



HOLISTIC THINKING. SUSTAINABLE SOLUTIONS.

June 16, 2023

Mr. Miguel Marquez, City Manager
City of Pasadena
100 North Garfield, Room S228
Pasadena, CA 91101

Dear Mr. Marquez,

Thank you for the City of Pasadena's ("City") interest in pointC, LLC ("pointC") continuing our work with the City in developing a future vision for and entitlement of the economic, environmental and community compatibility, and social and economic equity opportunities for the 50+ acres of the former State Route 710 stub successfully relinquished by Caltrans to the City one year ago in June 2022.

Over our 40-year company history – as well as our collective time serving in various capacities in local and state government – we have managed major land use entitlement efforts, major infrastructure projects, and a collection of innovative and complex projects and programs (see attached). These experiences have provided us with the experience and expertise to continue to serve the City in a strategic management capacity on this project following our successful work with the City in developing a strategic framework and managing the relinquishment process over several years, culminating in the City gaining ownership of the property.

This is an unprecedented opportunity for the City to reconnect communities after decades of uncertainty as to whether a major freeway would permanently bifurcate the City. Such an opportunity requires, first and foremost, the marshalling of all the expertise and experience within the City family across multiple departments (City Manager, Engineering, Planning, Transportation, Water & Power, etc.). This is truly an "all hands in unity" exercise, one that will also be in partnership with the community and multiple stakeholders.

Given our experience and expertise – as well as our hand's-on work with Caltrans in gaining this property back for the City – pointC proposes to provide a strategic and a management role in partnership with City staff and officials in developing a strategic management framework; working with and organizing City staff; interfacing with a selected consultant team; and organizing and interfacing with a variety of essential public, private, and non-profit partners throughout the entitlement process.

I formed my first consulting firm in 1986 (Planning Company Associates, Inc.) and, after gaining my first partner in 2003 when Tony Harris joined me, we formed pointC, LLC in 2010 as a successor entity to Planning Company Associates. A bit of background on a few projects under these two entities is provided as an attachment hereto.

120 North Madison Avenue
Pasadena, CA 91101
Tel (626) 768-2517
www.pointcpartners.com

Strategic Gameplan & Project Management

The relinquishment of property to the City after 50+ years provides a phenomenal opportunity for the City to not only reconnect communities separated by the proposed freeway right of way, but to create an equitable, sustainable asset that can provide benefits to the public and the City for decades to come.

pointC's approach to this effort includes:

- *Strategic Gameplan:* Assist the City in the development of an overall strategic program. The strategic program will include collaborative program development; infrastructure assessment; project completion; and positioning for implementation funding. Elements of the plan include:
 - City of Pasadena Management Team – strategic gameplan that both engages and creates ownership amongst the City team;
 - Consultant partners – define key values, goals, and intended outcomes in advance of consultant selection and, upon selection, work with consultant team and City team to implement a focused and collaborative City-led gameplan and implementation program.
 - Other project partners – develop a strategic partnership approach tailored to the City's intended outcomes that engages and activates:
 - Federal, State, Regional, and Local public leadership, and agency partners.
 - Non-profit leaders and organization partners.
 - Private entities and organization partners.
 - Program/project funding & finance: Prepare a strategic funding gameplan that identifies funding opportunities for:
 - Process funding – planning, entitlement.
 - Infrastructure funding – immediate and long-term infrastructure.
 - Implementation Funding/Finance – sustainable implementation strategies benefiting the City and its citizens.
 - Timing: 60 days from authorization to proceed

- *Project Management:* Assist the City with overall project management services
 - City Management team:
 - Assist City's project team;
 - Organization, deliverables, task management;
 - Planning & entitlement approach.
 - Infrastructure assessment and approach.
 - Consultant team
 - Assist City's project team in work with Consultant team, as directed.
 - Organization, deliverables, task management
 - Planning & entitlement
 - Infrastructure assessment and funding/implementation plan
 - Project partners
 - Public leadership, agency partners – identify, engage, and activate key public leaders and agencies as project partners in the processing, approval, funding, and implementation, as appropriate.
 - Non-profit, organization partners – identify, engage, and activate key non-profit leaders and organizations as partners and advocates.
 - Private entities, organization partners – identify, engage, and activate key private entity/organizations as partners and advocates.
 - Funding/finance coordination

- Process – at the outset and during the planning and entitlement process, identify and determine strategic approaches for additional funding for entitlement process(es)
 - Assist City in any identified funding processes as requested.
- Infrastructure – identify short, long-term options for funding infrastructure (in concert with strategic partnerships)
 - Develop an infrastructure funding matrix as a guide for the City in funding infrastructure needs.
- Implementation financing – identify sustainable implementation strategies that optimize City benefits.
- Timing: Ongoing

As “all eyes” are on the City’s performance and outcomes in this process, a strategic gameplan (similar to the type prepared for the City in advance of the relinquishment process) that sets forth both a strategic approach for the City team leading this effort, as well as an up-front focus on operating protocols for the consultant team members, and with the various sector partners to be engaged to help the City complete this process provides the context for successful outcomes.

Term & Budget

The above work program is designed to provide the City with the best opportunity to meet the challenge and opportunity of this process afforded by the gift of 50+ acres of property . Regarding the term for this work, it is anticipated to be a multi-year effort and thus a term of July 1, 2023 through June 30, 2026 is proposed. Regarding budget for pointC’s services, the budget for this effort is \$90,000 in 2023, \$180,000 in 2024 and 2025, and \$90,000 in 2026, for a total budget of \$540,000. pointC’s services will be billed on a monthly basis at a special public sector discounted rate of \$318.75 per hour.

On behalf of Tony and myself, we look forward to our continued work to help you design and move this major opportunity forward.

Should you have any questions, please do not hesitate to contact me directly.

Sincerely,



David Grannis

Attachments

Cc: Brenda Harvey-Williams
David Reyes
Tony Harris