



Richmond
CALIFORNIA

ONBOARDING MANUAL

Economic Development Fellow

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Background: This project proposes that the City of Richmond, California create a Brownfield Revitalization Initiative (BRI) within its Office of Economic Development to better leverage federal and state resources for brownfield revitalization. To do so, this project recommends that the City hire a full-time staff member to spearhead this initiative. The following document is a sample on-boarding plan for this full-time staff member.

WELCOME AND BACKGROUND

Welcome to the City of Richmond, California! Richmond is a vibrant, 116,790-person community in the East Bay of California's flourishing Bay Area.

[City to add additional background information on the city itself].

OVERVIEW OF THE ROLE

The City of Richmond is seeking hands-on support to build capacity in order to implement a Brownfield Revitalization Initiative (see more details below). Your ultimate goal during this 2-year fellowship will be to set up and implement sufficient department and team operational capacity such that the city is ready to run and formalize a Brownfield Revitalization Initiative.

Your direct supervisor will be [Samantha Carr](#), environmental manager in the Office of Economic Development. She can be reached at 510-620-5407.

BROWNFIELD REVITALIZATION INITIATIVE

The Richmond City Brownfield Revitalization Initiative (BRI) is intended to be a city-run program developed to accelerate cleanup and redevelopment of contaminated sites within the city. There are more than 440 of these sites within the city limits. Cleanup of these sites will provide a safer and healthier environment for our community and revitalize much-needed community retail and commercial corridors.

The goals of the BRI are to:

- a) Improve community health by cleaning up the soil and groundwater for redevelopment;
- b) Improve the sense of community by converting underutilized lands (with or without identified brownfields) for purposes desired by local community members; and
- c) Build community wealth by supporting local businesses and community-centered development on remediated land.

The 12 key actions of the BRI are:

1. **INVENTORY:** Keep an ongoing, up-to-date inventory of brownfield sites and development stages, in order of development priority, within the city.
2. **SITE PRIORITIZATION:** Biannually reevaluate priority sites with input from the community.
3. **CAPACITY BUILDING:** Develop and lead internal city educational webinars and meetings to ensure that city staff are up-to-date on available technical assistance and capacity building resources to redevelop brownfields. Join the California Community Economic Development Association (CCEDA) to access federally subsidized technical assistance for brownfield revitalization design and economic redevelopment.
4. **BUSINESS FUNDING SUPPORT:** Help developers apply for and access funding. Maintain a list of financing mechanisms, resources, grants, programs, and organizations that fund brownfield revitalization and redevelopment (including development financing and private investment), organized around project stage and type of project they support.
5. **GRANT APPLICATIONS:** Apply for brownfield and economic development grants from the state

and federal governments and philanthropic organizations.

6. **BUSINESS TECHNICAL SUPPORT:** Maintain a list of technical assistance resources, people, programs, and organizations that support brownfield revitalization and redevelopment organized around project stage and type of project they support. Maintain relationships with regional technical assistance and grant providers as well as brownfield remediation oversight agencies.
7. **REPRESENT RICHMOND'S INTERESTS IN REGIONAL ECONOMIC DEVELOPMENT PLANS:** Represent Richmond on the Bay Area Regional Collaborative and other local, regional, or state brownfield remediation and economic development groups.
8. **COMMUNITY VISIONING:** Organize, support, and attend community visioning and development meetings.
9. **COMMUNITY EDUCATION:** Organize, support, and present community educational webinars and meetings around brownfield remediation, available technical and financial support for brownfield remediation and development, market opportunities, and priority sites.
10. **BUSINESS ENGAGEMENT:** Work with the economic development and planning offices to organize and present market opportunities to potential businesses or developers based on community needs in priority sites (including maintaining an online marketplace with opportunities for development).
11. **PLANNING AND INCENTIVES:** Ensure that local business codes are enforced so that existing commercial space is appealingly presented and not filled with absentee investors. Simplify the zoning process for commercial corridor focused businesses. Explore new and creative ways to finance brownfield remediation and redevelopment around the city. Explore incentives for business placement in remediated urban infill locations and Opportunity Zones.
12. **LEARNING AND SHARING:** Attend local, regional, state, and national conferences to remain informed and up-to-date on available funding and technical assistance for brownfield revitalization and redevelopment. Present on Richmond success stories at these conferences.

ACTIONS AND DELIVERABLES

First 30 Days: Learning

The first 30 days are for building a solid foundation and establishing relationships. Get to know the city, your co-workers, your constituents, business leaders, current capacities at the city, and potential partners. Do as much reading and research as you can to understand the plans and priorities of city stakeholders, and potential challenges to growing capacity and implementing a Brownfield Revitalization Initiative. A reading resources list is included in Appendix A. Throughout your time with the city, you will need to update and add to the [Technical Assistance, Funding, Finance, and Capacity Building Resource Database](#).

Building Relationships

Meet with city officials. Set up one-on-one interviews with Samantha Carr, Lizeht Zepeda, Craig Murray, Patrick Phelan, Lina Velasco, Charice Duckworth, and Shasa Curl. Ask them what their priorities are and how they hope to achieve them.

Meet with community members. Get to know Richmond. Drive through the neighborhoods. Attend each of the Neighborhood Council meetings and get to know their main priorities and concerns regarding brownfields and development.

Meet with brownfield grant recipients. Reach out to the Community Development Housing Corporation (CDHC) and RichmondBUILD to discuss their experience with brownfield revitalization funding support and project engagement.

Meet with community partners. Numerous organizations throughout the city will be interested, and have a stake, in what you are working on. Learn from them and get their input. Key community partners include Urban Tilth, CoBiz, Richmond Community Foundation (RCF Connects), and MCE Clean Energy.

Meet with city-sponsored economic development community partnerships and programs to understand how community needs and expectations support the upcoming business development strategies. Key programs and partners include RichmondBUILD, RichmondWORKS, the city's Economic Development Com-

mission, the city's Economic Development Working Group, and the Richmond Workforce Development Commission.

Meet with technical assistance providers. The city has been understaffed, making it difficult to take advantage of free resources offered at the state and federal levels. Key technical assistance providers include the Center for Creative Land Recycling (CCLR), California Association for Local Economic Development (CALED), CCEDA, and [CDFA-Brownfields](#). See also the [Economic Development capacity building and technical assistance database](#), which helps you find technical assistance providers and resources for brownfield revitalization.

Meet with external partners. These partners include the Governor's Office of Business and Economic Development (GO-Biz), the state Office of Planning and Research (OPR), state Department of Toxic Substances Control (DTSC), California State Water Resources Control Board, CalEPA, Labor and Workforce Development Agency (LWDA), US Environmental Protection Agency (EPA) Region 9, Bay Area Regional Collaborative, Contra Costa County Supervisor John Gioia, City of Oakland, and East Bay Economic Development Alliance.

Learning and Research

Learn about the city and its existing capacity. Read through the city's 2022-23 Budget. Read through its General Plan 2030. Read through the [Business Development Strategy](#), the [Business Recovery Action Plan](#) and the community needs assessment (to be published in Fall 2022). Take a look at the locations of [brownfields and contaminated sites](#) within the city and their status.

Learn about finance mechanisms for brownfield revitalization and redevelopment. This [2021 Brownfields Federal Programs Guide](#) is a useful starting point.

Available Brownfield Redevelopment Funds	Available Financial Incentives that Would Attract Businesses
Social Impact Bonds	Opportunity Zones
CA Water Board Underground Storage Tank Cleanup Fund (USTCF)	Community Development Financial Institutions (CDFIs)
DTSC Equitable Community Revitalization Grant (ECRG)	New Markets Tax Credit
California Pollution Control Financing Authority (CPCFA)	Enhanced Infrastructure Financing District (EIFD)
Water Board Orphan Site Cleanup Fund (OSCF) Program	Historic Rehabilitation Tax Credits
California Community Economic Resilience Fund (not yet available)	Energy Efficiency and Renewable Energy
US Environmental Protection Agency (EPA) Assessment Grants	Low-Income Housing Tax Credits
EPA Revolving Loan Fund Grants	Small Business Administration loans
EPA Cleanup Grants	
EPA Job Training Grants	
EPA Brownfields Multipurpose Grants	
CA Drinking Water State Revolving Fund	
CA Clean Water State Revolving Fund	

IMPORTANT DATES AND DEADLINES

Fall 2022

Establish a Richmond representative in the Bay Area Regional Collaborative. [Join the CERF team email list](#). The California State Legislature passed SB-162 establishing the [Community Economic Resilience Fund](#) (CERF) to support resilient, equitable, and sustainable regional economies. The program is administered by GO-Biz, OPR, and LWDA. Rob Moreau, the regional economic recovery coordinator for the Bay Area, is your main contact for this program. He is based in Alameda County and can be reached at rob.moreau@gobiz.ca.gov or 916-716-2979. The Bay Area Regional Collaborative is convened through All Home. The main point of contact for All Home is Jay Banfield, and they can be reached at jbanfield@allhomeca.org.

60-Day Plan: Planning

Over the first 60 days, you should answer the question: how can the city do more with less? Review the operational plan for the Brownfield Revitalization Initiative. Pull city officials into meetings with technical assistance programs. Work with technical assistance providers to help with grant applications. Conduct a:

- Capacity Gap Analysis. Informed by the key learnings, operations goals, and expectations established by the city manager, create a gap analysis that identifies the department's programmatic, administrative, operational, and management capacity gaps.
- Brownfield Revitalization Services Roundtable. To learn more about the free and subsidized economic development support available to the Office of Economic Development, organize a roundtable with the capacity building and technical assistance providers at our disposal. A Brownfield Revitalization Initiative can be a motivating factor for planning, redevelopment, anti-blight strategies, and financial incentives for business attraction and local business ownership.

JANUARY 2023

Apply for a DTSC Grant. This should likely be one of the last available from the ECRG funds so it is important to keep this date in mind.

Days 90+: Execution

Begin to build the capacity at the city. Does that mean hiring? Hire. Does that mean building a joint working agreement between the City of Richmond and another city? Build it. Write out an operational plan designating exactly who will do what, and how much money it will cost so that the city can be sure to get it approved in the budget for the upcoming year. Write out a timeline.

Pursue the following steps:

- Launch the Internal Learn-by-Doing Plan. Design, build, and implement a learning plan that matches the services from the nonprofit and government sponsored organizations (e.g., CCLR, CCEDA, CALED, CDFA-Brownfields, DSTC, EPA Region 9). The learning plan should focus on project-based learning with real scenarios and case details that address the economic development focused programmatic, administrative, operational and management capacity gaps the city is experiencing as referenced in the [policy brief](#).
- Build Brownfield Site Inventory. Create a database of all the known brownfield sites, their status, and other relevant information as described in the operational plan.
- Identify Redevelopment Catalyst Areas. Informed by the [Richmond Community Needs Assessment](#), identify catalyst areas in need of development. Build a strategy to incorporate service providers (e.g., CCLR, technical assistance providers, grant writers, etc.) into existing city processes.
- Build Out Funding List for Developers. This list should include available public and private funding for developing on brownfield sites.
- Build Out Technical Assistance Providers List. This list should include all the available technical assistance providers.

APPENDIX A: READING AND RESOURCE LIST

1. City of Richmond 2030 General Plan
2. City of Richmond 2030 General Plan | Economic Development Element
3. Economic Development Action Plan
 - a. Richmond Short-Term Business Recovery Action Plan
 - b. Richmond Long-Term Business Development and Attraction Strategy
4. Approved FY 2022–23 Budget
5. Sharing Available Resources Efficiently: Best Practices Handbook
6. Interlocal Cooperation (sources for resource/staff sharing agreements)
7. Pennsylvania Intergovernmental Cooperation Handbook

APPENDIX B: COMMUNITY PARTNERS

Below is a list of community partners we recommend the BRI director connect with for collaboration and engagement to ensure that the BRI is a community-supported program and does not contribute to displacement and gentrification.

- 23rd Street Merchants Association
- Association of Bay Area Governments (ABAG)
- Bay Area Air Quality Management District (BAAQMD)
- Bay Area Regional Collaborative (BARC)
- Bay Area Rapid Transit (BART)
- Chevron
- City of Richmond Economic Development Commission (EDC)
- CoBiz
- Community Energy Services Corporation
- Community Youth Center of San Francisco
- Contra Costa Health Services
- Contra Costa Interfaith Supporting Community Organization (CCISCO)
- Contra Costa Small Business Development Center (SBDC)
- Cooperation Richmond
- GRID Alternatives
- Groundwork Richmond
- East Bay Energy Watch
- East Bay Municipal Utility District

- MCE Clean Energy MCE
- Metropolitan Transportation Commission (MTC)
- Office of Supervisor John M. Gioia
- Pacific Community Ventures (PCV)
- Pacific Gas and Electric (PG&E)
- Port of Richmond Business Association (PBRA)
- Renaissance Entrepreneurship Center
- Republic Services
- Rich City Rides
- Richmond Chamber of Commerce
- RCF Connects
- Richmond Trees
- Richmond High School Public Health Academy
- Richmond Main Street Initiative
- RYSE Center
- Bay Conservation and Development Commission (BCDC)
- Solar Richmond
- The California Endowment
- West Contra Costa Council of Business and Industries
- West Contra Costa Unified School District
- Working Solutions
- YES – Nature to Neighborhoods