



GENERAL PLAN & Zoning Ordinance Update

& ENVIRONMENTAL IMPACT REPORT

PROPOSAL | OCTOBER 31, 2017



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October 30, 2017

City of Commerce - City Clerk's Office
2535 Commerce Way
Commerce, CA 90040

Subject: Commerce General Plan & Zoning Ordinance Update & EIR

Dear Members of the Selection Committee:

In the next few months, the City of Commerce will launch a community-driven process to comprehensively update its General Plan and Zoning Ordinance. While the last General Plan update occurred as recently as 2008, the City sees the need to respond to rapidly evolving economic and cultural change, as well as changes in the political landscape, ongoing technological advancements, and community desire for an improved living environment. Although known by the region as a center for industry and the shopping/entertainment destinations at the Citadel and Commerce Casino, Commerce is home to a vibrant, multi-generational community. This work program presents the opportunity to identify a shared community vision for the future of Commerce that reflects community values while balancing the City's economic needs—truly embodying The Model City. A new General Plan will provide the policy foundation to address anticipated change and community aspirations, and a modern Zoning Ordinance will allow the City to put policy into action.

MIG has worked collaboratively with diverse California communities to translate complex planning issues into strategies that result in improved community health and economic vitality. For the Commerce General Plan, Zoning Ordinance Update, and EIR program, MIG has assembled a team of professionals who have deep knowledge of the City's unique needs, combined with our experience implementing national best practices. I will lead the team as the managing Principal, and Esmeralda García will direct community engagement and provide support as the Deputy Project Manager. Genevieve Sharrow will lead the Zoning Ordinance Update. This core team will be supported by MIG's in-house staff of planners, urban designers, CEQA analysts, public health policy experts, communication specialists, graphic designers, and web developers. To provide expertise regarding economic development, health, air quality and environmental justice, mobility, and infrastructure, our team includes specialists from HR&A, Ramboll Environ, Cambridge Systematics, and Willdan.

MIG proposes an approach and work plan that will address these unique challenges described in the Request for Proposals, as well as topics required to stay current with State General Plan law:

- Identifying a long-range economic development strategy
- Striking a balance between economic vitality, environmental and social equity, and overall community health
- Responding to global warming and climate change
- Incorporating sustainable practices

We have designed an integrated work program to achieve efficiencies across the sections highlighted in your scope of work: 1) Preparation of the General Plan, 2) Public Participation, 3) Zoning Ordinance Update, and 4) Environmental Analysis. However, we understand the City may select a distinct team of consultants from the proposals submitted to complete

individual sections of the overall program. Our proposal and cost estimate includes a menu of services that respond to all of the activities and deliverables described in the scope of work. Based on MIG's experience working with other communities that have undertaken similar work programs, we are happy to advise on strategies to create greater efficiencies while not compromising the integrity of the work products and process. Also, we have read the contract provisions and the City's insurance requirements included with the Request for Proposals and will be able to comply with all.

MIG is extremely excited about extending our relationship with the Commerce community and to establish a vision that will guide the General Plan and be realized through the implementation of the Zoning Ordinance. We understand that the foundation of a successful community planning process is a meaningful community engagement program. Our approach will build from the foundation established through our work with the Green Zones Working Group and other planning efforts that involved advisory committees, community groups, environmental justice leaders, and the business community. We will engage with your elected officials through regular meetings of the Council Sub-Committee and updates to the City Council and Planning Commission. Our proposed Envisioning Commerce Campaign will include community volunteers—and particularly youth—who will reach out to their constituent groups and solicit feedback. This will take the information out to where the Commerce community is by leveraging existing community, neighborhood, and civic activities. Our award-winning communications team will develop engaging bilingual materials that will be used throughout the process. Also, this comprehensive planning program presents a unique opportunity to incorporate the City's new brand into the community involvement program.

My work with Commerce dates back to the late 1980s, when I helped update the General Plan and also prepared the EIR for the future Citadel project, which transformed the historic Samson tire factory into the unique destination it is today. Esmeralda has extended our knowledge and appreciation of the community with ongoing green zones work, and MIG has been active preparing CEQA documents for various entitlement projects. We look forward to working with the City on this comprehensive planning process. If you have any questions regarding our submittal, please contact Esmeralda García or myself at 626-744-9872, or via email at esmeraldag@migcom.com and lstetson@migcom.com.

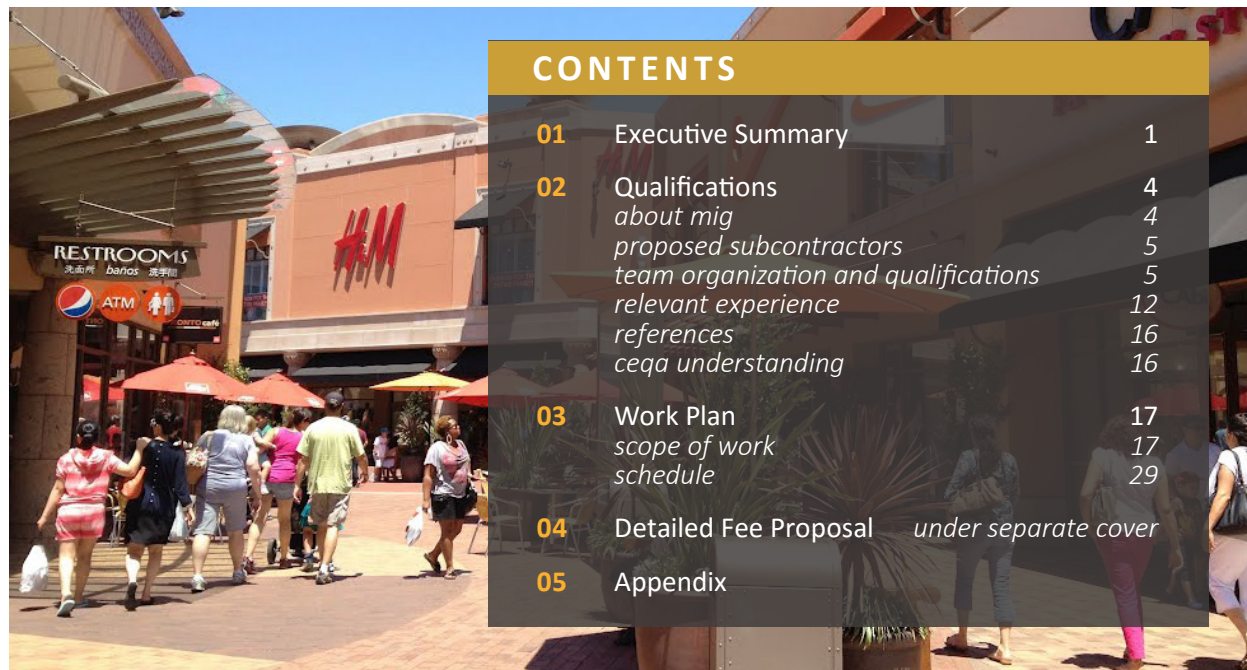
Sincerely,



Laura R. Stetson, AICP
Principal



Esmeralda García
Principal



01 Executive Summary

Understanding

The City of Commerce is looking to undertake a comprehensive update of its General Plan and Zoning Ordinance and to prepare the associated environmental review document. The updates are important to respond to evolving market demands for industrial properties, to address residents' desires regarding a healthier living environment, and to best position the City to continue to prosper. The updated General Plan and a modern Zoning Ordinance—one that can immediately and readily implement policy direction—will provide the new foundation community leaders seek.

With the exception of the Housing Element adopted in 2013, the current General Plan has been in effect for nearly a decade. During the intervening years, the Southern California region has experienced many economic, social, and technological changes transforming the operating environment in which local cities function and prosper. Of critical note was dissolution of redevelopment authorities throughout the State, which removed a significant tool the City used to adapt to and shape change locally. Since its incorporation in 1959, the City of Commerce has pro-actively and successfully adapted to major economic transitions and thrived as a result. These include the transition from a largely heavy industrial city to a major freight hub providing just-in-time warehousing facilities, while also in the process of remaking itself as a major entertainment and retail destination. The City now faces a new set of challenges and opportunities as the world economy continues to be transformed by the demands of e-commerce, as well as other technological and regulatory developments. For this reason, as it prepares to update its General Plan, the City will need to carefully re-examine the assumptions that drove development of the General Plan during 2006 to 2008, not only to ensure continued economic success into the future but also to provide residents with a high-quality, clean, and safe living environment.

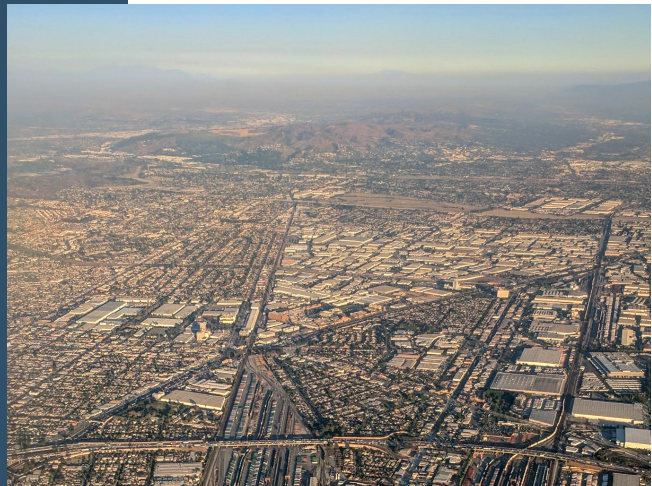
As the City prepares for change, residents and the business community will certainly look to maintain the assets that define Commerce as a unique place in which to live and work. The community's collective vision for a sustainable, prosperous future will embrace those unique qualities and characteristics while addressing these issues:

- Commerce has a daytime population of over 41,000 workers, most of whom do not live in the city. This daily influx of workers more than doubles the night-time population of 13,000 residents who live in Commerce, most of whom who work elsewhere. However, the economic activities of the daytime population have significant environmental and economic impacts on those who live in the city.
- Over 64% of the city's 6.6 square miles (2,676 acres) is zoned for industrial use. Only 279 acres, or 6.6%, is zoned residential. This reflects the origins of Commerce as a primarily a business community. However, City leaders have always looked to provide housing locally to allow workers to live nearby. For example, the Rosewood neighborhoods were built on former industrial lands. Similarly, housing developments in the southeast area resulted from redevelopment activity in an industrial district. Inevitably, homes in some neighborhoods abut industrial zones, creating conflicts with regard to noise, truck traffic, and industrial odors.
- Commerce has long been home to diverse industries, from international product manufacturers such as Lever Brothers (replaced by the BNSF Rail yard) and International Paper to local manufacturing, distribution, and sales facilities. The types of businesses looking to locate in Commerce continues to evolve. The City's ideal location as a transportation hub, linked by freeways and freight lines to the Ports of Los Angeles and Long Beach, and only a short distance away from downtown Los Angeles, makes Commerce an attractive location for the warehousing industry, which sees Commerce as a premium location.

However, many of the logistics businesses do not bring skilled jobs to the community, nor do they contribute significant tax revenues. Some to the loss of industrial jobs and revenues have been counterbalanced by the presence of an expanding Citadel and the Commerce Casino. The question to be answered is, what is the best balance of business types in Commerce, and what can the City do to achieve that balance?

- Another plus of Commerce's location is its access to commuter rail. Opportunities are developing for relocating the current Montebello Metro Link station to a site near the Citadel, and for extending Metro's Gold Line to and through the City. These transit connections have the potential to transform nearby land uses and further solidify Commerce's reputation as a regional entertainment and retail center.
- Industry has been and will continue to be fundamental to Commerce's identity and function. The street system has been designed and improved to accommodate volumes of daily truck traffic. However, can this traffic be better managed to protect the residential neighborhoods and to allow residents to access key community destinations—elementary schools, Rosewood Park, Veterans' Memorial Park, the Citadel—more easily and safely?
- According to CalEnviroScreen 3.0, the entire City of Commerce has a 90-100 percentile pollution burden score. From a land use and transportation planning perspective, what can be done over the long term to reduce residents' exposure to environmental conditions that may be affecting their health? Overall, what General Plan policies and implementation programs can help work toward improving the health of all Commerce residents?
- The City's very strong retail and entertainment sector has eclipsed the revenue generated by the historic heavy industrial uses. And while local industrial businesses have long provided skilled jobs to the labor market, market dynamics appear to be shifting to logistics and goods movement. To bolster revenues, the City was successful in passing the Measure AA sales tax as a strategy to invest in infrastructure and foster economic development. Over the longer term, a comprehensive strategy for securing revenues will be needed.

The General Plan program is an opportunity to dialogue with the community about these fundamental issues and to determine the type of city Commerce looks to be 20 to 25 years from today. This effort will allow City leaders, staff, and stakeholders to explore future scenarios and determine what changes in land use policy and other strategies will achieve that future. For instance, although the landscape of Commerce is dominated by warehousing, trucking, and related industrial activities, these contribute only a relatively small proportion of revenue to the general fund compared to major revenue generators in the entertainment sector, such as the Commerce Casino and the Citadel. In addition, the number of jobs generated by the warehousing industry is declining even as the industry itself expands, a trend likely to accelerate in coming years in an industry that is moving toward almost 100 percent automation.



In recent years, the City began this process of self-examination, working closely with residents, community groups, and business representatives. As a result, the City was one of the first in the nation to adopt a Green Zone Policy designed to reduce environmental hazards in the community, prevent pollution, and revitalize neighborhoods

through targeted economic development activities. The General Plan update will build upon and follow the pathway already established by the Green Zone Action Plan program.

In this proposal, MIG identifies the detailed steps our team will take to craft an inspirational and practical General Plan that recognizes and builds upon these and other unique characteristics and assets, as well as to craft a modern Zoning Ordinance that is business friendly and consistent with General Plan policy. Based on our understanding of the key issues the City wishes to address through this program, we propose to use the lenses of community health, design and aesthetics, economic development, and sustainability and climate change to explore conditions in Commerce today that will shape its future. Using an intensive, inclusive, and creative public participation program to engage the community, we will prepare a new General Plan focused on achieving well-defined goals.

We believe the community of Commerce looks to define a new vision, one that embodies the City's unique defining assets but also one that reflects community values and aspirations of today. Through this comprehensive General Plan update, Commerce will be able to redefine and realign its path, and to establish a vision and Guiding Principles that will provide a foundation and direction for the next generation.

Approach

MIG has assembled a team of in-house experts and subconsultant firms who know Commerce well from our prior and current work with you and for projects led by Caltrans, Metro, and the Gateway Cities Council of Governments. We have applied our local knowledge and experience preparing more numerous General Plans and Zoning Ordinances to craft a work scope tailored for the City of Commerce. The foundation of the program will be based on community aspirations informed by facts. The work program consists of the following tasks, all tied together via a robust community participation program:

TASK 1: PROJECT MANAGEMENT

We will conduct regularly scheduled meetings and phone calls throughout the program to keep it on schedule and within budget.

TASK 2: GENERAL PLAN UPDATE

We will prepare a comprehensive Existing Conditions/Community Profile report to establish the planning groundwork and identify issues to be addressed in the updated General Plan. The data will be used to inform discussions with the General Plan Advisory Committee (GPAC) and broad community regarding alternative scenarios and ultimately, the draft General Plan for public review. In addition to the State-mandated elements, we will also prepare an Economic Development Element, Health /Wellness and Environmental Justice Element, and Climate Change Element.

TASK 3: PUBLIC PARTICIPATION PROGRAM

Community engagement for the work program will include focus group and stakeholder meetings, meetings with the GPAC, a grassroots effort called Envisioning Commerce Campaign, community workshops, a multimedia campaign, newsletters, a dedicated project website, meetings with a City Council Sub-Committee, and Planning Commission and City Council study sessions.

TASK 4: ZONING ORDINANCE UPDATE

The work to comprehensively modernize the Zoning Ordinance and achieve General Plan consistency will begin once land use categories have been confirmed. The goal is to structure zoning regulations to achieve land use goals and keep Commerce business friendly via streamlined entitlement processes. We propose to create an interactive eCode.

TASK 5: CEQA COMPLIANCE

The MIG Team will prepare a Program EIR and support City staff in the preparation of CEQA-required notices and hearing documents.

TASK 6: SUPPORT SERVICES

The MIG Team is prepared to support City staff throughout the work program to produce materials for public review and staff reports, etc. for public hearings.

02 Qualifications

About MIG

Critical thinking. Strategic focus. Innovative solutions. For 35 years, MIG has engaged top professionals in planning, design, communications, management and technology who work together to ensure our clients achieve the results they seek. We look beyond convention to produce meaningful plans and durable solutions that meet increasing social, economic and environmental challenges. We provide a sophisticated, integrated and interactive approach to create nuanced, layered, dynamic and implementable plans.

MIG is a multidisciplinary firm that offers a full range of services, including General Plan preparation, policy planning and development, Zoning Ordinance and Development Code preparation, urban design and placemaking, community engagement, communications and technology and CEQA documentation. MIG's unique combination of planning and design expertise allows us to conduct planning in a highly interactive process involving key constituent groups. This process generates a clear and collective vision of development and growth in a dynamic, yet stable environment. Through MIG's participatory planning process, client goals and stakeholder interests work together to frame key issues. Plans created through this approach enjoy broad-based support and are readily implemented.

AREAS OF EXPERTISE

- General Plan Update Process Strategy, Policy Development and Legal Adequacy
- Zoning/Development Codes and Design Guidelines and Development Standards
- Visioning and Community-Based Planning
- Urban Design, Complete Streets and Placemaking
- Sustainability and Healthy Community Planning
- Environmental Justice
- Community Engagement and Public Outreach
- Landscape Architecture and Green Infrastructure
- Environmental Planning and Analysis
- Web Design and Technology
- Mapping, GIS Analysis and Graphic Design

Integrated planning for the 21st century.

Cities are and will increasingly be the environments where humanity will tackle the most pressing challenges of this century.

Addressing climate change, social equity/inclusion, pushing societal boundaries through technology, arts and culture, shifting to collaborative idea-based economies and participation in our collective decision making—all are persistent and evolving challenges that will be met by the collective thinking of City leaders, residents and business interests.

The MIG Team's multidisciplinary services are well positioned to address interrelationships of all planning factors.

MIG Firm Information

Company Size: 240 employees

Location of Offices: Pasadena, Riverside, Fullerton, San Diego, Sacramento, San Jose, Berkeley, Kenwood, CA; Denver, CO; Portland and Eugene, OR; San Antonio, TX; Pleasantville, NY; Seattle, WA

Years in Business: 35 years

Organization and Staffing: MIG staff is organized under discipline/practice groups. For a detailed Organization Chart of our proposed staff for this project, see page 5. Our number of staff by classification is as follows:

- Principal/Director – 30
- Planner (Urban/Regional) – 60
- GIS Specialist- 4
- Urban Designer, Architect and Landscape Designer/Architect – 30
- Environmental Planners/Scientists (CEQA, Air/GHG, Noise, Biology, Ecology, Archaeology/Cultural Resources) – 36
- Civil and Green Infrastructure Engineers – 12
- Administrative – 30
- Other Staff – 38

Proposed Subcontractors

HR&A ADVISORS - ECONOMIC DEVELOPMENT

Primary Contact: Amitabh Barthakur, Partner
(310) 581-0900 | abarthakur@hraadvisors.com

Key Staff Involvement: Amitabh Barthakur and Jane Carlson

HR&A Advisors, Inc. (HR&A) is an industry-leading real estate, economic development and energy efficiency consulting firm. For 40 years, HR&A has built a distinguished track record of solving complex real estate and economic development challenges. Practice lines include local and regional economic analysis, economic development program formulation and analysis, fiscal impact analysis, population forecasting and demographic analysis, real estate analysis and advisory services, housing policy research and analysis, land use policy analysis, development impact fees, redevelopment planning, sustainability planning, and transportation system and other capital facilities analysis and financing. HR&A has helped hundreds of public and private sector clients transform real estate and economic development concepts first into actionable plans, and then into job-producing, community-strengthening assets.

CAMBRIDGE SYSTEMATICS - MOBILITY

Primary Contact: Gary Hamrick, Principal
(213) 372-3026 | GHamrick@camsys.com

Key Staff Involvement: Gary Hamrick

Cambridge Systematics, Inc. (CS) specializes in advanced transportation planning, with significant experience working with many cities in Southern California, including the City of Commerce and the Gateway Cities Council of Governments. CS staff have completed numerous citywide and areawide transportation plans, city circulation and mobility elements, specific plans and corridor studies. CS staff consist of travel demand modelers, traffic operations experts and transportation professionals who are well versed in assessing all modes of transportation, including arterial streets, freeways, goods movement/trucking, transit and active transportation. CS completed detailed traffic forecasts for the I-710 Corridor Improvement Project EIR, as well as for the Ports of Los Angeles and Long Beach. CS staff understand the challenges of integrating a large number of truck trips with the other mobility challenges in the City of Commerce.

RAMBOLL ENVIRON - AIR QUALITY AND GHG

Primary Contact: Dr. Julia Lester, Principal
(213) 943-6329 | JLester@ramboll.com

Key Staff Involvement: Dr. Julia Lester
Ramboll Environ is a globally recognized environmental and health consultancy, having earned a reputation for technical and scientific excellence, innovation, and client service. The air quality practice group—consisting of 23 highly skilled, credentialed, and experienced practitioners—is recognized as a leader in the areas of emissions and air quality modeling, control technology assessments, broad based air quality policy analyses, emissions standards assessment, regulatory compliance assurance, and environmental and public health risk assessment. Air quality consulting is Ramboll Environ's largest single area of practice. Their wide array of public and private sector clients includes federal regulatory agencies, and state and local governments throughout the US, as well as some of the nation's largest public and private companies, leading law firms, and industrial trade associations.

WILLDAN - INFRASTRUCTURE CAPACITY

Primary Contact: Ray Wellington, PE, Deputy Director of Engineering | (657) 223-8551 or (714) 345-7457 | rwellington@willdan.com

Key Staff Involvement: Ray Wellington
Willdan Engineering (Willdan) specializes in infrastructure engineering and planning services for municipalities and other local government agencies. Proposed key staff bring experience in evaluating, planning and implementing the water, sewer, and storm drain systems used daily in communities throughout the region. This includes assessing and resolving constraints and conditions of such existing public infrastructure, and providing workable cost-effective solutions.

Team Organization and Qualifications

The MIG Team and management structure is identified in the Organization Chart on the following page. Qualifications for all proposed key staff are highlighted in the table on pages 6-7. Detailed resumes for key staff are on pages 8-11.

TEAM ORGANIZATION



PROJECT MANAGEMENT

Laura Stetson, MIG
Managing Principal

Esmeralda García, MIG
Deputy Project Manager

COMMUNITY ENGAGEMENT

Esmeralda García
Laura Stetson
Genevieve Sharrow
Diana Gonzalez
MIG

GENERAL PLAN & ZONING ORDINANCE UPDATE

GENERAL PLAN & ZONING ORDINANCE AUTHORS

Laura Stetson
Genevieve Sharrow
Diana Gonzalez
MIG

ECONOMIC DEVELOPMENT
Amitabh Barthakur
Jane Carlson
HR&A

LAND USE/GIS
Laura Stetson
Genevieve Sharrow
Diana Gonzalez
MIG

MOBILITY
Gary Hamrick
Cambridge Systematics

COMMUNITY DESIGN/ COMPLETE STREETS
Mukul Malhotra
MIG

AIR QUALITY & GHG
Julia Lester
Ramboll Environ

SUSTAINABILITY/ GLOBAL WARMING/ CLIMATE CHANGE
Laura Moran
MIG

INFRASTRUCTURE
Ray Wellington
Willdan

EIR

Bob Prasse
Chris Dugan
Chris Purtell
MIG

TRAFFIC
Gary Hamrick
Cambridge Systematics

AIR QUALITY & GHG
Julia Lester
Ramboll Environ

KEY PERSONNEL QUALIFICATIONS

Name/Role	Certifications	Key Qualifications/Experience
PROJECT MANAGEMENT		
Laura Stetson, AICP <i>Managing Principal</i> <i>MIG</i>	BS, Environmental Earth Science, Stanford University Graduate Coursework, Public Administration, American University Member, AICP Member, California Planning Roundtable	<ul style="list-style-type: none"> Over 30 years of experience preparing general plans and other community planning studies; zoning and development codes and other regulatory documents; and CEQA documentation, programmatic- and project-level General Plan updates in Vernon, Cudahy, Baldwin Park, Arcadia, South El Monte, La Puente, La Palma, Rancho Cucamonga, Rialto, Colton, Long Beach, Torrance, Burlingame, Redwood City, Walnut and Whittier, as well as comprehensive zoning code updates for Vernon, Baldwin Park, La Palma, La Puente, La Mirada, Arcadia and Duarte
Esmeralda García <i>Deputy Project Manager and Community Engagement Lead</i> <i>MIG</i>	BA, Art History, California State University, Los Angeles Member, Transportation Research Board, Environmental Justice Committee	<ul style="list-style-type: none"> Over 20 years of experience managing complex planning projects addressing a wide range of issues, from land use and transportation to social equity, health and environmental justice General Plans in Azusa, Pasadena, Riverside, Santa Monica, Long Beach and Whittier and the community plan for the Barrio Logan Neighborhood in San Diego Intimate familiarity and understanding of the Commerce community and various stakeholders working with the Commerce Green Zones Working Group and Action Plan

KEY PERSONNEL QUALIFICATIONS

Name/Role	Certifications	Key Qualifications/Experience
TECHNICAL SPECIALISTS		
Genevieve Sharrow <i>Zoning Ordinance Update Task Lead, Housing & Healthy Communities Specialist, MIG</i>	MA, Urban Planning, University of California, Los Angeles BA, Social Anthropology, University of Michigan	<ul style="list-style-type: none"> Over 10 years of experience preparing zoning codes, general plans, specific plans, housing studies and CEQA documentation Zoning regulations for Vernon, Arcadia, Redwood City, Duarte, Baldwin Park and San Luis Obispo and general plan updates in Vernon, La Palma, Baldwin Park (Health and Sustainability Element), Rialto, Redwood City and Rosemead
Bob Prasse <i>EIR Task Lead MIG</i>	MURP and BA, Public Affairs (Urban Planning), University of Southern California	<ul style="list-style-type: none"> Over 30 years of urban planning and environmental analysis experience providing planning and project management services for EIRs, general plans, specific plans and zoning ordinances for public agencies throughout Southern CA
Diana Gonzalez <i>Planner/GIS MIG</i>	MA, Urban Planning and BA, Political Science, University of California, Los Angeles	<ul style="list-style-type: none"> Over 15 years of experience in general plan updates, community engagement and outreach and GIS including Cudahy, Colton, Arcadia and Torrance General Plans Extensive Spanish translation and interpreting experience
Mukul Malhotra <i>Director of Urban Design/Complete Streets Expert, MIG</i>	Master of Urban Design, Univ. of California, Berkeley Diploma in Architecture, Sushant School, India	<ul style="list-style-type: none"> Award-winning and nationally recognized expert in complete streets, with 20 years of experience in urban development and revitalization, streetscape design and planning, pedestrian- and transit-oriented design
Laura Moran <i>Sustainability Specialist MIG</i>	BLA/MUP Degree Program, City University of New York BS, Biology, St. Lawrence University	<ul style="list-style-type: none"> Over 30 years of experience specializing in sustainability and climate change adaptation planning, including projects such as the City of Santa Clarita CAP and Port of San Diego Climate Mitigation and Adaptation Plan
Chris Dugan <i>Noise Specialist MIG</i>	BS, Natural Resource Management, Rutgers University	<ul style="list-style-type: none"> 12 years of CEQA clearance experience for industrial and municipal development projects and is particularly skilled at noise, air quality and GHG impact analyses
Chris Purtell, RPA <i>Cultural Resources Specialist, MIG</i>	MA, Anthropology, CSU Fullerton BA, Anthropology/ Archaeology, CSU Dominguez Hills Registered Archaeologist	<ul style="list-style-type: none"> Over 10 years of experience managing cultural resources analysis for prehistoric and historic archaeology in the Great Basin, Mojave Desert, Southern and Northern California pursuant to CEQA and NEPA
Amitabh Barthakur <i>Economic Development Specialist, Partner HR&A Advisors</i>	Master of Urban Planning and Master of Building Science, USC Bachelor of Architecture, University of New Delhi Member, AICP	<ul style="list-style-type: none"> Prepared an implementation strategy for the City of Commerce Green Zone Overseen numerous studies aimed at evaluating a city's fiscal health and well-being Adept at balancing industrial market pressures with other city goals
Jane Carlson <i>Econ. Development Specialist, Director HR&A Advisors</i>	Master of Urban Planning, USC BA, Arts, University of Michigan	<ul style="list-style-type: none"> Nearly 10 years of experience assisting economic development projects throughout Southeast LA County Currently involved in General Plan updates for the Cities of Carson and Rolling Hills Estates
Gary Hamrick <i>Mobility Specialist, Principal, Cambridge Systematics</i>	MA, Transportation Planning, UCLA BA, Economics, UCLA Certificate, Transportation Demand Management, UCLA	<ul style="list-style-type: none"> Over 30 years of experience preparing general plan mobility elements for the cities of Long Beach, El Segundo, Riverside, Corona, Fullerton and Santa Monica Key staff person on GCCOG STP, which included the City of Commerce and the other 26 COG area cities Considerable goods movement and trucking expertise
Julia Lester, PhD <i>Air Quality/Health Risk/Climate Change Advisor Ramboll Environ</i>	PhD and MS, Chemical Engineering, Caltech SCAQMD-certified permitting professional	<ul style="list-style-type: none"> Over 27 years of experience in air quality services (CEQA/ NEPA analyses of air quality, health risk and greenhouse gas impacts, air quality planning, permitting and compliance), including 14 years at SCAQMD
Ray Wellington, PE <i>Infrastructure Specialist, Willdan</i>	BS, Civil Engineering, Cal Poly Pomona Registered Civil Engineer and Traffic Engineer	<ul style="list-style-type: none"> 45 years of experience in public infrastructure planning and engineering having managed ten agencies Sewer System Management Plans, storm drain master plans and water facilities planning and construction

Laura R. Stetson, AICP

MANAGING PRINCIPAL

Laura Stetson has served as principal or project manager on general plans, zoning codes, specific plans and special planning studies for diverse cities throughout California for nearly 30 years. In this capacity, she has worked with community groups, advisory committees, commissions and councils to develop long-range goals, policies and programs, and to craft the regulatory tools to ensure effective approval and implementation of various plans. She also directs preparation of CEQA documents, either as part of planning programs or to address development projects.

Education

- BS, Environmental Earth Science, Stanford University
- Graduate Coursework in Public Administration, American University

Affiliations

- American Institute of Certified Planners
- American Planning Association
- California Planning Roundtable

Relevant Experience

General Plans

- | | |
|-------------------|--------------------|
| • Arcadia | • Montebello |
| • Azusa | • Monterey Park |
| • Brea* | • Rancho Cucamonga |
| • Baldwin Park | • Redwood City* |
| • Claremont* | • Rialto |
| • Colton | • Riverside* |
| • Costa Mesa | • Rosemead |
| • Cudahy | • Torrance |
| • La Palma | • Vernon |
| • La Puente | • Walnut |
| • Long Beach | • Whittier |
| • Manhattan Beach | • Vernon |

Zoning

- | | |
|-----------------|-------------------|
| • Arcadia | • La Puente |
| • Baldwin Park | • Loma Linda |
| • Brea Hillside | • Maywood |
| • Commerce | • Newport Beach |
| • Duarte | • San Luis Obispo |
| • La Mirada | • Vernon |

* California Chapter APA Award Winner

Esmeralda García

DEPUTY PROJECT MANAGER

Esmeralda García is a principal and public involvement specialist at MIG. With over 20 years of experience, she has managed numerous complex planning projects addressing a wide range of issues from land use and transportation to economic development, social equity, health and environmental justice. She brings a unique perspective to her projects, having worked with public and private sector clients as well as non-profit organizations. From visioning and strategic planning to comprehensive planning, Esmeralda has extensive experience developing interactive program methodology to identify the needs of ethnically diverse communities. Fluent in both Spanish and English, she has facilitated bilingual community meetings, workshops and focus groups to determine community challenges, issues and opportunities.

Education

- BA, Art History, CSU Los Angeles

Affiliations

- American Planning Association
- Transportation Research Board- Environmental Justice Committee Member

Relevant Experience

- Commerce Green Zones Working Group Facilitation and Implementation Action Plan, CA
- Gateway Cities Council of Governments Sustainable Communities Strategy, CA
- Barrio Logan Community Plan, San Diego, CA
- General Plan Updates and Community Engagement Programs for Cities of Azusa, Brea, Long Beach, Pasadena, Palm Springs, Riverside, Santa Monica (LUCE), Ventura and Whittier, CA
- Visioning for Cities of Rialto, Riverside, Upland, West Hollywood and Westlake Village, CA
- Los Angeles Vision Zero Action Plan, CA
- Los Angeles Great Streets Challenge and Vision Zero Evaluation, CA
- Metro Gold Line Extension/Boyle Heights TOD Urban Design Plan, CA
- Metro I-710 Major Corridor Study and Corridor Project EIR/EIS, Los Angeles County, CA

Genevieve Sharrow

ZONING UPDATE TASK LEAD

Genevieve Sharrow provides a broad range of planning and planning related services to clients. Her primary responsibilities include managing and preparing zoning ordinances and development codes, general plans, housing elements, specific plans, and environmental analysis and CEQA documentation. She has extensive experience with long-range planning documents and implementing codes. Genevieve also has experience in leading community outreach efforts as an integral component of projects, especially as related to General Plans and Zoning. She has facilitated discussions with stakeholders, conducted one-on-one interviews, participated in large community meetings and given presentations to Planning Commissions and City Councils.

Education

- MA, Urban Planning, University of California, Los Angeles
- BA, Social Anthropology, University of Michigan

Affiliations

- American Planning Association

Relevant Experience

- Vernon Focused General Plan and Zoning Ordinance Update and EIR, CA
- Baldwin Park General Plan Health and Sustainability Element, CA*
- La Palma General Plan Update, CA
- Redwood City General Plan, CA*
- Redwood City Zoning Code Update–Mixed Use, CA
- Duarte Town Center Specific Plan, CA*
- Arcadia Zoning and Subdivision Code Updates, CA
- San Luis Obispo Zoning Code Update, CA
- Lincoln Avenue Specific Plan, Pasadena, CA
- Smoky Hollow Specific Plan, El Segundo, CA
- Garden Grove Mixed Use Zoning Regulations, CA
- Baldwin Park Zoning Code, CA
- Duarte Development Code, Duarte, CA
- San Bernardino Sign Code, CA

* *California Chapter APA Award Winner*

Bob Prasse

EIR TASK LEAD

Bob Prasse has over 30 years of urban planning and environmental analysis experience. He has extensive experience providing planning and project management services for EIRs, general plans, specific plans, zoning ordinances, development review, entitlement services, and contract planning services. Bob has extensive experience with all types of CEQA and NEPA documents. These efforts include environmental clearance documentation for general plans, large-scale mixed-use communities, warehouse/logistics complexes, infrastructure and public facilities, retail commercial centers, and schools. His experience also includes third-party peer review of EIRs and MNDs prepared by other consultants.

Education

- Masters of Urban and Regional Planning, University of Southern California
- BA, Public Affairs (Urban Planning), University of Southern California

Relevant Experience

- Cudahy General Plan Update EIR, CA
- Hesperia General Plan Update, CA
- Smokey Hollow Specific Plan, El Segundo, CA
- The Preserve Specific Plan and EIR, Chino, CA
- Rancho Los Lagos Specific Plan, Imperial County, CA
- Sierra Industrial Warehouse EIR, Fontana, CA
- Redlands Crossing (Walmart Project) EIR, CA
- The Renaissance Specific Plan EIR (Rialto Airport Reuse Project), Rialto, CA
- Metropolis High Density Residential Project EIR, Irvine, CA
- Rialto Commerce Center EIR, Rialto, CA
- Sares Regis Group, Chino South Industrial Park EIR and Subsequent EIR, Chino, CA
- National Orange Show Industrial Park EIR, San Bernardino, CA
- Citrus Grove Affordable Apartments Project IS/MND, Orange, CA

Amitabh Barthakur, AICP ECONOMIC DEVELOPMENT LEAD

HR&A Partner Amitabh Barthakur brings over two decades of experience in real estate and economic development. He has led multidisciplinary teams of economists, planners and designers to deliver a range of complex urban development, infrastructure and tourism related projects. Amitabh brings a deep understanding of planning, policy, and market issues pertaining to the Western US and California. He has led a wide range of studies in the area of land use economics, real estate development, economic development strategy, industrial development and tourism development for numerous public and private sector clients.

Education

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

Affiliations

- Member, American Planning Association
- Member, Urban Land Institute
- Member, American Institute of Certified Planners

Relevant Experience

- Commerce Green Zones Implementation, CA
- Metro West Santa Ana Branch TOD Implementation Strategy, Los Angeles, CA
- Carson General Plan Update, CA
- West Covina General Plan Update, CA
- Development Scenarios for Corridors and Centers in the South Bay, Los Angeles, CA
- South Pasadena General Plan Update, CA
- Pasadena Commercial Corridors Opportunities, CA
- Economics of the CleanTech Corridor, Los Angeles, CA
- Development of the Los Angeles River Financing Strategy, Los Angeles, CA
- Crenshaw Corridor Economic Analysis, CA
- Santa Ana Renaissance Specific Plan, CA
- Vista Business Park Economic Base & Cluster Analysis, CA
- Portland Development Commission Financial Sustainability Advisory, OR
- Boulder Economic Sustainability Study, CO

Gary Hamrick MOBILITY PLANNING & ANALYSIS LEAD

Gary Hamrick is a Principal of Cambridge Systematics, with more than 30 years of experience in transportation planning, traffic engineering, and project management. He has expertise in state, county, and local transportation master planning, specific plans, corridor studies, goods movement/port area planning, environmental transportation studies, multimodal transportation plans, parking studies, and travel demand modeling studies. He has managed numerous city and county general plan circulation element projects. Gary has specialized in subarea transportation plans and recently helped the Gateway Cities complete the comprehensive Strategic Transportation Plan for the COG area, including the City of Commerce. He has also completed other transportation planning studies in Commerce including trucking related studies and development impact studies. Through his extensive work, Gary has forged strong relationships with many of the transportation agencies in the Los Angeles region, including Metro, OCTA, the Ports of Los Angeles and Long Beach, Gateway Cities COG, and numerous other agencies and municipalities.

Education

- MA, Transportation Planning and BA, Economics, University of California, Los Angeles
- Certificate, Transportation Demand Management, University of California, Los Angeles

Relevant Experience

- **City of and County Mobility Plans and Circulation Elements.** Technical analysis portion of numerous city circulation elements including several City of Los Angeles Community Plan area studies; mobility plans and circulation elements of Long Beach, El Segundo, Manhattan Beach, Santa Monica, Riverside, Temecula, Lancaster, Palmdale and the County of Los Angeles
- Boyle Heights Community Plan, Los Angeles, CA
- Gateway Cities Strategic Transportation Plan and SR 91/I 605/I 405 Congestion Hot Spots Feasibility Study, Los Angeles County, CA
- Long Beach Mobility Element, CA
- Duarte Town Centre Specific Plan, CA
- Manhattan Beach Mobility Plan Update, CA
- Metro I-605 and SR-91 Corridors PA&ED Studies, Los Angeles County, CA

Julia Lester, PhD

AIR QUALITY & GHG LEAD

Dr. Julia Lester has over 27 years of experience in air quality services. She joined ENVIRON (now Ramboll Environ) in 2004 after more than 14 years at the South Coast Air Quality Management District (SCAQMD). She is a PhD Chemical Engineer and has the following air agency certifications: SCAQMD Certified Permitting Professional and San Joaquin Valley Air Pollution Control District Certified Air Permitting Professional. She has substantial expertise in the preparation and review of CEQA and NEPA documents, particularly air emissions, greenhouse gas and climate change impact, conformity, air quality and health risk assessments. She has conducted regulatory negotiations with many air agencies and supported clients before city councils and in other public forums. Her clients include government agencies, California sea ports and goods movement operations, Caltrans District 7, wastewater/waste-to-energy facilities, and agencies/industries with specialized air regulatory challenges.

Education

- PhD and MS, Chemical Engineering, Caltech
- BS, Chemical Engineering, Purdue University

Affiliations

- Certified Permitting Professional – SCAQMD Certified Air Permitting

Relevant Experience

- I-710 Corridor Project EIR, Air Quality and Health Risk Assessment, Gateway Cities, CA
- City of Cerritos Technical and Public Outreach Assistance, CA
- LA Metro Regulatory Negotiation and Technical Assistance; Evaluate near-zero and zero emission transit bus technologies on a lifecycle cost and cost-effectiveness basis, as well as to address proposed state and local emission regulatory requirements; Los Angeles County, CA
- Imperial County Air Pollution Control District and Great Basin Air Pollution Control District PM10 State Implementation Plan Development, (including analysis of appropriate Best Available Control Measures for fugitive dust), CA
- City of Los Angeles Digester Gas Utilization Renewable Energy Project Certified EIR, Hyperion Wastewater Treatment Plant, CA

Ray Wellington, PE

INFRASTRUCTURE CAPACITY LEAD

Ray Wellington is the Deputy Director of Engineering Services at Willdan Engineering. For 45 years he has served both public and private entities in such roles as designer, traffic engineer, project manager, construction manager and inspector, consulting engineer, city engineer, public works director, general manager, and owner. These various roles have involved coordination with boards, councils, commissions, clients, committees, staffs and stakeholder interest groups. Ray has performed numerous infrastructure planning, funding, design and construction improvement projects. Within these roles he has also addressed development siting, project economics and funding, rates and fees, mapping, agreements, facility integration, construction, occupancy, and facilities maintenance.

Education

- BS, Civil Engineering, California State Polytechnic University, Pomona
- Graduate Courses, Public Administration

Licenses/Registrations

- Civil Engineer, California No. 25131
- Traffic Engineer, California No. 00958

Relevant Experience

- Sewer System Management Plan (SSMP): Cities of Sierra Madre, South Gate, Covina, La Cañada Flintridge, West Covina, Lynwood, Paramount, Agoura Hills, Torrance, West Lake Village, CA
- Marina Del Rey Sewer Odor Abatement, Los Angeles County Department of Public Works, CA
- Storm Drain Master Plan; Cities of La Habra, Brea and La Puente, CA
- Pipeline Replacements, Park Water Company, Compton, CA
- Water Transmission Pipeline Replacement, Morongo Band of Mission Indians, Banning, CA
- Water Main Replacements, Manhattan Beach, CA
- Pressure Reducing Valve Station, Electrical & Telemetry Facility Relocation, El Segundo, CA
- Recycled Water System Expansion Feasibility Study, Lakewood, CA
- Water Savings Performance Program, Metropolitan Water District, CA.

Relevant Experience

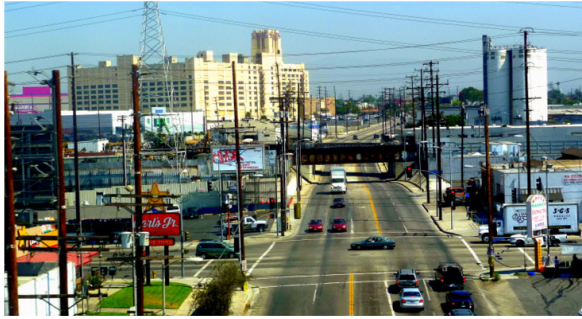
The tables below and on the following pages highlight the MIG Team’s experience preparing general plan updates, zoning and development code updates and similar planning documents relevant to the proposed Commerce General Plan and Zoning Ordinance Updates and EIR. **Through all of these projects, our team exhibited dedication to quality and creativity, technical resources and innovation, a flexible approach and a commitment to providing deliverable and completing projects on time and within budget.**

Planning Issues

MIG SELECT GENERAL PLANS AND SIMILAR PLANNING PROJECTS	Economic Development	Health and Wellness	Environmental Justice	Global Warming/Climate Change	Sustainability	Neighborhood Planning	Retail Commercial & Tourism	Industrial/Warehousing	Complete Streets	Mobility/Goods Movement	Infrastructure	Community Engagement	CEQA Documentation
Vernon General Plan	●							●	●	●	●	●	●
Baldwin Park General Plan (Health & Sustainability)	●	●		●	●	●	●	●			●	●	●
La Palma General Plan	●					●	●		●		●	●	●
Cudahy General Plan	●	●	●	●	●	●	●	●	●	●	●	●	●
Barrio Logan Community Plan, San Diego	●		●		●	●	●	●		●	●	●	
La Puente General Plan	●					●	●	●		●	●	●	●
Redwood City General Plan	●	●		●	●	●	●	●	●	●	●	●	●
Rancho Cucamonga General Plan	●	●		●	●	●	●	●	●	●	●	●	●
Rialto General Plan	●	●				●	●	●	●	●	●	●	●
Arcadia General Plan	●	●		●	●	●	●	●	●	●	●	●	●
Riverside General Plan	●	●				●	●	●	●	●	●	●	●
Colton General Plan (Land Use, Circulation and Housing)	●		●			●	●	●	●	●	●	●	●
Torrance General Plan	●					●	●	●	●	●	●	●	●
Long Beach 2030 Focused General Plan (Land Use)	●	●	●	●	●	●	●	●				●	●
Burlingame General Plan	●	●		●	●	●	●	●	●	●	●	●	●
Hayward General Plan ePlan	●	●			●	●	●	●	●	●	●	●	●
Whittier General Plan	●	●	●	●	●	●	●	●	●	●	●	●	●

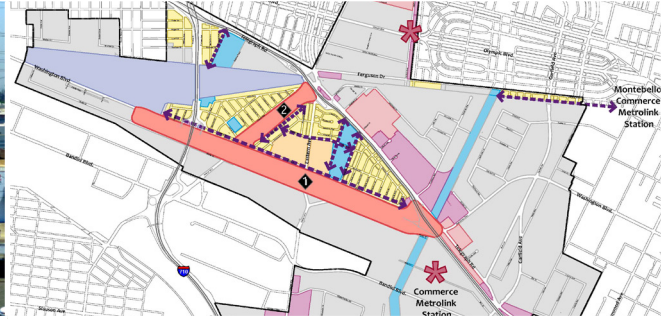
Zoning/Development Code Issues

MIG SELECT ZONING PROJECTS	Code Reorganization	Development of Additional Zoning Districts	Mixed-Use Development	Urban and Community Design Standards	Non-conforming Uses	User-Friendly Format	Community Engagement	Joint or Following General Plan Update
Vernon Zoning Ordinance	●	●	●		●		●	●
Baldwin Park Zoning Code	●	●	●	●	●	●	●	●
Duarte Comprehensive Development Code	●	●	●	●	●	●	●	●
La Puente Zoning Code	●	●	●	●	●	●	●	●
Arcadia Zoning Ordinance	●	●	●	●	●	●	●	●
Redwood City Mixed-Use Zoning Ordinance		●	●	●				●
Riverside Zoning and Subdivision Codes	●	●	●	●	●	●	●	●
San Luis Obispo Zoning Ordinance	●		●		●	●	●	●



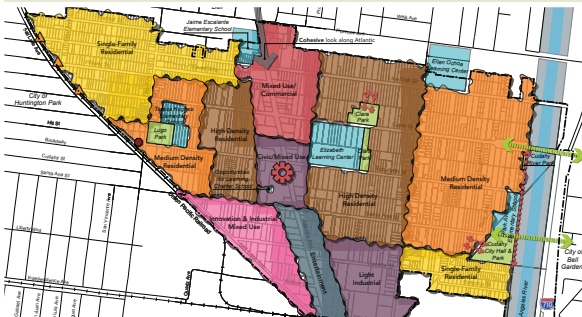
Vernon Focused General Plan and Zoning Ordinance Update and EIR, Vernon, CA – MIG

- Focused General Plan and Zoning Ordinance Update for exclusively industrial Gateway City
- General Plan policies address economic development pressures and environmental conditions experienced in Commerce
- Thorough analysis to identify appropriate sites for housing given industrial proximity and creation of housing overlay for the selected sites
- Commercial Overlay was expanded and a new truck/freight zoning overlay was created
- New policies to address AB 32, the Global Warming Solutions Act of 2006 and SB 375
- Supplemental EIR for both updates



Commerce Green Zones Facilitation and Implementation, Commerce, CA – MIG & HR&A

- Stakeholder engagement with local environmental justice and under-represented community
- Guiding principles to provide direction in design of recommendations and crafting policy options
- Focus on addressing industrial/residential interface
- Survey for business owners, operators, and/or managers to obtain key information about local businesses future plans, regional linkages, infrastructure and amenity needs
- Industry cluster analysis to identify the City's competitive economic advantages and disadvantages, analyze growth trends, and future opportunities to position the city to attract and retain industries that promote a balance between economic growth and environmental stewardship



Cudahy General Plan Cudahy, CA – MIG

- Ongoing update of the General Plan
- Proposed land use concept plan identifies key innovative mixed-use districts for Civic Center and industrial areas
- Build-out model distinguishes between realistic build out and maximum build out
- Subsequent additional services resulting from successful working relationship with City staff that includes an Infrastructure and Parks Master Plan to address sustainable infrastructure and new public realm recreational spaces for built-out city with no available land for new park facilities



Barrio Logan Community Plan Update San Diego, California – MIG

- Community Plan Update for one of the first and largest Latino neighborhoods in the country throughout the 1950s and an important industrial and military zone with a high concentration of jobs in San Diego
- Addresses mitigating health impacts to residents from co-locating industrial and residential uses and heavy emissions from proximity to highway and railroads; providing affordable and workforce-oriented housing in appropriate amounts and densities; enhancing multimodal mobility and coastal access; addressing gentrification and downtown redevelopment pressures; creating self-sufficiency through land use refinements that create neighborhood-serving amenities
- Extensive grassroots community engagement



Baldwin Park General Plan, Zoning Code and New Health and Sustainability Element Baldwin Park, CA – MIG

- Comprehensive General Plan Update and subsequent overhaul of City's 1950s-era Zoning Code addressing strategies to establish a pedestrian core for Downtown and a new mixed-use district to complement the Metrolink station
- Developed user-friendly, zoning regulations to implement General Plan land use policies, modernized parking regulations, crafted new regulations to address emergency and transitional housing (pursuant to State law), established streamlined administrative review procedures and created new GIS-based zoning map and citywide rezoning effort to achieve General Plan consistency
- Prepared subsequent APA award-winning General Plan element for healthy communities and environmental sustainability strategies based on extensive health and environmental research
- Focused opportunities for healthy living, creating active built environment, improving air/water quality and conserving energy and natural resources
- Comprehensive bilingual community engagement program that included stakeholder interviews, a Sustainable Community Fair, Ad Hoc Committee, Volunteer Planners and Resident Advisory Council



Redwood City General Plan and Mixed-Use Zoning, Redwood City, CA – MIG

- APA award-winning General Plan structured around land use and urban design concepts that focus on complete neighborhoods, corridors and balanced business districts that work toward healthy community and sustainability goals
- Complete Streets approach to transportation planning, including identifying streetcar transit recommendation, which the City is in the initial planning phases of implementation
- Convenient transit access, innovative housing options, sensitivity to lower-intensity adjacent uses, pedestrian and street-oriented design
- Utilization of GIS CommunityViz for evaluation and implications of alternative land use scenarios
- Comprehensive build-out model that recognized the percent of the built environment that will not change and areas that will see major development changes over the 20-year horizon timeline
- Mixed-use development regulations crafted to transform portions of the City's major roadway corridors into mixed-use, multimodal environments with compact development patterns and graceful transitions to neighborhoods



Duarte Development Code and Town Center Specific Plan and Supplemental EIR, Duarte, CA – MIG

- Development Code with sustainable design that followed comprehensive General Plan update
- Conducted study sessions and workshops
- Subsequent APA award-winning Town Center Specific Plan for mixed-use development and streetscape improvements along one-mile stretch of major thoroughfare to create town center area
- Concise, focused specific plan with step-by-step implementation programs for both public and private sectors
- Provides linkages to new Gold Line station area
- Incentive-based zoning with community benefits



La Palma General Plan La Palma, CA – MIG

- Planning for aging and antiquated land uses and infrastructure, lack of diversity in City revenue and shifting demographics
- Long-term vision, policies, guidelines and action-oriented implementation measures and strategies
- Creates new opportunities for modest mixed-use, residential and commercial development along freeway corridor and in the City's core, while preserving its well-established neighborhoods
- Close and successful working relationship with City staff and community stakeholders

West Covina General Plan Update Economic Development Element Update, West Covina, CA – HR&A	Metro West Santa Ana Branch (WSAB) Transit Corridor Strategic Implementation Plan, Los Angeles County, CA – HR&A	Air Quality and Health Risk Assessment for I-710 Corridor EIR/EIS, Los Angeles County, CA – Ramboll Environ
<ul style="list-style-type: none"> • Economic Development Element Update for the City's General Plan with a focus on the City's Central Business District (CBD); included short, medium and long-term strategies, each aligned to a series of overarching goals • Conducted a market feasibility analysis to evaluate the potential for commercial office, retail, residential and hotel uses to help create a walkable, mixed-use downtown • Identified a series of strategies to revitalize underperforming retail and incorporate office and residential uses to create a 24-7 community • Evaluated the City's budget to recommend strategies that will improve its fiscal health • Participated in public workshops 	<ul style="list-style-type: none"> • Holistic land use and an economic development strategy for 14 communities along the planned WSAB transit corridor, an industrial/manufacturing corridor with low levels of development, disadvantaged populations, and some of California's most impacted environmental justice census tracts • Providing support for the outreach effort, analysis of corridor demographics and real estate market conditions, and identification of opportunities, constraints and upgrades for each station area • HR&A's work will culminate in a comprehensive, corridor-wide economic development strategies report, which will include near-term, actionable strategies that each community may pursue 	<ul style="list-style-type: none"> • Air Quality and Health Risk Assessments under CEQA/NEPA of the I-710 Corridor Project, a proposed expansion of the heaviest truck travel freeway from the Ports of Los Angeles and Long Beach to the Downtown LA railyards • Multi-agency coordination and collaboration (Metro, Caltrans, Gateway Cities COG, Ports of LA and Long Beach, SCAG) • Communication with reviewing regulatory agencies (EPA and SCAQMD) • This major study includes all aspects of transportation-related air quality assessments including CEQA/NEPA assessments, a conformity/hotspots analysis, and greenhouse gas emissions inventory preparation.
Metro Gateway Cities Transportation Strategic Plan Phase II, Los Angeles County, CA – Cambridge Systematics	Metro Long Range Transportation Plan and Measure M Analysis Los Angeles County, CA – Cambridge Systematics	Sewer System Management Plan (SSMP) Update, West Covina, CA – Willdan
<ul style="list-style-type: none"> • First-ever comprehensive evaluation of all multimodal transportation improvement concepts within the GCCOG area, that includes City of Commerce • Comprehensive, integrated three-tier micro-/meso-/macroscopic model to test impact of improvement project scenarios • ITS technology plan, including development of a zero-emission truck program serving the Ports • New assessments of transit, park-and-ride, goods movement, and active transportation • Resulted in integrated, multimodal sub-regional transportation strategy with implementation efforts currently underway, including major freeway environmental studies, multi-jurisdictional arterial corridor plans, and inter-jurisdictional bikeway projects 	<ul style="list-style-type: none"> • Worked with Metro staff, Board staff, and member COGs to develop and refine a detailed project and program evaluation framework linking jurisdictional priorities with countywide goals • Developed evaluation methodology for the mobility, accessibility, economic, safety, and sustainability performance measures to prioritize transportation investment • Conducted a prioritization analysis of major transit projects for inclusion in LA County's Measure M sales tax ballot measure • Following voter approval of Measure M, evaluated the independent impacts on employment and economic output resulting from the sales tax, expenditure plan, and travel system improvements 	<ul style="list-style-type: none"> • Evaluation of the 2009 report and making revisions/updates to bring the SSMP document current with regulatory changes • The challenge was to keep the report compliant with the SWRCB regulations, while maintaining a realistic and implementable management plan for the city personnel and the impacted community • Efforts focused on areas of change as well as effectiveness of previously adopted maintenance and community notification practices and monitoring results • Evaluated city CCTV records in those pipe segments considered to be a higher risk of structural or maintenance deficiencies, along with the system lift stations

References

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Baldwin Park General Plan, Zoning & Health & Sustainability Element – MIG

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Barrio Logan Community Plan Update – MIG

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Commerce Green Zone Implementation – MIG & HR&A

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**LA Metro Gateway Cities Transportation Strategic Plan Phase II – Cambridge Systematics
Air Quality and Health Risk Assessment for I-710 Corridor EIR/EIS – Ramboll Environ**

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The Villages of Lakeview EIR, Air Quality & GHG Assessments – Ramboll Environ

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City of Cerritos Services – Ramboll Environ

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City of West Covina SSMP Update – Willdan

RAUL LISING

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714-671-4450
City of Brea Storm Drain Master Plan – Willdan

JOHN COVINGTON

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951-755-5270
Water Transmission Pipeline Replacement, Morongo Band of Mission Indians – Willdan

CEQA Understanding

MIG’s environmental team consists of highly experienced planners with expertise in the preparation and management of environmental impact assessments pursuant to CEQA and NEPA. We have a proven record of quickly becoming familiar with, and adhering to, local jurisdictional requirements. We ensure that all environmental documents are prepared to meet legal requirements and withstand public scrutiny. MIG staff has managed and prepared all types of CEQA environmental documents, from simple Initial Studies and Addendums to complex, multiphase EIRs and specifically EIRs for many of our general plan updates. Our staff has experience in environmental analysis of many forms of proposed land use, development and infrastructure, as well as the potential issues that may arise in infill settings similar to Commerce. From our previous environmental work in Commerce, we understand the complex existing conditions, including local land use interfaces that juxtapose an industrial and goods-movement base with established residential areas, rail and freeway proximity and related air quality, noise and vibration impacts, an anticipated increase in potable water demand from Cal Water, and sizable impervious surface coverage. Land use policy, circulation improvements, and health and sustainability measures associated with a new General Plan will be considered as part of the CEQA analysis.

03 Work Plan

Scope of Work

TASK 1.0 PROJECT MANAGEMENT

1.1 Project Schedule/Work Plan. Following the Project Initiation meeting (Task 1.2), MIG will develop a detailed project schedule and work plan that outline all key tasks and timeframe for completion of the General Plan Update activities and products. MIG will use project management software for easy reporting of calendar days for completion of specific task and team assignments.

1.2 Project Initiation and General Plan Team Meetings. The MIG project manager and key team task leaders will participate in a Project Initiation meeting to review Project Schedule and Work Plan, discuss communication protocols, and confirm data needs. This task also assumes time for monthly General Plan Team meetings. The MIG and City staff will collaboratively create agendas. MIG will prepare an action item written summary for each meeting.

1.3 Ongoing Project Management. MIG will have a lead role managing the process to ensure the project remains on budget and schedule. This task accounts for weekly conference calls between the MIG and City project managers, project management and coordination (emails, calls, data transfers, etc.) with both City staff and the subconsultant team, as well as regular invoicing, schedule, and budget management and reporting.

Task 1.0 Deliverables

- Project Schedule and Work Plan
- Weekly conference calls
- Monthly General Plan Team meetings
- Monthly Status Reports

TASK 2.0 GENERAL PLAN UPDATE

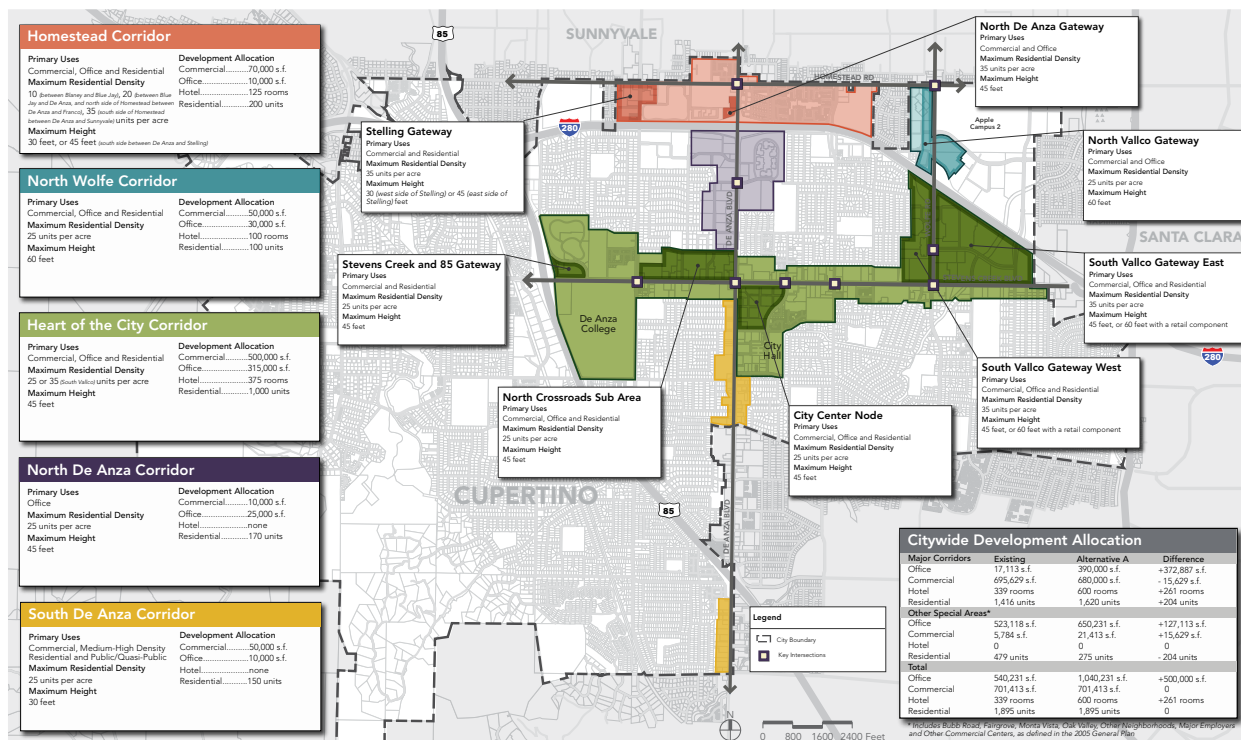
2.1 Existing Conditions/Community Profile Report.

The Existing Conditions/Community Profile Report will comprehensively and concisely summarize existing conditions to support General Plan policy preparation and EIR tasks. The Existing Conditions/Community Profile Report will also identify issues to be considered in the General Plan. The Existing Conditions/Community Profile Report will inform document opportunities and constraints, including:

- Land use trends and land use patterns, neighborhood character, public spaces, and development opportunity sites. MIG will use the City's GIS land use database, with field checks and aerial photograph review as necessary. MIG will review and evaluate applicable existing planning and regulatory documents, including the existing General Plan, specific plans, Municipal Code, CIP and current planned projects, and other materials provided by the City.
- Building footprints to determine development intensities
- Economic indicators (population, educational attainment, income, labor force, etc.)
- Historic resources as information
- Parks and recreation facilities, including identify existing park-to-population ratio and geographical service areas of each park facility
- Population and demographic data from U.S. Census Bureau
- Infrastructure facilities location and capacity, as provided by utility and infrastructure providers
- School facilities and services, as provided by local school service providers

The MIG team will document opportunities and constraints, including those related to health and wellness. This will begin to frame subsequent research and policy development. MIG will draw upon best practices, case studies, and research in this arena. Data collected will include:

- Health and wellness accessibility service areas using ArcGIS Network Analyst to study accurate one-quarter and one-half mile walking distances to schools, parks, open space, and fresh foods outlets to identify gaps
- Pollution exposure and environmental effects indicators and mapping, including air quality, diesel particulate matter, drinking water contaminants, pesticide use, toxic release inventory, traffic density, cleanup sites, groundwater threats, and hazardous waste generators
- Sensitive population indicators and mapping, including asthma, cardiovascular disease, and low birth weights
- Access to health care facilities
- Socio-economic factors related to employment and high school attainment
- Disadvantaged communities using CalEnviroScreen 3.0 (per SB 1000)



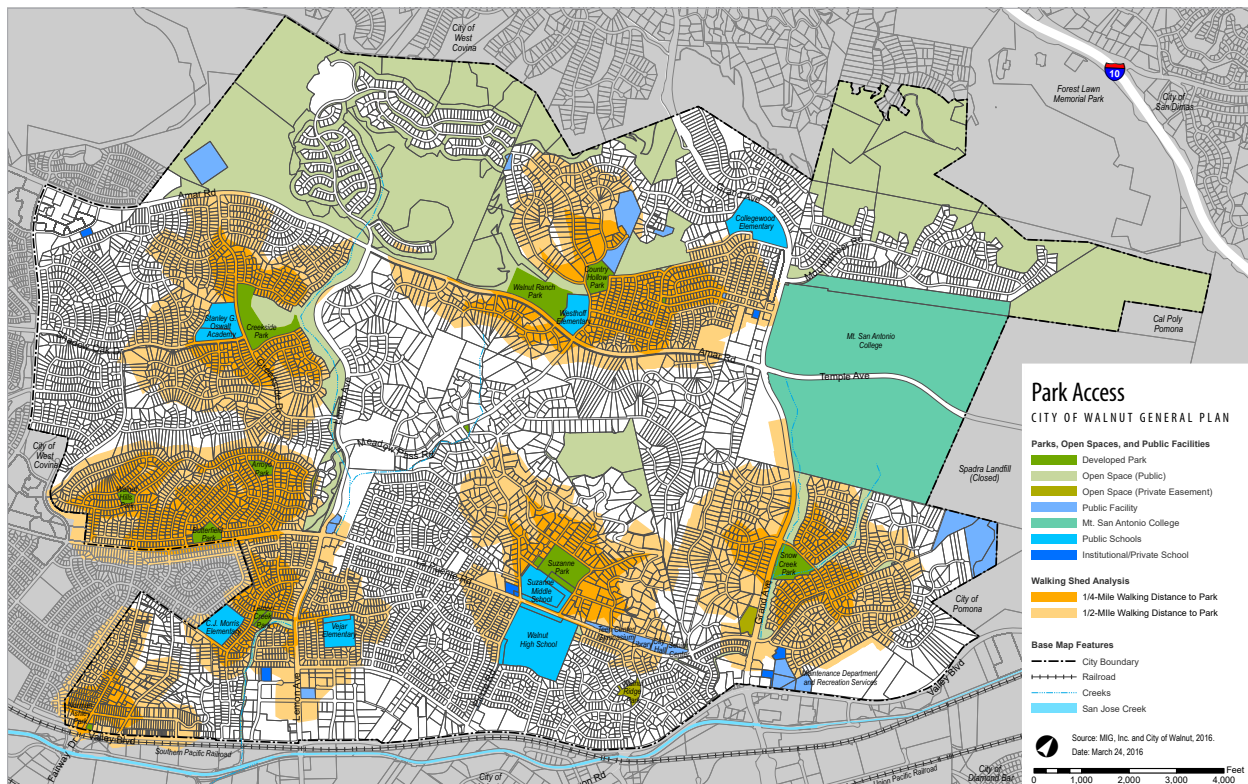
Cupertino General Plan Citywide Development Allocation Assessment

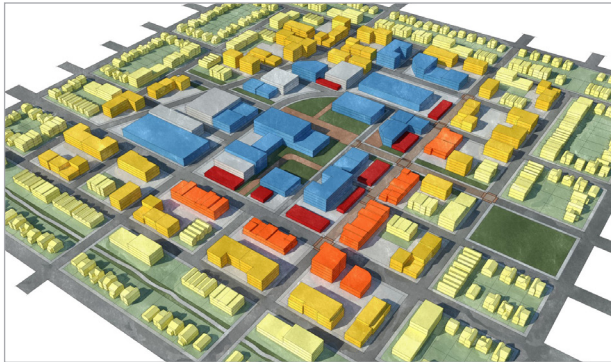
- Crime data provided by the Los Angeles County Sheriff's crime point data
- Sheriff and fire facilities and service areas
- Air quality conditions based on information from the Southern California Air Quality Management District and current conditions greenhouse gas inventory
- Noise based on up to 10 noise measurements, with traffic-related noise based on traffic count data
- Flood, geologic and other natural hazards information based on recent published sources (e.g., California Geological Survey, Federal Emergency Management Agency)
- Hazardous materials based on Environmental Protection Agency: Toxic Release Inventory, Underground Storage Tanks, and disadvantaged communities

The Existing Conditions/Community Profile Report will be a graphically rich document that includes maps, exhibits, and tables. It will be informed by the reports listed in tasks 2.2, 2.3, and 2.4.

2.2 Market Study and Demographic Analysis.

HR&A will review key socio-economic characteristics, demographics, employment data, real estate trends, and current market conditions in Commerce and the greater region. HR&A will evaluate the performance of retail, industrial, office, multi-family and hospitality uses. This analysis will include a review of inventory, rents/lease rates, sales prices, absorption, occupancy rates, planned and proposed development, and competing sub-markets using proprietary data sources. Using information gathered from the market analysis, as well as key market and growth factors, HR&A will estimate the demand for new land uses, including retail, industrial, residential, hospitality, and office uses. We will also analyze existing retail leakage in a variety of retail categories to help inform the retail demand analysis. HR&A will project the supportable scale of development in terms of built area/units for the key land uses over 20 years. HR&A will engage with the business community to help identify key economic development issues and priorities. HR&A will build from our knowledge of the GZAP Implementation Phase 1 work to present a list of business stakeholders for approval by City staff. HR&A will facilitate two business stakeholder focus group meetings and will be responsible for presentation materials and meeting summaries.





San Antonio Tomorrow Comprehensive Plan Land Use Concepts 3-D Visualizations and Renderings

2.5 Community Vision and General Plan Guiding Principles. Based on the input from the first round of community engagement, MIG will develop a Draft Community Vision and General Plan Guiding Principles that reflect a shared community vision for Commerce. The Draft Community Vision and General Plan Guiding Principles will be tested with the community during the second round of community engagement.

2.6 General Plan Alternatives. Building upon the Existing Conditions/Community Profile Report, Community Vision, and General Plan Guiding Principles and additional community input, the MIG Team will develop, in close coordination with the GPAC and the Project Team, alternatives that reflect the community's vision for how Commerce will respond to market opportunities and complementary land uses. Three concepts will be used to show mobility, land use, community design, and health and wellness policy options. This may include identifying specific focus areas that are expected to be the primary locations of change resulting from the General Plan update. The MIG Team will work with City staff to evaluate the Alternatives in terms of implications of land use, transportation, economic development, sustainability and health, public facilities and

services, and the natural environment. Based on the evaluation, we will prepare an Alternatives Summary Statement that includes text, graphics, images, and maps.

2.7 Administrative Draft General Plan. The MIG Team will prepare an Administrative Draft General Plan that reflects input from the research, input received during earlier phases, and legal requirements. The General Plan will be concise, user-friendly and highly graphic, with photos, maps, charts and illustrations to provide ongoing guidance. With MIG's guidance, the Planning Team and the GPAC will evaluate the 2008 General Plan to determine those goals, policies, and programs that should be carried forward into the General Plan update with consideration of the Vision and General Plan Guiding Principles developed during the first phase of engagement. MIG will draft goals, policies, and programs that for all mandatory elements. Our team will also develop new stand-alone elements addressing: 1) Health/Wellness and Environmental Justice and 2) Global Warming and Climate Change Element.

2.7.1 Circulation Element. CS will review the current roadway classification system and make recommendations for updates or changes, including Complete Street concepts to incorporate other

modes such as bicycle, transit and pedestrian travel into the master circulation plan and classifications system, and to incorporate updates as needed for other State initiatives such as SB 743. CS will review and update goals, policies, and objectives related to transportation and circulation to include modern and complete streets concepts, and to accurately reflect current regional and statewide transportation initiatives.

Working with City staff, CS will recommend General Plan level improvements, including ways to mitigate current traffic bottlenecks, improve transit services on key routes, implement new bicycle facilities, and other possible improvements. Transit improvements including potential Bus Rapid Transit (BRT) will also be explored and recommended if appropriate. The recently adopted Gateway Cities Strategic Transportation Plan (STP) recommends a series of improvements, including mitigation measures at seven intersections and conceptual improvements on nine arterial routes. Similarly, a list of local and regional improvements was developed by LA Metro for the Gateway Cities Mobility Matrix project; those projects will be reviewed and incorporated into the updated circulation plan as appropriate. These will include roadway improvements, active transportation system improvements, Intelligent Transportation System (ITS) improvements, transit enhancements and freeway mainline and freeway interchange improvements. Each project will be reviewed and incorporated into the City's plan as applicable.

2.7.2 Economic Development Element. Based on the supportable land uses identified in the market study and financial feasibility testing, HR&A will evaluate tools and strategies that will optimize economic development opportunities in the City and improve the economic vitality of commercial and industrial land uses. HR&A will provide a series of preliminary policy recommendations that will inform the Economic Development Element. These recommendations will focus on topic such as business attraction, development and retention, and incentives for targeted business investments. The recommendations may also identify key land use development opportunities, strategies to promote equitable development and opportunity, multimodal connectivity improvements, and public realm improvements.

2.7.3 Health/Wellness and Environmental Justice Element. MIG will use findings from the Existing Conditions /Community Profile Report, Green Zones Action Plan, and the community engagement efforts to develop a set of goals and policies that strive to achieve a balance between environmental concerns, economic development opportunities, and community health.

2.7.4 Global Warming/Climate Change Element. Ramboll Environ will develop the Global Warming/Climate Change Element. In this task, we would prepare a matrix that describes potential GHG reduction strategies, which may include categories for policy mechanism, time frame, performance indicators, and GHG reduction. The matrix will also provide a qualitative assessment of GHG benefits for each strategy and identify known co-benefits related to air quality, sustainability, and livability.

2.8 Public Review Draft General Plan. Upon revision of the Administrative Draft, the Public Review Draft General Plan will be released to the public for review and to the MIG environmental team for the environmental analysis process. The Public Review Draft General Plan will be the introduced to the community during a celebratory event.

2.9 Final General Plan. Following final City Council action on the Draft General Plan, MIG will incorporate changes directed through the public hearing process. We have provided an allowance for this task since the extent of changes cannot be known at this time.

Task 2.0 Deliverables

- Project Schedule and Work Plan
- Existing Conditions/Community Profile Report
- Market Study and Demographic Analysis
- Community Vision and General Plan Guiding Principles
- General Plan Alternatives
- Admin Draft General Plan (All elements, Economic Development Element, and new Health and Wellness Element and Global Warming and Climate Change Element)
- Public Review Draft General Pan
- Final General Plan

TASK 3.0 PUBLIC PARTICIPATION PROGRAM

3.1 Community Outreach and Participation

Strategy. Following the project initiation meeting, MIG will develop a draft Community Outreach and Participation Strategy (Strategy) that describes the tools and methods for engaging with the Commerce community through the General Plan update process. The Strategy will include, key audiences, timing of events and identify lead team members.

3.2 Focus Group and Stakeholder Meetings. MIG will build on our current knowledge of Commerce stakeholders and affinity groups to identify key community leaders and groups to reach out to early in the process. MIG envisions these meetings organized into small group discussions by stakeholder and affinity groups such as resident, business (small, medium, and large), property owners, transportation, environmental and social justice, education, recreation, open space, development community, public agencies, and others. Potential stakeholders will be discussed during the Project Initiation meeting, and MIG will develop a draft list for final approval by the city's management team. MIG will conduct 10 meetings over a two-day period. MIG will work with staff to develop a set of questions that will be used to solicit input from the various groups.

3.3 General Plan Advisory Committee (GPAC). MIG will work with the city to confirm the options and methods for selecting the General Plan Advisory Committee (GPAC) members. We would envision the GPAC meeting monthly through development of the Administrative Draft General Plan. These meetings would provide an opportunity for MIG/City staff to present the project and receive input from the group on the Existing Conditions/Community Profile Report, Vision and General Plan Guiding Principles, alternatives, and draft goals and policies.

3.4 Envisioning Commerce Campaign. To ensure involvement of the entire Commerce community, MIG proposes a wide-reaching campaign that leverages the ongoing activities in Commerce. MIG will plan two training workshops for Commerce community leaders to participate during which they will learn about the General Plan update and how they can share this knowledge with family, friends, and groups that they are involved with. In consultation with City staff, MIG will develop a list of participants that reflect the entire Commerce community, in particular youth, including Miss Commerce and Royal Court and Youth Advisory Commission. Trained community members will be provided with information materials (Task 3.8) and a questionnaire to solicit input into the Vision and General Plan Guiding Principles. MIG will prepare training materials and questionnaire and conduct trainings in English and Spanish. These community volunteers can gather feedback at community events such as movie nights at the park, at the end of programmed activities at parks and senior center, children's story time at the library, Independence Day Celebration, Fiestas Patrias, and other existing community and social events.

Questionnaires will be bilingual and designed for in person distribution and for an online platform such as Survey Monkey with links on the project website. MIG will compile the results and create a summary of findings.

3.5 Community Workshops. While the Envisioning Commerce Campaign expands the engagement beyond the traditional civic meeting in a public facility, the General Plan update will require opportunities to bring the community together to participate together in an interactive setting. MIG proposes two community workshops over the course of the General Plan Update. The first will



focus on establishing a shared vision for the future and creating the framework for the General Plan Guiding Principles; the second will concentrate on soliciting input into the General Plan Alternatives. The workshops will be engaging with an interactive format.

3.6 City Council Sub-Committee Meetings. MIG will lead eight meetings with a sub-committee of the City Council to keep them informed of the process and to solicit input from the Council members' perspective. We envision the following topics: project launch (including General Plan 101), schedule, community outreach and participation strategy summary of Existing Conditions and Community Profile, Summary of Market Study, results from the Envisioning Commerce Campaign, emerging vision and guiding principles, community workshop results, draft and final General Plan Alternatives, summary of draft Health Wellness and Environmental Justice, Economic Development, and Global Warming and Climate Change Elements, overview of draft General Plan goals and policies, and emerging changes to Zoning Ordinance and CEQA overview.

3.7 Planning Commission and City Council Meetings. MIG proposes meeting with the Planning Commission and City Council at key points in the work program to test ideas and concepts, and to confirm decision-maker direction before proceeding to a subsequent phase. MIG proposes that some of these meetings be conducted as joint City Council/ Planning Commission study sessions.

3.8 Community Collaterals and Multi-Media. MIG will develop a set of materials that will be used throughout the update process to inform the community about the update process, the relevance of the plan to community members, opportunities to get involved, and how their ideas will be collected. MIG will develop a fact sheet explaining the purpose of the General Plan, schedule to update, project website URL and QR code, and the City's social media information. MIG will incorporate the City's new brand into the bilingual fact sheet. The content will be designed in a format for showing on the cable TV and placing in the Parks and Recreation Brochure and Report to the People, to name a few. MIG will develop a schedule describing key news and information that needs to be communicated throughout the planning process to keep the community informed. These updates will be shared with the same City outlets listed above and

packaged for pushing out through the City's social media accounts. This information will parallel the content to include in regular updates to the project website (Task 3.9). Announcement for upcoming Community Workshops (Task 3.5) will also be pushed through these same outlets. A second fact sheet will be developed to explain the purpose of the Zoning Ordinance and its relationship to the General Plan.

MIG will also develop two newsletters for including in the City's regular mailing. MIG proposes these newsletters be released during review of the draft community vision and guiding principles and during the adoption of the General Plan and Final Zoning Ordinance. These bilingual newsletters will be designed to be reproduced in a cost-effective manner. A cost to produce quarterly newsletters is listed in MIG's cost proposal.

3.9 Project Website. MIG will create and host a stand-alone website for the project using MIG's proprietary TownSquare™ software. The website will contain project information to include process overview, ways to get involved, upcoming meetings, how to provide input, and public documents. The website will also include links to social media accounts and a parallel section in Spanish language accessible through a Google Translate toolbar. MIG will work with City staff and the project team to determine final website design and content. MIG will curate the site's content pages and link pages to a library folder, as needed. MIG will respond to inquiries and comments on a weekly basis throughout the project. Administrator access will also be provided to designated City staff. The website will be used throughout the 24-month General Plan update process.

Task 3.0 Deliverables

- Community Outreach and Participation Strategy
- Focus Group and Stakeholder Meetings (10)
- GPAC Meetings (12)
- Envisioning Commerce Campaign Training (2)
- Envisioning Commerce Campaign Questionnaires and Summary
- Community Workshops (2)
- City Council Sub-Committee meetings (8)
- Planning Commission and City Council Meetings (6)
- Fact Sheets (2)
- Newsletters (2)
- Bilingual content for City media outlets
- Project Website
- Media Schedule

TASK 4.0 ZONING ORDINANCE UPDATE

4.1 Emergency Amendment Summary. The MIG Team will review the City's existing Zoning Ordinance and will prepare a memorandum identifying pressing amendments that should be undertaken prior to the Comprehensive Zoning Ordinance update. MIG will work with Planning Division staff to provide appropriate amendment language. We assume two or three emergency amendments may be required. We have provided an allowance for this task, as the full scope of urgent amendments is unknown.

4.2 Stakeholder Interviews. In consultation with City staff, MIG will develop a mailing list of stakeholder agencies, individuals, and interest groups. MIG will conduct one full day of interviews and focus groups with community stakeholders and interest groups such as developers, local builders and architects, commercial and industrial property and business owners, realtors and brokers, neighborhood groups and advocates, and Code Enforcement Staff. MIG will prepare a summary of key themes.

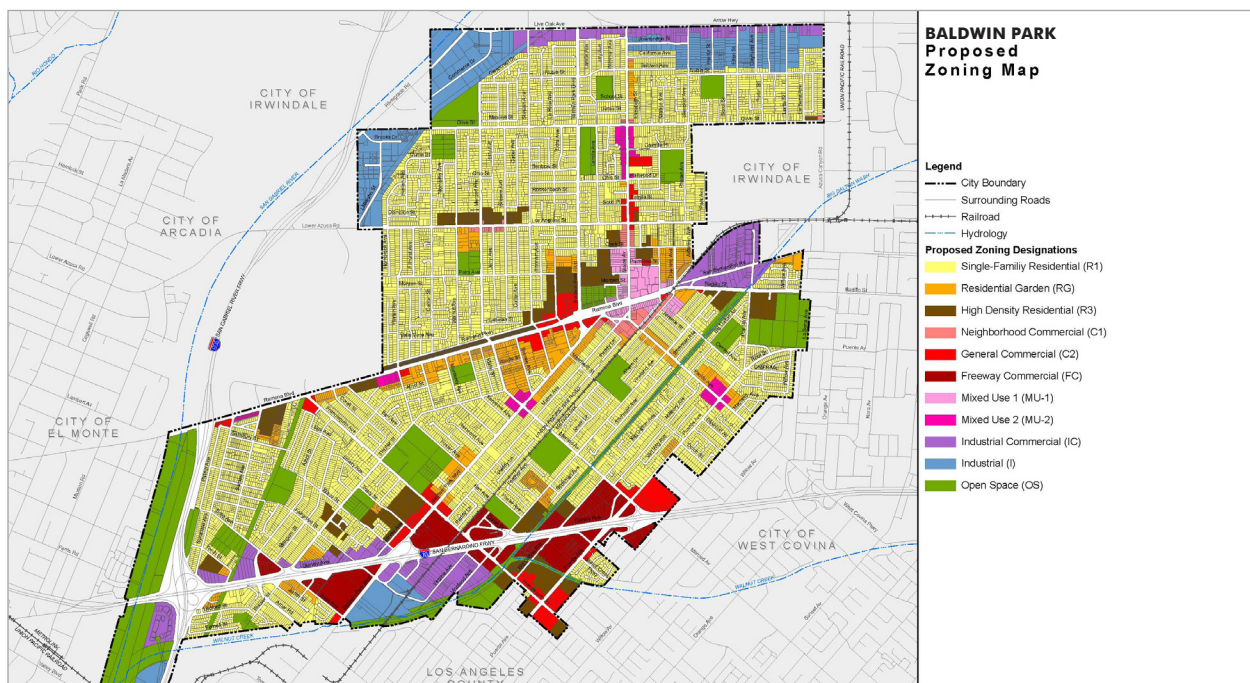
4.3 Diagnosis. MIG will prepare a comprehensive diagnosis of Title 19 in text and matrix format to identify all issues to be addressed in the update and to indicate options for addressing them. This diagnosis will draw from: a) General Plan policy direction, b) stakeholder interviews, c) review of existing Title 19 sections, and e) discussions with City staff.

4.4 Style Sheet, Format, and Zoning Ordinance

Outline. The MIG Team will prepare a recommended style sheet and a standard chapter format to be used for the Zoning Ordinance—along with a working annotated outline of the Zoning Ordinance—indicating how we propose to address issues in the updated Ordinance. Drawing from our past experience and best practices, the recommended approach is to restructure the Zoning Ordinance into a more logical and user-friendly format. We will also provide a matrix indicating the location of existing regulations, in comparison to the new format, so that comparisons can be made.

4.5 Ordinance (2 drafts). Based on input received to date in the process, the diagnosis we prepare, planning, zoning, and land use law requirements, and the policies of the updated General Plan, MIG will prepare an administrative draft of the Zoning Ordinance, submitted by chapter/article for internal City staff review. We will prepare tables to identify, simplify, and modernize the land use regulations and to present the development standards and will prepare graphics to supplement the text to convey key messages. MIG will:

- Create new zoning districts and correlated development standards to correspond directly to the land use designations in the General Plan
- Review and revise permitted and conditionally permitted uses in all zoning districts, with the intent of eliminating use of SIC Codes in the Manufacturing Zone



- Modernize regulations to be more responsive to contemporary development trends and encourage high-quality development, including a review of parking and loading requirements
- Update the sign regulations to comply with *Reed v. Town of Gilbert* directives for content neutrality
- Comprehensively update the Definitions and supplement them with illustrations
- Craft development approaches and requirements that will achieve the City’s design goals articulated in the General Plan
- Assess and propose revisions to purpose statements, review processes, and permit procedures
- Establish clear procedures for zoning-related applications, and identify opportunities for process simplification and flexibility

4.6 Public Review Draft Zoning Ordinance. Based on input and direction from City staff on the second Administrative Draft, the MIG Team will prepare revisions to the updated Zoning Ordinance for public review and distribution.

4.7 Draft Zoning Map (2 drafts). We propose to update the Zoning Map in GIS format at a parcel-specific level. The process of creating the map will first involve preparing a General Plan/Zoning consistency matrix for City staff review. Once staff approves the matrix, we can create a draft updated Zoning Map that includes the new zoning districts corresponding to the General Plan Land Use Map. We will prepare one Administrative Draft and one Public Review Draft Zoning Map.

4.8 Zoning Map Revisions Community Outreach. This task provides for focused outreach for the updated Zoning Map. Our experience has shown that the public hearing process can be eased when we directly address the concerns of property owners whose properties will be rezoned to achieve General Plan consistency and/or reflect changes in the new Zoning Ordinance (for example, renaming or elimination of zones). Many properties may be rezoned as a result of the update to the Zoning Map, and affected property owners may need to be individually noticed in this regard, depending on the number of rezonings occurring. MIG will prepare an informational newsletter describing the rezoning process and identifying parcels for rezoning, which can be produced and mailed to affected owners, as well as posted on the City’s website. The City will be responsible for reproduction costs and mailing/

distribution. We will also conduct a community workshop to allow property owners to review the proposed Zoning Map and ask questions in a public forum. Two MIG staff will attend and facilitate the meeting.

4.9 Test Drive with Focus Groups. MIG will present the pre-publication draft of the Zoning Ordinance to focus groups to “test drive” prior to release of the public review draft. We recommend that the focus groups consist of persons who would most frequently use the Zoning Ordinance, such as developers and architects, especially those with preliminary projects plans, and Code Enforcement staff. Our scope anticipates two focus group meetings, to be scheduled sequentially on the same day. MIG will prepare an action summary highlighting any specific areas of the Zoning Ordinance that should be revised based on input received.

4.10 Final Zoning Ordinance (2 drafts). Following focus group, GPAC input and direction from the Planning Commission on the draft Zoning Ordinance, the MIG Team will prepare the final document for public hearings. Following final City Council direction on the Zoning Ordinance, the MIG Team will prepare the final document to incorporate City Council direction. This version will be used for the second reading for adoption. In the budget, we have allocated a certain number of hours to prepare the final Code. If final City Council direction for Code revisions requires additional effort beyond that indicated, we will bill for the additional hours as additional work with prior authorization from City staff.

4.11 Interactive eCode (On-line Zoning Ordinance). Following City Council adoption of the final Zoning Ordinance, MIG will create a web-based Code, allowing users to query zoning and development regulations. The application would be suitable for use on desktop and mobile devices, thus providing a business-friendly approach to answering zoning and development questions quickly. This scope and budget includes our standard eCode, using our software Tangerine, which includes:

- A standard ePlan template that is customized to include the City’s logo and use the City’s colors and typography
- Conversion of the Word Doc to an online Tangerine document, which is similar to creating an interactive PDF

- Annual Software as a Service (SaaS) subscription fee, which provides unlimited publishing updates

MIG also offers a premium version of Tangerine, which includes adding custom features such as GIS integration; personalized Zoning Ordinance digital publications based on an address, area, theme, or use including related zoning regulations; integrated counter staff notes and interpretations; and/or enhanced digital design and multimedia asset integration (e.g. how to videos or smart process infographics, etc.). The premium version of Tangerine requires a custom quote based on specific City requirements and needs. The MIG team will meet with staff to discuss your priorities and develop a custom budget, scope, and schedule if this option is chosen.

4.12 Follow-up Services for the Zoning Ordinance.

The updated Zoning Ordinance will set in place new regulations and processes that may take some time for City staff to adapt to and become familiar with—and for the public as well. Also, our experience has shown that it will take about one year to work out kinks that could not be anticipated due to the extensive scope of changes. At no additional charge, for the year following adoption of the Zoning Ordinance, staff from the MIG Team will be available to City staff to respond to staff's questions and discuss and direct possible revisions to address provisions that need adjusting.

Task 4.0 Deliverables

- Emergency Amendment Memorandum (Word and PDF)
- Emergency Amendment Zoning Text (Word)
- Stakeholder Interview Summary (PDF)
- Zoning Diagnosis Memo (Word)
- Style Sheet, Format, and Outline Memo (Word)
- Administrative Draft Zoning Ordinance – 2 drafts (Word and 10 printed copies of each draft)
- Public Review Draft Zoning Ordinance (Word, PDF, and 11 printed copies)
- Administrative and Public Review Draft Zoning Map (11x17 PDF and all GIS files)
- Zoning Map Outreach Newsletter (PDF)
- Test Drive Action Summary (PDF)
- Final Zoning Ordinance (Word, PDF, and 11 printed copies)

TASK 5.0 CEQA

5.1 CEQA Project Initiation. MIG CEQA team staff will visit the project area and meet with staff to review project tasks, objectives, and work products.

5.2 Initial Study, Notice of Preparation, Scoping Meeting. MIG will complete a Notice of Preparation and Initial Study checklist and narrative to appropriately focus the topical contents to indicate potentially significant impacts that will be further analyzed during development of the Draft Environmental Impact Report (EIR). One MIG staff member will organize and lead one EIR scoping session with responsible/interested agencies and members of the public. City staff will be responsible for compiling the NOP mailing list, securing the scoping meeting location, and notifying interested parties that do not directly receive the NOP. MIG will distribute the NOP to the State Clearinghouse and appropriate agencies and individuals, and will post the NOP with the Los Angeles County Clerk.

5.3 Technical Analysis. MIG will prepare the following Technical Reports, which will form a basis for analysis in the EIR:

5.3.1 Air Quality and Greenhouse Gas Technical Report. Ramboll Environ will prepare technical reports analyzing air quality and greenhouse gas (GHG) emissions impacts in accordance with the CEQA Guidelines. As part of this task, air quality and GHG inventories will be prepared for the baseline and preferred alternative scenarios. Ramboll Environ has assumed that the inventories will be prepared using the current version CalEEMod®. The estimated emissions will primarily consist of those from operational mobile sources, energy and water use, stationary sources, and industrial sources. Ramboll Environ will also prepare the air quality and climate change sections of EIR, and assist with responses to comments received on the air quality and GHG analyses. For the purposes of this cost estimate, we have assumed that the two inventories noted above will be prepared and assessed using SCAQMD's guidance. This cost estimate assumes that no dispersion modeling or health risk assessment will be required.

5.3.2 Cultural Resources Letter Report. MIG will conduct cultural resources records searches for cultural resources and will prepare a Cultural Resources Letter Report that documents the cultural assessment and findings for the project. The letter

report will include a project description and record searches results, including cultural resources (through South Central Coastal Information Center), paleontological records (through the Natural History Museum of Los Angeles County), Sacred Lands File search, and Native American consultation (requesting information on Tribal Cultural Resources). The letter report will recommend mitigation measures for archaeological (prehistoric and historic), Tribal Cultural Resources, historic built environments, and paleontological resources.

5.3.3 Infrastructure Capacity Modeling Report.

Based on the existing conditions analysis, planning studies prepared for the General Plan, and the draft General Plan Update estimated buildout and land use intensities, team member Willdan will evaluate the proposed land use changes associated with General Plan buildout and will quantify the potential increase in water, stormwater, and sewer demands based on commonly accepted generation demands to determine if the existing infrastructure (water, sewer, and storm drain) has the capacity to accommodate the long-term land use projections and increased demands. We will identify, in consultation with purveyors, regional and local agency improvements necessary to accommodate the proposed land use plan.

5.3.4 Noise Monitoring and Technical Memorandum.

MIG will conduct short-term (hour or less) noise monitoring at up to four locations, and long-term (24-hour) noise monitoring at up to two locations (provided that secure monitoring locations can be identified). MIG will evaluate potential construction and operational noise levels associated with General Plan development allowances, including whether new development would potentially be exposed to incompatible noise levels and/or generate noise levels that would impact nearby land uses. The potential increases in traffic-related noise resulting from the plan will be estimated using the Federal Highway Administration's Traffic Noise Model (TNM), Version 2.5. MIG will prepare a noise contour map estimating existing and future noise levels associated with major roadways.

5.3.5 Traffic Impact Analysis Report. CS will conduct future traffic modeling using SCAG's regional model or the Gateway Cities Council of Governments (GCCOG) model. CS regularly uses both models and

in fact developed the GCCOG model, which includes the Commerce arterial roadway system. The chosen model will be used to assess the projected growth in travel on arterial streets between existing conditions and a future horizon year (likely to be 2040, which correlates with the SCAG forecasts).

5.4 Draft Program Environmental Impact Report.

MIG will develop a program-level Draft EIR that considers all aspects of General Plan and Zoning Ordinance implementation (i.e., citywide policy initiatives). Environmental topic areas and potential CEQA-defined impacts will be aligned with potential policies and directed projects contained in the General Plan. Associated mitigation strategies will be closely linked to General Plan policies. MIG assumes that three alternatives will be developed for the proposed project, including the No Project Alternative. This task assumes two rounds of review and comment by City staff.

5.5 Draft EIR Circulation/Notice of Availability. MIG will mail the Draft EIR and a Notice of Completion to the State Clearinghouse, and will mail a Notice of Availability and the Draft EIR to local agencies and interested parties based on a mailing list provided by City staff. MIG will prepare and file the NOC/A with the County Clerk. The City will be responsible for posting notices in the local newspaper.

5.6 Response to Comments and FEIR and Supporting CEQA Documents. MIG will prepare a Final EIR that includes responses to public and agency comments received on the Draft EIR during the 45-day public review period and a Mitigation Monitoring and Reporting Program. The budget assumes up to 80 individual comments will require a response (note: each comment letter may include multiple comments).

5.7 Findings & Statement of Overriding Considerations. MIG will prepare a Statement of Findings and Facts based on a format provided by the City Attorney and, if required, a Statement of Overriding Considerations.

5.8 Notice of Determination (NOD). Within five days of Certification of the EIR, MIG will prepare and file the NOD with the County Clerk and the State Clearinghouse. The City will be responsible for paying for any filing fees, including California Department of Fish and Wildlife fees.

Task 5.0 Deliverables

- Initial Study and Notice of Preparation: 30 printed copies of NOP, and 30 CDs of Initial Study
- Air Quality Technical Memorandum: Word and PDF
- Cultural Resources Letter Report: Word and PDF
- Infrastructure Capacity Modeling Report: Word and PDF
- Noise Monitoring and Technical Memorandum: Word and PDF
- Public Review Draft EIR: 30 CDs for circulation and 5 printed copies
- Final EIR: PDF and 5 printed copies
- Findings of Fact and Statement of Overriding Considerations: Word
- Notice of Determination: PDF and 2 printed copies

TASK 6.0 ALTERNATIVE/ADDITIONAL PRODUCTS

6.1 Land Use and Zoning Documents

- Adopted General Plan –hard copies, three-hole binders (10)

6.2 Land Use and Zoning Maps

- Updated Color Land Use Map (1" = 500') – 30x40 wall copies (5)
- Updated Color Zoning Map (1" = 500') – 30x40 wall copies (5)
- Color sets of full size, foam-mounted maps – 2 sets
- Color sets of full size, laminated maps – 1 set
- Aerial photograph of city – 3 copies

6.3 CEQA Documents

- 2 Screenchecks and 1 Draft CEQA document (10 hard copies)
- 1 Screencheck and 1 Draft response to comments document (10 hard copies)
- 1 Screencheck and 1 Draft Mitigation Monitoring Program (10 hard copies)
- 1 Screencheck and 1 Draft Statement of Findings and Facts (10 hard copies)
- 1 Screencheck and 1 Draft Statement of Overriding Considerations (10 hard copies)
- Certified final EIR (10 hard copies)
- Technical Appendices (10 hard copies)

6.4 Quarterly Bilingual Newsletters

- Seven off-set print quality newsletters

ASSUMPTIONS FOR THIS PROPOSAL

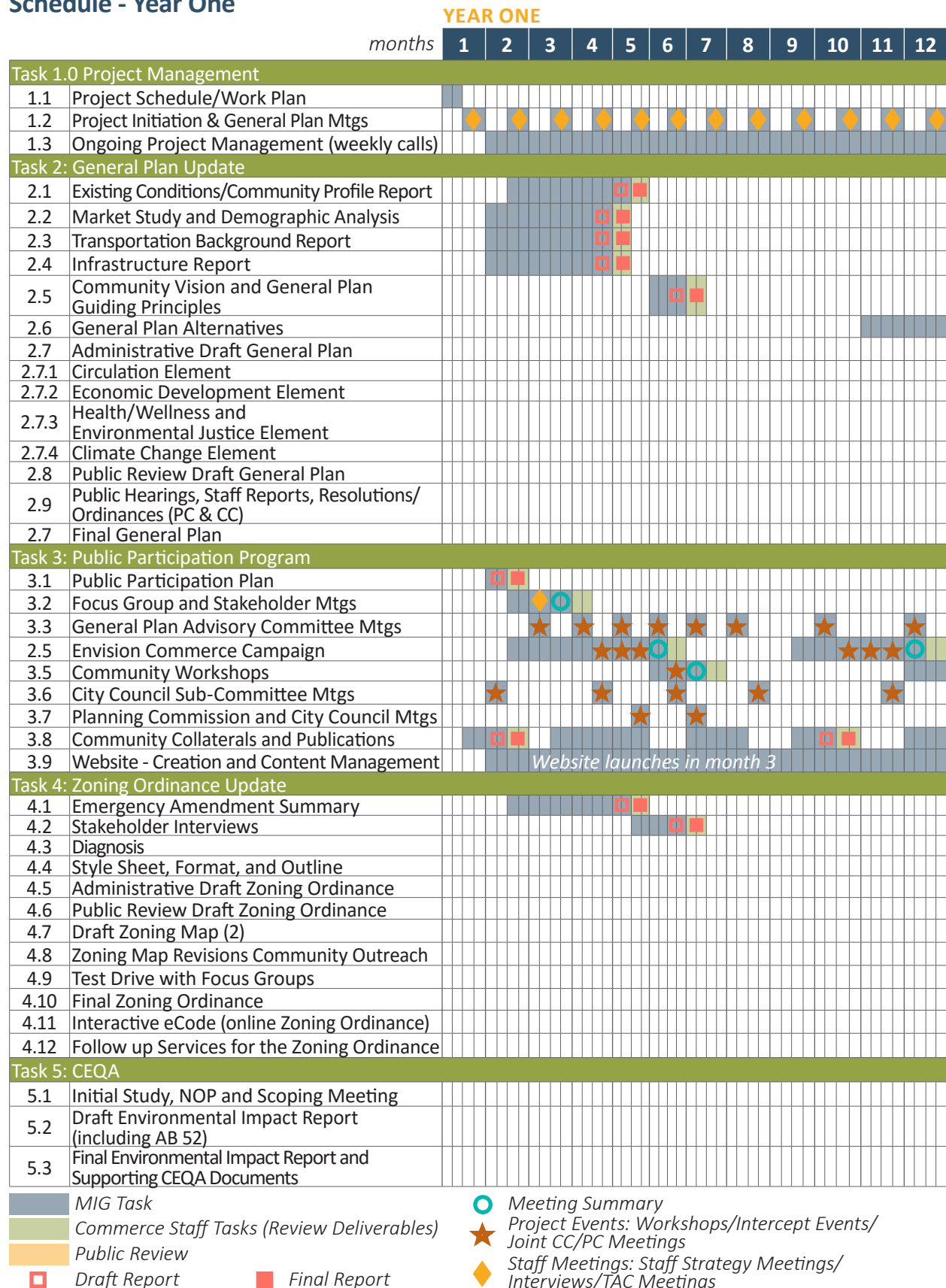
- City staff will be responsible for reviewing and providing one consolidated set of City comments to MIG on each document provided for City review.
- Unless otherwise stated, this scope and budget assume one round of review and comment from City staff.

- City staff will be responsible for consultation efforts with local Native American Tribes pursuant to SB 18 and AB 52. As an optional task, MIG can provide assistance with the administrative procedures associated with these requirements, including drafting of letters and coordinating consultation.
- MIG will prepare agendas, content materials (exhibits, PowerPoint presentations, and maps), sign in sheets, and summaries for all meetings.
- A Spanish language interpreter will be provided for community workshops.
- MIG staff will facilitate GPAC meetings and community workshops.
- All meetings are assumed taking place in public facilities; the budget assumes City staff will secure venues at no cost.
- Unless otherwise stated, MIG will prepare exhibits and presentation materials for workshops and public hearings.

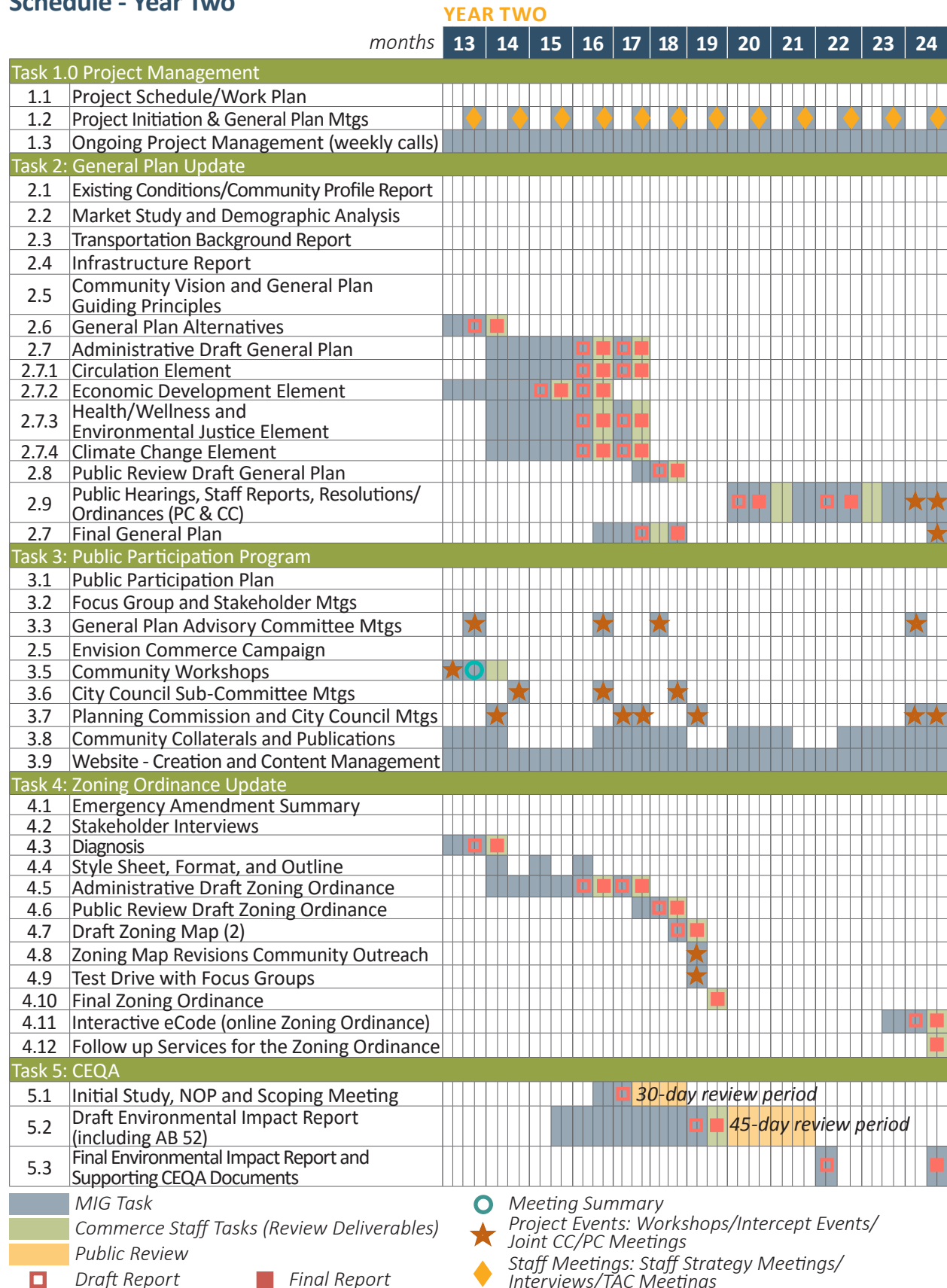
Documents to be provided by the City of Commerce

- Infrastructure master plans, maps and/or capacity reports (water, sewer, storm drains, flood, solid waste, watershed and recycled water)
- Municipal Service Reviews (studies done by engineering consultants for the City on any infrastructure plans or issue)
- Information about any amendments to the Zoning or General Plan maps, i.e., change of zoning designation, change in boundary, and change in uses. Provide copies of ordinances with exhibits showing amendments to the zoning or General Plan maps.
- Recent, pending or proposed Zoning ordinance changes
- List of currently planned/proposed projects by land use type
- Include at the minimum new floor area, new construction, and conversion of uses, whether or not they required building permit or planning entitlement
- List of recent public or private developments (last five years, citywide)
- Relevant grant applications related to transportation
- Current (latest) roadway traffic volumes map
- Roadway classification hierarchy and current street cross sections
- Pedestrian sidewalk information (missing segments)
- Street right-of-way inventory
- On-street parking restrictions, if any, and where
- Park master/strategic plan, if any
- Pedestrian safety assessment and associated data
- Social services plan/report
- Previous noise monitoring sites (if any)
- GIS Data

Schedule - Year One



Schedule - Year Two



04 Detailed Fee Proposal

Per the RFP instructions, our fee proposal is submitted under separate cover.

05 Appendix

ADDENDUM #1 ACKNOWLEDGEMENT

BIDDER MIG, Inc.

BUSINESS ADDRESS 537 South Raymond Avenue, Pasadena, CA 91105


CONTRACTOR'S SIGNATURE

October 30, 2017
DATE

Laura R. Stetson, AICP
PRINTED NAME

Principal
TITLE



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