



# A STRATEGIC PLAN FOR THE REDLANDS GENERAL PLAN UPDATE

## GENERAL PLAN SCOPE OF WORK DRAFT

CITY OF REDLANDS

October 2006



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## I PHASES

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The approach to the General Plan Update and the Environmental Impact Report work program envisions the project to be broken down into major phases, reflecting integrated public participation and analytical processes. These five phases—Background Studies/Opportunities and Challenges Assessment, Choices, Draft General Plan and EIR, Final General Plan and EIR, and Zoning Ordinance Update (optional Phase V)—are outlined below, and build upon community visioning conducted for the Strategic Plan.

Throughout these phases, the General Plan update will need to address the major issues being faced by the City. Understanding what these are and how they are perceived will evolve as the program proceeds; it is essential to retain flexibility to address and respond to specific concerns within the State mandated context of what a General Plan is and how it is intended to be used.

The General Plan will be laid out in an easy to read format, have a visual orientation, and richly illustrated with drawings, sketches, graphs/charts, and photographs.

### **Phase I: Background Studies/Opportunities and Challenges Assessment**

**Land Use and Vacant/Opportunity Site Survey.** A complete land use data layer would be created from existing data sources where available, and third party sources. Windshield surveys would be used to confirm the land use data, which would be given to the City as an ArcGIS data layer, and displayed on printed maps. Significant vacant parcels and parcels with redevelopment potential would be surveyed in more detail and identified in the Opportunities and Challenges task.

**Existing Conditions, Opportunities and Challenges Assessment.** A comprehensive assessment of all of the existing conditions, trends, and opportunities and challenges—physical, economic, and environmental—will be undertaken. This assessment will provide the springboard for the alternatives, basis for policies in the General Plan, and the setting for the General Plan EIR.

### **Phase II: Choices**

**Alternative Plans Workbook.** This workbook would draw from ideas that have emerged from the community forums and discussions with the City on land use concepts and classifications, and others, such as economic development initiatives and livability/sustainability concepts. Land use maps will be supplemented with visualization of selected areas. Impacts of the alternatives will be discussed to enable informed decision-making.

**Preferred Vision.** In close cooperation with the community (including a citywide workshop and neighborhood-level meetings), the General Plan Steering Committee and decision-makers, a Preferred Vision/Plan will be prepared. The Preferred Vision will encompass the land use and urban design framework, including issues related to development intensities and building massing, to provide the basis for preparation of detailed proposals in the General Plan.

**Framework Concepts and Key Goals.** These will complement the physical development framework embodied in the Preferred Vision. Key goals for each element will be identified, providing the bridge between the Preferred Plan and detailed policy development.

### **Phase III: Draft General Plan and EIR, and Phase IV, Final EIR**

**Draft General Plan.** The Draft General Plan would include all of the State-mandated elements (including Housing) as well as City/Urban Design, Growth Management, and Human Services elements. The emphasis would be on policies that all tie back to the vision, preferred plan, rather

than presentation of lengthy background material. Policies would be written with the intent of establishing the basis for implementing ordinances and other actions. Following public review and hearings, the adopted General Plan will be prepared.

**Environmental Impact Review.** Impact assessment would be conducted parallel to General Plan preparation, so that mitigation can be built into the General Plan, resulting in a self-mitigating Plan. The impact assessment, documented in the Draft EIR, would be circulated for public review and then finalized with the responses to comments meeting all CEQA requirements.

**Adopted General Plan.** This will be laid out in an easy-to-read format, with rich use of photographs, drawings, and three-dimensional visualization. It will be provided to the City in a format so as to be easily accessible on the web.

### **Phase V: Zoning Ordinance Update (Optional)**

**Zoning Ordinance Update.** A comprehensive update of the Zoning Ordinance will be undertaken and carried through hearings. The Zoning Ordinance shall also be richly illustrated to make it user friendly.

## **2 PROJECT DIRECTION**

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The Consultant will work closely with a General Plan Steering Committee (GPSC), which is in the process of being established. The Committee will consist of approximately 15-20 members, and is expected to meet about 15 times during the course of the project.

Additionally, the Planning Commission and the City Council will be involved at key decision-making stages throughout the project.

## **3 SCOPE OF WORK**

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This section outlines the proposed work program for all phases of the Redlands General Plan Update. The program is organized into ten tasks, from project initiation to publishing the final General Plan, EIR, and the Zoning Ordinance.

The task-by-task descriptions that follow present the City's approach to data collection, alternatives analysis, policy formulation and preparation of the documents. Each task description includes a purpose statement at the beginning. Proposers should clearly state any changes they recommend to this work program, and additionally identify the firms responsible for each task.

In addition to the "base" Scope of Work (Tasks 1 through 8), two optional tasks are identified: fiscal model and analysis, and comprehensive update of the Zoning Ordinance. Budget for these tasks should be clearly shown in the proposals.

The Scope of Work below incorporates the City Council/Planning Commission meetings, and the community/neighborhood workshops. Integration of the GPSC meetings with the work tasks will be determined during Task 1.

## **TASK I: RECONNAISSANCE AND ORGANIZATION**

*The objective of this first task will be to conduct a series of introductory and organizational tasks. An introductory meeting between the consultant team and City staff will occur. Background information needs will be determined, plan product formats, including computer-mapping formats, will be established, and the available land use information will be analyzed. Based on these introductory meetings and the evaluation of existing information, the proposal work program will be refined into a Final Work Program. The Work Program will be used to guide and track the General Plan and the EIR. In addition, the Work Program will clearly define overall project management and organization, staffing, technical studies, schedule and deliverables, and quality control measures to ensure cohesiveness and consistency of the final products.*

*Also included in this task is fine-tuning the Public Participation Program, although this component has to be flexible to respond to changing needs as the project progresses.*

- A. Conduct a kick-off meeting with City Staff.** The consultants will meet with members of the City Planning Department staff to review community issues, and the work program. At these meetings data sources will be identified, roles and responsibilities will be clarified, communication protocols will be established, and work program modifications will be discussed. The General Plan Planning Area will also be confirmed.

City staff will also provide team with an overview of existing plans and program, pipeline development, major opportunities, and issues. Existing information needed for the General Plan will be gathered. Additional information will be assembled, including facility plans, existing land use, and details on the status of proposed and approved development projects.

- B. Conduct Initial Meeting with the General Plan Steering Committee.** Results of the community outreach (community survey, community workshop, City Council/Planning Commission workshop, and stakeholder meetings) conducted during the previous phase of the General Plan Update process will be presented to the GPSC. GPSC's role for the General Plan Update, and overall meeting schedule with topics for each meeting will be reviewed.
- C. Finalize Public Participation Program and Schedule.** Any adjustments in timing stemming from staff meeting will be incorporated into the schedule and scope of work, following which a final work program and schedule will be prepared.
- D. Obtain and Compile GIS Database.** Using the City's existing GIS data, digital orthophoto and other sources, and fieldwork, the Consultant will prepare a computerized base map for the display and analysis of Planning Area land data. All GIS information and database development will be coordinated to be compatible with ArcGIS.
- E. Establish Project Website.** Consultant will provide to City staff complete design of the project website for placing it on the City's website. Interim designs will be reviewed with staff before the site is finalized. The Work Program, Public Participation Program, upcoming participation opportunities, and other material will be placed on the project website.

**Meetings:** *Kickoff meeting with City Planning Staff*  
*Kickoff meeting with the GPSC*

**Products:** *Final Scope of Work and Schedule*  
*Final Public Participation Program*  
*Project Website*  
*Materials for Project Website*

## **TASK 2: EXISTING CONDITIONS, OPPORTUNITIES AND CHALLENGES ASSESSMENT**

*The objective of this task will be to obtain and compile background information, analyze long-term trends, and summarize the opportunities and constraints in Redlands, and identify key factors that will affect planning decisions. For many topics, the background assessment will serve as the “setting” for the Environmental Impact Report.*

*This report will summarize existing conditions in the Redlands Planning Area with regard to the entire range of subject matter affecting physical development, including land use and population distribution, employment centers, community character, urban design, neighborhood livability, transportation, parks and open space, historic resources, conservation of natural resources, and safety. Economic and fiscal information will also be considered, as will regional trends that have an impact on the city.*

*The City has a well-compiled Master Environmental Assessment that was prepared as part of the last General Plan Update—for several topics, this will provide a good starting point. For other topics—such as aspects of land use, urban design, population and economic development, for example—information has changed considerably or is not included in the MEA, and new information will need to be compiled.*

*This report will be visually rich and written to be easily understood by the public and decision-makers. A series of computer-based maps for various topics will also be prepared and included in the report.*

*For each topic, this report will present:*

- *Background data and information;*
- *Analysis of the information for its pertinence to the General Plan Update; and*
- *Policy implications of the analysis and resulting issues.*

**A. Conduct Land Use Survey/Vacant Parcel Survey.** Building on information obtained from the City and MetroScan, focused windshield surveys will be conducted to verify land use data accuracy and to identify underutilized parcels. A complete land use data layer will be prepared, which will serve as the basis for calibration of the transportation model, land use analysis, and alternatives. Significant vacant and underutilized parcels will also be identified, based on a variety of considerations.

**B. Prepare Opportunities and Challenges Report.** A descriptive profile of the Redlands existing conditions will be prepared. This will involve the compilation of baseline data for each General Plan element/section and evaluation of this data to identify their planning implications. The latter will contribute to the framework of critical issues and challenges impacting the city to be addressed by the updated General Plan. This data will be compiled, textually described, mapped, and analyzed. Maps, photographs, illustrations, tables, and charts will be extensively used to facilitate understanding of the data. The following topic areas will be addressed:

### ***Land Use***

The consultant team will:

- Identify existing land uses within the city and depict these on the base map based on information available from the City.
- Map land uses outside the city, within the larger Planning Area—that is, communities of Crafton and Mentone. Areas outside the City may be mapped in less detail than for the urbanized area, but will be shown in order to present a comprehensive picture for the entire Planning Area.

- Tabulate the acreage of each category of use and, where information is available, the associated quantity of development such as the number of housing units and commercial and industrial square footage. Land use densities/intensities (units per acre for housing and floor area ratios for commercial and industrial uses) will be specified.
- Identify specific plans and master development plans and depict these on the base map, and describe their intended use and character.
- Identify the capacities of lands that are zoned or planned for new development or redevelopment (numbers of housing units, commercial and industrial building square footage, open space acres, and so on).
- Identify infill opportunity sites (such as in central Redlands) and the issues warranting a possible revision of their land use designation. With staff, Consultant will also review the City’s overall use and development pattern and identify any other existing uses that may be replaced or intensified due to their economic obsolescence, physical deterioration, or incompatibility with adjacent uses.
- Identify opportunities for transit oriented development (TOD), especially around the planned Metrolink stations.

### ***Population, Household and Labor Force Characteristics, and Trends***

#### **Existing Conditions Assessment**

Consultant will assemble, organize, and concisely summarize a wide range of information about the City’s population, demographic, household, income and labor force characteristics. Understanding the scale and composition of Redlands’ current population is an essential step in projecting future conditions under both baseline trends and alternative General Plan Update policies designed to alter those trends.

Consultant will assemble relevant data on the Redlands population’s social and economic characteristics (e.g., age, race, ethnicity, households, income, poverty, educational attainment, mobility, nativity and employment status), currently and over the past several decades. The profile will draw primarily on data available from the US Census Bureau, but will also include post-2000 census estimates prepared by the California Department of Finance and the Southern California Association of Governments (SCAG). The City’s socio-economic characteristics will be compared with San Bernardino County and the Inland Empire as a whole. To the degree possible, differences in characteristics between City subareas (e.g., the Northside) will also be reported. Every effort will be made to build on, rather than duplicate, analysis that may have already been prepared by City staff.

#### **Project Baseline City-Specific Population and Households**

Consultant will prepare a general baseline projection of population and households, based on a combination of the General Plan and recent population and demographic trends. Understanding the probable evolution of the City’s population is a central consideration in fashioning appropriate goals, objectives and policies for the General Plan. The age profile of the population, in particular, influences the scale of demand for housing of various types, suitable modes of transportation, purchased goods and services, cultural and arts activities, and many kinds of public services, including schools, parks and open space. It also has a direct affect on the size of the City’s labor force, and hence its capacity to balance jobs and housing opportunities. Inasmuch as Redlands is part of a very dynamic urban region, the scale and

composition of its population will be influenced by many external forces, as well as the characteristics internal to the City that attract people to reside there.

Consultant will project the probable scale and general composition of the City's population and its households over the planning horizon, but assuming no changes to current development standards or basic population trends. This work will draw on and be compared with forecasts prepared by SCAG.

### *Employment and Economic Characteristics and Trends*

#### Existing Conditions Assessment

Consultant will assemble, organize, and concisely summarize a wide range of information about the City's economic and employment characteristics. A thorough understanding the City's current competitive position in the subregional and regional economies is critical to beginning a thoughtful discussion about strategic choices that may be available to help guide the City toward an appropriate economic development strategy.

Consultant will assemble relevant data on the structure of Redlands' economy and the characteristics of employment by place of work within the City (e.g., numbers of jobs, unemployment rate, distribution of jobs by industry sector, number of firms, size of firms, and average payroll characteristics), including changes over past decades. Data sources will include City-specific employment and payroll by industry sector available from the California Employment Development Department, ZIP code-level data from the US Census Bureau's County Business Patterns, the Census Transportation Planning Package from the 2000 census, employment estimates prepared by SCAG, as well as other data that may be available from the City's Economic Development Department and the local Chamber of Commerce.

The City's economic and employment characteristics will be compared with San Bernardino County and the Inland Empire as a whole, including a "location quotient" analysis that can be used to characterize the City's competitive strengths by industry sector. To the degree possible, differences in characteristics between City subareas (e.g., the Northside) will also be reported. Here again, every effort will be made to build on, rather than duplicate, analysis that may have already been prepared by City staff.

#### Industry Sector and Employment Projections

Consultant will also project land use-specific employment and economic growth, based on general projections of market demand for new non-residential development, which will be developed in consultation with City staff.

The projections will assist the Project Team to frame a reasonable set of alternative growth scenarios for public review and comprehensive analysis. They will also result in analysis tools that will be useful in analyzing the growth scenarios and the preferred General Plan alternative.

Consultant will develop alternative projections of employment associated with meeting demand for various types of commercial development, including commercial office, retail, industrial and hotel uses. The projections will cover a range of assumptions for each land use. For example, the commercial office and industrial employment projections may consider constant shares of office and industrial employment, as projected by SCAG, as well as the City's weighted average shares of future County employment by specific industry sectors in which work is typically performed in an office or industrial environment. The retail employment projections will consider both the City's weighted average future share of County

retail employment and retail employment derived from projections of future retail spending in the City by households, visitors and non-resident workers. The hotel projections will be based on justified room nights of demand, by demand subsectors (e.g., transient and business guests) and alternative assumptions about future rooms supply.

Here again, the initial projections will be based on recent trends, but not on any future policies designed to alter those trends. The initial results will be compared with the SCAG employment growth forecasts for the City to 2030. These projection techniques will also be used to analyze alternative growth scenarios and the recommended General Plan alternative.

This task will also include a general assessment (but not a market demand analysis) of prospects and considerations for future development focused on educational, medical and high technology uses, and tourism.

### *Growth Management*

Pace of development in the City, and the implications of the various voter-enacted measures on residential growth and buildout population will be presented.

### *Community Design*

Consultant will analyze Redlands's urban form at three levels: the citywide scale, neighborhood, and individual block. The citywide analysis will emphasize entrances, edges, views, and streetscapes. Analysis at the neighborhood scale will include street network, intersection frequency, and development intensity. The block-level analysis will examine block sizes and the prototypical relationship between buildings and streets, in residential and non-residential areas—both traditional and emerging. In concert with the land use analysis, Consultant will identify existing and planned land use districts that contribute to a special quality of community “livability” as a result of the development pattern, visual character, and amenity. These elements will be depicted on the base map, described according to their contributing characteristics, and illustrated by photographs.

Using GIS, Consultant will analyze city and neighborhood walkability—accessibility to shops, services, downtown, and open spaces.

Consultant will review recently-built projects, design and development regulations in the Zoning Ordinance, and see how these match with community values and livability desires, and what changes in City policies and standards will foster better urban design.

### *Transportation Systems & Circulation*

Consultant will prepare a baseline transportation analysis, describing and quantifying existing systems and services as well as the policy framework related to highways, streets, air, freight and commuter rail, public transit, pedestrian and bicycle systems. This effort will make use of traffic count information compiled as part of our traffic model development process, as well as data available through the City's GIS resources and other information obtained from responsible planning and transportation agencies. The baseline transportation assessment will cover: functional classification of City streets; existing traffic volumes and levels of service on major roadways (57 roadway segments were listed in the last General Plan, 1994 version) or major intersections (up to 25 intersections) where traffic data is available through other sources, and on freeway segments; existing transit (rail and bus) services and facilities; bicycle and trail systems; Redlands Municipal Airport; and existing goods movement facilities including trucks and rail. Consultant will make extensive use of GIS resources to produce maps of the existing systems and services to accompany the written descriptions.

Consultant will also review the existing policy framework affecting the modes of transportation studied above, including policies in the current Redlands General Plan and in other relevant City and regional planning documents. Of particular interest in this effort will be a review of the City's level of service standard, in comparison with standards in other comparable jurisdictions. Potential adjustments to the City's transportation policies will be identified and discussed with staff and decision-makers.

Consultant will utilize the existing East Valley Transportation Model (EVTM) to assist in preparing traffic forecasts for this project. Consultant will evaluate all modeling parameters that are dependent upon land use to insure that the City and immediate surrounding area are properly modeled based upon existing developments and general plans. Special emphasis upon development of "high-cube" industrial land uses in and near the northwestern portion of the City will be important. These uses result in lower generation of traffic than other uses that traditionally locate in industrially zoned property.

The EVTM will be updated in a manner to permit forecasting of future traffic volumes on General Plan roadways and evaluate changes in these forecasts based upon assumptions for development and the circulation system.

SANBAG and the City of San Bernardino have indicated that it will be appropriate for the City to obtain the computer files that constitute the traffic model and make appropriate revisions to modeling and forecasting processes for this project. This will allow for examination of alternatives expediently and in depth.

### *Parks and Open space*

The parks and open space analysis will cover three components:

- **Parks and Recreational Open Space.** Using information from City staff as a basis, the Planning Area's parks and recreational open space will be mapped and quantified, including planned open space acquisitions. Existing park standards will be described, and the Emerald Necklace concept mapped and opportunities and challenges related to its completion assessed. Using service radii from existing parks, current deficiencies in recreational open space will also be visually represented, and neighborhoods or other areas lacking in such facilities will be identified. The pace of park development over the past 15 years will be matched against population growth, and issues related to parkland deficiency, and acquisition and development will be examined.
- **Non-recreational Open Space.** Areas of non-recreational open space will be identified, and their potential for preservation will be discussed, based on existing plans and use regulations. Issues related to open space preservation in the Southeast Area—such as signature ridgeline preservation, landform and grading, habitat conservation, infrastructure, and safety—will also be examined.
- **Citrus Areas.** Issues related to citrus preservation will be examined. This section will provide the basis for establishing what needs to be preserved, purpose (aesthetic or as a working enterprise), mechanism for preservation, and long-term viability, corresponding possibly to factors such as residential densities, association with historical events, long-term sustainability, and trends in surrounding cities and communities.

### *Biological Resources*

The biological resources section will focus on sensitive animal and plant species, and special habitats. The report will identify potential impacts, if any, to sensitive resources and suggest mitigation measures for those impacts. This will encompass:

- *Literature Search, Records Check, Review of Existing Reports and Maps.* Prior to the field survey, Consultant will review the information from previous studies in the project vicinity. A literature review will be conducted to identify sensitive species known or reported to occur within the project area. The literature review will include the California Natural Diversity Data Base (CNDDB) and the California Native Plant Society (CNPS) Electronic Inventory. The existing General Plan Maps, aerial photographs, soil maps and other readily available collateral material will be reviewed.
- *Survey/General Overview.* A general citywide survey will be conducted by Consultant biologists familiar with sensitive biological resources of the area. The survey will consist of spot checking areas of special interest due to high resource values, high level of potential land use conflict or discrepancies in the collateral information. The survey will identify:
  - Habitat types;
  - Potential locations of sensitive plant species within the City (this may be dependent upon seasonal bloom periods);
  - A general plant and wildlife description;
  - Identification of habitat for sensitive species identified during the literature search (i.e., Santa Ana River woolly-star, slender-horned spine flower, burrowing owl, California gnatcatcher, San Bernardino kangaroo rat); and
  - A preliminary identification of areas that may be considered wetlands, waters of the U.S., as defined by the U.S. Army Corps of Engineers, or streambeds as defined by the California Department of Fish and Game (CDFG).

The survey methodology and results will be summarized. Focused surveys are not expected to be conducted.

The Biological Resources section will include findings regarding sensitive species, and evaluation of potential sensitive habitat, plant and animal species observed to be present, and a general habitat description. Graphics will be included in the reports, showing the site location, sensitive species sightings, and sensitive habitat locations, as needed.

The section will analyze potential impacts of the development on the biological resources and all identified sensitive species, if any. The analysis will include a discussion of the types and amount of habitats present on-site and the importance of these habitats in a regional context. The report will also assess cumulative impacts to these resources based on development in surrounding areas.

The assessment will address any areas which may qualify as jurisdictional wetlands or streambeds. Depending on the configuration of the proposed project, a delineation of areas subject to U.S. Army Corps of Engineers and California Department of Fish and Game may be necessary for permitting. An overview of these issues will be included in the report; however, a formal jurisdictional delineation, or processing of related permits is not expected as part of the report.

### *Historical and Archaeological Resources*

The consultant team will meet with representatives from the City's Historic Preservation Commission and review existing documentation pertaining to City historic resources, and will perform an analysis of the National Register of Historic Places and other appropriate databases to determine what historic or cultural resources exist within the City. A workshop with the City's Historic Preservation Commission will be conducted in order to discuss Preservation Options and Incentives, Designation Criteria and Process, as well as Certified Local Government (CLG) opportunity.

For archaeological resources, the San Bernardino Archaeological Information Center and other information sources will be consulted on presence of resources, which are known to exist in several parts of the City, including Santa Ana River Wash, San Timoteo and Live Oak canyons, and Crafton Hills.

### *Geologic/Seismic Hazards*

Consultant will review background information, including available geotechnical reports, geologic and geologic hazard maps, and stereoscopic aerial photographs. Major sources of information will include the California Division of Mines and Geology (CDMG), United States Geologic Survey (USGS), Southern California Earthquake Center (SCEC), published technical journals, Internet resources, in-house information, and information that can be obtained from the City of Redlands, including geotechnical reports that are on-file. The area geology will be mapped at a reconnaissance level.

### *Flood Hazards*

A review will be made of local studies as well as the Federal Emergency Management Agency's Flood Insurance Rate Maps (FIRM) maps in order to delineate areas of flooding hazard.

### *Fire Hazards*

Data regarding fire hazards in the City will be reviewed and updated. Potential fire risks will be described including those in and downwind of the brush-covered foothills and in built urban areas. Maps of hazardous areas will be updated. Existing fire service facilities will be described including their location, number of personnel, and equipment. Standards for service response will be compared with actual experience during the past five years, based on Fire Department input.

### *Noise*

Consultant will review applicable State and City noise and land use compatibility criteria. Noise standards recommended by the State and identified in the City's current Noise Element and Municipal Code noise ordinance will be reviewed. The areas with potential future noise impacts will be identified using land use information included in the General Plan Update, aerial photographs, and field reconnaissance. Existing roadway traffic noise along major roadway segments within the City will be calculated, using traffic data included in the traffic study for the General Plan Update project.

Long-term ambient noise measurements will be conducted at up to four representative locations for a 24-hour period. Short-term ambient noise measurements will be conducted at up to 10 representative locations for a 20-minute period. These monitoring locations will be determined with the City's input to represent areas adjacent to freeways or railroad tracks, or any other areas with noise concern. Ambient noise measurement results will be presented in a table format to document the existing noise environment within the City.

Noise contours along major roadways will be provided in tables and on maps based on the calculated traffic noise levels. Noise contours along railroad tracks within the City will be provided based on existing railroad noise contours or available railroad operational information. Existing airport noise contours for San Bernardino International Airport and Redlands Municipal Airport will be obtained and included in the noise contour maps.

- C. **Prepare Final Opportunities and Challenges Report.** Following staff review of the draft, the Working Paper will be revised and then finalized for publication.
- D. **Present Opportunities and Challenges Assessment to Decision-Makers.** The City envisions one (three to four hours) or two (perhaps two hour each) joint workshops with the Planning Commission/City Council/General Plan Steering Committee where results of the assessment will be presented. To enable the consultant team to present findings on key topics, a substantial time will be reserved at each meeting for decision-maker feedback on issues, choices, and strategies presented. Decision-maker feedback will be used to draw up Alternatives (Task 3), as well as incorporation in General Plan policy.

*Meetings: City Council/Planning Workshops (2) on Opportunities and Challenges Assessment  
Historic Preservation Commission (1)*

*Products: Opportunities and Challenges Report*

### **TASK 3: SKETCH PLANS**

*The intent of this task is to identify three planning alternatives and conduct a thorough analysis of these to allow informed decision-making.*

*This task will be conducted in two parts:*

1. *Building on the identified issues, and opportunities and constraints, Consultant will formulate and analyze three plans illustrating alternative land use and circulation patterns for the Planning Area.*
2. *An evaluation of the alternative “sketch plans” will be conducted, so informed decisions can be made. This effort will include analysis of population and employment, and traffic impacts of each alternative.*

*Alternatives would encompass both greenfield and infill development.*

- A. **Conduct Neighborhood Workshops on Defining Alternative Plans (Two).** Two workshops will be held with the community to present results of the Opportunities and Challenges assessment, and brainstorm about issues and ideas to be included in the Alternative Plans.
- B. **Define Preliminary Alternative Plans.** The land use/transportation alternatives will be defined. The alternatives will be sensitive to the issues, opportunities, and constraints identified in the Opportunities and Challenges task and the community workshops, and offer real choices. For instance, no plan alternative will show development at locations that have been conclusively identified as inappropriate due to environmental hazards, sensitive habitats, or other constraints.

The alternatives will be sufficiently developed to show the community and decision-makers clear choices among major land use options. Sketch Plan alternatives will incorporate urban design concepts and will explore land use arrangements, mixes, locations of centers and activities to reduce traffic impacts and promote quality of life.

- Sketch Plan alternatives will incorporate urban design and livability concepts and will address the challenge of adapting these concepts to Redlands.
  - Issues of amenities in Northside, and walkability will be addressed.
  - Opportunities for development in Central Redlands and Transit Oriented Development around Metrolink stations will be explored.
  - Existing community, specific, and other planning efforts will be integrated into the preparation of the sketch plans alternatives.
- C. **Evaluate Alternative Plans.** Impacts of the plans will be quantified. Relative merits and disadvantages of the alternatives will be assessed. Topics for evaluation will include:
- **Land Use, Population, and Employment.** Comparative impacts in terms of population, jobs/housing balance, and other factors of concern will be prepared for presentation in narrative and tabular form.
  - **Economics.** A qualitative assessment on the feasibility and likely impacts of the alternatives will be provided. Analysis of the impacts of the alternatives on the City's General Plan fund will be an optional task (see below).
  - **Transportation.** Traffic forecasts will be developed for each alternative. Citywide transportation measures such as vehicle miles of travel, hours of delay, and numbers of trips generated will be calculated for each of the three alternatives and will be used to assist in comparing and contrasting the effects of the alternatives. Traffic volumes and operations at key locations will be documented and analyzed, and Consultant will identify the transportation infrastructure necessary to address the deficiencies identified through modeling. The results will be used to determine the effectiveness of potential circulation improvements and their possible inclusion in the final Preferred Alternative.
  - **Fiscal Model and Evaluation (optional).** See Optional Task A.
- D. **Prepare Final Alternative Plans Report.** The alternatives, their organizing principles, as well as the evaluation, will be summarized in a working paper. Following staff review of an administrative draft, a Workbook for Public Review will be prepared.

*Meetings: Community Workshops on Ideas for Alternatives*

*Products: Alternative Plans Report  
Fiscal Model (optional; see Optional Task A later)*

#### **TASK 4: PREFERRED PLAN SELECTION AND REFINEMENT**

*In this task, a Preferred Plan will be selected and refined in collaboration with the community and decision-makers. The selection of a Preferred plan will create a framework within which new policy language can be developed and the General Plan updated. Much of the focus of choosing a Preferred Plan will revolve around the major issues identified such as economic sustainability, open space preservation, and achieving a self-sustaining mix of land uses. Additionally, framework concepts or key goals for the individual elements will provide a bridge to detailed policy-making.*

- A. **Prepare Newsletter on Planning Alternatives.** This newsletter will summarize the key alternatives being considered for the General Plan. Opportunities for public input will also be included. The City will be responsible for printing and mailing.
- B. **Conduct Community Workshops on Alternatives.** The consultant team will lead a series of neighborhood workshops (five workshops) to discuss and compare the alternative plans. The

format for the public workshop will be reviewed with City staff. While some of the material discussed will be common to all workshops, neighborhood-specific issues will be addressed in targeted discussions with area residents of the specific neighborhood where workshop is held.

- C. **Conduct Decision Maker Workshop on Alternatives.** Decision-makers will be briefed on the alternatives, their impacts, and community reaction to them, so decision-makers can weigh in or provide specific direction to the staff/consultants.
- D. **Prepare Preferred Alternative.** Following the public input and direction by decision-makers and City staff, a preliminary preferred plan will be prepared. This will be reviewed with staff and refined in an interactive setting.
- E. **Present Preliminary Preferred Plan to Decision-makers and Refine in Real Time Interactive Workshop.** The Preliminary Preferred Plan will be presented to the Planning Commission/City Council and refined in an interactive workshop setting using GIS-based analysis, so that buildout calculations and indicator assessment happens in real time.
- F. **Prepare Policy and Framework Concepts.** These concepts, in a memo format, will synthesize information gathered to date and assist the Planning Commission/City Council in bridging the gap between Preferred Plan and detailed policy development. Key goals or guiding policies for each of the plan elements will be identified.
- G. **Review Framework Concepts, Key Goals, and results of Traffic Evaluation with the Decision-Makers.** The concepts and key goals (from Task F above) will be reviewed with the Planning Commission/City Council in joint workshop.

*Meetings: Neighborhood workshops on Alternatives (5)  
Decision-maker meeting on Alternatives  
Decision-maker meeting on Preferred Plan  
Decision-maker meeting on Framework Concepts and Key Goals*

*Products: Newsletter: General Plan Alternatives  
Workshop Materials  
Preliminary Preferred Plan (display and report size in color)  
Preferred Plan  
Memo on Framework Concepts and Key Goals*

## **TASK 5: DRAFT GENERAL PLAN**

*Decision-maker approval of a Preferred Plan and key goals will establish a strong foundation to build detailed General Plan policies. Balancing attention between text policies, the land use plan, and the land use classifications is critical to a successful General Plan. The Consultant will strive for brevity and clarity that enables all interested persons to easily tell what commitments the City is making, what it hopes to accomplish, and whether a proposed project is consistent with the General Plan. The General Plan will include both “guiding policies” (or goals) and “implementing policies”, the latter forming the basis for implementing ordinances or amendments to existing ordinances. This task will be conducted in parallel with the Draft EIR exercise, so that any necessary mitigation can be folded into Plan policies to ensure that the Plan is “self-mitigating”.*

*The City’s current General Plan element structure is logical and responsive to the City’s needs. Thus, while the contents of the elements may change, the City anticipates having an overall outline similar to the current General Plan; the General Plan will meet State-mandated requirements for all elements (with the exception of Housing), rearranged to fit this outline. The General Plan will be richly illustrated with drawings and photographs, and attractively designed using desktop publishing software.*

- A. **Prepare Outline.** Consultant will prepare an outline and format for the General Plan and review it with City staff. Topics that will be covered in each section will be identified, and a “mock-up” section will be prepared for staff approval.
- B. **Establish Plan Forecasts.** Forecasts of land use, population, employment changes that will occur at General Plan buildout will be prepared.
- C. **Conduct Traffic Assessment of Preferred Plan.** The transportation network identified to support the final Preferred Alternative will be represented in the Circulation Diagram in the General Plan. GIS mapping will be used for final presentation of traffic conditions. Mapping will include daily and peak hour traffic volumes on roadways and Level of Service forecasts for important intersections.
- D. **Prepare General Plan.** Each element of the General Plan will include background information, goals and implementing policies, and monitoring and evaluation requirements. As discussed in the Project Approach, implementing policies will be consolidated into a stand-alone document – the General Plan Implementation Program. For each element, meetings with key figures from each department will be arranged as needed. A preliminary list of elements for the General Plan follows:

#### *Land Use Element*

This element will identify the location and intensity of uses, and provide policies that would result in developments that are appropriate to the character and setting of Redlands. Topics in the element would include:

- Land use classifications; density/intensity standards
- Population and job holding capacity; jobs/housing balance
- Detailed policies for key areas/corridors
- Policies for coordination with adjacent communities, and unincorporated areas
- Land use incentives

#### *Growth Management*

The Growth Management Element will incorporate policies relating to “principles of managed development”, amount and rate of growth—including policies stemming from Citizen-passed initiatives—and the timing of public improvements. It will address issues related to Sphere of Influence, annexation, development in the “donut hole”, and the City’s relationship with the unincorporated communities in its Planning Area.

#### *City Design (or Urban Design) and Preservation Element*

Utilizing the research and planning implications drawn from the community design and land use analyses in the Opportunities and Challenges Report, an urban design strategy will be drafted for the preferred land use plan. The strategy will be premised on a “livable

communities” goal of integration of land use, transportation, and public amenities, which has been refined in concert with the public. This will take into consideration:

- Overall city image and identity
- City entrances and edges; buffering
- Design policies for key areas/corridors, including relationship between streets and buildings
- Relationships between development patterns, building forms, density, walkability, transportation options, and streets within different use districts
- Accessibility and connectivity
- Enhancement of quality of life of Northside
- Historic preservation, including incentives for conservation
- Green building

#### *Circulation Element*

The Circulation Element’s system plan will encompass the full range of transportation modes, including conceptual locations for major roadways, transit, and pedestrian and bicycle corridors. The Circulation Element will include the following topics:

- Redland’s Travel Characteristics and Regional Setting
- Streets and Traffic:
  - Classification System including Functional Classification and Size of Key Routes
  - Projected Traffic Conditions
  - Circulation Diagram Showing Existing and Planned Transportation Improvements
  - Standards for Traffic Level of Service
  - Neighborhood Traffic Management
- Freight Transportation (Both Highway and Rail)
  - Proposed Truck Routes
  - Proposed Rail Transportation And Connections to the Street Network
- Transportation Demand Management
- Public Transportation, including Proposed Transit System and Services
- Bicycle and Pedestrian Systems
  - Bicycle and Pedestrian Facility Classification System
  - Proposed Bikeway and Pedestrian System Bicycle and Pedestrian Transportation

A special analysis of bicycle and pedestrian systems will be included. A review of potential corridors for Class I Bikeways will be made along appropriate limited access corridors. Strategies for implementation of Class II or Class III (On-street) bicycle facilities will also be included in the plan.

### ***Open Space and Conservation Element***

The State mandated Open Space and Conservation elements will be consolidated into one single element (as is the case with the current General Plan), given the functional and content overlap between the two. The element will be closely coordinated with the Land Use, Community Design and Livability, as well as the Circulation elements.

Park and recreational open space topics addressed will include:

- Park standards (size and distribution)
- Location of new parks and open spaces
- Existing trails, future plans, and recommended actions to initiate additional trail installation
- Key policies and programs for new parkland development

The element will also include specific provisions regulating the development and preservation of open space and natural resources. Topics to be addressed include:

- Habitat and biological resources conservation;
- Water quality;
- Agriculture/citrus preservation;
- Air quality; and
- Energy resources and conservation;
- Waste management and recycling ;
- Mineral resources and aggregate production; and
- Archaeological resources preservation.

### ***Health and Safety Element***

Topics to be addressed include:

- Seismic, geologic and soils hazards;
- Air quality;
- Water quality
- Fire hazards;
- Hazardous materials;
- Flooding and drainage;
- Airport safety; and
- Emergency management.

### ***Noise Element***

Noise impacts from vehicular traffic will be assessed using the U.S. Federal Highway Traffic Noise Prediction Model (FHWA-RD-77-108, December 1978) to address potential noise impact concerns of the City. Model input data needed include average daily traffic volumes; day/night percentages of autos and medium and heavy trucks; vehicle speeds; ground attenuation factors; and roadway widths. Projected noise from Metrolink/other rail

projections, airport, and any adopted plans or projects will also be mapped. The 24-hour weighted Community Noise Equivalent Level (CNEL) along major roadways that would be potentially affected by the proposed General Plan Update will be tabulated. Traffic parameters necessary for the model input will be obtained from the traffic study prepared for the General Plan Update.

Potential noise impacts from the stationary noise sources associated with commercial/industrial uses, including loading/unloading activities or air-conditioning/generator units, to noise-sensitive uses adjacent to such noise-generating land uses will be analyzed.

Standards for noise exposure for the different land uses will be included. Feasible noise mitigation measures designed to reduce short- and long-term impacts to acceptable noise levels will be identified where applicable, and incorporated as policy. Both an evaluation of the potential mitigation measures and a discussion of their effectiveness will be provided.

#### *Human Services Element*

Policies in the current Human Services Element—encompassing human services coordination, family needs, day care, and community health and education—will be reviewed and updated for consistency with other elements and for compliance with current State law (such for day care).

#### *Economic Development Element*

The Land Use Element will encompass economic criteria. The Economic Development Element will build off on the existing Economic Development Element, and outline key strategies for promoting economic growth, and attracting and retaining desirable uses.

#### *Housing Element*

A comprehensive update of the Housing Element will be undertaken, including updating of information and policies/programs, and ensuring consistency with the new General Plan. Information from the existing Housing Element, building permit records, Census, the California Department of Finance and SCAG will be assembled to describe current and future housing needs. The Housing Element tasks will include:

- Review and summarize latest Census data concerning population size, distribution, growth, and composition, including such characteristics as age, sex, ethnicity, income, and household size.
- Review and summarize the existing housing stock in terms of number, size, type, composition, tenure, vacancy rates, condition, costs and household size.
- Identify special housing needs of the elderly, disabled, large families, families with female heads of households, and the homeless.
- Identify projected housing need, including the Regional Housing Needs Determination allocation from SCAG.
- Housing Accomplishments (City Staff). Status of implementation and accomplishments regarding existing Housing Element programs; what quantified objectives have been met and how.
- Housing Inventory. Identification of vacant and redevelopable land.

- Identify Governmental Constraints (City Staff). Constraints to housing development; land use controls, codes and enforcement measures, on/off site improvement requirements, fees and exactions (using housing type models, if appropriate), and permit processing procedures.
- Identify and assess nongovernmental constraints on the production of housing, including construction and financing costs.
- Identify Governmental Resources (City Staff). Financial resources available for housing (e.g., Redevelopment Agency set-aside funds, funds for preserving units at-risk of converting to market rates, and Community Development Block Grant programs of the City.
- Identify and assess City's efforts (and private efforts) for homeless shelters, City Council actions to support local assistance agencies (through the City Clerk's Office) and other similar programs and activities.
- At-risk Units. Identification of existing subsidized units that are at risk of conversion to market-rate.

The Draft Housing Element shall be submitted to HCD with enough time allotted (60 days) to allow for review by the State, revision of the Draft Housing Element based on HCD comments, and adoption by the City Council along with the rest of the General Plan. The Housing Element shall also contain an update of the Housing Production Plan as required by Community Redevelopment Law.

- E. Implementation and Monitoring.** The General Plan implementing policies will constitute the Implementation Program for the General Plan; if so desired, these can be assembled into an independent document/matrix, so implementation can be tracked or included programs easily prioritized. In addition, statutory requirements for annual General Plan reports will be included. Major capital improvements resulting from the General Plan—parks, streets, water/wastewater system improvements—can also be compiled into list, so that the City can prioritize timing and improvements.
- F. Decision-Maker Meetings.** Some policy issues must necessarily be considered and resolved during the preparation of the General Plan. Decision-makers (City Council and/or Planning Commission) will convene as needed (likely 2 or 3 meetings) to provide the project team with planning policy direction.
- G. Prepare Hearing Draft General Plan.** An Administrative Draft will be presented for staff review and will be revised after a consolidated set of comments are provided by City staff.

*Meetings: Decision-maker meetings (3)*

*Products: General Plan Outline  
Administrative Draft General Plan  
Draft General Plan  
General Plan Implementation Program*

## **TASK 6: DRAFT ENVIRONMENTAL IMPACT REPORT**

*The objective of this task will be to prepare a Program Environmental Impact Report of the General Plan, pursuant to the California Environmental Quality Act (CEQA). This task will be conducted in parallel with the Draft General Plan. Consultant will identify which Plan policies serve as mitigation, so the need for additional mitigation should be limited. Also, consultant will identify potentially significant impact issues early in the process so that appropriate mitigation policies can be developed and incorporated into the General Plan, resulting in a “self-mitigating” document.*

- A. Prepare Notice of Preparation.** The Notice of Preparation (NOP) will indicate what subjects will be investigated in the General Plan EIR. Because the City has already determined an EIR will be prepared, there is no need to conduct an Initial Study.
- B. Conduct a Scoping Meeting.** Since an update of any portion of a General Plan is considered to be a project of statewide, regional, or local significance, a scoping meeting is required. In the scoping meeting, the Lead Agency meets with members of the public and/or agency representatives after a NOP has been distributed in order to learn about potential concerns, further define key environmental issues, identify feasible project alternatives, and discuss potential mitigation measures that may warrant analysis in the environmental document.

Consultant will conduct one scoping meeting and prepare handouts that describe the general environmental process. The focus of the scoping meeting will be to solicit the involvement of responsible agencies, the community at-large, and local business organizations. It is assumed that the scoping meeting will be conducted during the middle of the review period of the NOP. This Scoping Meeting could also be integrated with a meeting of the Planning Commission or the City Council on General Plan policy issues (previous task).

- C. Develop Thresholds/ Significance Criteria.** Development of criteria against which impacts will be evaluated (and ultimately designed) lies as the crux of a citywide Program EIR such as this. These thresholds will be developed and refined using those previously used in previous General Plan MEA, those that have been adopted by the City, and applicable federal, State, and local standards. In some instances, new (compared to the last MEA) thresholds will be included—for example, the transportation thresholds may be more multimodal in nature, reflecting the community’s interest in bicycling and other alternative modes.

Consultant will work closely with City staff to develop the thresholds for evaluation of environmental impacts. The City’s involvement in the determination and approval of thresholds is important when considering the level of significance for impacts associated with the proposed General Plan. The Program EIR will utilize the approved thresholds of significance to identify both the direct and indirect impacts of the proposed updated General Plan. It is intended that these thresholds of significance will be used to ensure that all future development projects do not generate adverse environmental impacts as defined by CEQA or the City of Redlands. The standardized levels of significance will also be included as a portion of the EIR.

- D. Screencheck Draft EIR.** Existing conditions information compiled for the Opportunities and Challenges Assessment will serve as the setting for several EIR topics. Additional information will be compiled by contacting public service providers such as utility companies, school districts, emergency service providers, etc. The Program EIR will be prepared using the evaluation of existing conditions, the environmental setting of the City, and existing conditions for each environmental issue to be discussed.

To reduce or eliminate any significant adverse impacts identified during the analysis, the Program EIR would recommend appropriate mitigation measures. It is our intention to specify mitigation measures early in the planning process as alternatives are identified and evaluated, and as policies are formulated in response to key issues that have been identified. In this manner, the updated General Plan Elements can function as “self-mitigating” documents. However, we recognize that residual impacts may remain for which further mitigation and/or overriding considerations must be established.

The Draft EIR will include the following sections:

- Table of contents
- Summary of impacts and mitigation measures
- Project description (project objectives, project location, project characteristics, scope of project, and discretionary approvals)
- Effects found not to be significant
- Environmental setting, thresholds of significance, regulatory framework, environmental impacts (short-term, long-term, direct, indirect, and cumulative), and mitigation measures for the following issue areas:
  - Land Use
  - Visual Quality
  - Traffic and Circulation
  - Geology, Soils, and Seismic
  - Biological Resources
  - Air Quality
  - Noise
  - Cultural (Historical, Archaeological, and Paleontologic) Resources
  - Community Services:
    - Schools
    - Water
    - Wastewater
    - Police
    - Fire
    - Emergency Management
    - Waste Management and Recycling
  - Energy
  - Mineral Resources/Aggregate Production
  - Hydrology and Water Quality
  - Agricultural Resources

- Hazards and Hazardous Materials
  - Alternatives (including the No Project Scenario)
  - Unavoidable adverse impacts
  - Long-term implications (including cumulative, growth-inducing, and significant irreversible environmental impacts)
  - Organizations and persons consulted/EIR preparers
  - References
  - Technical appendices

The main purpose of the Screencheck Draft Program EIR will be to thoroughly and accurately analyze the environmental impacts of the proposed updated General Plan for the City of Redlands. The document will be free of jargon so that the information it contains is accessible to decision-makers and the public. The methodology and criteria used for determining the impacts of the project will be clearly and explicitly described in each section of the Program EIR, including any assumptions, models, or modeling techniques used in the analysis. The Summary section of the Program EIR will be in table format, and will briefly describe the impacts, level of significance of impacts, recommended mitigation measures, and level of significance after the recommended mitigation measures are incorporated.

Specific topic areas/sections to be addressed/included in the EIR will include:

***Project Description/Population, Housing, and Employment***

Population and housing changes are the direct or indirect basis for many of the physical environmental impacts analyzed in an EIR. This section will provide a description of themes of the General Plan, key initiatives, areas expected to undergo land use change, and population and employment buildout, and housing units and commercial space anticipated to be added. This will establish the scope of geographic impact for both direct and indirect impacts.

***Land Use***

The intent of the land use analysis will not be to duplicate or describe the extensive land use policy included in the General Plan, but rather present focused analysis on any issues related to land use compatibility between proposed and existing development, and displacement.

***Visual Quality***

Any significant changes to the City's visual character resulting from General Plan policies will be described. Because of the citywide programmatic nature of the General Plan Update, such impacts are likely to be of minor in nature.

***Traffic and Circulation***

Much of the technical analysis necessary to support the General Plan EIR will be conducted as part of developing the Circulation Element. For purposes of the EIR, Consultant will define thresholds of significance for transportation impact analysis, define the study area within which impacts could reasonably be expected, analyze the traffic, transit, and non-motorized impacts of the No Project and the Preferred Alternative scenarios, and recommend mitigation measures to address potentially significant impacts of the Plan.

This scope assumes that two scenarios will be quantitatively analyzed in the EIR, with a detailed discussion of impacts and mitigation measures: the Future No Project case, and the

final Preferred Alternative for General Plan Buildout. Up to three additional General Plan land use alternatives will be addressed in lesser detail, drawing upon the analysis conducted previously; a detailed list of impacts and mitigation measures will not be developed for these alternatives

### *Seismic and Geologic Hazards*

This section will provide a summary of the existing geologic conditions and potential effects resulting from implementation of the proposed General Plan update, including seismic (earthquake) and liquefaction issues. Factors considered in this analysis will include expansive/compressible soils, landslides, proximity to active or potentially active faults, and potential areas prone to excessive erosion conditions.

### *Biological Resources*

Assess the potential for impacts to biological resources special status species at General Plan Buildout. Identify alternative or supplementary policy mitigation measures that could minimize these impacts to sensitive species and habitats.

### *Air Quality*

Redlands is part of the South Coast Air Basin (Basin). Air quality in this area is administered by the South Coast Air Quality Management District (SCAQMD). The air quality analysis will place particular emphasis on delineating the issues specific to the City and SCAQMD air quality requirements.

Baseline meteorological and air quality data developed through the California Air Resources Board (ARB) and climatological and air quality profile data gathered by the SCAQMD will be utilized for the description of existing ambient air quality. Air quality data from the Redlands Air Quality Monitoring Station published for the past three years will be included to help highlight existing air quality in the City. Other sources such as regulatory documents, professional publications, and Consultant experience in the San Bernardino County area will supplement background information. A summary of current air quality management efforts that may be related to the proposed General Plan Update project will be provided.

For impact assessment, short term/construction impacts would be distinguished from long-term ones. Construction would occur during implementation of the proposed project; however, implementation of individual components within the General Plan study area would occur over various time periods and throughout the city. It is not feasible to make accurate calculation of emissions over the applicable time period of the General Plan. An effort would be made to estimate the congregate emissions from a citywide construction scenario. Air quality impacts from grading and construction sources include the equipment used, length of time for a specific construction task, equipment power type (gasoline or diesel engine), equipment emission factors approved by the Environmental Protection Agency (EPA) (AP-42 Handbooks), horsepower, load factor, and percentage of time in use. Exhaust and dust emissions from worker commutes and equipment travel will also contribute to the construction emissions. Fugitive dust emissions would result from wind erosion of exposed soil and soil storage piles, grading operations, and vehicles traveling on paved and unpaved roads. Consultant will calculate the construction emissions commensurate with available project-specific information. Standard measures for construction activities recommended by the SCAQMD will be identified and incorporated as part of the project's standard conditions.

The proposed General Plan Update is expected to result in new vehicular traffic trips from projected future land uses. It is anticipated that project-related traffic trips projected in the traffic study will be used in this air quality analysis. It is also expected that there will be stationary source emissions, such as energy consumption, as a result of the proposed land uses included in the General Plan Update. Emissions from long-term mobile and stationary sources associated with the development scenario included in the General Plan Update will be calculated with the ARB's URBEMIS 2002 air quality model and the SCAQMD CEQA Air Quality Handbook. Potential cumulative air quality impacts associated with the proposed General Plan Update will be evaluated.

Vehicular traffic on major arterials and local streets within the City would be affected by trips associated with land uses included in the proposed General Plan Update. A detailed carbon monoxide (CO) hot spot analysis will be conducted based on the turn volumes projected at up to 20 key intersections within the City that would be most affected by the General Plan Update. The CALINE4 and EMFAC2002 models will be used for the CO hot spot analysis.

Consultant will work with the City and if necessary, the SCAQMD, to identify feasible mitigation measures. Mitigation measures will be developed as indicated in the impact analysis.

### *Noise*

The proposed General Plan Update is anticipated to generate new vehicular traffic trips from projected future growth. Noise impacts from vehicular traffic will be assessed using the U.S. Federal Highway Traffic Noise Prediction Model (FHWA-RD-77-108, December 1978) to address potential noise impact concerns of the City. Model input data needed include average daily traffic volumes; day/night percentages of autos and medium and heavy trucks; vehicle speeds; ground attenuation factors; and roadway widths. The 24-hour weighted Community Noise Equivalent Level (CNEL) along major roadways that would be potentially affected by the proposed General Plan Update will be tabulated. Traffic parameters necessary for the model input will be obtained from the traffic study prepared for the General Plan Update.

Potential noise impacts from the stationary noise sources associated with commercial/industrial uses, including loading/unloading activities or air-conditioning/generator units, to noise-sensitive uses adjacent to such noise-generating land uses will be analyzed.

Future traffic noise contours along major roadways will be provided in tables and on maps based on the calculated traffic noise levels. Noise contours along railroad tracks within the City will be provided based on existing railroad noise contours or available future railroad operational information. Projected future airport noise contours for San Bernardino International Airport and Redlands Municipal Airport will be obtained and included in the noise contour maps.

Construction would occur during implementation of the proposed project. However, implementation of individual components within the General Plan study area would occur over various time periods and throughout the City. It is not feasible to make an accurate calculation of noise levels over the applicable time period of the General Plan. An effort would be made to estimate the potential noise exposure level from an active construction site based on the distance to the nearest receptor location. Noise impacts from construction sources will be analyzed based on the equipment expected to be used, length of a specific construction task, equipment power type (gasoline or diesel engine), horsepower, load factor, and percentage of time in use. The EPA-recommended noise emission levels will be used for the construction equipment. The construction noise impacts will be evaluated in terms of maximum levels

(L<sub>max</sub>), hourly equivalent continuous noise levels (Leq), and the frequency of occurrence at adjacent sensitive locations. Analysis requirements will be based on the sensitivity of the area surrounding an active construction site and the City's noise ordinance specifications.

Feasible noise mitigation measures designed to reduce short- and long-term impacts to acceptable noise levels will be identified where applicable. Both an evaluation of the potential mitigation measures and a discussion of their effectiveness will be provided.

#### *Agricultural and Soils Resources*

Analyze implementation of the General Plan on the viability of continued agricultural activities within and near the City's Planning Area. To address potential erosion impacts to local soil resources, the impact analysis will include an evaluation of the overall erosion susceptibility (K-factor) of Planning Area soils and the potential erosion hazard (erodibility) as related to slope and drainage conditions. Discuss generic construction grading and general best management practices and ongoing planned stormwater pollution prevention planning.

#### *Cultural Resources*

Qualitatively describe any proposed changes to the General Plan that would affect or disrupt the preservation of historic, cultural, and/or archaeological resources.

#### *Community Services*

The need for any new schools and/or any excess capacity resulting from ageing population will be analyzed. Impacts of the General Plan on city services (water, wastewater, police, fire, emergency management) will be analyzed.

#### *Energy*

Describe the types of energy that would be consumed by development under the new General Plan. Assess the consistency of the General Plan with State and national energy goals and programs. Based on information provided by local service providers evaluate the capability of the existing utility infrastructure to meet future demand for electricity and natural gas.

#### *Mineral Resources*

Describe the impacts of the General Plan on aggregate production.

#### *Hydrology and Water Quality*

The hydrology analysis will describe urban area pollutant types and their sources. General management practices and mitigation measures to reduce the effects of stormwater runoff will be discussed.

#### *Agricultural Resources*

Describe the impacts of the General Plan on agricultural resources/open space used for agricultural production. Because citrus preservation as a topic is likely to be addressed in the General Plan, describe General Plan policies that serve as mitigation for any significant loss of agricultural resources.

#### *Hazardous Materials and Toxics*

Discuss and evaluate impacts on general public health and safety, potential exposure to workers and waste disposal handlers. Evaluate the potential for new development or redevelopment to result in areas where there are public safety issues or hazardous materials at General Plan buildout. In the event that the Plan or the regulatory requirements might result

in a potential adverse environmental risk, identify mitigation measures to reduce potential health and safety impacts to less than significant levels. Assess the hazardous materials impacts of the alternatives, highlighting the differences in impacts between the alternatives and the Project.

### *Long-Term Implications*

Cumulative impacts will be specified in the individual sections of the EIR, and summarized in the Long-Term Implications section of the document. The cumulative analysis will be qualitative in nature and will be based upon known projects, either approved or proposed (applications on file), within a geographic area that is appropriate to the issue area being evaluated. The cumulative impact assessment will be based on reasonably anticipated potential development projects that may, in combination with the development allowed under the proposed elements, create cumulatively considerable environmental impacts.

The EIR will discuss all significant unavoidable adverse impacts (in conformance with the State CEQA Guidelines) that can only be partially mitigated, but not to a level that is less than significant. The EIR will also discuss any potential growth-inducing and irreversible impacts of the proposed project. Potential sources of growth inducement and their corresponding impacts, such as removal of obstacles to growth, major new employment generation, or major economic influences, will be qualitatively analyzed, to the extent that they are applicable.

### *Alternatives*

The EIR will include an alternatives section to qualitatively address the environmental impacts that would result from implementation alternative land use and circulation plan scenarios. Alternatives will include: (1) no project alternative (including the no project/no development alternative and the no project/reasonably foreseeable use alternative); and (2) The three land use alternatives (“Sketch Plans”) previously prepared and analyzed. The alternatives will be provided in sufficient detail for comparison with the proposed project. Each alternative will be evaluated with respect to each key impact category.

The advantages and disadvantages of each alternative and the reasons for rejecting or recommending the alternative will also be discussed, and the environmentally superior alternative will be identified. During the course of the environmental analysis, minor variations to the proposed project that could have the effect of reducing or eliminating environmental concerns may become apparent; these variations will be implemented, where feasible

- E. **Draft EIR.** City staff will provide the Consultant team with one consolidated set of comments on the Draft EIR, following which, the Draft EIR for public distribution and review will be prepared. Consultant will also prepare the Notice of Completion. It is anticipated that the City will handle distribution of the document to the appropriate members of the public and public agencies.

*Meetings: Scoping Meeting  
Consultation with agencies as appropriate*

*Products: Notice of Preparation  
Memorandum on Thresholds/ Significance Criteria Administrative  
Administrative Draft EIR  
Draft EIR*

## **TASK 7: PUBLIC REVIEW / FINAL EIR**

*The objective of this task will be to take the Draft General Plan and EIR through public meetings and hearings and assist in the adoption process.*

- A. **Prepare Newsletter on Draft General Plan Update.** This newsletter will summarize the salient features of the new plan/programs. It will identify the time and place of public workshops, and hearings on the Draft EIR, as required by CEQA, and the availability of the documents.
- B. **Conduct Community Open House.** Consultant will present salient features of the General Plan to the community in an “open house” format – after a presentation, members will be invite to ask questions and offer comments at stations.
- C. **Prepare Administrative Final EIR.** This task will result in the preparation of a Final EIR, which will contain a list of commenters, comment letters, and responses to comments on the Draft EIR. Any changes to the Draft EIR text will be marked with strikeout/underline formatting to show revisions in response to comments until the Final EIR is adopted with the certified language.
- D. **Prepare Final EIR.** The objective of this task is to prepare a Final EIR that incorporates City comments on the Administrative Draft Final EIR.
- E. **Prepare Mitigation Monitoring and Reporting Program.** The objective of this task is to ensure compliance with Public Resources Code Section 21081.6, as mandated by Assembly Bill 3180 (Cortese 1988), which requires a Lead Agency to adopt a mitigation monitoring program (MMP) at the time an EIR is certified. The Consultant team will prepare a draft MMP concurrently with the preparation of the Final EIR. To the extent possible, the updated General Plan will be self-mitigating. The MMP will include measures required beyond policies proposed in the updated General Plan.

The MMP will be in table format, and will specify mitigation measures, standards of success, parties responsible for implementation and monitoring, funding sources, timing, and provisions for remedial measures (if the success standards are not achieved). The MMP will be designed to fit into the City’s existing entitlement and project review process. A Draft MMP will be provided to the City with the Final EIR. After review and comment on the Draft MMP, the D&B team will revise the MMP, according to the comments provided, and will submit the Final MMP, which will comprise a portion of the Final Program EIR. Additionally, the MMP will be integrated into the General Plan implementation program, as appropriate.

- F. **Purpose Findings of Fact and Overriding Considerations.** Consultant will prepare the findings and the Statement of Overriding considerations to enable adoption of the Plan. Consultant will prepare drafts of these documents, and follow review by City staff, finalize them.
- G. **Adoption Hearings.** Planning Commission and City Council must consider adoption of the new General Plan, and certification of the Final EIR in public hearings, following the public review period. Consultant will closely coordinate with City staff prior to the hearings to ensure that our presentations respond to specific questions and issues likely to be encountered during the hearings. The first of these hearings maybe a joint meeting with the GPSC (which would also conclude the GPSC involvement in the process).

*Meetings: Community Workshop/Open House (1)  
Hearings (2)*

*Products: Newsletter: Draft General Plan  
Administrative Draft Final EIR  
Final EIR  
Draft Mitigation Monitoring and Reporting Program  
Final Mitigation Monitoring and Reporting Program  
Findings of Fact and Statement of Overriding Considerations*

## **TASK 8: ADOPTED GENERAL PLAN**

*In this task, the adopted General Plan will be prepared.*

- A. **Prepare Adopted General Plan.** Following adoption, we will prepare a final version of the General Plan in a high-quality, easy-to-read format. It also will be put in a form suitable for posting on the City's Website. The final product will also include large scale, colored display maps
- B. **Provide GIS and all Files to the City.** GIS files compiled at various stages of the process (such as existing land use, General Plan Land Use, environmental resources files) will be compiled and provided to the City.

*Products: Final General Plan (in Web-ready and publication formats)  
GIS files*

## **4 OPTIONAL TASKS**

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Proposers should elaborate (if necessary) on the scope of work for the optional tasks identified below, and provide line item budgets for the tasks.

### **OPTIONAL TASK A: FISCAL MODEL AND ANALYSIS**

*A fiscal impact projection model, focused on General Fund, will be prepared. The model will project general fund revenues (by source) and public service expenditures (by department) over the time period of the General Plan under a base case (i.e., continuation of current trends) and a reasonable number of alternative scenarios. The model will be based on actual City revenues and costs budgeted for the current fiscal year, with appropriate adjustments for foreseeable changes in revenue and cost determinants. The work will involve close consultation with the City Manager's and Economic Development Department's staff, and the budget staff in the major operating departments. The model will yield planning-level information about net revenue-cost relationships over time, and will be flexible enough to produce sensitivity analyses of these results under alternative assumptions about the rate of development, changes in housing price, inflation rates, and other key variables. For more detailed scope, please see Optional Task at the end of the work program.*

- A. **Assemble and Report City Fiscal Characteristics and Trends.** Consultant will compile and present a concise portrait of the City's recent historical (past 5-10 years) and current fiscal situation, including revenues, expenditures, service levels, and historical relationships between changes in revenues and expenditures and growth within the City. The analysis will focus on the City's General Fund and certain other enterprise and special revenue funds that are directly affected by local policies that lead to changes in the scale and location of growth in the City.
- B. **Develop Model and Project Future Fiscal Conditions.** A fiscal impact model will be developed to project department-level General Fund revenues and expenditures over time to 2030, assuming a continuation of current trends. The model will be based on actual City

revenue and expenditure trends during the past decade, with appropriate adjustments for any foreseeable changes in those revenue-expenditure trends.

- C. **Fiscal Impacts of the General Plan Alternatives and the Preferred Plan.** Consultant will utilize the fiscal model developed in the preceding tasks to forecast revenues, expenditures and net fiscal impacts on the City’s General Fund for each of three General Plan alternatives and then for the preferred alternative, assuming it represents a hybrid of the three alternatives. The forecast will be presented in five-year increments over the General Plan time horizon.

*Products: Fiscal Model  
Fiscal Analysis of Alternatives and Preferred Plan*

### **OPTIONAL TASK B: ZONING ORDINANCE UPDATE**

This task will entail a comprehensive update of the Redlands Zoning Ordinance (Title 18 of the Municipal Code). It will encompass all of the topics in the Zoning Ordinance (Sign Regulations will not be updated), including development standards, parking, landscaping, and review procedures. Redlands’ current Zoning Ordinance was prepared in the 1950s, and although has been amended numerous times since, it has not undergone a comprehensive review and update. The new Zoning Ordinance will:

- Implement the updated General Plan and be fully consistent with it
- Reflect contemporary zoning practices (striking the correct balance between use and form-based regulations)
- Be consistent with State and federal laws
- Written in jargon-free, plain language with extensive use of tables, graphics, and cross-referencing

Information should be unambiguous and easily understood as well as easy to find. Clear standards and requirements to guide the development and use of land will be accompanied by a comprehensible, sensible, and fair administrative structure for applying these regulations to specific proposals. The revised regulations will include tables, schedules, and diagrams that will make the code easier to understand, rules of measurement to ensure consistent application of development regulations, and precise definitions of important terms. Common procedures for public notice, appeals, and other administrative requirements can help to streamline the code and also make it much easier to maintain.

#### **Reconnaissance; Preliminary Review of Issues and Options**

- A. Review each General Plan policy and prepare a summary matrix of General Plan policies and programs related to zoning and identify how they would be implemented based on the measures identified in the various General Plan elements—for example, by development regulations, design standards or guidelines, development review or development incentives. Include a column for comments and questions to staff. Participate in a half-day work session with City staff on General Plan implementation and current zoning issues. This work session will include review of the proposed process for involving code users and the larger community in the code update. It will also provide background for interviewing stakeholders and the Planning Commission workshop in Task F.

- B. Conduct technical review of the City’s existing zoning, landmarks and historic districts, land division, and related regulations. Review district requirements, administrative procedures for permits and administration (noticing, hearing, and appeal provisions; project review and permit requirements; enforcement and abatement; zoning text and map amendments, and General Plan amendments); review landmarks and historic district designation regulations and administrative procedures, design guidelines, parking requirements, mixed-use development regulations, and other relevant Municipal Code provisions. Identify conflicts with General Plan and applicable requirements of State and federal law.
- C. Review the existing Zoning Map, the General Plan Land Use Diagram, Specific Plans, and other adopted policies and guidelines; discuss with staff the purpose of different zoning districts, potential conflicts with landmark and historic preservation policies, and the City's approach to identifying properties that may require rezoning (either changing base district designations or adding overlay district designations).
- D. (City staff) Assemble a representative set of project plans for residential and commercial development, including infill projects and major alterations in single-family residential and neighborhood commercial areas as well as larger development projects and projects involving adaptive reuse of landmarks or historic structures for use in reviewing how specific standards and design guidelines are applied.

**Issues and Options; Preliminary Outline**

- E. Based on technical review of the City’s Zoning Regulations and the list of priority topics identified by City staff, prepare a preliminary list of issues and options where changes to the Zoning Regulations could be made and where new provisions could be added.
- F. Prepare for and participate in one day of stakeholder interviews and a Planning Commission public workshop on zoning issues. City staff will be responsible for identifying and coordinating interviews with stakeholders. With concurrent small group interviews in two or more rooms, up to 30 stakeholders could participate in this process. Issues identified by stakeholders will be classified and sorted to identify common themes and shared concerns. Prepare a final “punch list” of issues and options based on the stakeholder interviewing, organized by topic, including options for districting; use regulations; development and design standards; subdivisions, landmarks and historic districts, affordable housing, and administration. Revise based on staff comment. Review issues and options with the Planning Commission.
- G. Based on Commission comments on issues and options, prepare an annotated outline of the Zoning and Land Development Regulations with a “plain English” commentary. The outline will lay out the basic structure of the revised Article 18: Zoning and will be in sufficient detail to indicate what changes will need to be made to current regulations, including:
  - The proposed number, types, and purposes of base zoning districts;
  - The proposed overlay and special districts, and provisions for planned development;
  - The general purpose sections of the new ordinance, including definitions, provisions for “use classifications,” supplemental standards applying in some or all districts, administration, and enforcement;
  - The overall organization and numbering system, and procedures for amendments; and

- Graphic illustrations of selected standards and guidelines and review procedures (by title only).

H. Review draft Outline with staff, City Attorney, and Planning Commission; revise, based on comments received. Once agreement is reached on the outline, re-organize the existing ordinance to follow the chapter sequence for the new ordinance and include comments on revisions needed. Include “placeholders” for new regulations.

### **Use Regulations**

I. Evaluate merits of a “use classifications” system to streamline use regulations. Prepare preliminary use classifications for City staff review.

J. Evaluate current use regulations and identify changes needed in permitted uses and conditional uses to implement the updated General Plan, including such issues as:

- Neighborhood-serving commercial uses;
- Adaptive reuse of historic structures to ensure preservation;
- Day care facilities, social care facilities, and other “protected” residential uses, including parolee housing;
- “Flex Space” for employment areas;
- Second dwelling units;
- Artist live/work spaces; and
- Mixed-use development.

K. Evaluate current regulations for specific uses, including City staff concerns about “problem” uses and provisions that are inconsistent with State and federal law. Prepare a summary matrix of proposed use regulations for all districts for staff review, including limitations and standards for special uses. As part of this task, the Consultant may draft revisions to correct critical inconsistencies with State law. Some uses that may require particular consideration may include:

- Alcohol outlets;
- Auto dealerships and related “auto row” businesses;
- Antennas;
- Adult uses;
- Fast food outlets;
- Houses of worship;
- Recycling operations;
- Second dwelling units.

L. Meet with City staff to review use classifications, regulations matrix and proposed limitations on special uses. Discuss need for and merits of “exceptions” provisions for use regulations for designated landmarks and historic structures. Following City staff approval or approach to use regulations, conduct a Planning Commission workshop on this “module.”

### **Development/Design Standards**

M. Analyze current development standards and identify new or revised standards and performance requirements such as:

- Base and maximum densities and FARs;
- Affordable housing incentives;
- Walls, screening, and fences;
- Height and bulk of residential additions and accessory structures;
- Height and stepback requirements for non-residential development; build-to lines and envelopes, where appropriate;
- Setback, streetscape and design standards;
- Outdoor open space for multi-family development;
- Buffers, walls, screening and fences, outdoor facilities and storage;
- Pedestrian circulation and transit access, particularly in new commercial centers;
- Transitional requirements adjacent to residential districts and public uses;
- Incentives;
- Parking;
- Childcare; and
- Livability/Sustainability.

N. Tour City with staff/Technical Advisory Group and compile photos of typical buildings and street frontages for use in analyzing need for new standards or changes to existing standards. Review site plans of representative projects, and prepare a summary matrix of proposed standards with illustrations of new concepts. Conduct a workshop on “form-based” zoning as a technique for organizing development/design standards. Form-based zoning may be appropriate in selected geographic areas of the City.

### **Supplemental Standards, Parking, Landscaping; Subdivisions; and Landmarks and Historic Districts**

O. Review General Plan policies for geographic areas. Prepare standards for parking lots, including parking lot landscaping, shopping cart storage and dimensional requirements, and supplemental regulations for accessory structures, landscaping and bufferyards, temporary uses, wireless telecommunications provisions, other uses not previously addressed, and any optional elements such as creeks or bluff development.

P. Review the Housing Element, State HCD comments, and other housing-related policies and regulations including density bonuses, affordable housing programs, second unit provisions, inclusionary requirements, and condominium conversions, as well as other land use regulations that affect the housing. Draft new and revised provisions as needed to implement the updated Housing Element, other adopted housing policies, and recommendations emanating from the Land Use Element update and to ensure compliance with State law. Revise based on staff comments.

- Q. Review existing provisions for land division for consistency with the Land Use Element; evaluate tradeoffs and identify potential revisions to current district regulations to respond to State law and the General Plan; review with City staff. Draft revisions for Land Divisions, including appropriate graphics; revise based on City staff comments. Include consideration of how improvement standards can be used to implement the Land Use Element. This task excludes any work on engineering drawings and engineering specifications.
- R. Review existing provisions for Landmarks and Historic Districts for consistency with the General Plan and State and federal law.
- S. Prepare summary tables of supplemental standards and zoning diagrams needed to illustrate them; revise based on staff comments, and conduct a Planning Commission workshop on this module.

### **Administrative Procedures**

- T. Evaluate existing administrative provisions for all land use and development decisions and identify opportunities to improve streamlining and Code enforcement. Processes evaluated will include: Use Permits, Conditional Use Permits, Temporary Use Permits; Variances; Performance Standards Permits, Design Review Permits, Design Compatibility Permits, landmarks and historic district designation and certificates of appropriateness/certificates of economic hardship, environmental review, zoning text and map amendments; plan amendments; appeals, development agreements, and revocations of discretionary permits and subdivisions if included.
- U. Prepare definitions, including appropriate illustrations, and rules for measuring building height, and floor area ratios and determining setback averaging and encroachments, as needed. Group like terms under headings to facilitate understanding of differences among terms (e.g. lot types, lot lines, residential housing types, historic preservation terms, and street types). Prepare a summary list of terms and cross-references for readers, similar to an index.
- V. Review proposed amendments to administrative provisions, definitions and rules of measurement with City staff and revise, based on City staff comments. Conduct Planning Commission workshop on this module.

### **Draft Ordinance**

- W. Review comments on draft sections and prepare the Public Review Draft of the updated Title 18: Zoning. Propose an Administrative Draft for City staff review and revise based on a consolidated set of comments.
- X. Participate in adoption hearings; for budget purposes estimate two Planning Commission and two City Council Hearings.

**Meetings:**        *Zoning stakeholders meetings (30 meetings in one day; 2-3 simultaneous rooms)*  
                         *Planning Commission Workshops/Hearings (4 estimated)*  
                         *City Council Hearings (2)*  
                         *Tour with City staff/TAC*

**Products:**      *Memoranda on Stakeholder Meetings*  
                     *Matrix of General Plan policy evaluation (by each policy for all elements)*  
                     *Zoning Issues and Options*  
                     *Annotated Outline*  
                     *Review Drafts Zoning Ordinance Components (in sections)*  
                     *Administrative Draft Zoning Ordinance*  
                     *Public Review Draft Zoning Ordinance*

## **5 PRODUCTS**

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The work program envisions preparation of the following products:

### **Coordination/Outreach Materials**

Final Project Work Program & Schedule (including GPSC meeting schedule)  
Finalized Public Participation Program  
Project website design  
Workshop materials as appropriate  
Meeting summaries from workshops

### **Newsletters:**

Newsletter #1: Alternatives  
Newsletter #2: Draft General Plan

### **General Plan**

Opportunities and Challenges Assessment Report  
Alternative Plans Report  
Preferred Plan  
Framework Concepts and Key Goals  
General Plan Outline  
Administrative Draft General Plan  
Draft General Plan (including all elements)  
General Plan Implementation Program  
Adopted General Plan  
GIS database

### **CEQA Documents**

List of References  
Project Description  
Notice of Preparation  
Memorandum on Thresholds/ Significance Criteria Administrative  
Administrative Draft EIR  
Draft EIR  
Final EIR: Response to Comments  
Draft Mitigation Monitoring and Reporting Program  
Final Mitigation Monitoring and Reporting Program  
Findings of Fact and Statement of Overriding Considerations

**Optional Items**

Fiscal Model

Zoning Ordinance

Electronic files of all documents, products, and maps will be provided to the City.

**6 MEETINGS**

The following meetings have been identified as part of the Scope of Work, which should be incorporated in the proposed budget. Consultants should identify cost for extra meetings for each type of meeting. In addition to the meetings identified here, Consultants will be required periodically to meet with City staff and technical personnel of other agencies as appropriate to coordinate the work; these meetings will be coordinated by staff to take place on the same day as City Council/Planning Commission or other public meetings, to ensure that time is spent efficiently.

**Public Meetings in the Scope of Work**

|                  |  | <i>City Council/ Planning Commission</i> | <i>Community/ Neighborhood Workshops</i> | <i>General Plan Steering Committee</i>            | <i>Stakeholders</i>                                    |
|------------------|--|--|--|---|--|
| Task 1:          | Reconnaissance and Organization                              |  |  |   |  |
| Task 2:          | Existing Conditions, Opportunities and Challenges Assessment | 2  |  |   |  |
| Task 3:          | Sketch Plans   |  | 2  |   |  |
| Task 4:          | Preferred Plan Selection and Refinement                      | 3  | 5  |   |  |
| Task 5:          | Draft General Plan   | 2  |  |   |  |
| Task 6:          | Draft Environmental Impact Report                            |  | 1  |   |  |
| Task 7:          | Public Review / Final EIR                                    | 2  | 1  |   |  |
| Task 8:          | Adopted General Plan   |  |  |   |  |
|                  | <b>Total General Plan / EIR</b>                              | <b>9</b>                                 | <b>9</b>                                 | <b>15</b> (distribution by task to be determined) |  |
| Optional Task B: | Zoning Ordinance Update                                      | 6  |  |   | <b>30</b> meetings (by two or three people in one day) |

## **7 SCHEDULE**

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A two year schedule for the General Plan is suggested—22 months from project inception to preparation of the hearing draft of the General Plan and the Draft, and potentially another two months of hearings and adoption. The Zoning Ordinance Update will follow General Plan adoption; it is expected that the Draft Zoning Ordinance will be ready about four months after adoption of the General Plan.

## **8 BUDGET**

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Proposals should provide detailed project budget (by person and firm by task). Costs for public meetings (including workshops, City Council/Planning Commission meetings, and General Plan Steering Committee meetings) should be shown separately. Additionally, proposers should show how this budget would be spent over the three fiscal years that this project would stretch across. Proposers should note that the City has a budget of \$250,000 for the first fiscal year (to end of June 2007).

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