

## 4 | Project Approach

### Project Approach

This section describes the manner and method of services to be completed by the RICK Team for the City's Downtown Village Specific Plan Update, Environmental Assessment and Related Technical Studies (DVSP Update). To facilitate your review of this proposal, we have prepared a comprehensive scope that emphasizes key components of our approach to this project. In response to follow-up discussions with City staff, the following scope has been revised to divide the tasks into two phases: Phase 1 is to cover project tasks through the Administrative Draft Specific Plan. Phase 2 will cover the third community engagement effort, the remaining Specific Plan deliverables, the Environmental Review tasks, and the Public Hearings. RICK will remain flexible in the requirement for any scope amendments and we would be happy to work with you to ensure the successful completion of the project and a Specific Plan Update that the City and community can be proud of.

## PHASE 1

### Task 1: Project Management

Strong project management and collaboration will be the cornerstones of RICK's approach and crucial to successful, timely completion of the DVSP Update. The RICK Team recognizes that we will serve as an extension of the City's own staff and that the City is seeking a team that is committed to an iterative and collaborative approach.

Our Principal-in-Charge (PIC), Brooke Peterson, will be responsible for careful oversight, strategic guidance, close coordination on key components, detailed review of deliverables, budget and scheduling tracking, and management of all project team members. She will maintain close involvement throughout the project. As Project Manager, Shannon Baer will be the key point-of-contact and responsible for day-to-day management of project team members, including staff and subconsultants, and completion of all project deliverables. Using advanced management and tracking tools, Shannon will provide detailed oversight and will be intimately involved in all project coordination and engaged in constant communication with City staff.

Our project team also includes our most experienced community planning principals, Brian Mooney, FAICP, to serve as Strategic Advisor providing strategic insight and guidance and keen QA/QC review on key deliverables. Teresa Wilkinson, RICK Director of Environmental Services, will provide key environmental strategy and serve as Environmental Task Lead.

**1.1 Kick-Off Meeting** | Following execution of the contract, the RICK Team will attend a kick-off meeting with City staff to accomplish the following:

- ▶ Review and discuss the overall format and organization of the Downtown Village Specific Plan Update and associated work products;
- ▶ Understand key considerations, political dynamics, project background, and other important context for successfully conducting the project;
- ▶ Establish roles and responsibilities for City staff

and the RICK Team in preparing the Specific Plan, associated CEQA documentation, and public outreach efforts; and

- ▶ Determine a schedule for work products and the review process.

Following the kickoff meeting, the RICK Team will work with City staff to confirm the overall work program and refine the project schedule. This will include any refinements to the scope of work, a detailed project schedule, final roles and responsibilities, billing procedures, and lines of communication.

**1.2 Client/Project Team Meetings** | The RICK project team will schedule and attend virtual coordination and in-person meetings as needed, to discuss anticipated work, decisions and action items, activities, project issues, and deliverables to ensure progress occurs according to the established schedule and budget. In our experience, the best strategy for maintaining continuity and consistent communications is a bi-weekly meeting between the City, and the RICK Team PIC, Brooke, and Project Manager, Shannon. This allows us to proactively address issues and will facilitate our team working as a virtual extension of City staff. Additional team members would attend and participate, as necessary, depending on project needs. Our scope assumes up to 20 coordination meetings, most of which we assume will be conducted virtually. Meeting agendas and notes will be provided for each bi-weekly meeting.

**1.3 Budget and Schedule** | RICK is committed to staying within budget and on schedule. The proposed RICK schedule carefully considers interrelatedness and efficiencies and tasks that can be done concurrently in order to move the project forward, consistent with the City's priorities, as quickly as possible. We will develop a further detailed project schedule that ensures sustained staff involvement in the process, allows for meaningful public participation, allocates sufficient opportunity for information and status updates to staff and decision makers, and provides adequate time for staff and the project team to respond to data requests and review products. We will maintain an up-to-date schedule

throughout the project to ensure that staff is apprised of project status and all team members are aware of upcoming meetings and product due dates. A current Microsoft Project schedule as well as Deltek budget status will be available at City staff request at any time.

**1.4 QA/QC Procedures** | RICK is committed to delivering the highest quality documents. The first step in maintaining a high standard is effective workload management. In addition, by maintaining an up-to-date schedule, we will anticipate work tasks and deliverable due dates with sufficient time built in to prepare quality products. All documents will go through a rigorous editing and word formatting process, meticulous PIC review, and final QA/QC review on all key deliverables.

#### Task 1 Deliverables:

Kick-off meeting agenda and follow up notes

- » Final work program and project schedule
- » Bi-weekly meetings, including meeting agendas and notes
- » Microsoft Project (MS Project) schedule updates
- » Monthly invoices

### Task 2: Document Review and Analysis

**2.1 Opportunities and Constraints Report** | The RICK Team recommends the preparation of an Opportunities and Constraints Report for the DVSP Update. Based on our experience, an Opportunities and Constraints Report supports the Specific Plan project process by documenting the foundational conditions and characteristics from which improve the usability and effectiveness of the plan. The purpose is to provide an overview of conditions and characteristics within the Specific Plan area and document potential opportunities and constraints from an objective, expert perspective to inform the land use, design, and implementation recommendations of the Specific Plan. The key issues, constraints, assets, and opportunities identified also serve to facilitate the community discussion of the DVSP Update.

The following topics will be discussed in the

Opportunities and Constraints Report:

- 1) Present conditions, including key findings from the Land Use Analysis and Parking Analysis;
- 2) Challenges and constraints to set the stage for alternatives and design strategies;
- 3) Opportunities such as design features and programs that would entice future development; and
- 4) A literature review of the documents detailed in Section E - Background of RFP 24-06.

The Parking Analysis will be included as a technical appendix to the Report.

**2.1.1 Opportunity Site Identification** | As part of the Opportunities and Constraints Report, the RICK Team will conduct a GIS mapping analysis to identify the sites within the Specific Plan boundary that are not eligible for Senate Bill (SB) 6 or Assembly Bill (AB) 2011 using layers of site criteria. The sites not eligible for State housing law will then be assessed for their redevelopment potential; i.e., the size of the site, the existing use, the property ownership, the location, and connectivity to transit and public services. If sites meet the established criteria, they may be identified as Opportunity Sites, to be considered for modifications of land use and zoning designations in a way that is consistent with the overall vision of the Specific Plan.

**2.2 Document Review and Analysis** | Following the kick-off meeting, the RICK Team will conduct a thorough review and analysis of the documents identified in Section E - Background of RFP 24-06 and others as discussed at the Kickoff Meeting.

The RICK Team will review in detail the current Design Guidelines identified in the Specific Plan appendices. This review will include the appropriate elements of geographic setting, climate, design theme, details and ornamentation, building orientation, architecture and other key issues identified in the guidelines. Bulk and scale, landscape concepts along with pedestrian orientation will also be part of the overall review.

The review and analysis of these documents will provide

strategic direction to the Specific Plan process and the RICK Team will provide the City with recommendations on how to incorporate the outcomes sought within these documents into the Specific Plan as Objective Design Standards.

**2.3 Land Use and Design Analysis** | The RICK team will conduct a thorough and comprehensive analysis of the current Downtown Village Specific Plan. This analysis will take a strategic approach to the existing land uses within the Specific Plan area and provide an evaluation of the current provisions related to the Opportunity Site's design standards, and permitted and conditionally permitted land uses. Further, the RICK team will explore what land uses are suitable for the Opportunity Sites to achieve the goals of the Specific Plan Update.

Following the analysis, the RICK Team will provide recommendations to the City on zoning regulations and development standard amendments. The Team will also address specific housing and residential requirements such typology, occupancy, tenure, affordability and parking.

The specific outcomes the City will receive from this analysis are as follows:

- ▶ Evaluation of permitted and conditionally permitted land uses
- ▶ Identification of land uses that are suitable for modification
- ▶ Recommendation of land use, zoning and development standard amendments
- ▶ Recommendations for development typologies, occupancy, tenure, affordability and parking.





La Mesa Farmers' Market

**2.4 Circulation Analysis** | Led by our in-house mobility team, RICK will evaluate existing conditions to identify travel barriers and opportunities for mobility enhancements throughout the corridor and between parcels. Currently adopted documents will be reviewed to identify planned transportation improvements. The baseline assessment will cover the demand, connectivity, quality, and safety for the four core travel modes: pedestrian; bicycle; transit; and vehicular. This information will be summarized in the Opportunities and Constraints Report, inclusive of map figures, tables, and text descriptions to depict what travel within the corridor is like today. The key findings will help inform the identification of future mobility recommendations to be included in the DVSP.

**2.5.2 Financial Feasibility Analysis** | LMA will work with the RICK Team to develop a financial pro forma that determines financial feasibility of various housing types in the form of housing prototypes based on different construction types. LMA will determine the upper levels of density that would be financially feasible and establish the economic development feasibility for different development prototypes. The financial analysis

will be used for ongoing sensitivity analyses so that the RICK Team and City staff can test different development scenarios. LMA will then turn to project feasibility, a critical component that determines what, in reality, can be built.

We discovered in the many land use studies in which we have participated on behalf of the public sector that simply offering the opportunity through land use planning, zoning, etc. of various development options will not result in actually achieving those developments. The key is to test these goals to determine if these developments can actually be achieved.

**2.6 Parking Analysis** | RICK will prepare a Downtown Parking Analysis for the DVSP Update that will evaluate the existing and future parking demand in the DVSP area. The parking analysis will also evaluate site options for a public parking structure that would serve both the Civic Center and Downtown Village areas, as well as evaluating the financial feasibility of a public parking structure and the review of existing parking in-lieu fee program for future development. The recommendations in the La Mesa Village Parking Garage Feasibility Study (Keyser Marston Associates, August 23, 2011) will be reviewed to inform the review of the existing parking in-lieu fee program. If determined to be feasible, the Downtown Parking Analysis will also make recommendations to adjust the City's current off-street parking requirements and parking in-lieu fee program.

The existing off-street and on-street parking supply will be counted in the Downtown La Mesa Village and Civic Center areas. The precise methodology for locations and occupancy counts will be scoped and submitted for staff review following the Kickoff Meeting. The results of the parking occupancy counts will be used to calculate time-of-day peak utilization factors to determine the overall, or shared, existing peak hour parking demand within the Civic Center and Downtown Village areas.

The future shared peak parking demand of the Civic Center and Downtown Village areas will be calculated based on the projected buildout of the DVSP using the

time-of-day peak utilization factors calculated from the existing parking occupancy counts. The peak future parking demand of the individual uses (office, retail, residential etc.) based on the City's current off-street parking requirements will be compared to the estimated shared peak parking demand based on the time-of-day peak utilization factors. The difference in this comparison would provide the basis in which to update the off-street parking requirements of the Civic Center and Downtown Village areas.

A comparison would also be made between the existing parking supply and future shared peak parking demand to determine how many additional parking spaces would be needed to accommodate future development. Out of the total additional parking spaces needed, it would be assumed that a proportion would be accommodated with on-site parking, and the remaining amount would be accommodated in a future public parking structure and would be subject to an parking in-lieu fee program.

Case studies of parking in-lieu fee programs in other cities will be evaluated to determine the applicability of the program for specific uses, as well as to determine the fee structure, payment options, fee amount adjustments, changes in use, duration of fee, percent of required parking applied to program, payer rights and City obligations, and the City's use of the fees. Recommendations will be made to adjust the City's off-street requirements and parking ordinance to include the parking in-lieu fee program.

Up to three (3) site options will be evaluated for a future public parking structure to serve the Civic Center and Downtown Village areas. A financial feasibility analysis will be conducted for each of the three (3) site options, and parking structure options for 2-3 stories will be considered depending on the number of parking spaces that would need to be included in the parking in-lieu fee program. Based on the findings of the financial analysis and overall parking structure cost, recommendations will be made for the amount of the parking in-lieu fee whether as lump-sum or paid on an annual basis.

### Task 2 Deliverables:

- » Opportunities and Constraints Report and Supporting Studies (electronic copies of the Administrative Draft and Final in MS Word and PDF)

### Task 3: Public Outreach

The RICK Team understands the City's priority goal of the Specific Plan is to create a thriving, authentic, and pedestrian-friendly area that becomes a destination for residents, both to live, work, shop and recreate. Our community engagement strategy strives to respond to this goal by creating easily accessible opportunities in which all members of the community can participate.

**Stakeholder Participation:** The RICK Team members are true collaborators with all interests, including residents, property owners, developers and building industry professionals, the La Mesa Village Association, and other business and community groups and organizations.

**Expert Facilitation:** Key to conducting productive and civil community workshops is a well trained and experienced facilitator who can build trust among all participants. Brooke Peterson will serve as Lead Facilitator and is trained in the International Association of Public Practitioners (IAP2) techniques and core values- bringing experienced facilitation with a comprehensive range of creative, innovative, and tested engagement strategies. We will facilitate meetings in a way that ensures all voices are heard

and will work with staff on strategies to avoid polarizing community interests.

**3.1 Community Engagement Plan** | The RICK Team will prepare a Community Engagement Plan that defines the engagement touchpoints and sequence to provide a clear framework and guide for all community engagement throughout the project life cycle. RICK will be deliberate and thoughtful when crafting the Community Engagement Plan to ensure it is uniquely tailored to fit the needs and key objectives of the project and La Mesa community. With the project's key objectives in hand, techniques such as interviews, workshops, surveys, and others will be identified from the menu provided below to collect the information or input needed from the community. The Community Engagement Plan will include:

- ▶ Stakeholder Analysis
- ▶ Objectives for each public engagement event
- ▶ Project Website and Contact Information
- ▶ Public Engagement Event Descriptions
- ▶ Project Timeline

The RICK Team recommends conducting an engagement program that provides some in-person touchpoints mixed with virtual activities that maximizes the mix of engagement strategies and opportunities for input to broaden the level of participation. Online engagement is

valuable in engaging people who don't usually participate and the RICK team has extensive experience in utilizing this for public outreach, supplemented with in-person events. We also recognize the importance of seeking input from key City staff and City Boards and Commissions such as the Arts and Culture Commission, Community Parking Commission, Design Review Board, Historic Preservation Commission, Mobility Commission, and others that are responsible for effective implementation of the DVSP.

The RICK Team will capitalize on all available forms of techniques and technology in order to reach and engage as many community members and stakeholders as possible. Below is a menu of technique options for the City to consider in developing the Community Engagement program:

- ▶ In-Person workshops
- ▶ Stakeholder interviews
- ▶ Design charette
- ▶ Pop-up events/presentations (churches, La Mesa Farmers' Market, baseball fields, etc.)
- ▶ Interactive website activities
- ▶ Drop-In Office Hours
- ▶ Digital/Hard Copy Surveys

This scope does not assume that the Project Fact Sheet, workshop fliers and limited other materials will be translated in Spanish.

**3.2 Project Fact Sheet** | In an effort to notify the community and stakeholders of the DVSP Update project process, the RICK Team will prepare a Project Fact Sheet that provides information on the project purpose, goals, process, schedule, and community engagement opportunities. With the understanding that the Project Fact Sheet will be used as a quick reference guide, we anticipate the informational document to be a concise two-page document (one double-sided page) that will be visually engaging and easily interpreted with infographics and succinct language.



Example of a Pop-Up Event in a heavily-trafficked space



### 3.4 Workshop 1: Opportunities, Constraints and Visioning

This first workshop will present the Opportunities and Constraints Report, obtain additional input on the DVSP's opportunities and constraints, and lead a visioning session for use in crafting an updated Downtown Village Specific Plan Vision. This effort will also include digital and hard copy surveys to solicit feedback on additional opportunities and constraints, Downtown Village Specific Plan Vision, and general public comment on the project process and/or questions.



Community engagement for the Northside Specific Plan

**3.5 Workshop 2: Land Use & Design Alternatives** | The second workshop will be held to present the land use alternatives and solicit feedback on desired urban design features, such as architectural styles and enhancement of outdoor areas. This workshop will be structured to fulfill key objectives, including, but not limited to:

- ▶ Present the Land Use & Design Alternatives formulated in Task 4.1;
- ▶ Obtain detailed input on what the Land Use & Design Alternatives are missing, and what the community likes and dislikes about the Land Use & Design Alternatives;
- ▶ Present a Visual Preference Survey to obtain specific feedback on community desires for urban design features; and

- ▶ Lead a constructive discussion that will inform the next phase of the planning process.

Following the workshop, digital copy surveys will be used to solicit feedback on community desires for urban design features up until three (3) weeks after the Workshop or as alternatively agreed upon.

#### Tasks 3 Deliverables:

- » Community Engagement Plan (Administrative & Final Draft)
- » Project Fact Sheet (Administrative & Final Draft)
- » Website setup and maintenance for the project duration
- » Logistics Plan (2) (Administrative Draft & Final Draft)
- » PowerPoint Presentations (2) (Administrative Draft & Final Draft)
- » Workshop Materials (as applicable, digital copies of: fliers, exhibits, presentations, graphics – Administrative Draft and Final Draft for each workshop)
- » Digital Survey and Hard Copy Survey (Administrative Draft and Final Draft)

### Task 4: Downtown Village Specific Plan

There are a number of components in the specific planning process that serve as the building blocks for the Downtown Village Specific Plan. The Land Use Alternatives and associated development standards, selection of the Preferred Alternative, and Design Standards and Guidelines form the core structure around which the Specific Plan will be developed.

**4.1 Land Use & Design Alternatives** | During this phase, the RICK Team will create up to three alternative scenarios for the DVSP area that will provide a range of options to respond to the issues identified and vision created in preceding tasks. Through the exercise of a design charrette that brings together City staff and key stakeholders, we will prepare a series of three draft alternatives and corresponding streetscape, circulation, and transit recommendations that incorporate and build from: the information, strategies and recommendations identified in

reviews of existing plans and programs; incorporation of the opportunities and constraints analysis; and feedback and direction from City staff. The alternatives will also respond to the community input received in the prior project tasks.

Each alternative will have a defined theme that describes its emphasis in relation to the project objectives (such as housing, employment, etc.) and metrics that will provide a framework for comparison across each of the alternatives. Buildout metrics can include topics such as: population buildout, number of employees, energy use, water use, walk accessibility, emissions, and household costs; all of which are important considerations for future developers and property owners.

As a full-service firm, RICK Planning + Design Division will employ our in-house technical civil, water resources and mobility engineers to “ground truth” the land use alternatives before presenting the options to the public. Upon confirmation of the RICK Team’s technical review, the alternatives will be compiled into easy-to-understand diagram graphics for the Workshop No. 2 presentation.

**4.2 Preferred Land Use & Design Plan (Preferred Alternative or Preferred Plan)** | Based on input received from City staff and the community, the RICK Team will develop a Preferred Plan, which will serve as the basis for preparation of the Downtown Village Specific Plan. The Preferred Plan will outline the intended density and intensity development program and buildout metrics. We will present the preferred land use alternative in an easy-to-understand diagram graphic that will be presented at Workshop No 3. The preferred alternative will also be documented to supplement the public engagement process with background information.



The Lookout at the entrance to the La Mesa Farmers' Market

#### 4.3 Administrative Draft Downtown Village Specific Plan

| The RICK Team recognizes the significance of a well-written, easily interpreted, and visually-appealing document. The Specific Plan document will be designed with the audience in mind (the general public, developers, City staff, other public agencies, etc.). Of most importance is the Specific Plan's ability to reduce barriers to implementation, eliminate redundancy, and improve usability, clarity, and streamlining of predictable discretionary permitting processes. In addition to a user-friendly plan and streamlined development process, the City emphasized the importance of retaining community character which may be an overarching theme within the Specific Plan.

The Administrative Draft Specific Plan will tell the story of Downtown La Mesa – its history, vision for the future, and regulatory policies and actions to be fulfilled. The Draft Specific Plan will integrate compelling graphics to convey the vision for how the community will evolve and develop over time and specific design intent for the Design Standards and Guidelines. Graphics will include a detailed and comprehensive illustrative urban design plan, including 3-D massing and scale, to clearly communicate the design intent of the Specific Plan.

Further, the Administrative Draft Specific Plan will address future development of the Civic Center, including a parking structure. The final document outline will be developed in coordination with City staff; chapters may include, but are not limited to: Introduction, Vision, Regulatory Framework, Land Use and Housing, Design Standards and Guidelines, Mobility, Parks and Public Realm, Infrastructure and Public Services, and Implementation.

**Outdoor Uses.** The RICK team will prepare amendments for outdoor use focused on businesses wishing to better utilize their private outdoor space. These amendments shall offer streamlined permitting processes for those businesses wishing to active street frontages and provide a sense of place to the public. In consideration of these recommendations, RICK will maintain uniform aesthetic in line with proposed Design Standards, adhere to ADA regulations and ensure robust public safety standards.

**Objective Design Standards.** Led by Diego Velasco of Citythinkers, the RICK Team will prepare objective design standards that prioritize streamlined processing, quality of development, a walkable and livable community environment, and flexibility to adapt to market conditions. Drawing upon RICK's experience including recently approved Escondido East Valley Specific Plan and Downtown Taft Specific Plan both of which included comprehensive objective design standard and building from the review of existing development standards and guidelines conducted in Task 2, the RICK Team will then craft objective design standards that:

- ▶ Allow designers and developers the ability to achieve the Specific Plan vision with limited ambiguity;
- ▶ Provide direction for the public realm, including streetscapes, street trees, lighting, and public furnishings such as seating and trash receptacles;
- ▶ Provide direction for the private realm, including massing, architecture, building height, building articulation, color, scale, signage and gateways, car and bicycle parking and storage, and landscape; and
- ▶ Be easily administered by City staff without a steep learning curve.

This task also includes up to four (4) site-specific site design and visualizations/renderings including a 3D model of the new downtown land use plan as it relates to changes in architecture, height, and scale. The exact visualizations/renderings will be decided upon further discussion with the City and project team. Additionally, this task includes one meeting with the City's Design Review Board.

#### Streetscape, Circulation and Transit Recommendations.

Based on the detailed review of the Design Guidelines and Specific Plan streetscape concepts, our Landscape Architecture and Urban Design team will prepare update design concepts for the previous streets identified in the Specific Plan where appropriate.

In addition, based on the findings from the Circulation Analysis for opportunities for mobility enhancements conducted as part of Task 2.4 and the Bicycle Facilities and Alternative Transportation Plan, as well as community and stakeholder input received to-date, RICK mobility planners will identify mobility recommendations for the Specific Plan. Our landscape architects and transportation planners will work closely together to ensure all streetscape concepts work with mobility designs.



Existing sculpture in Downtown Village

**Signage and Wayfinding.** The RICK Team will utilize extensive expertise and project experience with our in-house landscape architects and graphics specialists in conjunction with Citythinkers to develop a unique branding for the Downtown Village area. This branding will take into



account the history, character and future desires for the downtown area and will be used to distinguish the Specific Plan area from other areas of the city. This branding will be used both within the revised Specific Plan in addition to public realm projects such as gateways, wayfinding and street signage, business identification signage, and outreach event by business associations signage such as the La Mesa Village Association and Chamber of Commerce when referring to the Specific Plan area.

**Implementation.** As a critical part of the Specific Plan implementation, the RICK Team will identify strategies to streamline CEQA review processes for future developments, including the Civic Center Campus, in ways that are consistent with the goals and policies of the Specific Plan. In particular, the RICK Team will outline the following as part of the Specific Plan:

- 1) Potential funding sources for the implementation of the Specific Plan components, including grants and related programs at the local, state, and federal levels.
- 2) Potential policy changes that the City may wish to make, in order to implement the vision for development and/or redevelopment in the Specific Plan area.

- 3) Potential public improvements that would help to support the implementation of the Specific Plan. These improvements could include items such as streetscape improvements, park or civic gathering space improvements, or infrastructure improvements to serve development.

The RICK Team will outline the key responsible parties involved for the implementation of various components of the Specific Plan as well as the anticipated time frames (short-term, mid-term, or long-term), and sources of funding for each implementation item. Furthermore, the RICK Team will explore various programs and funding streams for integrating in the Specific Plan, such as the Business Façade Improvement Loan Program, which would help provide funding for upgrades to the appearance and marketability of commercial properties in the area. Other jurisdictions in the State have used this type of program, which is funded by the State of California's Community Development Block Grant program to fund façade improvements.

The RICK Team will explore funding streams from the California Infrastructure Economic Development

Bank (IBank) to fund public infrastructure and private development, including enhancements such as streetscape projects, park or plaza improvements, or other infrastructure projects. IBank's programs include a revolving fund program, a bond financing program, and a small business finance center.

Additionally, the RICK Team will examine how California's Statewide Community Infrastructure Program (SCIP) can help stimulate economic development in the Downtown Village Specific Plan area. This program allows property owners to obtain financial assistance for non-residential development impact fees associated with infrastructure.



Visual simulation prepared by Citythinkers of a transit-oriented plaza supported by mixed-use residential

## PHASE 2

**3.6 Workshop 3: Preferred Land Use Alternative and Design Standards** | The third community engagement effort will focus on the Specific Plan Design Standards and Guidelines. The third workshop may be replaced with a stakeholder roundtable meeting for a more focused discussion with community leaders. This effort will be structured to fulfill key objectives, including, but not limited to:

- ▶ Present the Specific Plan and Design Standards as part of Task 4.3;
- ▶ Obtain detailed input on the Design Standards and Guidelines, including their positive and negative attributes;
- ▶ Discuss Standards that are missing; and
- ▶ Lead a constructive discussion that will inform the Public Review Draft Specific Plan.

### Tasks 3 Deliverables:

- » Workshop Summaries (3) (Administrative & Final Draft)

**4.3.1 Screencheck Draft Specific Plan** | The Screencheck Draft Specific Plan will address City comments on the Administrative Draft Specific Plan and resubmitted to the City for the next round of staff review.

**4.3.2 Public Review Draft Specific Plan** | The Public Review Draft Specific Plan will address City comments on the Screencheck Draft Specific Plan and finalized to be released for public review.

**4.4 Final Downtown Village Specific Plan** | The Draft Final Specific Plan will be developed upon the conclusion of Workshop No. 3 and final direction from City staff for consideration, recommendation, and adoption by decisionmakers. The Draft Final Specific Plan will be presented to the Planning Commission for consideration and recommendation and to City Council for consideration and adoption. The Final Specific Plan will be developed upon final direction from the Planning Commission and City Council at the adoption hearings.

### Task 4 Deliverables:

- » Up to three (3) Land Use Alternatives and Metrics (Administrative Draft & Final Draft)
- » Outdoor Use Amendment Recommendations
- » Downtown Branding Recommendations
- » Illustrative Urban Design Plan
- » One (1) meeting with Design Review Board
- » One (1) design charette up to two (2) days in length
- » Draft La Mesa Downtown Village Specific Plan (electronic copies of the Administrative Draft, Screencheck Draft, and Public Review Draft in MS Word and PDF)
- » Final La Mesa Downtown Village Specific Plan (electronic copies in MS Word and PDF)

### Task 5: Environmental Review

Led by Teresa Wilkinson, the RICK Environmental Team will prepare an Initial Study based on Appendix G of the California Environmental Quality Act (CEQA) Guidelines for the proposed Downtown La Mesa Specific Plan Update. The Initial Study/Mitigated Negative Declaration (IS/MND) will be prepared in accordance with the California Environmental Quality Act (CEQA) to provide a programmatic-level review of potential environmental impacts associated with the proposed La Mesa Downtown Specific Plan. The Specific Plan envisions an activated mixed-use corridor with increased housing opportunities.

The overall goal for the IS/MND is to provide clear and concise analysis and conclusions regarding the environmental impacts of the project to facilitate implementation of accelerated quality redevelopment within downtown La Mesa.

The State CEQA Guidelines present several “Special Situations” that include unique requirements for environmental evaluation. Section 15183 discusses “Projects Consistent with a Community Plan, General Plan, or Zoning”. Subsection (a) states, “CEQA mandates that projects which are consistent with the development density established by existing zoning, community plan, or general plan policies for which an EIR was certified shall not require additional environmental review, except as might be necessary to examine whether there are project-

specific significant effects which are peculiar to the project or its site. This streamlines the review of such projects and reduces the need to prepare repetitive environmental studies.”

The proposed La Mesa Downtown Specific Plan would enable proposed future projects to consider the impact analysis in the IS/MND when evaluating their potential environmental impacts. Where sufficiently addressed, future development may be considered “within the scope” of the environmental analysis. As a programmatic-level document, however, the CEQA analysis is not anticipated to provide sufficient detail to fully address the project-specific impacts of all future development. It is anticipated that in many cases additional environmental technical studies or CEQA documentation may be needed for future projects once sufficient details are known. In such cases, the necessary environmental studies and documentation may be conducted at the time of proposal. Current legislation for infill development achieve this, would also allow for expedited CEQA review of housing development.

**5.1 Technical Studies** | The IS analysis will be prepared with the use of project-specific technical studies. We propose preparing technical analysis to support the Transportation/Traffic, Air Quality/GHG and Noise Sections of the EIR. We will also conduct a cultural resources database search if needed to supplement the City’s existing historical resources inventory list.

**5.2 Administrative/Screencheck Draft IS/MND and MMRP** | RICK will use the City’s standard format to prepare an IS to evaluate all resource areas in Appendix G of the CEQA Guidelines and complete the CEQA environmental checklist. RICK will prepare an RICK will prepare an Administrative IS/MND, including the Mitigation Monitoring and Reporting Program (MMRP) and applicable appendices, to address all the required environmental topics and analyses in full compliance with CEQA (PRC Section 21000 et seq.), the CEQA Guidelines (CCR Section 15000 et seq.), and City Guidelines for Compliance with CEQA. Information for this analysis will be gathered from various sources typically used in CEQA analysis such as the City’s General Plan EIR and



Climate Action Plan EIR. The Draft EIR will comply with the CEQA Guidelines. To facilitate a streamlined and efficient analysis, we propose to incorporate all analysis into the body of the IS/MND, with appendices as needed to convey technical information, such as noise and air/greenhouse gas (GHG) modeling outputs included as appendices.

The IS/MND will include the following resource areas: aesthetics and visual quality, air quality, biological resources, cultural resources, energy, geology and soils, greenhouse gases, hazardous materials, hydrology and water quality, land use, noise, population and housing, public services and recreation, transportation, tribal cultural resources, and utilities and services systems. Other required sections of CEQA will be addressed including cumulative impacts and project alternatives.

The analysis for each topic will include (1) Existing Conditions, a description of the existing conditions of the site specific to the resource topic, upon which potential environmental changes or impacts can be based. The impact analysis will be based on the established significance thresholds. The IS/MND will list the mitigation measures that could reduce the severity of impacts identified in the Impacts subsection. The mitigation measures will be designed to streamline future development project environmental review under CEQA by creating performance standard mitigation measures.

RICK will address all comments received from City staff on the Administrative Draft IS/MND and prepare the Screencheck Draft IS/MND, including the MMRP and appendices, for City staff review. The Screencheck Draft IS/MND will be submitted in PDF and Word format.

RICK will also prepare and submit a Draft MMRP for City staff review. The MMRP will be in tabular form acceptable to City staff containing, at a minimum, information required by CEQA Guidelines, Section 15097. Preparation of the final version of the MMRP will be deferred until preparation of the Final IS/MND.



Music event at the La Mesa Classic Car Show

**5.4 Public Review Draft IS/MND** | Once City staff has completed their review and determined that the Draft IS/MND is ready to be released to the public, RICK will finalize the Public Review Draft IS/MND, MMRP, and appendices and prepare the required hard copies and electronic copies, include a web-ready electronic version. RICK will be responsible for preparation, distribution, and filing of all public notices associated with the Draft IS/MND as well as distribution of the Draft IS/MND for a 4530-day public review period.

**5.5 Response to Comments** | After the 30-day public review period, RICK will review all written comments, organize the comments, and prepare a summary for review by the City staff. RICK will budget for responses to up to 100 individual comments and two full days of working sessions with City staff to review and discuss the Responses to Comments. The Response to Comments and any changes made to the Public Review Draft IS/MND in response to the comments will be submitted to City staff for review in PDF and Word format.

**5.6 Final EIR IS/MND** | Following the completion of the Response to Comments, RICK will incorporate all additional analysis and/or IS/MND revisions into the Screencheck Final IS/MND. The Screencheck Final IS/MND will be prepared in strikeout/underline format to

the Public Review Draft IS/MND to highlight changes in the document, along with an Errata chapter, and the Responses to Comments.

RICK will then prepare the Final IS/MND, including Responses to Comments, revisions to the Draft IS/MND, Final MMRP, and any new appendices for the Planning Commission and City Council based on comments received from City staff. The Final IS/MND will be integrated into the Draft IS/MND, prepared in strikeout/underline format, and will not be a separate document accompanying the Draft IS/MND. Final PDFs will be web-ready for public review including Responses to Comments, revised text, figures, and any new appendices.

#### Task 5 Deliverables:

- » Administrative Draft and Final Initial Study and Air Quality/GHG/Noise/Traffic Technical Studies
- » Draft Program IS/MND (electronic copies of the Administrative Draft and Screencheck Draft in MS Word and PDF)
- » Public Review Draft IS/MND, Draft MMRP, and Appendices (electronic copies in MS Word and PDF)
- » Three hard copies of the Draft IS/MND, Draft MMRP, and Appendices (electronic copies in MS Word and PDF)
- » Two USB flash-drive copies of all reference documents
- » Draft Responses to Comments (electronic copies in MS Word and PDF)
- » Final IS/MND, MMRP, and appendices in PDF and MS Word
- » Two hard copies of the Final PEIR, Responses to Comments, MMRP, and appendices
- » Two USB flash-drive copies of all reference documents

## Task 6: Public Hearings

The RICK Team will collaborate and support City staff throughout the public hearing process. Key RICK Team members, including Brooke Peterson, Shannon Baer, and Teresa Wilkinson, will attend public hearings and participate in staff presentations. We will prepare components of the presentation, attend two (2) City staff preparation meetings, one (1) Planning Commission hearing, and one (1) City Council hearing. This scope and fee assumes City staff will prepare staff reports for these public hearings.

### Task 6 Deliverables:

- » PowerPoint Presentation (portions of)
- » Attendance at two (2) staff meetings/practice presentations
- » Attendance and ability to answer questions at one (1) Planning Commission and one (1) City Council hearing

