (CE), a program of the Bureau of Labor Statistics (BLS);
- the U.S. Census Bureau's monthly and annual Retail Trade (CRT) reports;
- the Census Bureau's Economic Census; with supporting demographic data from STI: PopStats data and STI: WorkPlace.

Market Outlook data covers 31 leading retail segments and 40 major product and service lines.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet cited on the Market Outlook report for the specified trade area or reporting geography. When the demand is greater than (or less than) the supply, there is an opportunity gap (or surplus) for that retail outlet. In other words, a negative value signifies an opportunity gap where the Consumer Demand is higher than the Market Supply, while a positive value signifies a surplus.

Consumer Demand/Market Supply Index:

n = 100 (Equilibrium)
n > 100 suggests demand is not being fully met within the market, consumers are leaving the area to shop
n < 100 suggests supply exceeds demand, attracting consumers from outside the defined area

EXHIBIT A

Household Segmentation Profile

Market: City/County/State
Date: 1/23/2025

Segment Group	Cluster Name	Marina CA		Monterey County CA		California	
TOTAL HOUSEHOLDS		**7,941**	**100%**	**132,952**	**100%**	**13,579,479**	**100%**
1A Top Shelf		**434**	**5.5%**	**5,620**	**4.2%**	**1,000,983**	**7.4%**
	01 One Percenters	0	0.0%	3,572	2.7%	236,771	1.7%
	02 Peak Performers	434	5.5%	2,037	1.5%	703,612	5.2%
	03 Second City Achievers	0	0.0%	11	0.0%	60,600	0.4%
1B Affluent Suburbia		**0**	**0.0%**	**10**	**0.0%**	**819,810**	**6.0%**
	04 Young Success	0	0.0%	0	0.0%	494,775	3.6%
	05 Affluent Parents	0	0.0%	10	0.0%	142,515	1.0%
	06 Best of Both Worlds	0	0.0%	0	0.0%	126,442	0.9%
	09 Successful Urban Commuters	0	0.0%	0	0.0%	56,078	0.4%
2A New Suburban Families		**0**	**0.0%**	**35**	**0.0%**	**543,548**	**4.0%**
	17 New American Dreams	0	0.0%	35	0.0%	78,657	0.6%
	21 New Suburban Style	0	0.0%	0	0.0%	384,570	2.8%
	34 Midwestern Comforts	0	0.0%	0	0.0%	21,369	0.2%
	42 Rising Fortunes	0	0.0%	0	0.0%	58,952	0.4%
2B Older Empty Nest Families		**0**	**0.0%**	**270**	**0.2%**	**283,031**	**2.1%**
	12 Mainstream Established Suburb	0	0.0%	1	0.0%	84,248	0.6%
	15 Comfortable Retirement	0	0.0%	263	0.2%	128,028	0.9%
	18 Small Town Middle Managers	0	0.0%	3	0.0%	7,077	0.1%
	33 Noreasters	0	0.0%	3	0.0%	55,788	0.4%
	41 All-American	0	0.0%	0	0.0%	7,890	0.1%
3A Mid-Income Rural		**1**	**0.0%**	**2,771**	**2.1%**	**690,941**	**5.1%**
	13 Cowboy Country	0	0.0%	2,737	2.1%	509,954	3.8%
	16 Spacious Suburbs	1	0.0%	20	0.0%	22,089	0.2%
	20 Strong Individualists	0	0.0%	9	0.0%	142,083	1.0%
	51 Low Cost Rural	0	0.0%	5	0.0%	16,815	0.1%
3B Urbanites		**29**	**0.4%**	**2,387**	**1.8%**	**731,269**	**5.4%**
	38 Middle America	0	0.0%	0	0.0%	10,723	0.1%
	44 Pacific Second City	29	0.4%	926	0.7%	548,236	4.0%
	45 Northern Perseverance	0	0.0%	3	0.0%	22,203	0.2%
	58 Urban Crowd	0	0.0%	1,458	1.1%	150,107	1.1%
3C Older Mid-Income Households		**0**	**0.0%**	**173**	**0.1%**	**206,610**	**1.5%**
	46 Individual Singles	0	0.0%	1	0.0%	22,483	0.2%
	49 Retirement	0	0.0%	172	0.1%	184,127	1.4%
4A Rising Middle Income Families		**4,546**	**57.2%**	**36,467**	**27.4%**	**2,885,817**	**21.3%**
	07 Upscale Diversity	0	0.0%	7	0.0%	288,262	2.1%
	08 Living the Dream	3	0.0%	411	0.3%	192,745	1.4%
	10 Emerging Leaders	24	0.3%	28,578	21.5%	1,014,276	7.5%
	11 West Coast Affluence	4,519	56.9%	7,471	5.6%	1,390,534	10.2%
4B Young Aspirations		**1,848**	**23.3%**	**76,841**	**57.8%**	**2,031,442**	**15.0%**
	14 American Playgrounds	1	0.0%	113	0.1%	155,237	1.1%
	19 Outer Suburban Affluence	0	0.0%	0	0.0%	6,368	0.0%
	22 Up and Coming Suburban Diver	2	0.0%	2	0.0%	79,898	0.6%
	35 Generational Dreams	1,170	14.7%	74,850	56.3%	1,361,342	10.0%
	40 Beltway Commuters	676	8.5%	1,876	1.4%	428,597	3.2%

Uses the Personicx household life stage segmentation system. More information about each cluster and lifestage group is available by clicking on the respective category.

EXHIBIT A

Household Segmentation Profile

Market: City/County/State
Date: 1/23/2025

Segment Group	Cluster Name	Marina CA		Monterey County CA		California	
TOTAL HOUSEHOLDS		**7,941**	**100%**	**132,952**	**100%**	**13,579,479**	**100%**
5A College Students and Recent Graduates		**87**	**1.1%**	**600**	**0.5%**	**147,028**	**1.1%**
	57 College Towns	87	1.1%	357	0.3%	35,651	0.3%
	67 Starting Out	0	0.0%	243	0.2%	111,377	0.8%
5B Middle America		**0**	**0.0%**	**901**	**0.7%**	**354,524**	**2.6%**
	26 High Density Diversity	0	0.0%	0	0.0%	167,059	1.2%
	36 Olde New England	0	0.0%	0	0.0%	16,770	0.1%
	39 Second City Beginnings	0	0.0%	890	0.7%	119,291	0.9%
	43 Classic Interstate Suburbia	0	0.0%	11	0.0%	51,404	0.4%
5C Upscale Young Singles and Couples		**0**	**0.0%**	**1,641**	**1.2%**	**798,106**	**5.9%**
	25 Tech-Savy Group	0	0.0%	33	0.0%	153,650	1.1%
	27 Young Coastal Technocrats	0	0.0%	1,608	1.2%	644,456	4.7%
6A Ethnic and Small Town Groups		**0**	**0.0%**	**2,322**	**1.7%**	**1,214,907**	**8.9%**
	31 Latino Workforce	0	0.0%	1,075	0.8%	770,557	5.7%
	59 Hardworking Latino Families	0	0.0%	0	0.0%	312,044	2.3%
	60 Immigrant	0	0.0%	1,225	0.9%	97,553	0.7%
	64 Southern Cities	0	0.0%	20	0.0%	9,494	0.1%
	65 Small Towns	0	0.0%	2	0.0%	25,259	0.2%
6B Blue Collar Urbanites		**991**	**12.5%**	**1,139**	**0.9%**	**1,016,025**	**7.5%**
	28 Coastal Diversity	991	12.5%	1,110	0.8%	739,617	5.4%
	30 True Grit	0	0.0%	0	0.0%	22,871	0.2%
	32 Apartment Dwellers	0	0.0%	29	0.0%	253,537	1.9%
6C Industrial Remnants		**0**	**0.0%**	**4**	**0.0%**	**56,551**	**0.4%**
	63 Southern Small Towns	0	0.0%	0	0.0%	27,048	0.2%
	66 Metropolitan Blue Collar	0	0.0%	0	0.0%	1,169	0.0%
	68 Rust Belt	0	0.0%	4	0.0%	28,334	0.2%
7A Military and Blue Collar		**0**	**0.0%**	**12**	**0.0%**	**94,433**	**0.7%**
	61 Communal Living	0	0.0%	12	0.0%	33,163	0.2%
	62 Blue Collar Diversity	0	0.0%	0	0.0%	61,270	0.5%
7B Rural Working Blues		**5**	**0.1%**	**1,431**	**1.1%**	**576,527**	**4.2%**
	24 Remote Latino Neighborhoods	3	0.0%	1,149	0.9%	369,476	2.7%
	29 Metropolitan	0	0.0%	0	0.0%	77,302	0.6%
	47 Simply Southern	0	0.0%	42	0.0%	52,751	0.4%
	48 Tex-Mex	2	0.0%	195	0.1%	70,298	0.5%
	53 Classic Southerners	0	0.0%	4	0.0%	2,493	0.0%
	56 Blue Collar	0	0.0%	41	0.0%	4,207	0.0%
7C Ageing Small Town America		**0**	**0.0%**	**328**	**0.2%**	**127,927**	**0.9%**
	23 Long-Lasting Heartland	0	0.0%	22	0.0%	10,489	0.1%
	37 Industrial Town	0	0.0%	7	0.0%	14,998	0.1%
	50 Small Town	0	0.0%	4	0.0%	2,004	0.0%
	52 Great Open Country	0	0.0%	270	0.2%	23,796	0.2%
	54 Agricultural Areas	0	0.0%	24	0.0%	65,254	0.5%
	55 Mining Areas	0	0.0%	1	0.0%	11,386	0.1%

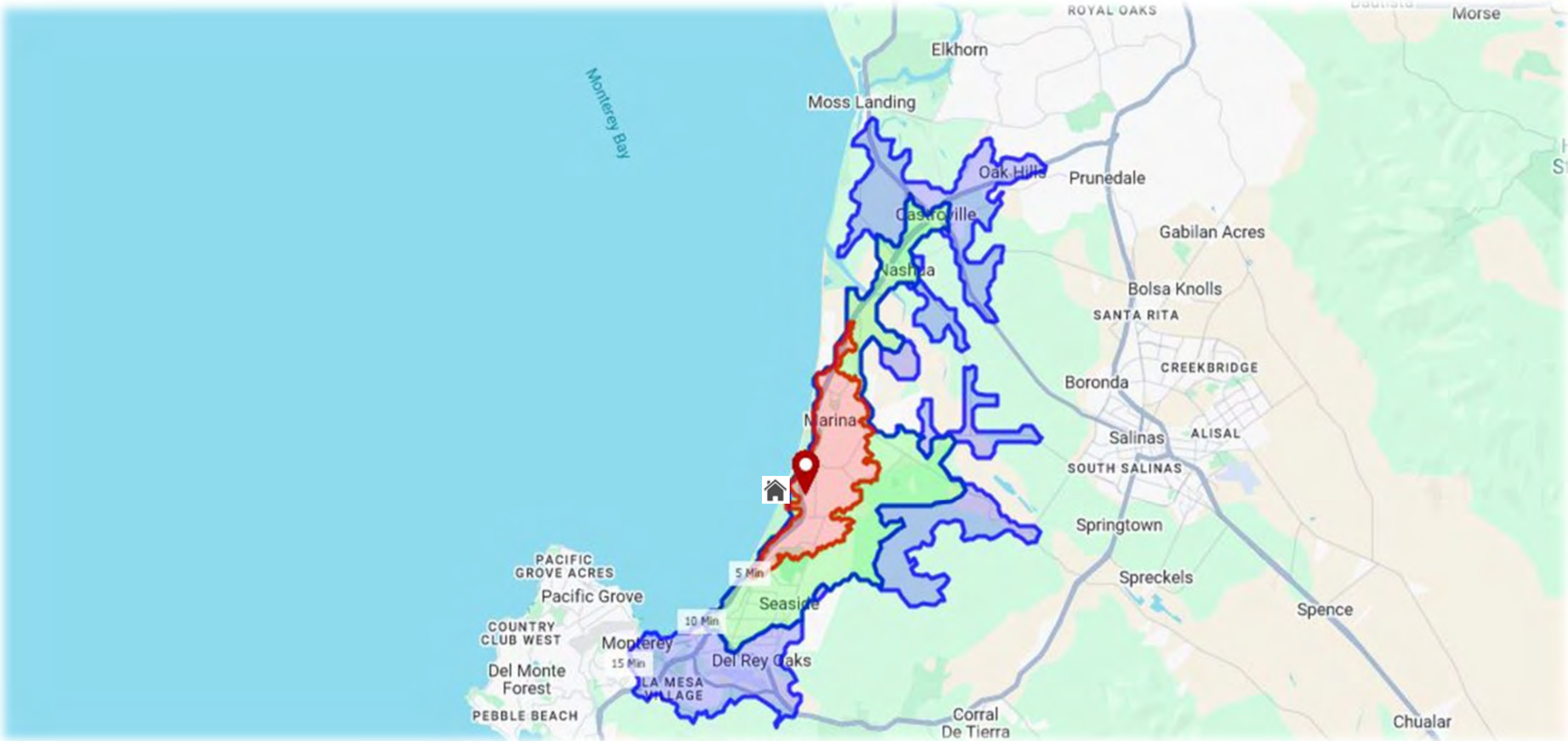
Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from originals.

10th Street & 1st Ave. Marina, CA

EXHIBIT A

INSIGHT MARKET ANALYTICS

HdL ECONSolutions



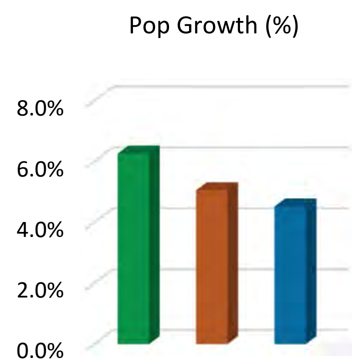
	5 Minutes	10 Minutes	15 Minutes
Population	24,598	57,036	87,446
Daytime Population	27,660	56,522	117,342
Households	7,938	18,470	29,862
Average Age	37.6	38	39
Average HH Income	$114,850	$108,842	$117,626
White Collar (Residents)	63.8%	57.0%	58.7%
College Degree & Above	30.7%	27.1%	29.4%

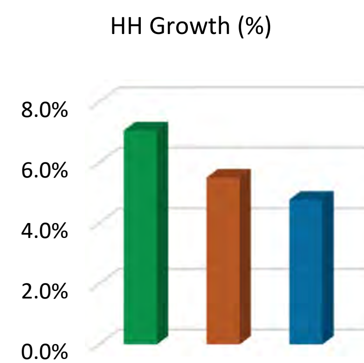
INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Consumer Demographic Profile

Site: Site 2 - 10th Street & Ist Ave.
Date Report Created: 1/21/2025

	5 Min Drive		10 Min Drive		15 Min Drive	
	#	%	#	%	#	%
Market Stats						
Population	24,598	---	57,036	---	87,446	---
5 Year Projected Pop	26,139	---	59,921	---	91,402	---
Pop Growth (%)	6.3%	---	5.1%	---	4.5%	---
Households	7,938	---	18,470	---	29,862	---
5 Year Projected HHs	8,499	---	19,487	---	31,288	---
HH Growth (%)	7.1%	---	5.5%	---	4.8%	---
Census Stats						
2000 Population	19,573	---	50,428	---	77,804	---
2010 Population	24,335	---	56,644	---	86,999	---
Pop Growth (%)	24.3%	---	12.3%	---	11.8%	---
2000 Households	6,747	---	16,282	---	26,609	---
2010 Households	7,828	---	18,305	---	29,668	---
HH Growth (%)	16.0%	---	12.4%	---	11.5%	---
Total Population by Age						
Average Age	37.6		38.0		39.0	
19 yrs & under	6,054	24.6%	13,502	23.7%	20,041	22.9%
20 to 24 yrs	2,718	11.1%	6,008	10.5%	8,441	9.7%
25 to 34 yrs	3,720	15.1%	8,414	14.8%	12,650	14.5%
35 to 44 yrs	3,210	13.1%	7,908	13.9%	12,514	14.3%
45 to 54 yrs	2,568	10.4%	6,619	11.6%	10,032	11.5%
55 to 64 yrs	2,588	10.5%	6,230	10.9%	9,753	11.2%
65 to 74 yrs	2,258	9.2%	5,056	8.9%	8,249	9.4%
75 to 84 yrs	1,079	4.4%	2,390	4.2%	4,151	4.7%
85 + yrs	402	1.6%	909	1.6%	1,615	1.8%
Population Bases						
20-34 yrs	6,439	26.2%	14,422	25.3%	21,091	24.1%
45-64 yrs	5,156	21.0%	12,848	22.5%	19,784	22.6%
16 yrs +	20,166	82.0%	46,106	80.8%	70,686	80.8%
25 yrs +	15,826	64.3%	37,525	65.8%	58,964	67.4%
65 yrs +	3,739	15.2%	8,355	14.6%	14,016	16.0%
75 yrs +	1,481	6.0%	3,299	5.8%	5,767	6.6%
85 yrs +	402	1.6%	909	1.6%	1,615	1.8%





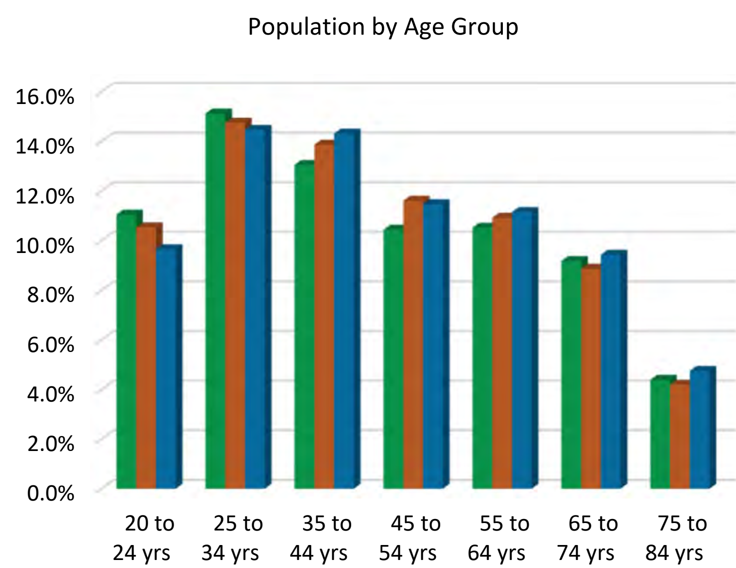
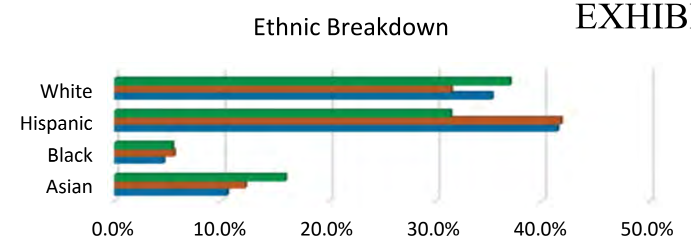
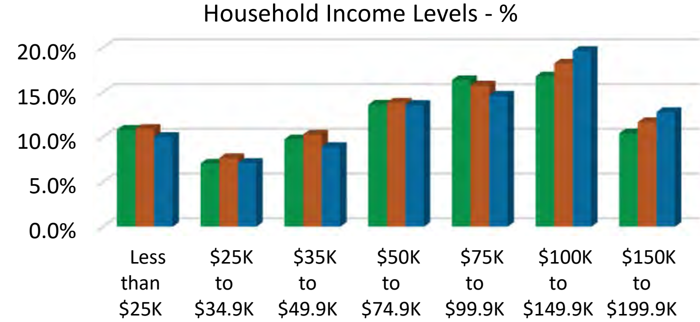
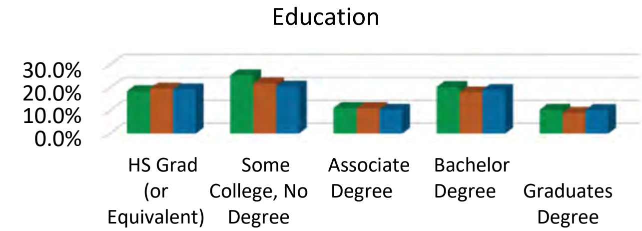


EXHIBIT A

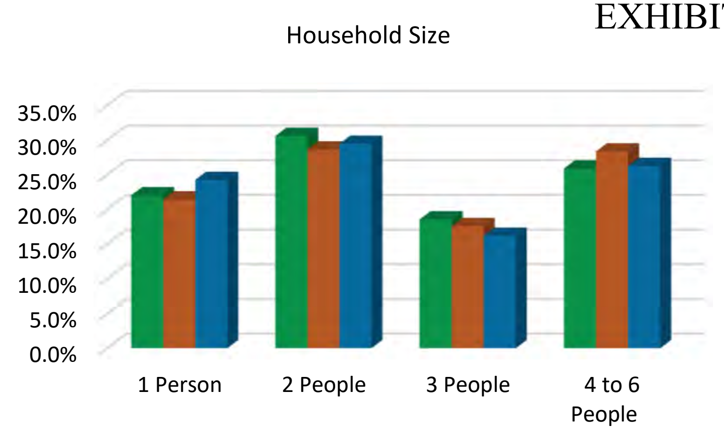
Population by Race						
White	9,088	36.9%	17,939	31.5%	30,828	35.3%
Hispanic	7,718	31.4%	23,788	41.7%	36,190	41.4%
Black	1,326	5.4%	3,170	5.6%	4,005	4.6%
Asian	3,926	16.0%	6,961	12.2%	9,189	10.5%
Ancestry						
American Indian (ancestry)	70	0.3%	185	0.3%	281	0.3%
Hawaiin (ancestry)	430	1.7%	927	1.6%	1,113	1.3%
Household Income						
Per Capita Income	$37,063	---	$35,245	---	$40,168	---
Average HH Income	$114,850	---	$108,842	---	$117,626	---
Median HH Income	$87,785	---	$86,156	---	$92,294	---
Less than $25K	859	10.8%	2,017	10.9%	2,997	10.0%
$25K to $34.9K	561	7.1%	1,415	7.7%	2,128	7.1%
$35K to $49.9K	774	9.8%	1,900	10.3%	2,662	8.9%
$50K to $74.9K	1,082	13.6%	2,558	13.8%	4,064	13.6%
$75K to $99.9K	1,299	16.4%	2,913	15.8%	4,371	14.6%
$100K to $149.9K	1,333	16.8%	3,365	18.2%	5,859	19.6%
$150K to $199.9K	827	10.4%	2,157	11.7%	3,820	12.8%
$200K +	1,203	15.2%	2,144	11.6%	3,960	13.3%
Education	15,826		37,525		58,964	
Less than 9th Grade	859	5.4%	3,890	10.4%	6,162	10.5%
Some HS, No Diploma	905	5.7%	2,506	6.7%	3,806	6.5%
HS Grad (or Equivalent)	2,933	18.5%	7,396	19.7%	11,376	19.3%
Some College, No Degree	4,036	25.5%	8,238	22.0%	12,133	20.6%
Associate Degree	1,768	11.2%	4,166	11.1%	6,137	10.4%
Bachelor Degree	3,218	20.3%	6,759	18.0%	11,246	19.1%
Graduates Degree	1,643	10.4%	3,398	9.1%	6,064	10.3%







Family Structure	5,298		12,562		19,442	
Single - Male	302	5.7%	612	4.9%	958	4.9%
Single - Female	476	9.0%	1,293	10.3%	1,886	9.7%
Single Parent - Male	112	2.1%	497	4.0%	676	3.5%
Single Parent - Female	490	9.3%	1,379	11.0%	1,876	9.7%
Married w/ Children	1,570	29.6%	3,785	30.1%	6,104	31.4%
Married w/out Children	2,347	44.3%	4,997	39.8%	7,942	40.8%
Household Size						
1 Person	1,750	22.0%	3,964	21.5%	7,248	24.3%
2 People	2,429	30.6%	5,293	28.7%	8,801	29.5%
3 People	1,474	18.6%	3,250	17.6%	4,842	16.2%
4 to 6 People	2,057	25.9%	5,240	28.4%	7,844	26.3%
7+ People	229	2.9%	722	3.9%	1,126	3.8%
Home Ownership	7,938		18,470		29,862	
Owners	3,010	37.9%	6,991	37.9%	12,062	40.4%
Renters	4,928	62.1%	11,479	62.1%	17,799	59.6%
Components of Change						
Births	257	1.0%	615	1.1%	925	1.1%
Deaths	150	0.6%	344	0.6%	584	0.7%
Migration	228	0.9%	99	0.2%	17	0.0%
Employment (Pop 16+)	20,166		46,106		70,686	
Armed Services	450	2.2%	871	1.9%	1,536	2.2%
Civilian	13,280	65.9%	30,259	65.6%	46,520	65.8%
Employed	11,546	57.3%	26,429	57.3%	40,569	57.4%
Unemployed	1,735	8.6%	3,830	8.3%	5,951	8.4%
Not in Labor Force	6,886	34.1%	15,846	34.4%	24,166	34.2%
Employed Population	11,546		26,429		40,569	
White Collar	7,371	63.8%	15,058	57.0%	23,826	58.7%
Blue Collar	4,175	36.2%	11,371	43.0%	16,743	41.3%



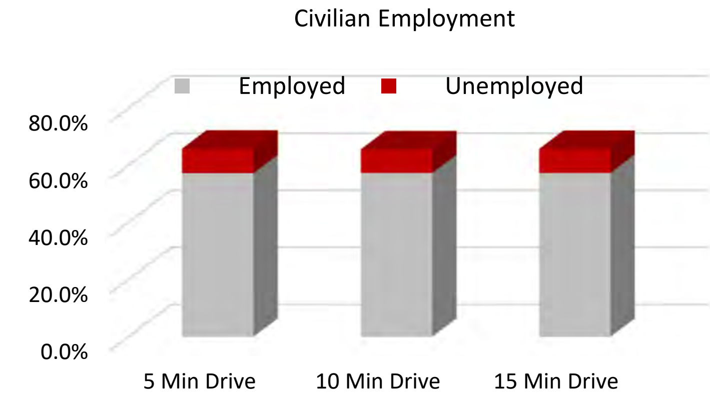
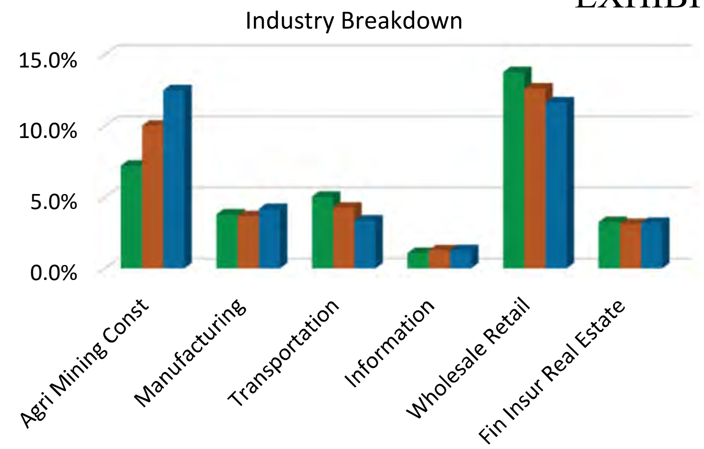
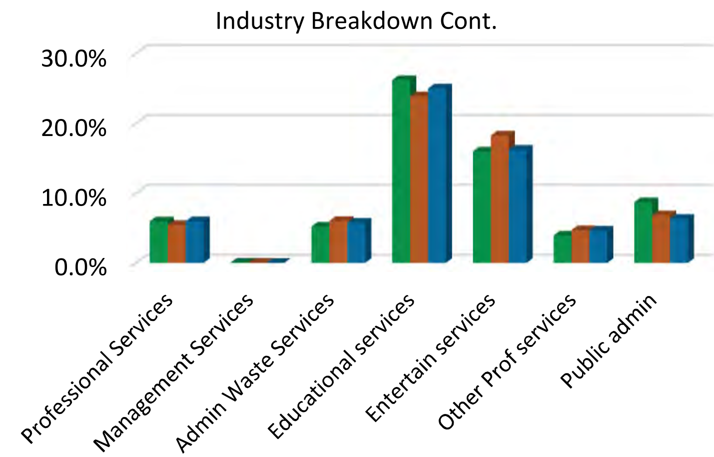


EXHIBIT A

Employment By Occupation	11,546		26,429		40,569	
White Collar	7,371	63.8%	15,058	57.0%	23,826	58.7%
Managerial executive	1,291	11.2%	2,956	11.2%	5,297	13.1%
Prof specialty	3,270	28.3%	6,025	22.8%	9,683	23.9%
Healthcare support	349	3.0%	1,168	4.4%	1,650	4.1%
Sales	1,200	10.4%	2,430	9.2%	3,365	8.3%
Office Admin	1,261	10.9%	2,480	9.4%	3,831	9.4%
Blue Collar	4,175	36.2%	11,371	43.0%	16,743	41.3%
Protective	337	2.9%	575	2.2%	930	2.3%
Food Prep Serving	1,064	9.2%	2,855	10.8%	3,703	9.1%
Bldg Maint/Cleaning	636	5.5%	2,125	8.0%	2,636	6.5%
Personal Care	462	4.0%	1,055	4.0%	1,500	3.7%
Farming/Fishing/Forestry	83	0.7%	415	1.6%	1,177	2.9%
Construction	849	7.4%	2,236	8.5%	3,496	8.6%
Production Transp	743	6.4%	2,111	8.0%	3,301	8.1%



Employment By Industry	11,546		26,429		40,569	
Agri Mining Const	833	7.2%	2,650	10.0%	5,078	12.5%
Manufacturing	437	3.8%	970	3.7%	1,694	4.2%
Transportation	581	5.0%	1,128	4.3%	1,360	3.4%
Information	124	1.1%	335	1.3%	516	1.3%
Wholesale Retail	1,591	13.8%	3,341	12.6%	4,729	11.7%
Fin Insur Real Estate	376	3.3%	824	3.1%	1,296	3.2%
Professional Services	685	5.9%	1,434	5.4%	2,414	6.0%
Management Services	4	0.0%	6	0.0%	8	0.0%
Admin Waste Services	598	5.2%	1,583	6.0%	2,338	5.8%
Educational services	3,021	26.2%	6,301	23.8%	10,127	25.0%
Entertain services	1,842	16.0%	4,817	18.2%	6,571	16.2%
Other Prof services	451	3.9%	1,237	4.7%	1,879	4.6%
Public admin	1,002	8.7%	1,803	6.8%	2,558	6.3%



INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Employment Profile

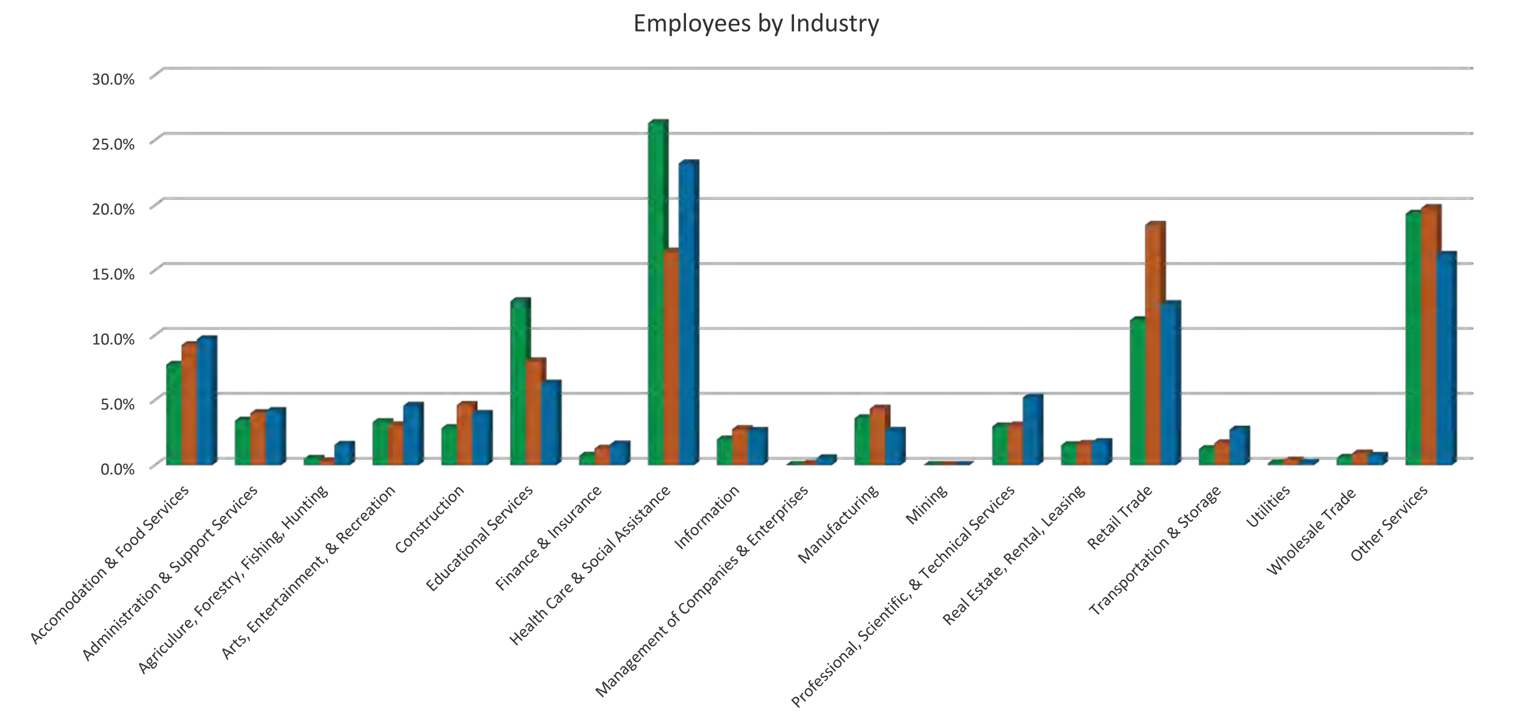
Site: Site 2 - 1oth Street & Ist Ave.

Date Report Created: 1/21/2025

EXHIBIT A

	5 Min Drive		10 Min Drive		15 Min Drive	
Daytime Population	27,660		56,522		117,342	
Student Population	9,041		13,829		34,973	
Median Employee Salary	57,729		54,070		54,947	
Average Employee Salary	68,682		63,486		65,156	
Wages	#		#		#	
Salary/Wage per Employee per Annum						
Under $15,000 CrYr	190	2.4%	559	3.1%	1,323	3.0%
15,000 to 30,000 CrYr	71	0.9%	186	1.0%	342	0.8%
30,000 to 45,000 CrYr	2,299	28.8%	5,793	32.2%	13,626	30.8%
45,000 to 60,000 CrYr	1,741	21.8%	4,106	22.8%	10,250	23.1%
60,000 to 75,000 CrYr	1,028	12.9%	2,301	12.8%	5,475	12.4%
75,000 to 90,000 CrYr	924	11.6%	1,903	10.6%	4,781	10.8%
90,000 to 100,000 CrYr	177	2.2%	426	2.4%	1,136	2.6%
Over 100,000 CrYr	1,558	19.5%	2,706	15.0%	7,344	16.6%

Industry Groups



	Establishments		Employee's		Establishments		Employee's		Establishments		Employee's	
	#	%	#	%	#	%	#	%	#	%	#	%
Total	**671**	**100%**	**7,988**	**100%**	**1,597**	**100%**	**17,980**	**100%**	**3,540**	**100%**	**44,277**	**100%**
Accomodation & Food Services	58	8.7%	617	7.7%	139	8.7%	1,660	9.2%	273	7.7%	4,289	9.7%
Administration & Support Services	21	3.2%	274	3.4%	59	3.7%	718	4.0%	129	3.7%	1,843	4.2%
Agriculure, Forestry, Fishing, Hunting	2	0.4%	38	0.5%	6	0.4%	52	0.3%	21	0.6%	692	1.6%
Arts, Entertainment, & Recreation	26	3.8%	265	3.3%	48	3.0%	551	3.1%	110	3.1%	2,025	4.6%
Construction	39	5.8%	228	2.8%	130	8.1%	832	4.6%	237	6.7%	1,747	3.9%
Educational Services	17	2.5%	1,008	12.6%	37	2.3%	1,437	8.0%	83	2.3%	2,780	6.3%
Finance & Insurance	22	3.3%	58	0.7%	62	3.9%	228	1.3%	155	4.4%	703	1.6%
Health Care & Social Assistance	137	20.4%	2,102	26.3%	242	15.1%	2,956	16.4%	721	20.4%	10,280	23.2%
Information	11	1.7%	158	2.0%	33	2.1%	498	2.8%	71	2.0%	1,165	2.6%
Management of Companies & Enterprises	0	0.0%	0	0.0%	1	0.0%	15	0.1%	6	0.2%	233	0.5%
Manufacturing	24	3.5%	288	3.6%	67	4.2%	782	4.3%	100	2.8%	1,169	2.6%
Mining	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	0.0%
Professional, Scientific, & Technical Services	36	5.3%	238	3.0%	88	5.5%	549	3.1%	358	10.1%	2,306	5.2%
Real Estate, Rental, Leasing	44	6.6%	123	1.5%	79	4.9%	294	1.6%	171	4.8%	781	1.8%
Retail Trade	89	13.2%	891	11.2%	252	15.8%	3,325	18.5%	422	11.9%	5,492	12.4%
Transportation & Storage	14	2.1%	99	1.2%	34	2.1%	302	1.7%	68	1.9%	1,209	2.7%
Utilities	1	0.1%	11	0.1%	3	0.2%	62	0.3%	4	0.1%	75	0.2%
Wholesale Trade	12	1.8%	45	0.6%	33	2.1%	161	0.9%	53	1.5%	314	0.7%
Other Services	118	17.5%	1,546	19.3%	286	17.9%	3,557	19.8%	560	15.8%	7,168	16.2%

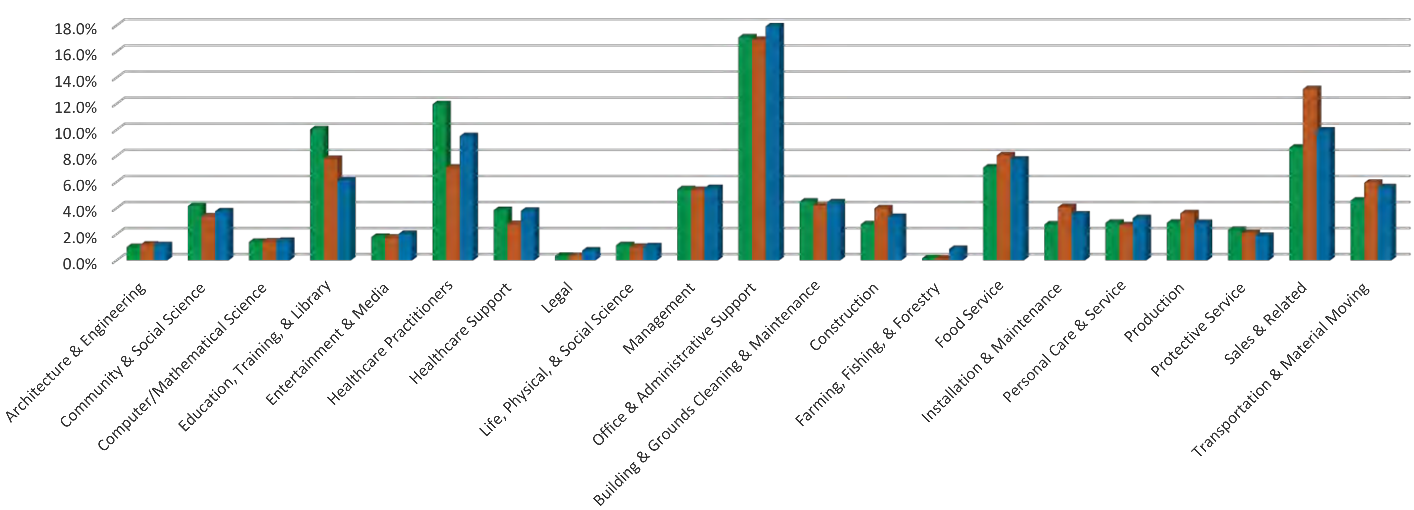
INSIGHT MARKET ANALYTICS
HdL ECONSolutions

Employment Profile
Site: Site 2 - 1oth Street & Ist Ave.
Date Report Created: 1/21/2025

EXHIBIT A

Occupations	5 Min Drive # of Employee's		10 Min Drive # of Employee's		15 Min Drive # of Employee's	
White Collar	4,874	61.0%	9,331	51.9%	24,856	56.1%
Architecture & Engineering	81	1.0%	214	1.2%	511	1.2%
Community & Social Science	332	4.2%	605	3.4%	1,661	3.8%
Computer/Mathematical Science	113	1.4%	259	1.4%	656	1.5%
Education, Training, & Library	802	10.0%	1,397	7.8%	2,712	6.1%
Entertainment & Media	143	1.8%	313	1.7%	895	2.0%
Healthcare Practitioners	956	12.0%	1,276	7.1%	4,215	9.5%
Healthcare Support	308	3.9%	498	2.8%	1,681	3.8%
Legal	27	0.3%	58	0.3%	330	0.7%
Life, Physical, & Social Science	92	1.2%	184	1.0%	473	1.1%
Management	435	5.4%	969	5.4%	2,452	5.5%
Office & Administrative Support	1,365	17.1%	3,036	16.9%	7,940	17.9%
Blue Collar	3,078	38.5%	8,602	47.8%	19,194	43.3%
Building & Grounds Cleaning & Maintenance	359	4.5%	751	4.2%	1,964	4.4%
Construction	221	2.8%	716	4.0%	1,470	3.3%
Farming, Fishing, & Forestry	12	0.1%	23	0.1%	384	0.9%
Food Service	568	7.1%	1,446	8.0%	3,416	7.7%
Installation & Maintenance	219	2.7%	734	4.1%	1,553	3.5%
Personal Care & Service	229	2.9%	482	2.7%	1,429	3.2%
Production	230	2.9%	648	3.6%	1,265	2.9%
Protective Service	186	2.3%	375	2.1%	828	1.9%
Sales & Related	689	8.6%	2,359	13.1%	4,405	9.9%
Transportation & Material Moving	365	4.6%	1,068	5.9%	2,479	5.6%
Military Services	37	0.5%	46	0.3%	227	0.5%

Employees by Occupation



Employee Totals and History	#	#	#
Current	7,988	17,980	44,277
2024 Q1	7,714	17,237	42,236
2023 Q4	7,884	18,182	45,415
2023 Q3	8,097	18,073	44,377
2023 Q2	6,796	15,095	36,966
2023 Q1	7,683	17,203	42,380
2022 Q4	7,616	18,200	46,489
2022 Q3	7,941	18,429	46,331
2022 Q2	6,935	15,384	37,459

INSIGHT MARKET ANALYTICS

Consumer Demand & Market Supply Assessment

Site: Site 2 - 10th St & 1st Ave

Date Report Created: 1/21/2025

EXHIBIT A

	5 Min Drive				10 Min Drive				15 Min Drive			
Demographics												
Population	24,598				57,036				87,446			
5-Year Population estimate	26,139				59,921				91,402			
Population Households	22,114				54,222				84,388			
Group Quarters Population	2,484				2,814				3,058			
Households	7,938				18,470				29,862			
5-Year Households estimate	8,499				19,487				31,288			
WorkPlace Establishments	671				1,597				3,540			
Workplace Employees	7,988				17,980				44,277			
Median Household Income	$87,785				$86,156				$92,294			
By Establishments	Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus	
Furniture Stores	$5,399,326	$0	($5,399,326)	-100%	$13,228,724	$7,555,748	($5,672,976)	-43%	$20,194,576	$12,573,223	($7,621,352)	-38%
Lawn/Garden Equipment/Supplies Stores	$3,086,357	$0	($3,086,357)	-100%	$7,558,017	$3,791,851	($3,766,166)	-50%	$11,534,088	$9,734,438	($1,799,650)	-16%
Jewelry/Luggage/Leather Goods	$2,582,395	$0	($2,582,395)	-100%	$6,327,564	$847,970	($5,479,594)	-87%	$9,650,805	$4,017,362	($5,633,442)	-58%
Used Merchandise Stores	$1,507,828	$0	($1,507,828)	-100%	$3,697,351	$1,021,745	($2,675,606)	-72%	$5,630,669	$5,513,156	($117,513)	-2%
Electronic Shopping/Mail Order Houses	$101,393,124	$0	($101,393,124)	-100%	$251,222,842	$0	($251,222,842)	-100%	$397,180,918	$179,715,630	($217,465,288)	-55%
Vending Machine Operators (Non-Store)	$3,515,776	$0	($3,515,776)	-100%	$8,671,558	$45,462	($8,626,096)	-99%	$13,377,698	$6,168,444	($7,209,254)	-54%
Other Motor Vehicle Dealers	$6,219,334	$708,981	($5,510,353)	-89%	$15,261,215	$2,843,762	($12,417,453)	-81%	$23,255,498	$6,689,862	($16,565,635)	-71%
Other Misc. Store Retailers	$7,880,316	$1,032,835	($6,847,481)	-87%	$19,334,526	$6,046,065	($13,288,461)	-69%	$29,395,924	$13,399,092	($15,996,832)	-54%
Shoe Stores	$2,657,409	$412,479	($2,244,930)	-84%	$6,547,709	$2,995,631	($3,552,078)	-54%	$9,976,773	$7,371,529	($2,605,244)	-26%
Automotive Dealers	$90,499,510	$19,606,865	($70,892,645)	-78%	$222,395,133	$300,991,899	$78,596,766	35%	$338,716,680	$358,189,909	$19,473,230	6%
Book/Periodical/Music Stores	$1,141,268	$251,489	($889,779)	-78%	$2,817,342	$1,089,786	($1,727,556)	-61%	$4,314,398	$3,279,696	($1,034,701)	-24%
Home Furnishing Stores	$4,506,450	$1,014,375	($3,492,075)	-77%	$11,080,513	$2,322,843	($8,757,670)	-79%	$16,848,247	$4,973,865	($11,874,382)	-70%
Clothing Stores	$18,295,912	$5,260,369	($13,035,543)	-71%	$44,970,655	$15,969,618	($29,001,037)	-64%	$68,383,553	$39,860,551	($28,523,002)	-42%
Electronics/Appliance	$5,935,095	$1,887,690	($4,047,405)	-68%	$14,849,099	$6,544,780	($8,304,318)	-56%	$25,263,892	$9,103,470	($16,160,422)	-64%
Bar/Drinking Places (Alcoholic Beverages)	$1,202,840	$411,751	($791,089)	-66%	$3,126,581	$1,647,005	($1,479,576)	-47%	$6,439,569	$10,609,022	$4,169,453	65%
Building Material/Supplies Dealers	$28,209,233	$9,696,647	($18,512,586)	-66%	$69,385,945	$40,689,056	($28,696,889)	-41%	$105,392,807	$60,454,573	($44,938,233)	-43%
Office Supplies/Stationary/Gift	$1,992,250	$685,680	($1,306,570)	-66%	$4,915,366	$3,593,855	($1,321,511)	-27%	$7,741,599	$5,684,754	($2,056,845)	-27%
Florists/Misc. Store Retailers	$761,140	$284,332	($476,808)	-63%	$1,863,811	$911,926	($951,885)	-51%	$2,844,506	$3,156,529	$312,023	11%
Beer/Wine/Liquor Stores	$4,308,807	$1,642,305	($2,666,502)	-62%	$10,592,748	$3,608,407	($6,984,341)	-66%	$16,184,286	$7,830,945	($8,353,340)	-52%
Grocery Stores	$49,303,651	$21,996,854	($27,306,797)	-55%	$121,404,922	$70,959,777	($50,445,144)	-42%	$184,888,338	$142,938,806	($41,949,532)	-23%
Other General Merchandise Stores	$51,303,538	$25,727,219	($25,576,319)	-50%	$126,405,261	$110,614,100	($15,791,160)	-12%	$192,741,322	$129,125,864	($63,615,458)	-33%
Automotive Parts/Accessories/Tire	$7,841,323	$4,323,438	($3,517,886)	-45%	$19,371,830	$15,370,300	($4,001,530)	-21%	$29,341,484	$26,902,893	($2,438,591)	-8%
Department Stores	$8,400,975	$5,474,444	($2,926,531)	-35%	$20,678,411	$43,490,852	$22,812,441	110%	$31,482,450	$67,850,536	$36,368,087	116%
Sporting Goods/Hobby/Musical Instrument	$6,059,346	$3,948,643	($2,110,702)	-35%	$14,907,135	$6,856,272	($8,050,863)	-54%	$22,672,738	$15,516,559	($7,156,180)	-32%
Direct Selling Establishments	$2,780,197	$1,837,521	($942,676)	-34%	$6,847,594	$3,649,226	($3,198,368)	-47%	$10,428,255	$4,185,464	($6,242,791)	-60%
Health/Personal Care Stores	$25,006,708	$16,758,052	($8,248,656)	-33%	$61,716,814	$44,081,418	($17,635,397)	-29%	$93,498,048	$98,471,122	$4,973,074	5%
Special Food Services	$3,772,751	$2,613,873	($1,158,878)	-31%	$9,483,849	$16,001,512	$6,517,663	69%	$16,536,405	$56,247,285	$39,710,879	240%
Full-Service Restaurants	$20,929,090	$16,160,783	($4,768,307)	-23%	$53,253,775	$44,254,383	($8,999,392)	-17%	$98,965,774	$109,336,690	$10,370,915	10%
Gasoline Stations	$38,349,616	$30,108,026	($8,241,590)	-21%	$94,599,544	$88,235,534	($6,364,010)	-7%	$143,784,691	$164,019,480	$20,234,790	14%
Limited-Service Eating Places	$22,020,794	$19,295,647	($2,725,147)	-12%	$55,353,111	$47,328,572	($8,024,539)	-14%	$96,413,507	$102,478,351	$6,064,844	6%
Specialty Food Stores	$2,705,912	$5,008,531	$2,302,619	85%	$6,662,344	$15,507,736	$8,845,391	133%	$10,152,945	$25,568,835	$15,415,890	152%
Consumer Demand/Market Supply Index	**$529,568,268**	**$196,148,829**	**270**		**$1,308,531,287**	**$908,867,092**	**144**		**$2,043,232,438**	**$1,690,967,937**	**121**	

INSIGHT MARKET ANALYTICS

Consumer Demand & Market Supply Assessment

Site: Site 2 - 10th St & 1st Ave
Date Report Created: 1/21/2025

EXHIBIT A

By Major Product Lines	5 Min Drive				10 Min Drive				15 Min Drive			
	Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus		Consumer Demand	Market Supply	Opportunity Gap/Surplus	
Computer Hardware/Software/Supplies	$10,841,411	$494,283	($10,347,128)	-95%	$28,702,130	$1,863,028	($26,839,103)	-94%	$62,584,045	$16,018,496	($46,565,549)	-74%
Furniture/Sleep/Outdoor/Patio Furniture	$15,964,742	$1,016,632	($14,948,111)	-94%	$39,111,137	$11,647,691	($27,463,446)	-70%	$59,702,189	$29,771,540	($29,930,649)	-50%
Jewelry (including Watches)	$4,394,832	$418,110	($3,976,722)	-90%	$10,767,638	$2,876,202	($7,891,435)	-73%	$16,428,167	$10,605,646	($5,822,521)	-35%
All Other Merchandise	$23,075,704	$2,862,106	($20,213,598)	-88%	$56,545,783	$12,848,357	($43,697,426)	-77%	$86,042,163	$44,398,732	($41,643,431)	-48%
Audio Equipment/Musical Instruments	$3,426,404	$443,371	($2,983,033)	-87%	$8,431,044	$1,548,520	($6,882,524)	-82%	$12,802,687	$5,822,417	($6,980,269)	-55%
Books/Periodicals	$1,990,744	$280,484	($1,710,261)	-86%	$4,915,943	$1,258,407	($3,657,536)	-74%	$7,455,297	$5,433,481	($2,021,816)	-27%
Lawn/Garden/Farm Equipment/Supplies	$8,575,345	$1,617,057	($6,958,288)	-81%	$20,998,295	$9,693,985	($11,304,310)	-54%	$32,051,865	$23,522,440	($8,529,425)	-27%
Pets/Pet Foods/Pet Supplies	$4,750,675	$897,062	($3,853,613)	-81%	$11,603,511	$4,579,981	($7,023,529)	-61%	$17,724,327	$8,946,878	($8,777,449)	-50%
Footwear, including Accessories	$7,403,219	$1,415,703	($5,987,517)	-81%	$18,245,312	$6,742,408	($11,502,904)	-63%	$27,806,577	$18,752,594	($9,053,983)	-33%
Kitchenware/Home Furnishings	$6,922,627	$1,323,903	($5,598,725)	-81%	$17,064,097	$5,480,522	($11,583,574)	-68%	$25,917,445	$15,898,161	($10,019,283)	-39%
Small Electric Appliances	$1,307,834	$281,883	($1,025,951)	-78%	$3,196,184	$1,337,650	($1,858,533)	-58%	$4,869,761	$3,435,499	($1,434,261)	-29%
Autos/Cars/Vans/Trucks/Motorcycles	$80,029,205	$17,332,688	($62,696,517)	-78%	$196,707,466	$261,414,292	$64,706,827	33%	$299,603,248	$313,517,977	$13,914,729	5%
Retailer Services	$15,863,302	$3,633,592	($12,229,710)	-77%	$38,739,613	$33,247,280	($5,492,333)	-14%	$59,240,551	$48,461,862	($10,778,689)	-18%
Major Household Appliances	$1,979,540	$472,828	($1,506,712)	-76%	$4,787,630	$2,027,702	($2,759,928)	-58%	$7,362,229	$3,339,590	($4,022,640)	-55%
Automotive Lubricants (incl Oil, Greases)	$1,979,540	$472,828	($1,506,712)	-76%	$4,787,630	$2,027,702	($2,759,928)	-58%	$7,362,229	$3,339,590	($4,022,640)	-55%
Photographic Equipment/Supplies	$504,718	$123,434	($381,284)	-76%	$1,252,166	$502,002	($750,164)	-60%	$1,894,684	$1,028,872	($865,812)	-46%
Womens/Juniors/Misses Wear	$18,007,652	$4,447,201	($13,560,451)	-75%	$44,169,481	$18,616,643	($25,552,838)	-58%	$67,173,758	$50,632,164	($16,541,593)	-25%
Televisions/VCR/Video Cameras/DVD etc	$3,199,620	$791,680	($2,407,940)	-75%	$7,909,267	$3,399,406	($4,509,861)	-57%	$12,016,296	$7,056,943	($4,959,353)	-41%
Drugs/Health Aids/Beauty Aids/Cosmetics	$72,774,442	$18,735,884	($54,038,558)	-74%	$179,712,337	$59,249,878	($120,462,459)	-67%	$272,125,995	$165,206,696	($106,919,299)	-39%
Floor/Floor Coverings	$3,954,766	$1,054,381	($2,900,385)	-73%	$9,760,113	$3,762,564	($5,997,549)	-61%	$14,792,852	$7,020,313	($7,772,539)	-53%
Mens Wear	$7,042,798	$2,107,160	($4,935,638)	-70%	$17,341,165	$8,940,154	($8,401,011)	-48%	$26,347,895	$23,305,932	($3,041,963)	-12%
Curtains/Draperies/Slipcovers/Bed/Coverings	$2,448,024	$742,291	($1,705,733)	-70%	$5,959,311	$3,521,255	($2,438,056)	-41%	$9,122,854	$8,132,548	($990,306)	-11%
Automotive Tires/Tubes/Batteries/Parts	$16,619,786	$5,131,734	($11,488,052)	-69%	$41,091,535	$29,668,597	($11,422,938)	-28%	$62,199,142	$48,543,337	($13,655,805)	-22%
Hardware/Tools/Plumbing/Electrical Supplies	$8,210,642	$2,775,337	($5,435,305)	-66%	$20,240,293	$11,883,076	($8,357,217)	-41%	$30,621,169	$19,744,269	($10,876,901)	-36%
Dimensional Lumber/Other Building Materials	$11,377,341	$4,216,569	($7,160,771)	-63%	$27,999,337	$17,694,056	($10,305,281)	-37%	$42,539,746	$26,360,708	($16,179,037)	-38%
Paints/Sundries/Wallpaper/Wall Coverings	$2,060,766	$781,200	($1,279,566)	-62%	$5,087,261	$3,292,717	($1,794,545)	-35%	$7,711,548	$4,878,141	($2,833,407)	-37%
Packaged Liquor/Wine/Beer	$9,604,494	$3,897,105	($5,707,389)	-59%	$23,573,854	$11,712,037	($11,861,818)	-50%	$35,881,790	$23,680,282	($12,201,508)	-34%
Toys/Hobby Goods/Games	$2,827,605	$1,172,113	($1,655,492)	-59%	$6,978,106	$4,095,846	($2,882,260)	-41%	$10,587,634	$10,367,474	($220,161)	-2%
Sporting Goods (incl Bicycles/Sports Vehicles)	$5,349,164	$2,246,119	($3,103,045)	-58%	$13,169,022	$5,376,052	($7,792,970)	-59%	$20,043,981	$17,134,193	($2,909,788)	-15%
Childrens Wear/Infants/Toddlers Clothing	$2,686,216	$1,212,418	($1,473,798)	-55%	$6,651,879	$5,774,639	($877,239)	-13%	$10,099,012	$12,168,037	$2,069,025	20%
Groceries/Other Food Items (Off Premises)	$77,340,951	$36,945,249	($40,395,702)	-52%	$190,338,143	$132,233,247	($58,104,895)	-31%	$289,093,918	$226,247,529	($62,846,390)	-22%
Cigars/Cigarettes/Tobacco/Accessories	$6,008,206	$3,099,019	($2,909,187)	-48%	$14,910,975	$10,863,507	($4,047,469)	-27%	$22,390,911	$18,528,825	($3,862,086)	-17%
Soaps/Detergents/Household Cleaners	$2,273,220	$1,384,472	($888,748)	-39%	$5,614,283	$5,792,517	$178,233	3%	$8,506,081	$8,854,974	$348,893	4%
Alcoholic Drinks Served at the Establishment	$8,457,157	$5,304,555	($3,152,602)	-37%	$22,078,703	$15,129,120	($6,949,584)	-31%	$46,343,732	$43,365,329	($2,978,404)	-6%
Sewing/Knitting Materials/Supplies	$277,107	$174,238	($102,869)	-37%	$674,522	$415,834	($258,688)	-38%	$1,019,737	$884,356	($135,382)	-13%
Paper/Related Products	$1,996,740	$1,318,382	($678,358)	-34%	$4,917,877	$5,564,656	$646,779	13%	$7,442,125	$8,150,884	$708,760	10%
Meats/Nonalcoholic Beverages	$41,829,223	$34,330,329	($7,498,894)	-18%	$105,110,400	$98,419,050	($6,691,350)	-6%	$182,733,232	$241,510,292	$58,777,060	32%
Automotive Fuels	$35,260,133	$28,999,890	($6,260,243)	-18%	$86,961,325	$88,390,302	$1,428,977	2%	$132,004,883	$157,476,860	$25,471,976	19%
Optical Goods (incl Eyeglasses, Sunglasses)	$1,087,909	$912,388	($175,521)	-16%	$2,659,212	$2,776,048	$116,836	4%	$4,059,699	$5,692,216	$1,632,517	40%
Household Fuels (incl Oil, LP gas, Wood, Coal)	$989,511	$1,340,034	$350,524	35%	$2,438,064	$2,942,186	$504,122	21%	$3,690,133	$3,751,350	$61,217	2%

Consumer Demand & Market Supply Assessment

Site: Site 2 - 10th St & 1st Ave

Date Report Created: 1/21/2025

EXHIBIT A

5 Min Drive	10 Min Drive	15 Min Drive

Data for this report is provided via the Market Outlook database from Synergos Technologies, Inc (STI).

Market Outlook is based on the following -

- the Consumer Expenditure Survey (CE), a program of the Bureau of Labor Statistics (BLS);
- the U.S. Census Bureau's monthly and annual Retail Trade (CRT) reports;
- the Census Bureau's Economic Census; with supporting demographic data from STI: PopStats data and STI: WorkPlace.

Market Outlook data covers 31 leading retail segments and 40 major product and service lines.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet cited on the Market Outlook report for the specified trade area or reporting geography. When the demand is greater than (or less than) the supply, there is an opportunity gap (or surplus) for that retail outlet. In other words, a negative value signifies an opportunity gap where the Consumer Demand is higher than the Market Supply, while a positive value signifies a surplus.

Consumer Demand/Market Supply Index:

n = 100 (Equilibrium)

n > 100 suggests demand is not being fully met within the market, consumers are leaving the area to shop

n < 100 suggests supply exceeds demand, attracting consumers from outside the defined area

Household Segmentation Profile

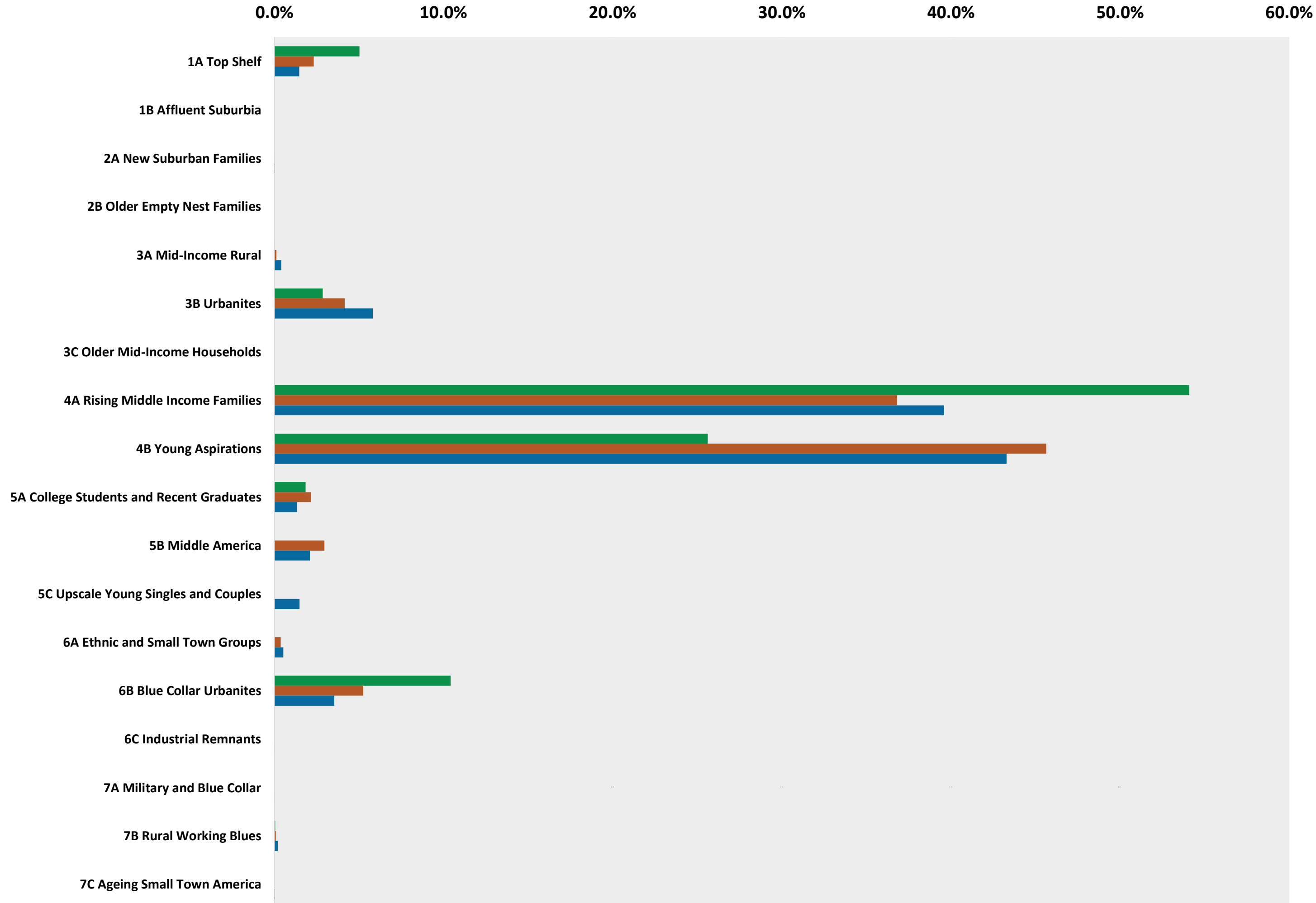
Site: Site 2 - 10th Street & 1st Ave.

Date: 1/21/2025

INSIGHT MARKET ANALYTICS
HdL ECONSolutions

	5 Min Drive	10 Min Drive	15 Min Drive

Household Lifestage Group Comparison



			5 Min Drive		10 Min Drive		15 Min Drive	
Total Households			**8,174**	**100%**	**18,621**	**100%**	**30,071**	**100%**
Rank *	**Cluster**	**Lifestage Group**	**Households**	**%**	**Households**	**%**	**Households**	**%**
1	11 West Coast Affluence	4A Rising Middle Income Families	3,662	44.8%	5,339	28.7%	6,228	20.7%
2	35 Generational Dreams	4B Young Aspirations	1,357	16.6%	7,381	39.6%	11,123	37.0%
3	28 Coastal Diversity	6B Blue Collar Urbanites	853	10.4%	981	5.3%	1,065	3.5%
4	10 Emerging Leaders	4A Rising Middle Income Families	756	9.3%	1,489	8.0%	5,590	18.6%
5	40 Beltway Commuters	4B Young Aspirations	707	8.7%	1,065	5.7%	1,840	6.1%
6	02 Peak Performers	1A Top Shelf	412	5.0%	435	2.3%	435	1.4%
7	58 Urban Crowd	3B Urbanites	195	2.4%	644	3.5%	1,293	4.3%
8	57 College Towns	5A College Students and Recent Graduates	151	1.9%	164	0.9%	164	0.5%
9	44 Pacific Second City	3B Urbanites	39	0.5%	133	0.7%	461	1.5%
10	14 American Playgrounds	4B Young Aspirations	30	0.4%	53	0.3%	54	0.2%

**** Rank is based on Trade Area 1 cluster size***

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from the originals.

EXHIBIT A

INSIGHT MARKET ANALYTICS

HdL ECONSolutions

Household Segmentation Profile

Date: 1/21/2025

TOTAL HOUSEHOLDS		**8,174**	**100%**	**18,621**	**100%**	[illegible]	[illegible]
Segment Group	**Cluster Name**	**5 Min Drive**		**10 Min Drive**		**15 Min Drive**	
1A Top Shelf		**412**	**5.0%**	**435**	**2.3%**	**447**	**1.5%**
	01 One Percenters	0	0.0%	0	0.0%	12	0.0%
	02 Peak Performers	412	5.0%	435	2.3%	435	1.4%
	03 Second City Achievers	0	0.0%	0	0.0%	0	0.0%
1B Affluent Suburbia		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	04 Young Success	0	0.0%	0	0.0%	0	0.0%
	05 Affluent Parents	0	0.0%	0	0.0%	0	0.0%
	06 Best of Both Worlds	0	0.0%	0	0.0%	0	0.0%
	09 Successful Urban Commuters	0	0.0%	0	0.0%	0	0.0%
2A New Suburban Families		**0**	**0.0%**	**0**	**0.0%**	**13**	**0.0%**
	17 New American Dreams	0	0.0%	0	0.0%	13	0.0%
	21 New Suburban Style	0	0.0%	0	0.0%	0	0.0%
	34 Midwestern Comforts	0	0.0%	0	0.0%	0	0.0%
	42 Rising Fortunes	0	0.0%	0	0.0%	0	0.0%
2B Older Empty Nest Families		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	12 Mainstream Established Suburt	0	0.0%	0	0.0%	0	0.0%
	15 Comfortable Retirement	0	0.0%	0	0.0%	0	0.0%
	18 Small Town Middle Managers	0	0.0%	0	0.0%	0	0.0%
	33 Noreasters	0	0.0%	0	0.0%	0	0.0%
	41 All-American	0	0.0%	0	0.0%	0	0.0%
3A Mid-Income Rural		**2**	**0.0%**	**24**	**0.1%**	**126**	**0.4%**
	13 Cowboy Country	1	0.0%	23	0.1%	124	0.4%
	16 Spacious Suburbs	1	0.0%	1	0.0%	1	0.0%
	20 Strong Individualists	0	0.0%	0	0.0%	0	0.0%
	51 Low Cost Rural	0	0.0%	0	0.0%	1	0.0%
3B Urbanites		**234**	**2.9%**	**777**	**4.2%**	**1,754**	**5.8%**
	38 Middle America	0	0.0%	0	0.0%	0	0.0%
	44 Pacific Second City	39	0.5%	133	0.7%	461	1.5%
	45 Northern Perseverance	0	0.0%	0	0.0%	0	0.0%
	58 Urban Crowd	195	2.4%	644	3.5%	1,293	4.3%
3C Older Mid-Income Households		**0**	**0.0%**	**0**	**0.0%**	**0**	**0.0%**
	46 Individual Singles	0	0.0%	0	0.0%	0	0.0%
	49 Retirement	0	0.0%	0	0.0%	0	0.0%
4A Rising Middle Income Families		**4,422**	**54.1%**	**6,859**	**36.8%**	**11,911**	**39.6%**
	07 Upscale Diversity	0	0.0%	0	0.0%	0	0.0%
	08 Living the Dream	3	0.0%	31	0.2%	92	0.3%
	10 Emerging Leaders	756	9.3%	1,489	8.0%	5,590	18.6%
	11 West Coast Affluence	3,662	44.8%	5,339	28.7%	6,228	20.7%
4B Young Aspirations		**2,096**	**25.6%**	**8,501**	**45.7%**	**13,019**	**43.3%**
	14 American Playgrounds	30	0.4%	53	0.3%	54	0.2%
	19 Outer Suburban Affluence	0	0.0%	0	0.0%	0	0.0%
	22 Up and Coming Suburban Diver	1	0.0%	2	0.0%	2	0.0%
	35 Generational Dreams	1,357	16.6%	7,381	39.6%	11,123	37.0%
	40 Beltway Commuters	707	8.7%	1,065	5.7%	1,840	6.1%

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from originals.

EXHIBIT A

INSIGHT MARKET ANALYTICS

HdL ECONSolutions

Household Segmentation Profile

Date: 1/21/2025

Segment Group	Cluster Name	5 Min Drive		10 Min Drive		15 Min Drive	
TOTAL HOUSEHOLDS		**8,174**	**100%**	**18,621**	**100%**	[illegible]	[illegible]
5A College Students and Recent Graduates		**151**	**1.9%**	**406**	**2.2%**	**406**	**1.4%**
	57 College Towns	151	1.9%	164	0.9%	164	0.5%
	67 Starting Out	0	0.0%	242	1.3%	242	0.8%
5B Middle America		**0**	**0.0%**	**553**	**3.0%**	**634**	**2.1%**
	26 High Density Diversity	0	0.0%	0	0.0%	0	0.0%
	36 Olde New England	0	0.0%	0	0.0%	0	0.0%
	39 Second City Beginnings	0	0.0%	547	2.9%	623	2.1%
	43 Classic Interstate Suburbia	0	0.0%	6	0.0%	11	0.0%
5C Upscale Young Singles and Couples		**0**	**0.0%**	**0**	**0.0%**	**448**	**1.5%**
	25 Tech-Savy Group	0	0.0%	0	0.0%	0	0.0%
	27 Young Coastal Technocrats	0	0.0%	0	0.0%	448	1.5%
6A Ethnic and Small Town Groups		**0**	**0.0%**	**70**	**0.4%**	**161**	**0.5%**
	31 Latino Workforce	0	0.0%	0	0.0%	0	0.0%
	59 Hardworking Latino Families	0	0.0%	0	0.0%	0	0.0%
	60 Immigrant	0	0.0%	66	0.4%	145	0.5%
	64 Southern Cities	0	0.0%	4	0.0%	14	0.0%
	65 Small Towns	0	0.0%	0	0.0%	2	0.0%
6B Blue Collar Urbanites		**853**	**10.4%**	**981**	**5.3%**	**1,069**	**3.6%**
	28 Coastal Diversity	853	10.4%	981	5.3%	1,065	3.5%
	30 True Grit	0	0.0%	0	0.0%	0	0.0%
	32 Apartment Dwellers	0	0.0%	0	0.0%	4	0.0%
6C Industrial Remnants		**0**	**0.0%**	**0**	**0.0%**	**2**	**0.0%**
	63 Southern Small Towns	0	0.0%	0	0.0%	0	0.0%
	66 Metropolitan Blue Collar	0	0.0%	0	0.0%	0	0.0%
	68 Rust Belt	0	0.0%	0	0.0%	2	0.0%
7A Military and Blue Collar		**0**	**0.0%**	**0**	**0.0%**	**1**	**0.0%**
	61 Communal Living	0	0.0%	0	0.0%	1	0.0%
	62 Blue Collar Diversity	0	0.0%	0	0.0%	0	0.0%
7B Rural Working Blues		**5**	**0.1%**	**16**	**0.1%**	**65**	**0.2%**
	24 Remote Latino Neighborhoods	3	0.0%	7	0.0%	49	0.2%
	29 Metropolitan	0	0.0%	0	0.0%	0	0.0%
	47 Simply Southern	0	0.0%	0	0.0%	0	0.0%
	48 Tex-Mex	2	0.0%	8	0.0%	15	0.1%
	53 Classic Southerners	0	0.0%	1	0.0%	1	0.0%
	56 Blue Collar	0	0.0%	0	0.0%	0	0.0%
7C Ageing Small Town America		**0**	**0.0%**	**0**	**0.0%**	**15**	**0.0%**
	23 Long-Lasting Heartland	0	0.0%	0	0.0%	0	0.0%
	37 Industrial Town	0	0.0%	0	0.0%	0	0.0%
	50 Small Town	0	0.0%	0	0.0%	0	0.0%
	52 Great Open Country	0	0.0%	0	0.0%	13	0.0%
	54 Agricultural Areas	0	0.0%	0	0.0%	2	0.0%
	55 Mining Areas	0	0.0%	0	0.0%	0	0.0%

Uses the AGS Panorama Segmentation system. More information is available by clicking on the respective cluster. Cluster names have been modified from originals.

EXHIBIT B

City of Marina, CA

Proposal-Economic Development Services

HdL ECONSolutions

Submitted by:
HdL ECONSolutions
120 S. State College Blvd., Suite 200
Brea, CA 92821
www.hdlcompanies.com

Contact:
Barry Foster
951.233.0414
bfoster@hdlcompanies.com

COVER LETTER

April 29, 2025

City of Marina
Tori Hannah, Finance Director
THannah@cityofmarina.org

Tori:

HdL Companies, is pleased to submit this proposal to provide Economic Development Services for the City of Marina

Hinderliter de Llamas Associates (HdL) is a 41-year-old consulting firm with corporate offices in Brea California and a Bay Area office in Pleasanton, plus another California office in Fresno, along with offices in Texas and North Carolina. HdL is a highly respected consulting firm working in sales tax, property tax, tax & fee administration, revenue analysis, economic development and cannabis management.

In responding to the City of Marina's request we are providing a proposal to conduct some Economic Development related services including Retail Recruitment Support Services, a Peer Review of the Downtown Vitalization Specific Plan (SP), Implementation Strategy for Activating the SP and creation of a website and branding for the economic function in Marina. We believe our team is well-equipped to contribute valuable insights and proven expertise for what you want for economic development in Marina.

With HdL ECONSolutions currently working for 35 cities in California on a variety of economic development services including Retail Attraction Support Services for a number of California cities, our Team is perfect for Marina. We truly understand the needs and methodology that retailers use in examining a new location possibility, along with assessing the highest & best use for a property. We also understand the importance of having a quality and easy to navigate website, along with brand recognition. We also have significant experience in what makes a successful downtown or town center, as well as understanding what is market relevant and realistic today. Unlike some competitors, we are a California based company and truly understand the California marketplace that can be challenging for out of state consultants-especially with retail recruitment. With a proven track record, we are committed to delivering quality economic development consulting services

Your primary point of contact will be me - Barry Foster, Principal and Managing Director of HdL's ECONSolutions Division, by phone at 951.233.0414 or email at bfoster@hdlcompanies.com. If you have any questions, please feel free to reach out directly to me.

Barry Foster
Principal/Managing Director
120 S. State College Blvd, Suite 200
Brea, CA 92821
bfoster@hdlcompanies.com

PROPOSAL

Scope of Work

Task 1. Retail Recruitment Outreach Support Services

HdL shall support Marina with retail recruitment services including:

- Work with the City to create customized materials and marketing packets.
- Facilitate establishing meaningful relationships with retailer, developers, site selectors and real estate professionals to promote retail opportunities in Marina.
- HdL utilizes a data base of more than 500 leading retailers, as well as Barry Foster having significant long-term relationships and a data base of with more than 1,500 people active in the retail development industry.
- Manage meetings and participate on behalf of Marina at a variety of key retail trade events including ICSC RECON-Las Vegas, ICSC Monterey, and ICSC Western Regional Conference in Palm Springs. Barry Foster has been a member of ICSC for 32 years.

Compensation for Task 1= **$15,000 (not-to-exceed based on hourly rates)**

Hourly rates for the work include the following:

Principal/Managing Director	***$250/hour***
Senior Advisor	***$180/hour***
Analyst	***$100/hour***

Task 2. Downtown Vitalization Work

Peer Review of the Downtown Vitalization Specific Plan (SP)

- Assess the SP for its market relevance, along identifying strong points and potential challenges in successfully implementing the SP.
- Review the Development Code within the Downtown Specific Plan and assess based on market conditions which zoning, and development standards need to modify to accelerate the development of infill housing within the Core of Marina.
- Evaluate the Land Use and Development Goals, Policies and Programs of the SP.

Compensation for Peer Review of the Downtown Vitalization Specific Plan = $14,000 (fixed fee)

Implementation Strategy to Activate the SP

- Utilize HdL's significant experience in development and/or redevelopment, along with the many relationships HdL established with quality developers.
- Meet with major property owners, businesses and major stakeholders within the SP area.
- Look at what other cities have done to successfully revitalize, redevelop or reposition a downtown or town center area.
- The HdL Team that would work on the project has successfully worked with several downtowns or town centers including Covina, Menlo Park, Monrovia, Pasadena and Walnut Creek.

Compensation for Implementation Strategy to Activate the SP = $15,750 (fixed fee)

Compensation for Task 2= **$29,750 (fixed fee)**

Task 3. Website – Economic Development

Develop a professional Economic Development microsite accessible from the City of Marina's main website that is also a stand-alone site. It will be designed for easy navigation, attractiveness, mobile friendly, and have SEO optimization for visibility on Google and Bing.

Website Microsite Build Out and Basic SEO:

- **Hosting Setup:**
  - Set up a secure hosting environment.
  - Install SSL certificate for secure HTTPS access.
  - Enable daily automated backups.
  - Implement malware detection and protection.
- **Website Development:**
  - Develop a microsite with up to 6 custom-designed pages built on a WordPress (CMS) platform. (Eastvale, CA is a great reference)
  - Mobile-responsive design across all devices.
  - Custom, modern graphic design with scrolling, simple navigation, and subtle animations.
  - ReCAPTCHA integration on any contact forms to prevent spam.
  - ADA and CCPA Accessibility Compliance
  - SEO-friendly URL structure and meta tags setup (titles, descriptions).
  - Basic SEO (keyword research for meta tags and headings).
  - Image compression and site speed optimization.
  - Google Analytics and Google Search Console setup.
  - Site submission to Google and Bing for indexing.
- **Basic Training:**
  - Provide 1-hour training session to client's staff on how to make basic edits within WordPress.

Hosting Setup and Web Development Costs = $6,500

- **Website Content Development/ Copy/ Editing**
  - We'll develop compelling content for the website that effectively communicates the City's vision, economic development services, and opportunities. This includes drafting engaging copy that aligns with the City's branding and tone, incorporates relevant keywords for search engine optimization (SEO), and is structured for accessibility and mobile responsiveness. We start with content planning, drafting, internal review, and will provide up to 2 rounds of revisions based on stakeholder feedback.

Copywriting Website Content / Editing Costs: TBD- Estimated between $2,500 – $3,500
(cost will be based on the final content scope and how much content Marina can supply).

Project Management and Website Design Oversight by HdL = $2,500

Compensation for Task 3= $12,500(not to exceed)

Please note the costs NOT Included in this proposal:

- Hosting service fees (annual), Domain registration (if applicable), Email services (e.g., Google Workspace or Microsoft 365 setup, Stock photography purchases, Professional photography or video and premium plugin licenses (if needed for extended functionality).

Client Responsibilities:

- Client will supply all photos, video content, branding elements, and major copy points and any written content to McLaughlin Marketing before work commencement.
- Project turnaround time is approximately **6 weeks** after receipt of all assets and approval to proceed.

Task 4. Marketing & Branding Economic Development

Develop a cohesive, modern brand identity for Marina's Economic Development program that integrates with the City's current identity. This package provides the essential tools needed to unify the city's image across all platforms — from economic development initiatives to resident communications.

Package Includes: logo (if appropriate), brand color palette, typography guidelines, simple brand style guide, tagline and key messaging, photography style direction and social media graphic templates.

Consideration will be given to:

- Crafting a compelling brand narrative (storytelling the true Marina brand will sell and get the impact and results you desire) that showcases the City's unique strengths—such as its strategic location, diverse community, and opportunity for economic growth. This narrative will be woven into all marketing materials, public communications, and community engagement efforts.
- Engaging local stakeholders, including businesses, community members, and civic leaders, in the rebranding process to ensure that the new identity resonates with those who live and work in Marina. Their insights and feedback will be instrumental in shaping a brand that authentically represents the City's values and growth aspirations.
- Position Marina's current local initiatives, events, and success stories that demonstrate the City's vibrant business climate and community spirit. This focus will attract new businesses and encourage existing residents to take pride in their city and contribute to its ongoing growth and development.

Compensation for Task 4= $3,500

Optional Projects to Consider for a Later Date:

- Custom video intro/outro animation
- Additional print materials (business cards, brochures, banners)
- Branded merchandise (shirts, hats, pens)
- Launch a comprehensive marketing campaign to promote economic development initiatives using digital platforms, social media, PR, networking, HDL well-established contacts, and traditional advertising channels to reach target audiences effectively. This campaign will highlight Marina as an important destination for investment, living, and recreation.

TOTAL COST for Task 1, 2, 3 & 4 = $60,750 (not to exceed)

Consultant's Prior Experience & Qualifications

The HdL ECONSolutions Teamhas over 130 years of experience working in economic and community development in both the public and private sectors. HdL has significant experience with retail attraction support services, along with providing a variety of economic development related consulting services.

HdL has established a solid reputation in economic development consulting, especially in California. Hdl is based in Brea, along with offices in Fresno and Pleasanton, as well as North Carolina and Texas.

Hdl ECONSolutions has done Retail Attraction Support Services for many California cities including Apple Valley, Desert Hot Springs, Diamond Bar, Duarte, Eastvale, Fowler, Grand Terrace, Glendora, Indio, Lake Forest, Marina, Menlo Park, National City, Ontario, Pacific Grove, Patterson, Placerville, Port Hueneme, Rancho Cordova, Rancho Santa Margarita, Ridgecrest, Upland, Vallejo and Watsonville.

Additional Capabilities: Our proprietary sales tax/software system not only ensures a thorough examination of the current retail environment but also opens numerous opportunities to prepare detailed economic development reports. These reports will be instrumental in providing Retail Attraction Support Services.

References

The following are a sampling of our public-sector references:

CITY OF EASTVALE Henry Garcia, former City Manager 951.999.1617	**CITY OF FOUNTAIN VALLEY** Omar Dadaboy, Assistant City Manager 10200 Slater Ave Fountain Valley, Ca 92780 714.593.4402
CITY OF RIDGECREST Ronald Strand, City Manager 100 W. California Avenue Ridgecrest, CA 93555 760.499.5002	**CITY OF PACIFIC GROVE** Ben Harvey, former City Manager 213.364.2699

Additional References

The following are a sample of our private sector references:

BURLINGTON STORES Chris Kiehler, Director of Real Estate 13341 Mount Hood Drive Tustin, CA 92705 714.322.2545	**PANDA RESTAURANTS** Lucy Gan, Sr. Director of Real Estate-West 1683 Walnut Grove Ave. Rosemead, CA 91770 626.202.3116
CHIPOTLE Amber Reed, Sr. Real Estate Manager-West 610 Newport Center Drive, Suite 1300 Newport Beach, CA 92660 650.422.0612	**SMART & FINAL** Casey Lynch, Vice President-Real estate 600 Citadel Dr. Commerce, CA 90040 323.869.7746

HOPKINS REAL ESTATE GROUP Steve Hopkins, CEO & President 4340 Von Karman, Suite 200 Newport Beach, CA 92660 949.370.9696	**SAGE INVESTCO** Patrick Charriou, Senior Partner 4350 Von Karman Ave., #200 Newport Beach, CA 92660 949.954.6100
LEWIS RETAIL CENTERS **Richard Lewis & Randall Lewis** 1156 N. Mountain Ave Upland, CA 91785 909.946.7518	**WABA GRILL** Steven Wang, Real Estate Director 181 S. Old Springs Road, 2nd Floor Anaheim Hills, CA 92808 562.908.9222
PANERA BREAD Tim O'Kane, Sr. Real Estate Director 9105 N. 105th Place Scottsdale, AZ 98258 714.316.4296	**WOOD INVESTMENTS INC.** Patrick Wood, President/CEO 2950 Airway Ave., Suite A-9 Costa Mesa, Ca 92627 949.300.0553
Gelson's Market Michael Smith, Director of Real Estate msmith@gelsons.com	**Albertsons** Sam Shink, Director of Real Estate 1421 S. Manhattan Avenue Fullerton CA 92831 714.300.6727

HdL Companies Key Personnel

HdL Companies is proposing a team of four for Santa Cruz. Barry Foster will be the Project Manager. The proposed Senior Advisors will be involved in the client interface, public interface and project analysis. The Analyst will be responsible for the data gathering and analysis.

BARRY FOSTER – PRINCIPAL/MANAGING DIRECTOR, HDL COMPANIES (BFOSTER@HDLCOMPANIES.COM)
Barry Foster has more than 36 years of local government experience including 33 years in Southern California working for the cities of Moreno Valley, Rancho Mirage, Monrovia, and Loma Linda, as well as over 10 years with the HdL Companies. As a Principal & Managing Director with HdL, Barry Foster started the ECONSolutions Division for HdL and has worked with 230 local governments in a variety of economic development related services. Additionally, he worked as a Development Consultant with five developers and retail advisors in Southern California. Over the years, he has helped facilitate more than 32 million square feet of new development projects including logistics-distribution, shopping centers, commercial retail/office, medical-healthcare, hotels, and auto centers. Mr. Foster is member of the International Council of Shopping Centers, as well as being a past President of the Municipal Management Assistants of Southern California (MMSASC). He holds a Bachelor of Science degree from Minnesota State University- Mankato and a Master of Public Administration from the University of Kansas.

RUTH MARTINEZ-BAENEN – SENIOR ADVISOR, HDL COMPANIES (RMARTINEZ@HDLCOMPANIES.COM)
Ms. Martinez-Baenen is an experienced Economic Development Manager with a demonstrated history of working in the government administration industry. Ruth has worked in local government for over 30 years, and 23 years as the Economic Development Project Manager for the City of Pasadena, providing business outreach, assistance, retention and attraction services for the City of Pasadena. Ruth is skilled in Nonprofit Organizations, Urban Planning, Government, Leadership, and CEQA. She has strong program and project management professional with a Master of Public Administration (M.P.A.) focused in Public Policy and Administration from California State University-Long Beach.

SANDRA METER—SENIOR ADVISOR HDL COMPANIES (SMEYER@HDLCOMPANIES.COM)
Sandra Meyer is an experienced professional in communicyt development, planning and economic development. She worked for 35 years for the City of Walnut Creek including 12 years as the Community & Economic Development Director. Ms. Meyer was very involved in making downtown Walnut Creek one of the best downtowns in California. Sandra has bachelor's for the University of California Davis.

FIENNA CHENG – ANALYST (FCHENG@HDLCOMPANIES,COM)
Fienna Cheng joined HdL early in 2020 as an Analyst and works on a variety of analytics and revenue analysis projects, as well as supporting the administrative needs of the Division. Ms. Cheng has experience in the private sector in the healthcare and insurance industries. Fienna received a Bachelor of Arts in Economics from the University of California Irvine.

MICHELLE MCLAUGHLIN (SUB-CONTRACTOR)
Michell McLaughlin is the founder and owner of McLaughlin Marketing based in Oceanside. She has over 35 years of experience in Marketing and communications.

HDL ECONSOLUTIONS CLIENTS

HdL ECONSolutions has quickly become a premier partner providing economic development services for many California cities. HdL ECONSolutions has worked with the following cities and local governments:

Hdl ECONSolutions is ***Driven BY RESULTS***

HdL ECONSolutions provides business attraction support services for number of cities in California. Success with retail attraction has resulted in the following new retail uses for our client cities.

HdL ECONSolutions has helped facilitate 75 retail/restaurant placements that generate more than $4.10 million annually in new sales tax revenue for our clients!

HDL ECONSOLUTIONS RETAIL PLACEMENTS

HdL ECONSolutions

120 S. State College Blvd.
Suite 200
Brea, CA 92821

Mobile 714.879.5000
www.ECONSolutionsbyHdL.com
www.hdlcompanies.com

Travel and Work Expense

- If travel is required, HdL shall be compensated for any travel or expenses related to attending any meetings or work activities in Marina.
- Actual receipts shall be provided for documentation.
- This compensation will be the actual cost and be above fixed fee cost of $29,750.

STAFF	HOURLY RATE
Managing Director	*$250*
Senior Advisor	*$180*

Representatives

The consultant representing dL shall be Barry Foster, Principal/Managing Director for ECONSolutions. The staff representative for the City of Marina will be Tori Hannah, Finance Director

About Us

HdL started ECONSolutions in 2015, a new division of the company, to focus on economic development related services. HdL ECONSolutions has done a variety of work for over 240 local governments and is presently working for 30 cities. Barry Foster is the Principal/Managing Director for HdL ECONSolutions, he has worked for four California cities with more than 23 years' experience in economic development, as well as the past twelve years in private sector consulting, including 11 years with HdL. Barry Foster has helped facilitate more than 35 million square feet of development in California including logistics/distribution, commercial retail, professional office, medical/healthcare, auto dealerships numerous mixed-use developments.

Accepted by HdL:

5/29/202

Barry Foster, Principal/Managing Director Date

Accepted by City of Marina:

Date

April 30, 2025 Item No. **10g(2)**

Honorable Mayor and Members
of the Marina City Council

City Council Meeting
of May 6, 2025

CITY COUNCIL CONSIDER ADOPTING RESOLUTION NO. 2025-, APPROVING AN AGREEMENT WITH HDL ECONSOLUTIONS FOR ECONOMIC DEVELOPMENT SERVICES IN AN AMOUNT NOT TO EXCEED $60,750

RECOMMENDATION: It is recommended that the City Council consider:

1. Adopting Resolution No. 2025-, approving an agreement with HdL ECONSolutions to provide economic development services in an amount not to exceed $60,750; and
2. Authorizing the City Manager to execute the agreement subject to final review and approval by the City Attorney; and
3. Authorizing the Finance Director to make necessary accounting and budgetary entries.

BACKGROUND

The City retained HdL ECONSolutions to provide an economic assessment and a retail void analysis for the City of Marina. This report was initiated to assist with the City's economic development efforts, as well as provide a resource for the General Plan Update. The resulting Real Estate Market Analysis & Site Assessment was presented at the City Council Meeting on April 15, 2025 **(EXHIBIT A).** The document included a comprehensive analysis of Marina's retail landscape and discussed opportunities for attracting national and regional retailers; expanding local businesses; leveraging student and tourism markets; and enhancing retail infrastructure.

The assessment concluded that Marina has significant retail expansion opportunities, with clear evidence of an unmet demand in multiple sectors. When compared to Monterey County and the State of California, Marina's population growth, income levels, and existing retail gaps position the city as a prime market for new business. To capitalize on these advantages, the report recommended addressing retail leakage through targeted business attraction and development strategies; enhancing tourism appeal, supporting local businesses, leveraging educational institutions, and promoting outdoor recreation. The report also suggested creating a unique identity for Marina to assist in attracting visitors and businesses, while also differentiating Marina from the surrounding cities.

ANALYSIS

To assist in moving forward the City's economic development efforts and build upon the Assessment's recommendations, staff is proposing the following four initiatives:

I. Retail Recruitment and Outreach Services

The Real Estate Market Analysis and Site Assessment identified a list of businesses that are expanding and have marketplace and location criteria that closely align with areas in Marina. To assist in reaching out to aligned retailers, HdL can be retained to facilitate relationships with retailers, developers, site selectors, and real estate professionals to promote opportunities in Marina. HdL also regularly attends the International Council of Shopping Centers Conference (ICSC), with the next conference in May. At the last ICSC conference in Monterey, Raising Cane's and Sprouts expressed interest in establishing a location on the peninsula. Marina's demographics are compatible with both of their business models. Retaining HdL services at this time, could assist in promoting Marina as a potential site. This initiative also includes assistance to prepare materials to market Marina.

CITY OF MARINA
AGREEMENT FOR ENGINEERING AND LAND SURVEYING SERVICES

THIS AGREEMENT is made and entered into on May 6, 2025, by and between the City of Marina, a California charter city, hereinafter referred to as the "City," and *Wallace Group,* a *California corporation,* hereinafter referred to as the "Contractor." City and Contractor are sometimes individually referred to as "party" and collectively as "parties" in this Agreement.

Recitals

A. City desires to retain Contractor to:

Provide engineering and land surveying services for the City Park at the Dunes Project, hereinafter referred to as the "Project."

B. Contractor represents and warrants that it has the qualifications, experience and personnel necessary to properly perform the services as set forth herein.

C. City desires to retain Contractor to provide such services.

Terms and Conditions

For of good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged and in consideration of the mutual promises contained herein, City and Contractor agree to the following terms and conditions:

1. Scope of Work.

(a) Contractor is hereby hired and retained by the City to work in a cooperative manner with the City to fully and adequately perform those services set forth in Exhibit “A” attached hereto (“Scope of Work”) and by this reference made a part hereof. With prior written notice to Contractor, City may elect to delete certain tasks of the Scope of Work at its sole discretion.

(b) Contractor shall perform all such work with skill and diligence and pursuant to generally accepted standards of practice in effect at the time of performance. Contractor shall provide corrective services without charge to the City for work which fails to meet these standards and which is reported to Contractor in writing within sixty days of discovery. Should Contractor fail or refuse to perform promptly its obligations under this Agreement, the City may render or undertake the performance thereof and the Contractor shall be liable for any expenses thereby incurred.

(c) If services under this Agreement are to be performed by a design professional, as that term is defined in California Civil Code §2782.8(b)(2), design professional certifies that all design professional services shall be provided by a person or persons duly licensed by the State of California to provide the type of services described in Section 1(a). By delivery of completed work, design professional certifies that the work conforms to the requirements of this Agreement and all applicable federal, state and local laws, and the professional standard of care in California.

(d) Contractor is responsible for making an independent evaluation and judgment of all relevant conditions affecting performance of the work, including without limitation site conditions, existing facilities, seismic, geologic, soils, hydrologic, geographic, climatic conditions, applicable federal, state and local laws and regulations and all other contingencies or considerations.

(e) City shall cooperate with Contractor and will furnish all information data, records and reports existing and available to City to enable Contractor to carry out work outlined in Exhibit "A." Contractor shall be entitled to reasonably rely on information, data, records and reports furnished by the City, however, the City makes no warranty as to the accuracy or completeness of any such information, data, records or reports available to it and provided to Contractor which were furnished to the City by a third party. Contractor shall have a duty to bring to the City's attention any deficiency or error it may discover in any information provided to the Contractor by the City or a third party.

2. Term of Agreement & Commencement of Work.

(a) Unless otherwise provided, the term of this Agreement shall begin on May 6, 2025 and shall expire on June 30, 2027, unless extended by amendment or terminated earlier as provided herein. The date of full execution is defined as the date when all of the following events have occurred:

(i) This Agreement has been approved by the City's Council or by the board, officer or employee authorized to give such approval; and

(ii) The office of the City Attorney has indicated in writing its approval of this Agreement as to form; and

(iii) This Agreement has been signed on behalf of Contractor by the person or persons authorized to bind the Contractor hereto; and.

(iv) This Agreement has been signed on behalf of the City by the person designated to so sign by the City's Council or by the officer or employee authorized to enter into this Contract and is attested to by the Marina City Clerk.

(b) Contractor shall commence work on the Project on or by May 7, 2025. This Agreement may be extended upon written agreement of both parties. Contractor may be required to prepare a written schedule for the work to be performed, which schedule shall be approved by the City and made a part of Exhibit A, and to perform the work in accordance with the approved schedule.

3. Compensation.

(a) City liability for compensation to Contractor under this Agreement shall only be to the extent of the present appropriation to fund this Agreement. For services to be provided under this Agreement City shall compensate Contractor in an amount not to exceed Five Hundred Seventy-Three Thousand and Seventy-Eight Dollars ($573,078.00) in accordance with the provisions of this Section and the Fee Schedule attached hereto as Exhibit B and incorporated herein by this reference.

(b) Invoice(s) in a format and on a schedule acceptable to the City shall be submitted to and be reviewed and verified by the Project Administrator (see Section 5(a)) and forwarded to the City's Finance Department for payment. City shall notify Contractor of exceptions or disputed items and their dollar value within fifteen days of receipt. Payment of the undisputed amount of the invoice will typically be made approximately thirty days after the invoice is submitted to the Finance Department.

(c) Contractor will maintain clearly identifiable, complete and accurate records with respect to all costs incurred under this Agreement on an industry recognized accounting basis. Contractor shall make available to the representative of City all such books and records related to this Agreement, and the right to examine, copy and audit the same during regular business hours upon 24-hour's notice for a period of four years from the date of final payment under this Agreement.

(d) Contractor shall not receive any compensation for Extra Work without the prior written authorization of City. As used herein, "Extra Work" means any work that is determined by the City to be necessary for the proper completion of the Project but which is not included within the Scope of Work and which the parties did not reasonably anticipate would be necessary at the execution of this Agreement. Compensation for any authorized Extra Work shall be paid in accordance with Exhibit B.

(e) Expenses not otherwise addressed in the Scope of Services or the Fee Schedule incurred by Contractor in performing services under this Agreement shall be reviewed and approved in advance by the Project Administrator (Section 5(a)), be charged at cost and reimbursed to Contractor.

(f) There shall be no charge for transportation within Monterey, Santa Cruz and San Benito Counties required for the performance of the services under this Agreement; travel to other locations must be approved in writing and in advance by the City, mileage will be charged at the then current standard rate for business travel as set by the U.S. Internal Revenue Service for such approved travel.

4. <u>Termination or Suspension</u>.

(a) This Agreement may be terminated in whole or in part in writing by either party in the event of a substantial failure by the other party to fulfill its obligations under this Agreement through no fault of the terminating party, provided that no termination may be effected unless the other party is given (1) not less than ten days written notice of intent to terminate, and (2) provided an opportunity for consultation with the terminating party prior to termination.

(b) If termination for default is effected by the City, an equitable adjustment in the price provided for in this Agreement shall be made, but (1) no amount shall be allowed for anticipated profit on unperformed services or other work, and (2) any payment due the Contractor at the time of termination may be adjusted to cover any additional costs to the City because of the Contractor's default. If after the termination for failure of

Contractor to fulfill its contractual obligations, it is determined that the Contractor had not failed to fulfill contractual obligations, the termination shall be deemed to have been for the convenience of the City.

(c) The City may terminate or suspend this Agreement at any time for its convenience upon not less than thirty days prior written notice to Contractor. Not later than the effective date of such termination or suspension, Contractor shall discontinue all affected work and deliver all work product and other documents, whether completed or in progress, to the City.

(d) If termination for default is effected by the Contractor or if termination for convenience is effected by the City, the equitable adjustment shall include a reasonable profit for services or other work performed. The equitable adjustment for termination shall provide for payment to the Contractor for services rendered and expenses incurred prior to the termination, in addition to termination settlement costs reasonably incurred by Contractor relating to written commitments that were executed prior to the termination.

5. Project Administrator, Project Manager & Key Personnel.

(a) City designates as its Project Administrator, Ismael Hernandez, who shall have the authority to act for the City under this Agreement. The Project Administrator or his/her authorized representative shall represent the City in all matters pertaining to the work to be performed pursuant to this Agreement.

(b) Contractor designates, Kari Wagner, as its Project Manager who shall coordinate all phases of the Project. The Project manager shall be available to City at all reasonable times during the Agreement term.

(c) Contractor warrants that it will continuously furnish the necessary personnel to complete the Project on a timely basis as contemplated by this Agreement. Contractor, at the sole discretion of City, shall remove from the Project any of its personnel assigned to the performance of services upon written request of City. Contractor has represented to City that certain key personnel will perform and coordinate the work under this Agreement. Should one or more of such personnel become unavailable, Contractor may substitute other personnel of at least equal competence upon written approval of the City. In the event that City and Contractor cannot agree as to the substitution of key personnel, City shall be entitled to terminate this Agreement for cause.

6. Delegation of Work.

(a) If Contractor utilizes any subcontractors, consultants, persons, employees or firms having applicable expertise to assist Contractor in performing the services under this Agreement, Contractor shall obtain City's prior written approval to such employment. Contractor's contract with any subcontractor shall contain a provision making the subcontract subject to all provisions of this Agreement. Contractor will be fully responsible and liable for payment for, administration, completion, presentation, and quality of all work performed. If such persons are utilized, they shall be charged at cost. City reserves its right to employ other contractors in connection with this Project.

(b) If the work hereunder is performed by a design professional, design professional shall be directly involved with performing the work or shall work through his, her or its employees. The design professional's responsibilities under this Agreement shall not be delegated. The design professional shall be responsible to the City for acts, errors or omissions of his, her or its subcontractors. Negligence of subcontractors or agents retained by the design professional is conclusively deemed to be the negligence of the design professional if not adequately corrected by the design professional. Use of the term subcontractor in any other provision of this Agreement shall not be construed to imply authorization for a design professional to use subcontractors for performance of any professional service under this Agreement.

(c) The City is an intended beneficiary of any work performed by a subcontractor for purposes of establishing a duty of care between the subcontractor and the City.

7. **Skill of Employees**. Contractor shall ensure that any employees or agents providing services under this Agreement possess the requisite skill, training and experience to properly perform such services.

8. **Confidential and Proprietary Information**. In the course of performing services under this Agreement Contractor may obtain, receive, and review confidential or proprietary documents, information or materials that are and shall remain the exclusive property of the City. Should Contractor undertake the work on behalf of other agencies, entities, firms or persons relating to the matters described in the Scope of Work, it is expressly agreed by Contractor that any such confidential or proprietary information or materials shall not be provided or disclosed in any manner to any of Contractor's other clients, or to any other third party, without the City's prior express written consent.

9. **Ownership of Data**. Unless otherwise provided for herein, all documents, material, data, drawings, plans, specifications, computer data files, basis for design calculations, engineering notes, and reports originated and prepared by Contractor, or any subcontractor of any tier, under this Agreement shall be and remain the property of the City for its use in any manner it deems appropriate. Contractor agrees that all copyrights which arise from creation of the work pursuant to this Agreement shall be vested in the City and waives and relinquishes all claims to copyright or intellectual property rights in favor of the City. Contractor shall provide two (2) sets of reproducible of the above-cited items, except for the computer data files which shall consist of one (1) set. Contractor shall use all reasonable efforts to ensure that any electronic files provided to the City will be compatible with the City's computer hardware and software. Contractor makes no representation as to long-term compatibility, usability or readability of the format resulting from the use of software application packages, operating systems or computer hardware differing from those in use by the City at the commencement of this Agreement. Contractor shall be permitted to maintain copies of all such data for its files. City acknowledges that its use of the work product is limited to the purposes contemplated by the Scope of Work and, should City use these products or data in connection with additions to the work required under this Agreement or for new work without consultation with and without additional compensation to Contractor, Contractor makes no representation as to the suitability of the work product for use in or application to circumstances not contemplated by the Scope of Work and shall have no liability or responsibility whatsoever in connection with such use which shall be at the City's sole risk. Any and all liability arising out of changes made by the City to Contractor's deliverables is waived against Contractor unless City has given Contractor prior written notice of the changes and has received Contractor's written consent to such changes.

10. Conflict of Interest.

(a) Contractor covenants that neither it, nor any officer or principal of its firm has or shall acquire any interest, directly or indirectly, which would conflict in any manner with the interests of the City or which would in any way hinder Contractor's performance of services under this Agreement. Contractor further covenants that in the performance of this Agreement, no person having any such interest shall be employed by it as an officer, employee, agent or subcontractor without the express written consent of the City Manager. Contractor agrees to at all times avoid conflicts of interest or the appearance of any conflicts of interest with the interests of the City in the performance of this Agreement. Contractor shall represent the interest of the City in any discussion or negotiation.

(b) City understands and acknowledges that Contractor may be, as of the date of commencement of services under this Agreement, independently involved in the performance of non-related services for other governmental agencies and private parties. Contractor is unaware of any stated position of the City relative to such projects. Any future position of the City on such projects may result in a conflict of interest for purposes of this section.

11. Disclosure. Contractor may be subject to the appropriate disclosure requirements of the California Fair Political Practices Act, as determined by the City Manager.

12. Non-Discrimination.

(a) During the performance of this Agreement the Contractor and its subcontractors shall comply with the applicable laws of the United States of America, the State of California and the City prohibiting discrimination and harassment. In performing this Agreement, Contractor shall not discriminate, harass, or allow harassment, against any employee or applicant for employment because of gender, gender expression, gender identity, genetic characteristics, sex, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS), medical condition (including cancer), mental disability, age, marital status, denial of family and medical care leave and denial of pregnancy disability leave, sexual orientation, military/veteran status and any other characteristics protected by state or federal law. Contractor shall give written notice of its obligations under this clause to labor organizations with which it has a collective bargaining or other agreement.

(b) Contractor shall include the provisions of this Section 12(a) in all subcontracts related to this Agreement.

13. Indemnification.

(a) Other than in the performance of design professional services by a design professional, which shall be solely as addressed by subsection (b) below, and to the full extent permitted by law, Contractor shall indemnify, immediately defend (with independent counsel reasonably acceptable to the City) and hold harmless the City, its Council, boards, commissions, employees, officials and agents (collectively "Indemnified Parties" or in the singular "Indemnified Party") from and against any claims, losses, damages, penalties, fines and judgments, associated investigation and administrative expenses, and defense costs including but not limited to reasonable attorney's fees, court costs, expert witness fees and costs of alternate dispute resolution (collectively "Liabilities"), where same arise out of the performance of this Agreement by Contractor, its officers, employees, agents and sub-contractors. The duty to defend is a separate and distinct obligation from the Contractor's duty to indemnify and Contractor shall be obligated to defend in all legal, equitable, administrative or special proceedings upon tender to the Contractor of any claim in any form or at any stage of an action or proceeding, whether or not liability is established and the obligation extends through final judgment including exhaustion of any appeals.. The Contractor's obligation to indemnify applies unless it is finally determined that the liability was caused by the sole active negligence or sole willful misconduct of an indemnified party. If it is finally determined that liability is caused by the comparative active negligence or willful misconduct of an Indemnified Party, the Contractor's indemnification obligation shall be reduced in proportion to the established comparative liability of the indemnified party.

(b) To the fullest extent permitted by law (including without limitation California Civil Code Sections 2782.8), when the services to be provided under this Agreement are design professional services to be performed by a design professional, as that term is defined by said section 2782.8(c)(2) ("Design Professional") Design Professional shall indemnify, protect and hold harmless any Indemnified Party for all Liabilities regardless of nature or type that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of Design Professional, or such acts or omissions of an officer, employee, agent or subcontractor of the Design Professional. Design Professional shall not have an immediate duty to defend an Indemnified Party, however, Design Professional's obligation to indemnify (including reimbursing the cost to defend) and hold the Indemnified Parties harmless applies unless it is finally determined that the liability was caused by the sole active negligence or sole willful misconduct of an Indemnified Party. If it is finally determined that liability was caused by the comparative active negligence or willful misconduct of an Indemnified Party the Design Professional's indemnification obligation shall be reduced in direct proportion to the indemnified party's proportionate percentage of fault. Within 30 days following Design Professional's receipt of a properly presented written invoice Design Professional shall satisfy its indemnification obligations and reimburse the Indemnified Party for the cost of reasonable attorney's fees and defense costs incurred by the Indemnified Party to the same extent of Design Professional's indemnity obligation herein. In no event shall the cost to defend charged to the Design Professional exceed the Design Professional's proportionate percentage of fault.

(c) The provisions of this Section are not limited by the provisions of sections relating to insurance including provisions of any worker's compensation act or similar act. Contractor expressly waives its statutory immunity under such statues or laws as to City, its employees and officials. An allegation or determination of comparative active negligence or willful misconduct by an Indemnified Party unrelated to design professional services does not relieve Contractor from its separate and distinct obligation to defend City. Contractor agrees to obtain executed indemnity agreements with provisions identical to those set forth here in this section from each and every subcontractor, sub tier contractor or any other person or entity involved by, for, with or on behalf of Contractor in the performance or subject matter of this Agreement. In the event Contractor fails to obtain such indemnity obligations from others as required here, Contractor agrees to be fully responsible according to the terms of this section. Failure of City to monitor compliance with these requirements imposes no additional obligations on City and will in no way act as a waiver of any rights hereunder.

(d) If any action or proceeding is brought against any Indemnified Party by reason of any of the matters against which the Contractor has agreed to provide an immediate defense to any Indemnified Party, as provided above, Contractor, upon notice from the City, shall defend the Indemnified Party at Contractor's expense by independent counsel reasonably acceptable to the City. Unless otherwise provided above, an Indemnified Party need not have first paid for any of the matters to which it is entitled to indemnification in order to be so defended. Contractor may submit a claim to the City for reasonable defense costs (including attorney's and expert fees) incurred in providing a defense of any Indemnified Party to the extent such defense costs arise under principals of comparative fault from the Indemnified Party's active negligence, recklessness or willful misconduct.

(e) This obligation to indemnify and defend, as set forth herein, is binding on the successors, assigns, or heirs of Contractor and shall survive the termination of this Agreement or this Section.

14. <u>Insurance</u>.

(a) As a condition precedent to the effectiveness of this Agreement and without limiting Contractor's indemnification of the City, Contractor agrees to obtain and maintain in full force and effect at its own expense the insurance policies set forth in Exhibit "B" "Insurance" attached hereto and made a part hereof. Contractor shall furnish the City with original certificates of insurance, executed by a person authorized by that insurer to bind coverage on its behalf, along with copies of all required endorsements. All certificates and endorsements must be received and approved by the City before any work commences. All insurance policies shall be subject to approval by the City Attorney and Risk Manager as to form and content. Specifically, such insurance shall: (1) be endorsed to protect City as an additional insured for commercial general and business auto liability; (2) provide City prior notice of cancellation; and (3) be primary with respect to City's insurance program. Contractor's insurance is not expected to respond to claims that may arise from the acts or omissions of the City.

(b) City reserves the right at any time during the term of this Agreement to change the amounts and types of insurance required herein by giving Contractor ninety days advance written notice of such change. If such change should result in substantial additional cost of the Contractor, City agrees to negotiate additional compensation proportional to the increased benefit to City.

(c) All required insurance must be submitted and approved the City Attorney and Risk Manager prior to the inception of any operations by Contractor.

(d) The required coverage and limits are subject to availability on the open market at reasonable cost as determined by the City. Non availability or non affordability must be documented by a letter from Contractor's insurance broker or agency indicating a good faith effort to place the required insurance and showing as a minimum the names of the insurance carriers and the declinations or quotations received from each. Within the foregoing constraints, Contractor's failure to procure or maintain required insurance during the entire term of this Agreement shall constitute a material breach of this Agreement under which City may immediately suspend or terminate this Agreement or, at its discretion, procure or renew such insurance to protect City's interests and pay any and all premium in connection therewith and recover all monies so paid from Contractor.

(e) By signing this Agreement, Contractor hereby certifies that it is aware of the provisions of Section 3700 *et seq*., of the Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provision of that Code, and that it will comply with such provisions at all such times as they may apply during the performance of the work pursuant to this Contract. Unless otherwise agreed, a waiver of subrogation in favor of the City is required.

15. **Independent Contractor**. The parties agree that Contractor, its officers, employees and agents, if any, shall be independent contractors with regard to the providing of services under this Agreement, and that Contractor's employees or agents shall not be considered to be employees or agents of the City for any purpose and will not be entitled to any of the benefits City provides for its employees. City shall make no deductions for payroll taxes or Social Security from amounts due Contractor for work or services provided under this Agreement.

This Agreement shall not constitute, and it is not intended to constitute, either party as an employer, employee, agent, partner or legal representative of the other party for any purpose, or give either party any right to supervise or direct the functions of the other party. Except as specifically provided herein, neither party shall have authority to act for or obligate the other party in any way or to extend any representation on behalf of the other party. Each party agrees to perform under this Agreement solely as an independent contractor and neither party shall have any right, power, or authority, nor shall they represent themselves as having any authority to assume, create, or incur any expense, liability or obligation, express or implied, on behalf of the other party for any purpose. Each party agrees not to permit its employees or agents to do anything that might be construed or interpreted as acts of the other party.

16. **Claims for Labor and Materials**. Contractor shall promptly pay when due all amounts payable for labor and materials furnished in the performance of this Agreement, so as to prevent any lien or other claim under any provision of law from arising against any City property (including reports, documents, and other tangible matter produced by the Contractor hereunder), against the Contractor's rights to payments hereunder, or against the City, and shall pay all amounts due under the Unemployment Insurance Act with respect to such labor.

17. **Discounts**. Contractor agrees to offer the City any discount terms that are offered to its best customers for the goods and services to be provided herein, and apply such discounts to payment made under this Agreement which meet the discount terms.

18. **Cooperation; Further Acts.** The Parties shall fully cooperate with one another, and shall take any additional acts or sign any additional documents as may be necessary, appropriate or convenient to attain the purposes of this Agreement.

19. **Dispute Resolution**. If any dispute arises between the parties as to proper interpretation or application of this Agreement, the parties shall first meet and confer in a good faith attempt to resolve the matter between themselves. If the dispute is not resolved by meeting and conferring, the matter shall be submitted for formal mediation to a mediator selected mutually by the parties. The expenses of such mediation shall be shared equally between the parties. If the dispute is not or cannot be resolved by mediation, the parties may mutually agree (but only as to those issues of the matter not resolved by mediation) to submit their dispute to arbitration. Before commencement of the arbitration, the parties may elect to have the arbitration proceed on an informal basis; however, if the parties are unable so to agree, then the arbitration shall be conducted in accordance with the rules of the American Arbitration Association. The decision of the arbitrator shall be binding, unless within thirty days after issuance of the arbitrator's written decision, any party files an action in court. Venue and jurisdiction for any such action between the parties shall lie in the Superior Court for the County of Monterey.

20. **Compliance with Laws**.

(a) Each party's performance hereunder shall comply with all applicable laws of the United States of America, the State of California and the City including but not limited to laws regarding health and safety, labor and employment, wage and hours and licensing laws which affect employees. This Agreement shall be governed by, enforced and interpreted under the laws of the State of California. Contractor must be in good standing and registered with the California Department of Industrial Relations in accordance with California labor Code section 1725.5 and shall comply with new, amended or revised laws, regulations or procedures that apply to the performance of this Agreement.

(b) If the Project is a "public work," or prevailing wages are otherwise required, Contractor shall comply with all provision of California Labor Code section 1720 *et seq.*, as applicable, and laws dealing with prevailing wages, apprentices and hours of work.

(c) Contractor represents that it has obtained and presently holds all permits and licenses necessary for performance hereunder, including a Business License required by the City's Business License Ordinance (Title 5 of the Marina Municipal Code) for which a business license tax is prescribed and assessed at the rate of two-tenths percent of gross receipts, in accordance with the provisions therein. For the term covered by this Agreement, the Contractor shall maintain or obtain as necessary, such permits and licenses and shall not allow them to lapse, be revoked or suspended.

21. **Assignment or Transfer**. This Agreement or any interest herein may not be assigned, hypothecated or transferred, either directly or by operation of law, without the prior written consent of the City. Any attempt to do so shall be null and void, and any assignees, hypothecates or transferees shall acquire no right or interest by reason of such attempted assignment, hypothecation or transfer.

22. **Notices**. All notices required or permitted to be given under this Agreement shall be in writing and shall be personally delivered, sent by facsimile ("fax") or certified mail, postage prepaid with return receipt requested, addressed as follows:

To City: City Manager
City of Marina City Hall

211 Hillcrest Avenue
Marina, California 93933
Fax: (831) 384-9148

To Contractor:

Fax (___) _____________

The parties my agree in writing to receive notice by email. Notice shall be deemed effective on the date personally delivered or transmitted by facsimile or, if mailed, three days after deposit in the custody of the U.S. Postal Service. A copy of any notice sent as provided herein shall also be delivered to the Project Administrator and Project Manager.

23. **Amendments, Changes or Modifications**. This Agreement is not subject to amendment, change or modification except by a writing signed by the authorized representatives of City and Contractor.

24. **Force Majeure**. Notwithstanding any other provisions hereof, neither Contractor nor City shall be held responsible or liable for failure to meet their respective obligations under this Agreement if such failure shall be due to causes beyond Contractor's or the City's control except that an economic downturn of any type shall not be a justifiable cause for the failure to meet their respective obligations under this Agreement. Such causes include but are not limited to: strike, fire, flood, civil disorder, act of God or of the public enemy, act of the federal government, or any unit of state of local government in either sovereign or contractual capacity, epidemic, quarantine restriction, or delay in transportation to the extent that they are not caused by the party's willful or negligent acts or omissions, and to the extent that they are beyond the party's reasonable control.

25. **Attorney's Fees**. In the event of any controversy, claim or dispute relating to this Agreement, or the breach thereof, the prevailing party shall be entitled to recover from the losing party reasonable expenses, attorney's fees and costs.

26. **Successors and Assigns**. All of the terms, conditions and provisions of this Agreement shall apply to and bind the respective heirs, executors, administrators, successors, and assigns of the parties. Nothing in this paragraph is intended to affect the limitation on assignment

27. **Authority to Enter Agreement**. Contractor has all requisite power and authority to conduct its business and to execute, deliver and perform the Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right and authority to make this Agreement and bind each respective party.

28. **Waiver**. A waiver of a default of any term of this Agreement shall not be construed as a waiver of any succeeding default or as a waiver of the provision itself. A party's performance after the other party's default shall not be construed as a waiver of that default.

29. **<u>Severability.</u>** Should any portion of this Agreement be determined to be void or unenforceable, such shall be severed from the whole and the Agreement will continue as modified.

30. **<u>Construction, References, Captions</u>.** Since the parties or their agents have participated fully in the preparation of this Agreement, the language of this Agreement shall be construed simply, according to its fair meaning, and not strictly for or against any party. Any term referencing time, days or period for performance shall be deemed calendar days and not work days. The captions of the various sections are for convenience and ease of reference only, and do not define, limit, augment or describe the scope, content or intent of this Agreement.

31. **<u>Advice of Counsel.</u>** The parties agree that they are aware that they have the right to be advised by counsel with respect to the negotiations, terms and conditions of this Agreement, and that the decision of whether or not to seek the advice of counsel with respect to this Agreement is a decision which is the sole responsibility of each of the parties hereto. This Agreement shall not be construed in favor or against either party by reason of the extent to which each party participated in the drafting of this Agreement.

32. **<u>Counterparts</u>.** This Agreement may be signed in counterparts, each of which shall constitute an original.

33. **<u>Time.</u>** Time is of the essence in this contract.

34. **<u>Entire Agreement</u>.** This Agreement contains the entire agreement of the parties with respect to the matters as set forth in this Agreement, and no other agreement, statement or promise made by or to any party or by or to any employee, officer or agent of any party, which is not contained in this Agreement shall be binding or valid.

IN WITNESS WHEREOF, Contractor and the City by their duly authorized representatives, have executed this Agreement, on the date first set forth above, at Marina, California.

CITY OF MARINA	**CONTRACTOR**
By: ___________________________	By: _____________________
Name:_________________________	Name:___________________
Its: _________________________	Its: ____________________
Date: _________________________	Date: ____________________

Attest: (Pursuant to Reso: 20___ - _____)

By: ________________________
City Clerk

Approved as to form:

By: ________________________
City Attorney

INSERT EXHIBIT A

Section 1 (a)

- SCOPE OF WORK -

[Include Work Schedule if required.]

EXHIBIT B - INSURANCE

Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by Contractor, its agents, representatives, or employees.

MINIMUM SCOPE AND LIMIT OF INSURANCE

Coverage shall be at least as broad as:

1. **Commercial General Liability (CGL):** Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than **$1,000,000** per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.
2. **Automobile Liability:** Insurance Services Office Form Number CA 0001 covering, Code 1 (any auto), or if Contractor has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than **$1,000,000** per accident for bodily injury and property damage.
3. **Workers' Compensation** insurance as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than **$1,000,000** per accident for bodily injury or disease. (Not required if Contractor provides written verification it has no employees)
4. **Professional Liability (Errors and Omissions):** Insurance appropriates to Contractor's profession, with limit no less than **$2,000,000** per occurrence or claim, $2,000,000 aggregate.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, the City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City.

Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions:

Additional Insured Status

City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

Primary Coverage
For any claims related to this contract, Contractor's insurance coverage shall be primary and non-contributory and at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of Contractor's insurance and shall not contribute with it. This requirement shall also apply to any Excess or Umbrella liability policies.

Umbrella or Excess Policy
Contractor may use Umbrella or Excess Policies to provide the liability limits as required in this agreement. This form of insurance will be acceptable provided that all of the Primary and Umbrella or Excess Policies shall provide all of the insurance coverages herein required, including, but not limited to, primary and non-contributory, additional insured, Self-Insured Retentions (SIRs), indemnity, and defense requirements. The Umbrella or Excess policies shall be provided on a true "following form" or broader coverage basis, with coverage at least as broad as provided on the underlying Commercial General Liability insurance. No insurance policies maintained by the Additional Insureds, whether primary or excess, and which also apply to a loss covered hereunder, shall be called upon to contribute to a loss until Contractor's primary and excess liability policies are exhausted.

Notice of Cancellation
Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the City.

Waiver of Subrogation
Contractor hereby grants to City a waiver of any right to subrogation which any insurer of said Contractor may acquire against the City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

Self-Insured Retentions
Self-insured retentions must be declared to and approved by the City. The City may require Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or City. The CGL and any policies, including Excess liability policies, may not be subject to a self-insured retention (SIR) or deductible that exceeds $25,000 unless approved in writing by City. Any and all deductibles and SIRs shall be the sole responsibility of Contractor or subcontractor who procured such insurance and shall not apply to the Indemnified Additional Insured Parties. City may deduct from any amounts otherwise due Contractor to fund the SIR/deductible. Policies shall NOT contain any self-insured retention (SIR) provision that limits the satisfaction of the SIR to the City. The policy must also provide that Defense costs, including the Allocated Loss Adjustment Expenses, will satisfy the SIR or deductible. City reserves the right to obtain a copy of any policies and endorsements for verification.

Acceptability of Insurers
Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the City.

Claims Made Policies
If any of the required policies provide claims-made coverage:

1. The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work.
2. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

Verification of Coverage
Contractor shall furnish the City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause and a copy of the Declarations and Endorsements Pages of the CGL and any Excess policies listing all policy endorsements. All certificates and endorsements and copies of the Declarations & Endorsements pages are to be received and approved by the City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Contractor's obligation to provide them. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time. City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

Subcontractors
Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that City is an additional insured on insurance required from subcontractors.

Duration of Coverage
CGL & Excess liability policies for any construction related work, including, but not limited to, maintenance, service, or repair work, shall continue coverage for a minimum of five (5) years for Completed Operations liability coverage. Such Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.

Special Risks or Circumstances
City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

II. Downtown Vitalization Work

The Downtown Vitalization Specific Plan (DVSP) provides guidance in the future development and transformation of the City's downtown. The goal of the DVSP is to create a unique and identifiable downtown core that is vibrant and pedestrian orientated. While the plan provides the regulatory framework for land use and other governing elements, the emphasis on business development in the downtown area is limited. The proposed peer review would assess the DVSP for applicability to the current and planned business landscape, identify any challenges with implementation; and assess based on market conditions, which zoning and development standards need to be modified to accelerate the development of infill housing. The Downtown Vitalization Work would also include building an implementation strategy to assist in activating the DVSP. This would be accomplished through community engagement with stakeholders; and providing recommendations based on what other cities have done to successfully revitalize, redevelop, or position a downtown center.

III. Website – Economic Development

The City's current economic development webpages need to be updated and contain limited information to promote the City. HdL offers webpage design services that take into consideration the needs of current and prospective businesses. The proposed microsite would serve as hub for economic development information, including communications on the City's vision; locations for potential business sites, information on key initiatives, including the Downtown Vitalization Plan; statistical/demographic data; and links to community development services. The proposed microsite would be seamlessly integrated with the City's website and optimized for internet search capabilities. HdL will assist with developing the initial content, along with potential assistance from the City's public outreach consultant, Tripepi Smith. City staff would be responsible for the on-going maintenance of the site. The annual costs associated with hosting the site are estimated to be minimal at approximately $200 annually.

Examples of sites developed by HdL and their website development partners, include the following:

- City of Moreno Valley
- City of Eastvale
- City of Pacific Grove

IV. Marketing and Branding Economic Development

The Assessment report indicated that the City could benefit from establishing a unique identity to assist in attracting visitors and business; and encourage residents to take pride in the city. HdL offers assistance in developing a "brand" narrative to showcase the City's unique strengths, such as its strategic location, diverse community, and opportunity for growth. This narrative would be developed by engaging local businesses, stakeholders, and civic leaders to ensure the new identity resonates with those who work or live in Marina. The resulting brand narrative or any economic development logos could be used on the City's website, communications, and any promotional materials.

A copy of the complete proposal is included in **EXHIBIT B.**

FISCAL IMPACT

There is no fiscal impact to the General Fund. These initiatives would be funded through the Fiscal Year 2024-25 Economic Development budget.

CONCLUSION
City staff are recommending approval of the contract to assist in moving forward the City's economic development efforts.

Respectfully submitted

____
Tori A. Hannah
Finance Director
City of Marina

REVIEWED BY:

____
Layne Long
City Manager
City of Marina