

CITY OF COMMERCE

# Green Zones Action Plan

IMPLEMENTATION PHASE 1

PROPOSAL | OCTOBER 13, 2016



537 S. RAYMOND AVENUE | PASADENA, CA 91105

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*In association with: HR&A Advisors, Inc. and Kit Cole Consulting*





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## 1. Cover Letter

October 13, 2016

Matt Marquez  
Deputy Director Development Services  
2535 Commerce Way  
Commerce, CA 90040  
via email: mattm@ci.commerce.ca.us

Re: *City of Commerce Green Zones Action Plan Implementation -Phase I*

Dear Mr. Marquez and Selection Committee Members:

Thank you for considering the **MIG Team** as your consultant for the implementation of Phase I of the Green Zones Action Plan. The City of Commerce is seeking a team that will work interactively with government leaders, agency partners, businesses and the community to implement the City's Green Zone Action Plan. The goal is to create a more sustainable and resilient future for the City of Commerce.

The selected team must **continue the collaborative process that produced the action plan and build support for intentional transformational change.** The Team must look beyond conventional approaches to assist the City in addressing a broad range of issues and needs that will affect the City's desirability as a place to live, work and play — from creating a marketing and outreach program to conducting economic analysis to identify target businesses for recruitment to developing a specific plan to revitalize the economy and more.

**The MIG Team is that team!** We have assembled an outstanding team of highly qualified professionals who will lead Phase I Implementation — including MIG **Principal-in-Charge Esmeralda Garcia** who led the development of the Green Zone Action Plan. Her familiarity with the City and the Action Plan will allow our team to **begin to produce results immediately.** MIG will contribute our expertise in planning, community engagement, consensus-building and communications. We are collaborating with **HR&A Advisors, Inc.** (HR&A), a leading consulting firm



providing services in economic development since 1976. **Kit Cole Consulting will lead the work for the office of the Business Liaison.** Kit Cole has over 20 years experience working in the areas of government the environment, and specifically utility companies.

Our experienced team is best suited to work with the City of Commerce on this important effort based on the following qualifications:

- **Robust technical skills in all areas needed for plan implementation and inspired staff** that provide expert guidance throughout the project.
- Proven experience in **economic analysis and development** that results in vibrant communities.
- **Award-winning specific plans** that guide healthy community development.

- 
- A collaborative approach and expert communication skills that **builds and deepens community partnerships** and **community support for implementation** — from start to finish.
  - Specialized experience in **engaging hard-to-reach community members** in planning efforts, including minority, low income and limited English proficient individuals.
  - **In-depth knowledge of the Green Zone Plan and the City of Commerce** that will allow us to generate immediate results.

Founded in 1982 with a staff of over 220 multi-disciplinary professionals, MIG offices are located in Pasadena, Berkeley, Fullerton, Riverside, Sacramento, San Diego, Kenwood and San Jose, California; Seattle, Washington; Portland and Eugene, Oregon; San Antonio, Texas; Denver, Colorado and Pleasantville, New York. A firm-wide organization chart, including the titles of key staff, is provided on the next page.

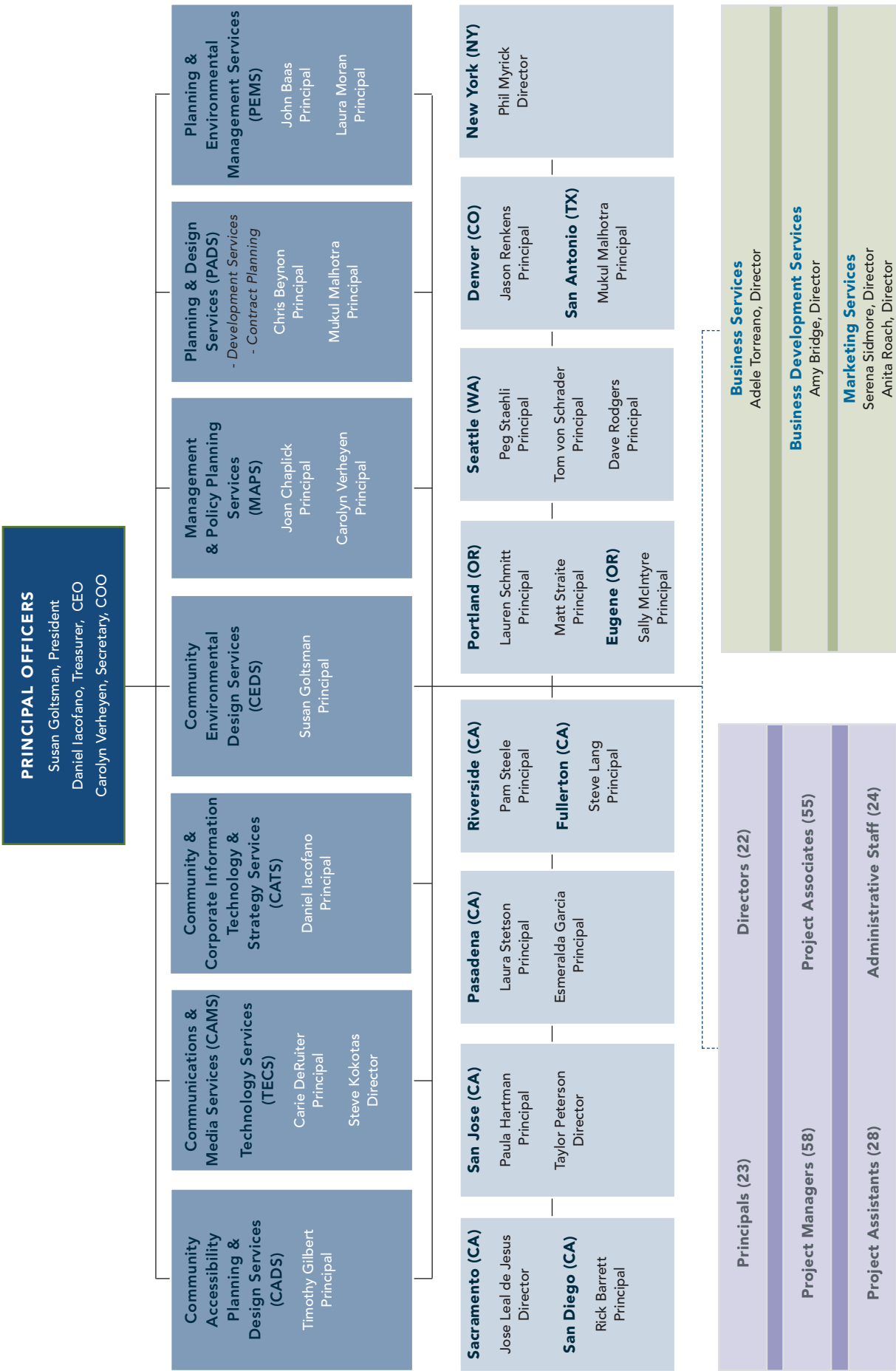
We are excited about the opportunity to be part of the next phase of the Green Zones Action Plan. This will prove to be a ground breaking effort and we look forward to working once again with the Commerce team on this priority initiative. I look forward to presenting MIG's ideas and approach to you in person. If you have any questions about our proposal, please do not hesitate to contact me at [626-744-9872](tel:626-744-9872) or by email at [esmeraldag@migcom.com](mailto:esmeraldag@migcom.com).

Sincerely,



Esmeralda Garcia  
Principal

# Firm-Wide Organization Chart







## 2. Executive Summary

### About MIG, Inc.

**Critical thinking. Strategic focus. Innovative solutions.** MIG engages top professionals in strategic planning, regional and community planning, urban design and communications who work together across disciplines to create multi-objective plans for healthy communities — plans that reflect community values and create thriving economies. We have worked locally, nationally and internationally to help communities plan for future change.

**Our comprehensive capabilities inform all our work.** MIG brings over 30 years of experience conducting complex, collaborative projects that foster healthy communities. This includes more than two decades of experience in strategic planning and organizational development. These planning efforts have included financial plans, organizational models and policies to facilitate their successful implementation.



**We have extensive experience in framing honest conversations to address healthy, thriving communities.** We have created plans and community initiatives that have addressed public safety, economic security and employment, education, social emotional health, environmental quality, affordable housing, access to healthy foods, community resilience and transportation. This provides us with a deep understanding a wide range of issues that must be addressed to create a healthy community.

**We have assisted communities across California in creating economic elements and plans that have fostered vibrant communities,** such as those for Sonoma County, Solano County, and the cities of Dublin, Alameda and Gilroy. We have extensive experience in developing **general and specific plans** throughout the state of California that have addressed healthy communities and economic trends and policies, and have implemented outreach programs for these plans. These include the first California general plan that included a healthy community element in Richmond as well as the recent award-winning Baldwin Park Community Sustainability Plan. In addition, our broad specific planning expertise has included projects that address industrial, commercial and recreation-oriented specific plans. All of these efforts have included close collaborative work with planning teams with multi-stakeholder representation.

**Our projects are values-driven.** For each endeavor, our approach is strategic, context driven and holistic, addressing physical, social, political, economic and legal factors to ensure our clients achieve the results they need. Our organizational culture values lean-ness and resourcefulness. We are committed to excellence in customer service and to delivering projects on-time and on-budget.

**We provide a dynamic community engagement process.** MIG is internationally known for our facilitative leadership approach and consensus-building techniques, documented and shared in our widely distributed book, *Meeting of the Minds*. We create an open atmosphere in which different viewpoints can be heard, acknowledged, addressed and reconciled. We successfully engage ethnically and linguistically diverse stakeholders using a tailored approach that employs a broad range of proven facilitation techniques. We have helped diverse groups resolve conflicts and work toward common goals in a variety of settings — from advisory groups and management workshops to large community events — fostering a base of support for project outcomes and momentum for action.

**We build community partnerships.** Our approach always emphasizes collaborative thinking and problem solving through meaningful stakeholder engagement. We regularly invent creative ways to energize groups to do their best work on behalf of healthy communities — and a better future for all. MIG works hand-in-hand with stakeholders throughout the planning process. We specialize in creating strategy sessions that are engaging, stimulating and results-oriented where all attendees are active participants. For example, *Live Well San Diego: Thriving Plan* required a high degree of partnership between government, stakeholders and the community to work together in effective and creative ways. The Thriving Plan outlined a multi-year strategy focusing on five core issue areas: Built and Natural Environment, Enrichment, Prosperity, Economy and Education. This plan demonstrated that successful collaboration at the planning stage is a strong foundation for implementation.

**We foster data-driven decision-making.** We regularly use both quantitative and qualitative data to guide the assessment of needs and community decision-making. This may include: demographics, trends, survey results, economic, educational and health data as well as other

information collected by City departments and service providers. Qualitative data may include information collected during the community involvement process, such as the results of online questionnaires, focus groups, stakeholder interviews, community workshops and intercept events.

**We tie strategies and actions to budget resources.** Our planning process can explore and identify strategies that will help you achieve clarity on resource needs and potential sources of funding and financing. This focus on linking resources allocations to organizational objectives leads to informed decision-making and successful plan implementation.

**We provide innovative and effective communications and outreach programs that produce results.** MIG specializes in strategic communications planning and implementation, graphic design, multimedia production and public outreach and information. MIG has worked extensively with public agencies, private organizations and nonprofit groups throughout California on projects addressing community development, the environment, transportation, land use as well as community services.



**We assist agencies and communities with developing, preparing and submitting successful grant applications**, especially for merit-based federal and state discretionary grant programs. We will research funding alternatives, identify the best possible sources and prepare a readable, well-organized, grammatically correct and understandable grant application. For example, as a consultant to the City of Richmond on their General Plan Update, we were able to secure over \$7 million in funding for various projects. Other recent successful grant applications prepared by MIG include:

- Three successful grant applications to National Endowment for the Arts for PLAE, Inc.
- An Oregon Department of Transportation Transportation and Growth Management grant for Astoria, Oregon
- A California Proposition 84 grant for Baldwin Park Health and Sustainability Element, Baldwin Park, California
- An American Recovery and Reinvestment Act grant for Stopwaste.org for California Energy Upgrade
- A Federal Transit Administration grant for Lane Transit District's Bus Rapid Transit program, Eugene, Oregon

**Our goal is to effectively communicate information about programs and plans that affect our quality of life.** Our communications touch people through many different media: online and social media, public relations and earned media, out-of-home media buys, direct mail, community events, project-related storefronts and more. We have special expertise in developing strategies and tactics for reaching non-English and limited English speakers. Our in-house creative staff understands the dynamics of communication, motivation and human behavior. Account managers, writers and art directors work together to create campaigns that promote, educate, inform — and get results.

**Our projects enjoy broad-based support and are readily implemented.** MIG has proven tools to facilitate the community outreach and engagement, planning and both the internal and external communication processes. These tools will be further tailored to the City of Commerce's needs to ensure an effective and efficient planning and implementation process.

**With our robust technical skills and inspired staff, we will help the City of Commerce successfully implement Phase I of the Green Zones Action Plan — leading to a healthy, vibrant and livable community.** MIG offers unparalleled process leadership and content experience from our involvement with healthy community projects in Commerce and nationwide.

**We build community support for the project from start to finish.** As a result, our plans have been successfully implemented in a variety of ways, such as partnerships, successful voter initiatives and focused public and private investment. And, most importantly, those implemented plans, with stakeholder-defined outcomes, have changed communities.



## About Kit Cole Consulting

**Kit Cole has over 20 years experience providing public affairs services to the public and private sector, focusing on high profile projects that impact communities and the environment.** Prior to opening her own firm, Kit served as a Director of Public Affairs at Southern California Edison, one of the largest utilities in the nation.

Her work has included outreach strategy development; short-and long-term strategic planning; establishing and managing cross-organizational teams to resolve agency challenges; subject matter expert on third-party activism and mobilization; stakeholder training in constructive response strategies to high emotion and outrage behaviors; stakeholder identification and inclusion; crisis communication messaging; agency spokesperson to media outlets and project management.

## About HR&A

**HR&A Advisors, Inc. (HR&A) has enabled hundreds of public and private clients to transform real estate and economic development concepts first into actionable plans and then into job-producing, community-strengthening assets.** They are industry leaders in economic development, real estate and public policy consulting. Equipped with a unique understanding of the intersection of the public and private sectors, HR&A has served a diversity of clients for 40 years. HR&A has 90 full-time employees with corporate offices in Los Angeles, New York, Dallas and Washington, D.C. — a presence that allows them to effectively serve clients around the world. From Brooklyn to Toronto to Memphis to London, their passion and dedication to communities is evident in their work.

## Project Understanding

The City of Commerce is embarking on an unprecedented effort to implement the Green Zones Action Plan. Since its first meeting in 2012, the Green Zones Working Group convened to discuss and develop land use recommendations related to Buffer Zones/Sensitive Receptors and Green Zones to address concerns with proximity of hazardous sources and sensitive land uses while encouraging green economic development. After presenting its recommendations to the City Council, The Green Zone Working Group proceeded to develop the Action Plan to implement a set of initiatives to achieve the goals agreed to by the Group:

- **Prevention** – Provide separation of uses that pose harmful threat to health from sensitive receptors
- **Reduction** – Ensure reduction of polluting effects from industry
- **Revitalization** – Create opportunities that contribute to a healthy green economy
- **Reinvestment** – Provide adequate infrastructure to support future economic and community health

The programs and initiatives contained in the Commerce Green Zones Action Plan provide a blueprint for positive change and incremental transformation through innovative, healthy and sustainable solutions. Recognized by the South Coast Air Quality Management District with a Clean Air Award, the Implementation of the Green Zones Action Plan will serve as a model for other communities struggling to identify solutions to address environmental concerns while striking a balance with the appropriate type of economic development.

The Green Zones Action Plan outlines a series of steps to begin implementation of Green Zones policies to begin affecting change.



Support **service and technical assistance** to existing and new business is critical to promoting green practices, retaining the right type of business, attracting new industry clusters. The Office of the Business Liaison was identified by the Green Zones Working Group as a key element in the success of realizing the green policies confirmed by the City Council.

Baseline **market research and economic analysis** provides a foundation for assessing the needs of current business, identifying life cycle for industry types, and opportunities for attracting new business to the City of Commerce.

Once identifying the new business types that need to be attracted, a **marketing and outreach program** will need to be implemented. The Business Liaison will be equipped with the tools to link new business to specific sites and resources to facilitate the permitting process.

The **City's image** will be improved through incremental improvements and investment in infrastructure and amenities attractive to new business. The role of the Business Liaison will be critical in communicating the City's image. This will be achieved through a communications strategy that includes a cohesive brand.

Innovative planning tools will be required to facilitate new economic development and realize the vision identified by the Green Zones Working Group to attract new business that will contribute the City's economic development and improved quality of life. The **Specific Plan for Washington Boulevard** will continue to leverage investment into the City's infrastructure while maximizing land use opportunities.

A variety of programs and technical assistance will make Commerce an even more attractive location for new industry clusters. The **voluntary retrofit program** can create opportunities for existing and new business to maximize their investment through cost savings with

energy conservation initiatives, facility improvements and can be attractive to businesses with a commitment to improving the environment. With the Green Zones Action Plan in place the City is well positioned to secure local, state, federal or private grant funding to launch the retrofit program.

A successful Action Plan requires ongoing benchmarking to track progress and make adjustments to ensure ongoing success. The Commerce Green Zones Action Plan Implementation Phase 1 process provides the foundation for successful implementation of the strategies developed by the Green Zones Working Group.

### Work Samples

The following work samples illustrate MIG skills and abilities:

#### City of Baldwin Park Health and Sustainability Element

<https://www.baldwinpark.com/docssidemenu/community-development/planning/general-plan-individual-elements/452-20-baldwin-park-health-and-sustainability-element-adopted-4-1-15-final/file>

#### Envision Alachua

[http://www.migtownsquare.com/app\\_pages/view/123](http://www.migtownsquare.com/app_pages/view/123)

#### Duarte Town Center Specific Plan

[http://www.duartetowncenter.com/app\\_pages/view/94](http://www.duartetowncenter.com/app_pages/view/94)





### 3. Qualifications of Personnel

#### MIG Team Description

**MIG prides itself on the quality of our entire staff to deliver on promises, to go beyond expectations and to be inspiring and enjoyable to work with.** The exceptional team of professionals assembled for the City of Commerce Green Zone Implementation Phase I provides experience to deliver expert guidance and creative problem-solving throughout this project.

**Having worked on the development of the City's Green Zone Plan, the MIG Team can begin this project immediately without the need to learn more about the project background and players.** Our team is experienced in conducting planning processes to create healthy and vibrant communities. We have expertise in all areas described in the rfp and substantial experience in building coalitions that support project implementation. This dynamic, time-tested team is highly recommended by public agencies for achieving project goals, producing an outstanding product and for building the capacity of agency staff for successful plan implementation. Our committed staff will ensure that we effectively respond to rapidly changing project needs.

Principal-in-Charge/Project Manager **Esmeralda García** is an expert in planning, facilitation and community engagement. She has over 16 years experience in developing and implementing public outreach programs for local communities, counties and regional and statewide agencies. Based in MIG's Pasadena office, she served as MIG's Principal-in-Charge for the development of the City of Commerce Green Zone Plan. Esmeralda is especially skilled at mediating and building consensus on complex, multi-agency projects, such as the I-710 Major Corridor Study and EIR/EIS. Esmeralda will be the City's day-to-day contact for the project duration.

**Carie DeRuiter**, MIG's Director of Communications, will bring over 26 years experience in marketing, communications and graphic design to this project. Carie has developed communications programs for local, regional and statewide agencies. She will supervise all phases of communications and media production, including communications planning, writing and editing, graphic design and production, scheduling and cost estimation.

**Lisa Brownfield**, Planner, has over 25 years experience developing general plans and specific plans, including commercial-oriented plans as well as plans that promote healthy communities. She recently served as Project Manager and Technical Writer for the award-winning Redwood City General Plan where form based, smart growth, sustainability and "healthy cities" concepts are paramount. All of her general plans, specific plans and community plans are self-mitigating, where the environmental impacts associated with the plans are primarily mitigated through plan policy change.

Public Affairs Specialist **Kit Cole** is the founder and director of **Kit Cole Consulting** and brings 20 years experience to corporate and government clients focusing on high profile projects, impacting communities and the environment. She will be providing public relations for this project.

Economist **Amitabh Barthakur** is a Partner at HR&A. He has over 20 years of international experience in real estate and economic development. Amitabh brings a combination of broad international experience and a deep understanding of planning, policy and market issues in the Western U.S. and California.

Resumes for key staff are provided on the pages that follow.

## Esmeralda García

Principal-in-Charge/Project Manager

### Qualifications

MIG Principal Esmeralda García is a public involvement specialist with over 16 years experience and Director of Operations for MIG's Pasadena office.

Esmeralda has managed numerous multi-agency public involvement programs that have addressed a wide range of issues from water resources and environmental issues to transportation, land use and economic development. Esmeralda applies her facilitative leadership skills in actively engaging diverse stakeholders — including policymakers, advocacy groups, community leaders and the public at-large — in planning for future change.

Esmeralda recently served as MIG's Principal-in-Charge of the Commerce Green Zones Project and as a senior facilitator in the development of the Los Angeles County Water Quality Funding Initiative.

Most recently Esmeralda has applied her multi-agency consensus building skills in managing the outreach program for the I-710 Corridor Improvement Project EIR/EIS. The program includes facilitation of corridor stakeholders meetings to identify and evaluate alternatives, discuss contentious environmental issues and develop recommendations for consideration in the environmental process.

In addition, Esmeralda has extensive experience in developing interactive program methodology to identify the needs of ethnically diverse communities.

### Education

- Bachelor of Arts, Art History, California State University, Los Angeles, 1993

### Relevant Experience

- Environmental Protection Agency, Commerce Green Zones Facilitation, Commerce, California
- Cuadhy General Plan Update, Cudahy, California
- Chualar Community Development Plan, Chualar, California
- West Hollywood Safety Study, West Hollywood, California
- Smokey Hallow Specific Plan, El Segundo, California
- Rialto Downtown Vision and Strategic Plan, Rialto, California
- County of San Bernardino General Plan, County of San Bernardino, California
- City of Riverside Vision and General Plan Update, Riverside, California
- Ventura Creative Cities Charrette, Ventura, California
- City of Westlake Village Visioning, Westlake Village, California
- Pasadena General Plan, Design Guidelines and Zoning Code Updates Public Outreach and Community Participation Program, Pasadena, California
- City of Upland Vision and Development Plan, Upland, California
- Los Angeles County Water Quality Funding Initiative, Los Angeles County Department of Public Works, Los Angeles County, California
- Enhanced Watershed Management Plan Program Environmental Impact Report, Los Angeles County Department of Public Works, Los Angeles, California
- Barrio Logan Community Plan Update, San Diego, California
- Los Angeles County Metropolitan Transportation Agency (MTA) I-710 Major Corridor Study and Corridor Project EIR/EIS, Los Angeles County, California

## Carie DeRuiter

Director of Communications

### Qualifications

Carie DeRuiter is a Principal at MIG and has served as the Director of Communications for 15 years. Ms. DeRuiter brings over 26 years experience in marketing, communications and graphic design with an emphasis on social marketing and behavior change programs for public agencies.

As Creative Director, Carie supervises all phases of communications and media production, including communications planning, writing and editing, graphic design and production, scheduling and cost estimation. As Creative Director she sets the tone for all graphic design and communications products and is active in conceptualizing, art directing, designing and producing a wide range of media products, including branding campaigns, social marketing campaigns, logo systems, advertisements, newsletters and videos, posters, public displays and special events displays.

Carie works closely with clients and project managers to develop strategic communications directions and select media formats and materials that are best suited to the project at hand. She also sets the creative direction for the design and production of the firm's marketing materials, books and periodicals.

### Education

- Bachelor of Arts, Sociology,  
University of California, Berkeley

### Relevant Experience

- Envision Alachua, Alachua County, Florida
- Energy Upgrade California, Statewide, California
- BATA FasTrak Public Awareness and Customer Communication Services, Bay Area, California
- Metropolitan Transportation Commission Clipper Customer Communications, Education, Public Awareness and Strategic Marketing Services, Bay Area, California
- Santa Clara County Marketing, Outreach and Education for Community Energy Program, Santa Clara County, California
- StopWaste Agency Marketing and Outreach, StopWaste.org
- Santa Clara Valley Water District Flood Protection and Stream Stewardship Program and Public Education Campaign, Santa Clara County, California
- Metropolitan Transportation Commission Regional Transportation Marketing Program, San Francisco Bay Area, California
- Solano County Transit Authority SolanoLinks Marketing and Promotions Program, Solano County, California
- San Francisco Giants PacBell Park Opening Transit Alternatives Marketing Campaign, San Francisco, California
- Santa Clara County Department of Family and Children's Services Long-Range Plan, Santa Clara County, California
- Local Investment in Child Care Branding and Identity Building, Statewide, California
- E3 Institute Strategic Planning and Branding, Santa Clara County, California
- Sacramento Regional Transit Strategic Communications Plan, Sacramento, California

## Lisa Brownfield

Planner

### Qualifications

Lisa Brownfield has extensive experience in private sector and public sector planning. Lisa's 25 years of project management experience includes leading large consultant teams and city staff; formulating, monitoring and ensuring compliance with project budgets and schedules; ensuring all technical and presentation materials and products are of the highest quality; envisioning, creating and facilitating significant public outreach programs; and presenting technical concepts, plans and managerial reports to decision-makers, members of the public and related professionals.

In addition to project management expertise, Lisa has diverse technical experience. She has prepared all mandatory and many optional elements of general plans; prepared policy documents that highlight sustainability, smart growth and healthy city concepts; prepared industrial, commercial and recreation-oriented specific plans; conducted special land use, housing and circulation studies; reviewed and amended zoning and development codes; and conducted and prepared many environmental reviews and analyses.

Lisa served as the Project Manager and Technical Writer for the innovative Azusa General Plan and Development Code, creating a hybrid blending land use, traditional and form based plan and code. She served in the same capacity on the award-winning Redwood City General Plan where form based, smart growth, sustainability and "healthy cities" concepts are paramount. All of her general plans, specific plans and community plans are self-mitigating, where the environmental impacts associated with the plans are primarily mitigated through plan policy change.

### Education

- Master of Arts, Urban Planning, University of California, Los Angeles
- Bachelor of Science, Urban Planning, California State Polytechnic University, Pomona

### Relevant Experience

- Cudahy General Plan Update, Cudahy, California
- Huntington Beach Circulation Element EIR, Huntington Beach, California
- North Adelanto Comprehensive Sustainable Plan and EIR, Adelanto, California
- Redwood City Inner Harbor Specific Plan, Redwood City, California
- Fifth and Huntington Specific Plan and EIR, Monrovia, California
- Garvey Avenue Corridor Specific Plan, Rosemead, California
- Big Bear Lake Moonridge Corridor Specific Plan and EIR, Ontario, California
- Redwood City General Plan Update; Zoning Code Update—Mixed Use, Redwood City, California
- Costa Mesa General Plan Update, Land Use and Circulation Elements and EIR, Costa Mesa, California
- Azusa General Plan and Development Code, Azusa, California
- Westlake Village General Plan, Westlake Village, California
- Rosemead General Plan, Rosemead, California
- Huntington Beach General Plan, Huntington Beach, California
- Sphere of Influence Specific Plan and EIR, Ontario, California
- Inglewood International Industrial Corridor Specific Plan, Inglewood, California

## Kit Cole

Public Affairs, Kit Cole Consulting

### Qualifications

Kit Cole is the founder and director of Kit Cole Consulting and brings 20 years experience to corporate and government clients focusing on high profile projects, impacting communities and the environment.

Prior to opening her own firm, Kit served as a Director of Public Affairs at Southern California Edison, one of the largest utilities in the nation. She was responsible for the Public Involvement and Education group, promoting outreach and community engagement where high-voltage transmission lines and substations intersected with communities.

Before coming to Edison in 2011, she served for seven years as Director of External Affairs at Waste Management, Inc., where she developed and implemented strategies around community engagement on a variety of landfill and recycling facility issues, focusing on landfill expansion in the West.

Kit gained an important perspective from her government service, working in both the policy and regulatory arenas. In 2001, she was appointed by Governor Gray Davis to the California Environmental Protection Agency, where she advised and directed regulation in the area of environmental justice, electronics waste and brownfield development.

As Policy Consultant to Senator Debra Bowen and the Assembly Natural Resources Committee in the California Legislature, she focused on green buildings (LEED certification for state buildings), tire recycling and reuse and beverage container recycling. In addition to natural resources policy she has a history with local governments from serving as a policy consultant to the Assembly Local Government Committee. Her focus in local government policy included work on Local Agency Formation Commissions (LAFCO), special districts, the Brown Act and post-Prop 13 funding.

### Education

- Bachelor of Arts, University of California at Davis
- Masters of Public Administration, University of Southern California

### Relevant Experience

- Waste Management Facilities Expansion, Statewide, California and Honolulu, Hawaii
- California Environmental Protection Agency Environmental Justice, Statewide, California
- Southern California Edison Tahachapi Renewable Transmission Project, Santa Barbara County, California
- Judicial Council of California Organizational Structure Review, Statewide, California
- Vitetta Management Consulting California Tire Recycling Program Review, Statewide, California
- California Environmental Protection Agency Electronic Waste Recycling Act of 2003 Consulting, Statewide, California

## Amitabh Barthakur

Economist, HR&A

### Qualifications

Amitabh Barthakur joined HR&A in 2013 as a Partner in the Los Angeles office, and brings over two decades of international experience in real estate and economic development. Previously, as a Vice President and Regional Director for the Planning, Design and Development business line for AECOM in India, he led a multidisciplinary team of economists, planners and designers to deliver a range of complex urban development, infrastructure and tourism-related projects in Asia.

Prior to this, Amitabh led AECOM's economics practice in the U.S.-West region based in Los Angeles, and served as the global practice leader for the firm's economic planning and real estate market sector. Amitabh was a Principal with Los Angeles-based Economics Research Associates (ERA) until the firm's 2007 merger with AECOM.

Amitabh brings a combination of wide international experience and a deep understanding of planning, policy and market issues in the Western U.S. and California. He has led a wide range of studies in innovation and technology, economic development, industrial development and tourism development for numerous public and private sector clients.

### Education

- University of Southern California School of Policy, Planning and Development, Master of Urban Planning
- University of Southern California School of Architecture, Master of Building Science
- School of Planning and Architecture, New Delhi, Bachelor of Architecture

### Relevant Experience\*

- San Diego Regional Technology Park (RTP) Feasibility, San Diego, California
- Economics of the CleanTech Corridor, Los Angeles, California
- Vista Business Park Economic Base & Cluster Analysis, Vista, California
- San Pedro Naval Housing Site Reuse Feasibility, Long Beach, California
- Solar Farm Fiscal Impact Analysis for 8Minute Energy Corporation, Imperial County, California
- Brownfield Airport Commercial Development Strategy, San Diego, California
- Economic Development Strategy, Lake Elsinore, California
- Bio-Science District Feasibility, Phoenix, Arizona
- City of Mesa General Plan Update and Economic Development Strategy, Mesa, Arizona
- Economic Sustainability Study, Boulder, Colorado
- Development Strategy for the 21st Street Industrial Corridor, Wichita, Kansas
- Consulting for the Delhi Mumbai Industrial Corridor Development Corporation (DMIC), Mumbai, India
- Omega Industrial Park, Chennai, India

*\*The following list includes work at both HR&A and AECOM.*



## 4. Proposed Scope of Services & Costs

### Scope of Services

#### 1. Project Initiation

##### Task 1.1: Project Kick-off Meeting with City Staff

The MIG project management team will attend a Project Initiation Meeting with City management to discuss our work plan, refine the schedule and clarify roles and responsibilities. The group will also confirm ongoing communication between MIG and the City's project team, including weekly conference calls and schedule for in person team meetings at key milestones. Following this discussion, MIG and City staff will tour key sites including the proposed Specific Plan area. MIG will develop a summary of the meeting outlining action items, Project Team meeting schedule, and data needs.

##### *Deliverables*

- Revised work plan and schedule
- Meeting Summary

#### 2. Team Strategy Conference Calls and Meetings (3)

The MIG team will meet with the City management team during key project milestones to discuss data needs, process approach, and work products. MIG proposes the following meetings:

##### **Specific Plan Charrette Planning Workshop**

Review the Specific Plan area, in addition to opportunity areas identified by the Green Zones Working Group, confirm Charrette objectives, establish agenda and data needs, and confirm team roles.

##### **Industry Cluster Findings Workshop Meeting**

Discuss the findings of the industry cluster analysis and survey responses, and key opportunities and challenges that can inform a business attraction strategy.

### Specific Plan Framework and Next Steps Recommendations

Review draft next steps and recommendations based on results of Charrette, grant opportunities research, and Industry cluster analysis.

In addition to in person meetings, the MIG team will participate in weekly and as needed conference calls.

##### *Deliverables*

- Meeting Agendas
- Attend and Facilitate Meetings
- Meeting Summaries
- Participate in weekly conference calls
- Conference call action items

#### 3. Business Liaison Office Framework

##### **3.1 Benchmark Study**

We will conduct a benchmark study to determine best practices developed by other cities and counties through California that have cultivated a green economy. The results of this research will enable the City of Commerce to make best use of its resources for this effort. The MIG Team will develop a survey of professionals in the field, trade organizations and internet sources, to identify local governments in the state of California that have successfully cultivated green businesses, worked to make existing businesses "greener" and created a strong link between business and the municipal government. All data collected will be analyzed and based on this information the MIG team will draft best practices memo.

##### *Deliverable*

- Best practices memo

### ***3.2 Communications Strategy***

Creating a user-friendly online and print presence is essential for the Business Liaison Office to meet its objectives. The MIG team will Identify mainstream and trade media outlets most appropriate for informing the community and businesses about the Business Liaison Office services available. In addition, the team will define and draft messaging that will succinctly and effectively communicate the purpose and mission of the Office. Develop and draft the goals and objectives for the office relative to traditional and social media outlets, including Facebook, Twitter, Instagram and LinkedIn that will inform the community of Commerce of the City's proactive steps to cultivate a healthy green economy and inform businesses inside (and outside) the city about the services available through the Office.

#### *Deliverable*

- Business Liaison Office communications strategy plan

### ***3.3 Begin to Establish the Structure for the Business Liaison Office***

There are several options for establishing the Office of the Business Liaison. The office can be structured as an office under specific City department with classified or contract staff.

Another option could be that the office is set up as a separate organization such as a non-profit agency. For Phase 1 of implementation of the Commerce Green Zones Action Plan. The MIG Team recommends a California Non-Profit with Tax Exempt Status, i.e., a 501(c)(3). This option would best facilitate:

- Winning grants from local, state and federal government sources, as well as from foundations (i.e., James Irvine Foundation).
- Flexibility in personnel and budget matters, including hiring consultants to help with the existing building retrofit project.
- Funding from private businesses that utilize the Office's business retrofit program.

The initial steps in forming the office under this structure would include Identifying a pool of between 10 and 12 potential Board Members (both City residents and businesses, as well as those outside the city with economic development expertise.) The MIG Team will work with City and private attorneys, as appropriate, to develop a plan for assembling the application for 501c3 status for the Office. In addition, the team will conduct research, through on-line sources and experts in the field, the components that make up a Memorandum of Understanding between the City of Commerce and the Office of the Business Liaison.

Based on our current understanding, we recommend the non-profit structure. However, the MIG team can research and develop a structure around a different model based on staff's preference.

#### *Deliverables*

- List of 10- 12 potential Board of Directors, including rationale for each recommendation
- Brief plan, including timeline and tasks, for establishing a 501c3 nonprofit organization (2 – 3 pages)
- List of components that would be included in a Memorandum of Understanding between the City of Commerce and the Office of the Business Liaison

### ***3.4 Design the Organizational and Personnel Structure for the Office of the Business Liaison***

The organizational and personnel structures for the Office are critical to the Office's success.

Designing and establishing the organizational and personnel structures ensures that both existing businesses in the city and city residents, as well as elected officials and the staff of the city administrator's Office, have consistent and reasonable expectations for the Office.

For this task the MIG team will research the organizational structure for the office, including job descriptions, in similar organizations throughout the state, utilizing on-line resources, as well as interviews with 4 -5 experts in the field. We will also research standard organizational processes and procedures, from both municipal government sources and private sector.

#### *Deliverables*

- Organizational chart - graphic and narrative
- Job descriptions for the three to four key “core” staff members and onboarding processes and procedures for new staff
- List of recommended 10 – 15 basic policies and procedures that should be adopted for the office.

## 4. Survey

### **4.1 Survey**

The MIG team will compose a select set of questions to form a brief survey (approximately 5-10 minutes to complete) that will be administered to business owners, operators, and/or managers located in the City of Commerce. The primary objective of the survey is to get a detailed list of businesses within the City by NAICS code, their employment, business volumes, expansion/growth plans, location preferences, regional infrastructure and amenity needs (transportation, parking, city services etc.) and regional linkages. Responses to the survey will also provide useful insights for understanding local business attributes, interests, needs, and plans and a basis for assessing the City’s near-term and long-term economic future more generally.

MIG will develop paper and digital versions of the survey. The method for outreach to Commerce business will be through the Industrial Council as well as face to face outreach. MIG will partner with local community based partners to canvass local business to ensure a wide reach and the largest sampling possible.

#### *Deliverables*

- Draft and Final Survey Instrument
- Administer Survey

### **4.2 Survey Results Memo**

The MIG team will develop a memo documenting results from the survey. The memo will include charts and an overview that summarizes key findings from the survey.

#### *Deliverable*

- Survey Results Memo

## 5. Market Analysis

### **5.1 Industry Cluster Analysis**

HR&A will use a variety of data sources to collect secondary information including, but not limited to:

- US Census County Business Patterns
- US Census Longitudinal Employer-Household Dynamics (LEHD)
- Bureau of Labor Statistics
- California EDD

HR&A will use this data to identify key industry clusters and analyze growth trends and linkages in the context of the region by comparing the City of Commerce with Los Angeles County, using widely accepted industrial base analysis methodologies such as location quotients to determine the City’s comparative strengths and weaknesses and future opportunities in positioning the City to attract growth industries that allow a balance between economic growth and environmental stewardship.

#### *Deliverable*

- Industry Cluster Analysis PowerPoint Briefing Book

## 6. Community Specific Plan Charrette

### 6.1 Issues/Opportunities Exhibits and Preparation

The Specific Plan Charrette staff planning workshop will provide the foundation for developing the issues and opportunities exhibits that will be presented to community during the Specific Plan Charrette.

The MIG team will develop a map with the proposed boundary for the Specific Plan area.

Using the information gleaned from the industry cluster analysis and staff planning workshop, MIG will conduct additional analysis to identify issues and opportunities for the Specific Plan area as well as any other areas in the city that might be included in the development of the Specific Plan. MIG will create a PowerPoint presentation that summarizes the issues and opportunities. The presentation will incorporate photographic images.

#### *Deliverables*

- Draft Specific Plan proposed boundary map
- PowerPoint presentation

### 6.2 Community Charrette

MIG will design and facilitate a community charrette to confirm the vision for the Specific Plan area. The MIG team will present the material created in task 7.1 to inform the community about the land use constraints as well as potential market opportunities. The information will be presented in a community friendly manner to facilitate a dialogue with the community about the future potential for business attraction and confirming land uses and planning tools that support these opportunities. The facilitation will include small group discussions and brief presentations with information that provides background and context for the discussion. The charrette will result in feedback that the MIG team and staff will use to frame the vision for the Specific Plan area and confirm the boundaries. Involving the community at this stage in the planning process creates the opportunity for the residents and the business community to learn about the Green Zones implementation while creating buy-in into the development of the Specific Plan.

#### *Deliverables*

- Facilitate Charrette
- Charrette materials (agenda, handouts, etc.)

### 6.3 Findings Summary

MIG will document the feedback from the Charrette and develop a summary memo.

#### *Deliverable*

- Community charrette summary memo

## 7. Specific Plan Framework and Next Steps Recommendations

### 7.1 Draft Specific Plan Framework

The MIG team will use the materials developed for the community charrette to develop the draft Specific Plan Framework. The Specific Plan Framework will lay the foundation for the existing conditions, and opportunities and constraints for the Specific Plan that will be developed in Phase 2 of the Green Zones Action Plan implementation. The framework will include the confirmed Specific Plan area boundaries, articulate the shared community vision, and present the issues opportunities, and constraints for the area. The framework will include a photographic record of general site analysis summarizing key parcels, infrastructure conditions, adjacent land uses, mobility opportunities, and linkages to the Industry Cluster Analysis. In addition to the photographic images, MIG will develop a set of maps documenting these elements. The draft Specific Plan Framework will be produced as a PowerPoint presentation.

#### *Deliverable*

- Draft Specific Plan Framework presentation

### ***7.2 Final Specific Plan Framework***

Based on feedback provided by staff, MIG will develop the Final Specific Plan Framework presentation.

#### *Deliverable*

- Final Specific Plan Framework presentation

### ***7.3 Next Steps Recommendations***

MIG will use the data from the work conducted in this phase to develop recommendations for the Commerce Green Zones Action Plan Implementation Phase 2.

These recommendations could include:

- Method for prioritizing and phasing the Business Retrofit Program;
- Implementation of the Communications Strategy developed in Task 3.2;
- Approach to the Real Estate Market Analysis;
- Next steps in completing the Specific Plan including environmental requirements;
- and others that emerge.

Most importantly, this task assumes time for the MIG team to write and submit one grant proposal to support the work of the Office of the Business Liaison. The MIG team will research grants that are available during the length of the Phase 1 contract. MIG will work with the City management team to gather necessary documentation and information required to write the grant proposal. The MIG grant writing team will submit the grant proposal on behalf of the city.

#### *Deliverables*

- Next steps recommendations memo
- One completed grant application for a local, state or federal funding source (public and private sources) that would support the work of the Business Liaison Office

### ***7.4 City Council Presentation***

MIG will develop a PowerPoint presentation summarizing the Commerce Green Zones Action Plan Implementation Phase 1 process and products to present to the City Council. The presentation will include images including photos from the charrette, maps and graphics from the Specific Plan framework analysis, supporting data from the industry cluster analysis, and an update on the Office of the Business Liaison. MIG will attend the City Council meeting to present this information.

#### *Deliverables*

- PowerPoint presentation
- City Council Presentation

## **8. Optional Tasks**

MIG understands the importance of the implementation of the Green Zones Action Plan and that numerous approaches to achieve the goals associated with the plan. We propose the following optional tasks.

### ***8.1 Case Studies***

Using the definition of Green Zone industries established in during the kick-off meeting, HR&A can review cases of similar successful industry business retention and attraction strategies that have attempted to balance economic and environmental quality goals.

The case studies would help identify key interventions that have supported the respective industry cluster's growth, which might include land use and other policy frameworks, public and/or private investments, catalytic anchors, access to a skilled workforce, infrastructure investments, diversity of real estate products, cultural amenities, branding and partnerships, among others.

### ***8.2 Real Estate Market Analysis***

Optionally, HR&A and the MIG team can build on the above tasks and provide more detailed analysis in the form of a real estate market study, which would evaluate the near-term and long-term real estate implications to the City of Commerce, given the current industrial base and future opportunities.

### ***8.3 Develop Recommendations Regarding the Office's Physical Location, Infrastructure and Equipment***

Location is key for the Office. It must be accessible to residents as well as businesses and close enough to City Hall so that working with city staff, in person, is easy, efficient (little to no travel time wasted) and commonplace. Additionally, the Office should be in close proximity to the area of the City where revitalization, retrofitting and attracting new business is most desired. The MIG team will research potential locations in the City of Commerce as well as the requirements for the physical location, infrastructure and equipment. Based on research, the MIG team will develop a budget and specification parameters for services for phone and internet, as well as equipment (computers, phones, printers, copiers, etc.), and office furniture.

### **Project Timeline**

The process schedule presented on the next page illustrates how MIG will complete key tasks.

### **Costs**

Our proposed fee is provided on the next page. As in all of our projects, we anticipate working closely with the City of Commerce to revise and tailor the scope and budget to ensure that they reflect your needs, resources and goals.

Fees for any additional services outside the negotiated scope of work will be calculated based on the hourly personnel rates per staff person plus any reimbursable expenses:

Principal	\$175/hr.
Planner	\$150/hr.
Communications Director	\$195/hr.
Public Affairs	\$250/hr.
Senior Economic Analyst	\$205/hr.

Reimbursable expenses will be billed at cost plus 10%. These expenses include travel expenses; delivery charges and mailings; printing; wallgraphic reductions; supplies and phone. The mileage charge for personal autos will be the currently applicable mileage rate established by the Internal Revenue Service. All other travel expenses, such as accommodations, parking, tolls, etc., will be charged at cost plus 10%.



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preliminary timeline
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[illegible]



		MIG, Inc.																	Subconsultants			Direct Costs		Professional Fees Totals	
		E. García Principal-in-Charge		Lisa Brownfield Senior Planner		G. Sharrow Planner		C. DeRuiter Communications Director		Graphic Design		Analyst/ Grant Writer		Project Associate		Project Assistant		MIG Totals		HR&A	KCC				Sub Totals
		Hrs@	\$175	Hrs@	\$150	Hrs@	\$125	Hrs@	\$195	Hrs@	\$150	Hrs@	\$130	Hrs@	\$110	Hrs@	\$95								
Task 1: Project Initiation Management																									
1.1	Project Initation Meeting	16	\$2,800	3	\$450	0	\$0	0	\$0	0	\$0	0	\$0	2	\$220	12	\$1,140	33	\$4,610	\$900	\$500	\$1,400	\$50	\$6,060	
Subtotal		16	\$2,800	3	\$450	0	\$0	0	\$0	0	\$0	0	\$0	2	\$220	12	\$1,140	33	\$4,610	\$900	\$500	\$1,400	\$50	\$6,060	
Task 2: Team Strategy Conference Call & Meetings (3)																									
2.1	Team Strategy Conferenca Calls and Meetings (3)	28	\$4,900	6	\$900	2	\$250	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	36	\$6,050	\$0	\$0	\$0	\$100	\$6,150	
Subtotal		28	\$4,900	6	\$900	2	\$250	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	36	\$6,050	\$0	\$0	\$0	\$100	\$6,150	
Task 3: Business Liaison Office Framework																									
3.1	Benchmark Study	2	\$350	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	2	\$350	\$0	\$5,000	\$5,000	\$0	\$5,350	
3.2	Communications Strategy	2	\$350	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	2	\$350	\$0	\$8,200	\$8,200	\$0	\$8,550	
3.3	Begin to Establish the Structure for the Business Liaison Office	4	\$700	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	4	\$700	\$0	\$6,100	\$6,100	\$0	\$6,800	
3.4	Design the Organizational and Personal Structure for the Office of the Business Liaison	1	\$175	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$175	\$0	\$6,100	\$6,100	\$0	\$6,275	
Subtotal		9	\$1,575	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	9	\$1,575	\$0	\$25,400	\$25,400	\$0	\$26,975	
Task 4: Survey																									
4.1	Survey	4	\$700	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	32	\$3,520	4	\$380	40	\$4,600	\$3,500	\$500	\$4,000	\$750	\$9,350	
4.2	Survey Results Memo	4	\$700	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	16	\$1,760	2	\$190	22	\$2,650	\$0	\$0	\$0	\$0	\$2,650	
Subtotal		8	\$1,400	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	48	\$5,280	6	\$570	62	\$7,250	\$3,500	\$500	\$4,000	\$750	\$12,000	
Task 5: Market Analysis (HR&A)																									
5.1	Industry Cluster Analysis	2	\$350	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	2	\$350	\$22,000	\$0	\$22,000	\$0	\$22,350	
Subtotal		2	\$350	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	2	\$350	\$22,000	\$0	\$22,000	\$0	\$22,350	
Task 6: Community Specific Plan Charrette																									
6.1	Issues/Opportunities Exhibits and Preperation	4	\$700	8	\$1,200	8	\$1,000	0	\$0	0	\$0	12	\$1,560	20	\$2,200	2	\$190	54	\$6,850	\$0	\$0	\$0	\$1,200	\$8,050	
6.2	Charrette	6	\$1,050	0	\$0	6	\$750	0	\$0	0	\$0	0	\$0	8	\$880	0	\$0	20	\$2,680	\$900	\$0	\$900	\$100	\$3,680	
6.3	Findings Summary	2	\$350	1	\$150	2	\$250	0	\$0	0	\$0	0	\$0	12	\$1,320	0	\$0	17	\$2,070	\$0	\$0	\$0	\$0	\$2,070	
Subtotal		12	\$2,100	9	\$1,350	16	\$2,000	0	\$0	0	\$0	12	\$1,560	40	\$4,400	2	\$190	91	\$11,600	\$900	\$0	\$900	\$1,300	\$13,800	
Task 7: Specific Plan Framework and Next Step Recommendations																									
7.1	Draft Specic Plan Framework	4	\$700	4	\$600	8	\$1,000	1	\$195	4	\$600	16	\$2,080	8	\$880	1	\$95	46	\$6,150	\$0	\$0	\$0	\$0	\$6,150	
7.2	Final Specific Plan Framework	2	\$350	4	\$600	8	\$1,000	0	\$0	0	\$0	0	\$0	8	\$880	1	\$95	23	\$2,925	\$0	\$0	\$0	\$0	\$2,925	
7.3	Next Step Recommendations	4	\$700	1	\$150	0	\$0	0	\$0	0	\$0	32	\$4,160	12	\$1,320	1	\$95	50	\$6,425	\$0	\$4,000	\$4,000	\$0	\$10,425	
7.4	City Council Presentation	8	\$1,400	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	2	\$220	0	\$0	10	\$1,620	\$0	\$0	\$0	\$25	\$1,645	
Subtotal		18	\$3,150	9	\$1,350	16	\$2,000	1	\$195	4	\$600	48	\$6,240	30	\$3,300	3	\$285	129	\$17,120	\$0	\$4,000	\$4,000	\$25	\$21,145	
SUBTOTAL		93	\$16,275	27	\$4,050	34	\$4,250	1	\$195	4	\$600	60	\$7,800	120	\$13,200	23	\$2,185	362	\$48,555	\$27,300	\$30,400	\$57,700	\$2,225	\$108,480	

## 5. Relevant Projects and References

### Commerce Green Zones Working Groups

*Commerce, California*

As directed by the Commerce City Council, the Commerce Green Zones Working Group was convened to discuss and develop land use recommendations related to Buffer Zones/Sensitive Receptors and Green Zones. The project addressed concerns with proximity of hazardous sources and sensitive land uses while encouraging green economic development. The Green Zones Working Group included stakeholder representatives from the Commerce residential and business communities, Environmental Justice Advisory Task Force, the Planning Commission, labor and the University of Southern California's Program for Environmental and Regional Equity. Between July 2012 and September 2013, the Working Group participated in monthly meetings to discuss data and topics that would become the framework for its recommendations.

MIG was contracted to facilitate the Green Zones Working Group process. We worked with city staff and Working Group participants to establish the Group's purpose and charge, process schedule, communications protocol and decision-making process. Through a consensus building process, the Working Group developed a set of policy recommendations to present to the Commerce City Council. The Working Group discussed a variety of ideas to address concerns with proximity of hazardous sources and sensitive land uses while encouraging green economic development. The Green Zones Working Group developed a set of guiding principles that provided direction in the design of recommendations and crafting policy options. The Group also developed a set of objectives and strategies to achieve improved quality of life in Commerce. MIG also worked with City staff and the Working Group to prioritize the strategy recommendations. The Working Group's final report was presented to City Council.



## Baldwin Park Health and Sustainability Element

*Baldwin Park, California*

In 2013, the City of Baldwin Park received a grant from the Strategic Growth Council to pursue a comprehensive strategy framework for improving community and environmental health. The grant funded a comprehensive bilingual community outreach program and preparation of a Health and Sustainability Element for the General Plan. The City envisioned that this new work would build upon several initiatives underway focused on creating paths to better health for residents who suffered from high rates of obesity, diabetes and asthma compared to Californians as a whole.

The Health and Sustainability Element recognizes and promotes the benefits of land use and transportation planning on community health and establishes policy direction for broader-based programs that will raise public awareness and lead to meaningful change in Baldwin Park. The Element structure emphasizes the interrelationships needed to accomplish City objectives.

In addition to defining the beneficial public policy reasons for addressing community and environmental health, the Element establishes clear goals and policies and includes a detailed Action Matrix that defines the timing for implementing over 50 health-related actions. The intent is for the City Council and department heads to use the matrix during the annual City budgeting progress.

To engage Baldwin Park residents in the development of the Health and Sustainability Element, MIG trained a group of volunteers — with the training toolkits prepared in English and Spanish — to reach deep into the community to understand concerns and identify actions that residents could support. In addition, MIG worked with an advisory committee and facilitated two bilingual community workshops to test ideas.



## Duarte Town Center Specific Plan

*Duarte, California*

MIG worked with the City of Duarte to develop a user-friendly Specific Plan that provides the technical orientation to guide the area's development and redevelopment in the coming years. The approach to creating the Specific Plan for the Town Center for Duarte included community input into a shared vision for the specific plan area and technical analysis. The Specific Plan builds on the General Plan and focuses on a defined geographic area. In addition to a shared community vision, the plan establishes a set of goals policies, zoning, design guidelines as well as streamlines environmental review.

The Specific Plan facilitates new development and business activity and expansion by allowing a range of land uses built around community planning objectives. It also provides an economic analysis of current and upcoming market opportunities. To further support new development, the plan promotes efficient, effective and equitable provision of high quality utilities and infrastructure, maximizes existing infrastructure resources and plans for future demands.





## Envision Alachua

*Alachua County, Florida*

Envision Alachua is a community planning process that began in 2011 and is funded by Plum Creek, the largest private landowner in the nation with approximately 6.6 million acres of timberlands in the United States, including 65,000 acres in Alachua County. The project plans for future economic, environmental and community opportunities. The process is designed to be:

- A holistic approach to sustainable conservation and economic development;
- An opportunity for a unique partnership and collaboration between the public and private sectors; and
- An open dialogue with community leaders representing economic development, business, local government, education, environmental, conservation and residents in Alachua County.

This project addresses the County and Plum Creek's need to consider future uses that could be aligned with community needs. The Envision Alachua visioning process explored potential opportunities for lands in East County that are suitable for uses other than timber. Phase I of the process yielded a vision statement, goals and guiding principles to guide their decision making for these lands. Phase II of the project involved designing the development framework, including designating four site specific land uses and their maximum and minimum densities that would affect the overall intensity of development and strengthen the desired community character. Working with a group of interdisciplinary consultants, MIG helped Plum Creek submit its application for land use designation changes to Alachua County in December 2013. MIG also developed Models of Innovation, a series of presentations designed to stimulate local thinking and illustrate innovations in economic development, conservation and community planning.

This technical expertise was supported by an extensive outreach and communications process provided by MIG. Products included website design, development and management, branding and identify as well as graphic design. This meaningful community engagement process has so far included eleven Task Force meetings, four meetings of a Technical Advisory Group, tours of Plum Creek lands, and six community workshops which helped build trust with the diverse group of stakeholders and community members. This has now become the foundation for all future planning and development in the project area. All project materials, including the final vision document, can be found at <http://www.envisionalachua.com>. MIG is continuing to assist Plum Creek with its ongoing community engagement and planning process.



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## HR&A Relevant Projects

### Vista Business Park Economic Base and Cluster Analysis

*City of Vista, California*

#### Key Points of Relevancy

- Prepared a cluster analysis to guide strategic planning for a large industrial park
- Used qualitative and quantitative data to understand the area's unique positioning and competitive advantages
- Provided a set of policy recommendations and business attraction strategies to materialize the City's vision

HR&A Partner Amitabh Barthakur, while with ERA/AECOM, was engaged by the City of Vista to conduct an industry cluster analysis and industry attraction strategy for the Vista Business Park (VBP), an existing industrial park with 800 firms, 21,000 to 23,500 employees and approximately 15 million square feet of commercial space. He recommended a set of strategic initiatives to be considered in order to ensure sustained success of the VBP over the long term. He used the qualitative and quantitative information gathered to understand VBP's existing characteristics, how they align with current regional dynamics and commercial market conditions. Amitabh identified what measures should be taken to further leverage VBP's strengths to determine which industries were compatible with existing and future business park users.





### **Developing a New Economic Development Services Delivery Strategy**

*Los Angeles, California*

HR&A was engaged in late 2012 by the City of Los Angeles' City Administrative Officer and Chief Legislative Analyst to analyze and recommend a new approach to citywide economic development following the State-mandated elimination of redevelopment throughout California — including the City of Los Angeles Community Redevelopment Agency — and the lingering effects of the Great Recession. As part of its analysis, HR&A prepared detailed case studies of eight U.S. cities with high-performing economic development agencies, providing insight into their distinct organizational structures as well as their unique financing tools.

HR&A's report recommends a new public-private structure for delivering economic development services in Los Angeles, including strategic planning for growth, real estate-related services and business and industry-related services, utilizing an empowered Deputy Mayor for economic development, a new economic department and an affiliated, but separate private non-profit economic development implementation entity. The recommendations presented in the report are based on the HR&A project team's interviews with more than 80 key stakeholders involved in economic development throughout Los Angeles, including General Managers of City departments, business leaders, nonprofits, developers and community-based organizations; an online survey sent to an additional 130 local stakeholders; detailed analysis of department and agency budget documents supplemented by additional interviews; review of ongoing work by local universities and nonprofits; and the eight case studies.

In February 2013, the Los Angeles Mayor and City Council unanimously endorsed the recommendations in HR&A's report, and immediately implemented one recommendation — formation and funding of a new Economic and Workforce Development Department. Once operational, this proposed structure would provide the organizational platform required for the City to create new jobs, attract new business and industries, remain competitive on the global stage in the 21st Century and increase General Fund revenues.

## Kit Cole Consulting Relevant Projects



### Waste Management Facilities Expansion

*Statewide, California and Honolulu, Hawaii*

Kit Cole served as liaison between the Fortune 200 company and communities surrounding Waste Management facilities. These facilities included solid waste landfills, hazardous landfills, recycling centers, transfer stations and hauling yards. She developed and implemented strategies for engaging more than 500 community leaders and organizations, 50 local and state elected officials, 150 businesses group and private citizens to expand high-profile, controversial landfills across the Western U.S. Expansion rights for four of the five facilities were secured while meeting the corporate scope, schedule and budget. Facilities included Sun Valley Recycling Park, Simi Valley Landfill and Recycling Center, Waimanolo Gulch Landfill (Oahu), Kettleman Landfill and the WM Azusa Recycling Center.



### California Environmental Protection Agency Environmental Justice

*Statewide, California*

As Governor Davis' appointee, Kit Cole served as liaison between environmental justice advocates, academics, state regulators and large waste disposal and recycling companies while working for the California Environmental Protection Agency (CalEPA). She succeeded in securing funding and designing scope for the first-ever state-funded study to look critically at the connection between siting and operating landfills, tire disposal facilities and recycling centers in communities comprised mostly of low income people of color.



### Southern California Edison Tehachapi Renewable Transmission Project

*Santa Barbara County, California*

For the Tehachapi Renewable Transmission Project (TRTP), Kit Cole developed a strategy to engage more than 300 local governments, business organizations and community leaders to provide third-party support for a major transmission line through San Bernardino County, which resulted in more than 100 letters to the Public Utilities Commission. Kit Cole directed communications and liaison efforts regarding transmission and distribution projects between the nation's largest electrical utility and numerous communities across the service territory.

## MIG References

### **Commerce Green Zone Working Group**

Matt Marquez  
Deputy Director Development Services  
City of Commerce  
323-722-4805

### **Envision Alachua**

Rose Fagler  
Manager, Community Relations  
Plum Creek Development Corp.  
352-415-4518

### **Vision Zero for Los Angeles**

Nat Gale  
Principal Project Coordinator  
Active Transportation Division  
Los Angeles Department of Transportation  
213-972-8625

## Kit Cole Consulting References

### **Waste Management Facilities Expansion**

Doug Corcoran  
Director of Los Angeles Market Area  
Waste Management  
818-252-3123

### **Southern California Edison Tehachapi Renewable Transmission Project**

Chris Thompson  
Vice President  
Southern California Edison  
213-342-6793

## HR&A References

### **Vista Business Park Economic Base & Cluster Analysis**

Kevin Ham  
Economic Development Director  
City of Vista  
706-639-6165

### **Developing a New Economic Development Services Delivery Strategy for the City of Los Angeles**

Miguel A. Santana  
City Administrative Officer  
City of Los Angeles  
213-473-7534