

THE BREA PROJECT



**Final Report
and
Recommendations**

**Steering Committee
Development/Redevelopment Task Force
Traffic Task Force
City Maintenance/Street Repair Task Force**

March, 1989



THE BREA PROJECT
Number One Civic Center Circle
Brea, California 92621
Telephone (714) 671-4488

STEERING COMMITTEE

March 7, 1989

Matt Page
Chairman

Honorable Mayor and
Members of the City Council

Isabelle Rhymes
Assistant Chairman

On behalf of the citizens of Brea, we proudly present the Brea Project Final Report. Within this document you will find what your Citizen Task Forces are recommending for your consideration and implementation in the areas of traffic, maintenance, development and redevelopment. We, the Steering Committee, thank you for your bold leadership in reaching out to hear what the citizens have to say in a new and different way.

Todd Beckley

We also salute the many people who served so generously and diligently on the Task Forces. These people, in the truest sense, "made a difference." They were willing to study, to learn and to work on behalf of the total community. They became solution seekers and problem solvers. Their creativity, effort and commitment are reflected in this document.

Patrick Davis

Our thanks to the City facilitators and support staff for their help. They were professionals with a heart, and gave the Project their best.

Jose Mendez

In closing, we ask that you receive this report with openness and share our sense of pride and gratitude for the citizenry of Brea.

Sincerely,

George Saunders

Matt Page
Chairman

Isabelle Rhymes
Assistant Chairman

Pat Tremayne

Todd Beckley

Patrick Davis

Jose Mendez

Martha Jane Wolking

George Saunders

Pat Tremayne

Martha Jane Wolking





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STEERING COMMITTEE FINAL REPORT





Steering Committee Listing

- Chair:** Matt Page
- Assistant Chair:** Isabelle Rhymes
- Members:** Todd Beckley
Patrick Davis
Jose Mendez
George Saunders
Pat Tremayne
Martha Jane Wolking
- Staff Support:** Ret Wixted, *Community Services
Director, Project Manager*
- Laurie Cottrell, *Assistant to City
Manager, Communications*
- Deni Tidland
Kellee Fritzal
Sharon Chambers
- Staff Facilitators:** Larry Baker
Don Forkus
Nancy Harrigan
Bill Higgins
Bill Lentini
Richard Mitchell
Bud Moody
Denise Ovrom
Donna Rhine



The Brea Project is a community participation program, designed first and foremost to improve the whole system of governance. The Project invites the open participation of all citizens in shaping decisions for the community and provides assistance in carrying them out. The process allows for diversity of opinion and facilitates consensus-building among divergent points of view. It also creates an ongoing educated electorate, empowered by their involvement in deciding the future of their city.

To this end the Steering Committee held, as the primary goals for the Project, the involvement of all people in Brea in developing a "Commonwealth" of our varied residential, commercial and professional communities.

From this involvement we sought to:

- Form a common vision for the future;
- Successfully balance the economic needs of Brea with the Community's desired qualities of life;
- Define the values upon which the leadership will be based, and
- Expand our knowledge and understanding of how to make government work.

Our vision was to create a system of broad based community involvement which will be met with responsiveness and action on the part of the City officials now, and in the future; so that together we can preserve and build upon the quality of life and our "small town" heritage.

The Brea Project was coordinated by a citizen Steering Committee that acted as facilitator, helper, advisor and generally a "jack of all trades." Our job was to keep the Project moving. Our first task was to find out what the citizens thought of Brea, i.e. what they liked, what they didn't like and how they hoped to see Brea in 10-20 years. This was done by a questionnaire. Over 1000 replies were received. From this information, sixteen concerns were expressed. This list of sixteen was sent back to the community for prioritization. Over 2800 surveys were returned this time and they told us loud and clear that Development/Redevelopment, Traffic and City Maintenance were of primary importance to residents. Of course, everyone told us to keep that beloved "small town atmosphere."

The Steering Committee then called upon the community to join us by serving on Citizen Task Forces. These Task Forces were to study the issues and eventually make recommendations to City Council. Forty-two citizens volunteered to join us. Sixty-two citizens volunteered as Resource Members. Nine staff members volunteered to facilitate with the Task Forces. The Task Forces met weekly (and sometimes more) over the last nine months. They have been discussing, investigating, learning and formulating answers to the problems facing Brea.

As the Project was nearing completion, the Steering Committee and the Task Forces went once more into the community via a televised Town Hall Meeting. The Town Hall Meeting was a tremendous success, involving over 250 more citizens in determining Brea's course for the future.



The Brea Project has involved 112 committed citizens to make up the Steering Committee and the Task Forces. These citizens have given over 60,000 hours of service to their community.

The people who served on the Brea Project set their hearts and minds to "make a difference" and they have. They've worked long and hard to effect a change for their community, based on what the community has told them. The Brea Project has touched over 6,000 people during the last year, and through the recommendations being made, will perhaps touch all.

Of the many benefits to be derived from the Brea Project, some have already been accomplished. Four people from the Brea Project have become commissioners for the City. Many people, including school children, have become educated about their city government. Most important, however, avenues of communication have been opened between the citizenry and the city government. This has resulted in greater understanding and cooperation on the part of all concerned. This accomplishment must not be lost.

We have learned and relearned through our role as Steering Committee members, from each of the Task Forces, and from the citizens, that communication is the ultimate challenge facing our elected officials. Intentions can be good. Efforts can be multiple. But traditional approaches are not working. Be it a development project or just a neighborhood concern, access to help or just information at "City Hall" is often perceived as complicated or a negative experience. The "system" is difficult to understand. People feel they are not being told enough or are not being told about what concerns them the most. Government must create a new way to speak to those they serve and a new way to listen. Too often efforts focus on telling and not listening.

A process of two-way communication of ideas and information, that includes professional staff, elected officials and the citizens, will lead to the best decisions for our community.

Recommendations

1. It is the primary recommendation of the Steering Committee that "communication" with the citizens be re-examined. This element of governance must become a priority for Brea. Be it an ombudsman, a "City Hall phone line," a new look to the written approach, an increase in personal two-way dialogues regarding key issues, or a citizen advisory committee, suggestions abound within the Report. The issue is real and it must be addressed.
2. The Brea Project works. People want to be involved and can contribute in positive ways. People have been heard and have at the same time, learned a great deal about what Government can and cannot do, and the complexities of issues facing public officials. We recommend that the process used throughout the project be institutionalized by the City. By this we mean that citizens, working with staff, be asked to address key issues affecting them and the larger community. The Task Forces must be short termed and focused on a specific problem or issue. Membership should include representatives from the parties involved. However, it is vital that the Task Force also includes citizens-at-large, those citizens who do not have a specific interest in the issue.



The Task Force must have a City staff person to act as liaison and facilitator. The recommendations which come from the Task Force must be considered seriously by the decision makers, City Council.

To provide you with an overview of the Project's efforts in terms of communication, public outreach and task force work we have compiled a brief appendix.

3. We are requesting a response to the recommendations submitted in this Final Report within 60 days of presentation and not longer than 90 days, for the benefit of the community.
4. The Brea Project was created as a two year project. Based on that premise, we are recommending the following for Year II:
 - a. The Brea Project Steering Committee should be continued, with replacement of members as necessary.
 - b. Continue through year two with the development of two or more Task Forces to address such issues as the development of UNOCAL properties, Parklands, the Downtown Area, Neighborhood Councils and Communications.
 - c. The Project should be conducted on a more moderate basis and without the professional consultants. The Project Program staff has begun an evaluation, separate from this Report, and will include input from City facilitators and Task Force members, Steering Committee members and support staff.
 - d. In order to continue the very important communication channels that have been established, at least two and possibly four Town Hall Meetings should be held during the year.

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You Tell Us

We are the Steering Committee for the Brea Project. We are your friends and neighbors and we'd like to hear from you. Please take a moment and tell us what you think.

1. What do you like about Brea? What is best about living/working in Brea?

2. What about Brea needs to be changed? What bothers you? What needs fixing?

3. What do you hope Brea will be like in the next 10 to 20 years?

Thanks for your help.

Brea Project Steering Committee:

Matt Page
Todd Beckley

Patrick Davis
Jose Mendez

Isabelle Rhymes
George Saunders

Pat Tremayne
Martha Jane Wolking

If you would like to join us by serving on a community task force, please fill out information below or call 671-4488.

Name _____

Address _____

Phone Number _____

To return this form, fold and seal. Postage will be paid by The Brea Project. PLEASE RESPOND. We need your information by March 8.



You Tell Us

THE BREA PROJECT...BUILDING OUR COMMONWEALTH

The Brea Project is a joint City Council/Community project that asks all citizens to identify their concerns and priorities for Brea and to recommend ways the City can best plan for a quality future. By filling out this survey, you will help the Steering Committee find out which are the *most important* concerns to you.

PRESERVING BREA'S SMALL TOWN ATMOSPHERE

We heard you tell us that the "small town atmosphere" of Brea is most important. You told us you like your town to be clean, friendly, quiet, a place where people care, a place where people make the difference.

You told us that Brea is special – and we heard you. Some of you call it the "Brea Spirit" and with that in mind, the Brea Project Steering Committee assures you that this home town feeling will be at the heart of each Task Force as it studies the issues.

YOU TELL US!

Please read the following concerns. Put a check in the box by the five (5) which are most important to you.

- 1 City Government (Operating Process, Spending Policies, City Leadership, etc.)
- 2 City Maintenance (Public Landscaping, Litter, Street Cleaning, Sidewalks, Maintenance Districts, Water Service, Trash Service)
- 3 Community Facilities (Community Center, Parks, Civic Center, Municipal Plunge, Senior Center, Insurance, Library, Post Office, Theatre, Art Gallery)
- 4 Community Programs (Recreational, Cultural Arts, Child Care, Art in Public Places, Cable TV Services, Community Involvement, Teen Programs)
- 5 Development (Growth, Balance, Planning and Standards for Architecture, Open Space, Density, Hills, Employment and Shopping Opportunities, Grocery Stores, Restaurants, Hotel, Mall, Skating Rink, Bowling Alley)
- 6 Historical Preservation
- 7 Housing (Affordable, Low-cost, Moderate, Senior Citizen, Rentals, Low Density, etc.)
- 8 Neighborhood Issues (Relationships: Neighborhoods to City, Neighbors to Neighbors, Cultural Differences, etc.)
- 9 Parking (Availability, Rules, Regulations & Enforcement, Overnight, RV Parking)
- 10 Pollution (The Dump, Noise, Smog, Hazardous Waste, Chemicals, Water Quality)
- 11 Public Safety (Police, Fire, Disaster Preparedness, Code Enforcement, etc.)
- 12 Public Transportation
- 13 Redevelopment (Downtown Brea, Residential concerns, Standards, Planning Process)
- 14 Schools (City Council/School Board Relationship, New High School, Quality of Education)
- 15 Street Repairs
- 16 Traffic (Signals, Congestion, Carbon Canyon Rd., Imperial Hwy., Brea Blvd., etc.)

Yes! I want to get involved! If you haven't signed up already and you want to be on a Task Force, please fill in your name and address.

Name _____
 Address _____
 City _____ Zip _____

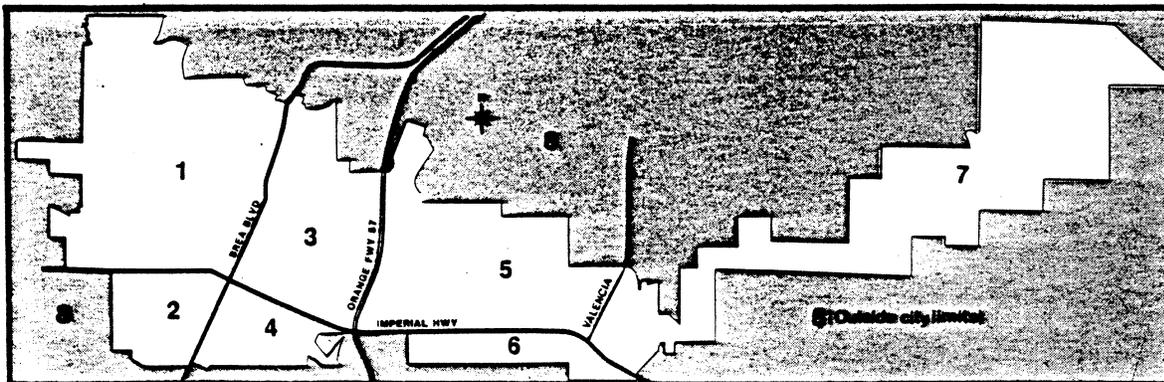
Please take a moment to answer the following: (Refer to map below, write correct number in circle)

In which area do you live? (1 - 8) 17

In which area do you work? (1 - 8) 18

How long have you lived in Brea? 19

- 1. less than 5 years 3. more than 15 years
- 2. 6 - 15 years 4. does not apply to me



Please fold with Business Reply address showing, seal with a piece of tape and return by April 22, 1988. No postage is required.

For more information, call (714) 671-4488

(El Questionario Que Sigue Se Puede Conseguir En Espanol-Llame 714-671-4488)



BREA PROJECT . . . BUILDING OUR COMMONWEALTH

<u>PRIORITY</u>	<u>NO. OF RESPONSES</u>	<u>PERCENT</u>
1. Development	1701	61.4%
2. Traffic	1457	52.6%
3. City Maintenance	1224	44.2%
4. Pollution	1135	41.0%
5. Schools	1098	39.7%
6. Public Safety	1074	38.8%
7. City Government	913	33.0%
8. Street Repairs	897	32.4%
9. Redevelopment	867	31.3%
10. Community Facilities	692	25.0%
11. Housing	675	24.4%
12. Community Programs	568	20.5%
13. Historical Preservation	536	19.4%
14. Parking	459	16.6%
15. Neighborhood Issues	230	8.3%
16. Public Transportation	128	4.6%

Total number of questionnaires: 2810



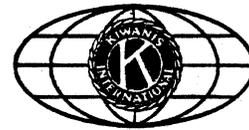
Brea Project..Building Our Commonwealth

Vision

To create a system of broad-based community involvement which will meet with responsiveness and action on the part of the City officials now and in the future; so that *together* we can preserve and build upon the quality of life and our "small town" heritage.



The Kiwanis Club Of Brea And The Brea Project



Announce An Essay Contest

“Citizenship In Action...the Brea Project”

This year the Brea Project joins with the Kiwanis Club of Brea in presenting the Kiwanis Annual Citizenship Contest. The focus of the contest is to develop a better understanding of what it means to be a citizen in our democratic society. The Brea Project is an outstanding example of citizens taking an active part in local government, as well as contributing to the quality of life in our community.

You Tell Us

The Brea Project and the Kiwanis Club of Brea want to know what you think. The following questions have been asked of Brea grown-ups, now you tell us!

1. What do you like about Brea?

2. What about Brea needs to be changed?

3. What do you hope Brea will be like 20 years from now?

See contest rules on reverse side. Additional space for answers on back.

The Brea Project

Ryan Heard
5th Grade
Country Hills School

The things I enjoy most about Brea are the people. You can say "Hello" to someone you've never met and they'll say "hi" back! I also like the many nice schools, malls, and plazas. The sculptures and bright vivid plants make Brea a nice place to live in. It is also encouraging to me that Brea is relatively smog-free. The only time that we have a 1st stage smog alert is when L.A.'s is overflowing onto Brea. But I hope with all the community projects going on, Brea will turn out to be even more beautiful than before.

I think there is a problem in the old section of Brea, namely Brea Boulevard. Right now it's a mess so I hope to see it looking better. I've never thought about it before but Brea should at least cut out a little section of those old buildings to put aside for people who admire these buildings. Many people don't admire them because they think they're old and worthless. I've got a sixty-five year old grandpa and he's not old and worthless!

I hope Brea is as beautiful as it is now 20 years later. Of course, everybody hopes for fewer problems and right now I'm going along with that hope and dream to make Brea a better place for everyone!

And
The Brea Project

Announce An Essay Contest

BHS
1st place

"Citizenship In Action..:the Brea Project"

This year the Brea Project joins with the Kiwanis Club of Brea in presenting the Kiwanis Annual Citizenship Contest. The focus of the contest is to develop a better understanding of what it means to be a citizen in our democratic society. The Brea Project is an outstanding example of citizens taking an active part in local government, as well as contributing to the quality of life in our community.

You Tell Us

The Brea Project and the Kiwanis Club of Brea want to know what you think. The following questions have been asked of Brea grown-ups, now you tell us!

1. What do you like about Brea?

There are many things about Brea. I like most of the people in Brea are very friendly and have a positive attitude. They take pride in their community as seen in the good care they take of their homes and yards. The general layout of the city and the blend of the new and old buildings is very

2. What about Brea needs to be changed?

As Brea is in a time of many changes, I hope that they continue to keep the spirit of good old Brea while blending in the new Brea. With all the current projects going on, I feel that the roads need to be finished quickly so that when new buildings are added and more people come,

3. What do you hope Brea will be like 20 years from now?

In twenty years, I would like to see all the redeveloping accomplished and have a adequate road system. I hope Brea is a prosperous city, but still maintains a peaceful atmosphere and environment. Brea should maintain its small town charm, and not turn into a congested,

Contest Rules

Name: Kelly Anderson School: Brea Olinda High School

Teacher: Mrs. Arczynski Grade: 10

1. Students must be 18 years of age or under and live or go to school in Brea.
2. Write one paragraph per question at any length you need to get your point across.
3. Completed essays must be turned in to your teacher by October 21, 1988.
4. A first and second place award will be given to a student in each category:
1) Elementary; 2) Junior High; 3) High School.

A \$200 Savings Bond will be awarded to each first place winner and a \$100 Savings Bond to each second place winner in the three categories on November 3, 1988 at a special awards breakfast hosted by the Kiwanis Club of Brea.

For more information call the Brea Project at 671-4488.

1. appealing The "Art in Public Places" adds greatly to the pleasing appearance of the whole city.

2. we will have less traffic and more efficient roadways. Growth and changes are happening fast and I think we should pace ourselves and take more time to think of the results of our actions.

3. stressful city.



And
The Brea Project



Announce An Essay Contest

"Citizenship In Action...the Brea Project"

This year the Brea Project joins with the Kiwanis Club of Brea in presenting the Kiwanis Annual Citizenship Contest. The focus of the contest is to develop a better understanding of what it means to be a citizen in our democratic society. The Brea Project is an outstanding example of citizens taking an active part in local government, as well as contributing to the quality of life in our community.

You Tell Us

The Brea Project and the Kiwanis Club of Brea want to know what you think. The following questions have been asked of Brea grown-ups, now you tell us!

1. What do you like about Brea?

The best part of Brea is the fact that it is a wonderful place to live and in which to grow up. Brea can be proud of its educational system, as it consistently reappears at the top of the list when the testing results are published. Brea encourages a proper mixture of →

2. What about Brea needs to be changed?

The main area of improvement necessary in Brea is upgrading the street system to accommodate the tremendous growth in industry and population. Brea also should look at curbing construction so it does not become overcrowded. Brea also

3. What do you hope Brea will be like 20 years from now?

Twenty years from now Brea will be one of the largest cities in Orange County. Industry will continue to migrate here because of its location and accessibility. It will have built two new junior high schools and several

Contest Rules

Name: Deera Gallaway School: Brea Olinda High School.
Teacher: Mr. Thomas Grade: 10

1. Students must be 18 years of age or under and live or go to school in Brea.
2. Write one paragraph per question at any length you need to get your point across.
3. Completed essays must be turned in to your teacher by October 21, 1988.
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For more information call the Brea Project at 671-4488.

① culture and civic pride. It has retained its tradition of requiring works of art when major industrial construction takes place. Brea has taken pride in maintaining its small town atmosphere by preserving the "downtown" section of "good ol' Brea!"

② needs to develop a town center where teenagers could go in a monitored environment.

③ elementary schools. It will be the site of several major hotels. Brea will be home to one of the largest modern malls in the country. And yet, while it continues to grow and expand, Brea will still take pride in being the best city in Orange County in which to live and work!



DEVELOPMENT/REDEVELOPMENT FINAL REPORT

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Brea of the Future Definition

Bibliography



Development/Redevelopment Task Force Core Members

Co-Chairs:

Glenn Parker
Bev Perry
Gary Terrazas

Members:

Prajesh Bhatka	Thayone Jones
Laura Celmer	Mike Lehrer
Gary Edmunds	Bill Murray
Inez Fanning	Debra Priest
Jim Ferris	Dick Sader
Chuck Gravette	Bev Sandelman
Bill Hall	Bob Short
Pam Higgins	Margaret Zetterlund
Laurie Jones	

Staff Facilitators:

Don Forkus
Bill Lentini
Denise Ovrom
Donna Rhine

Steering Committee

Liasons:

George Saunders
Pat Tremayne



Summary

The Development/Redevelopment Task Force of the Brea Project was formed in June, 1988 in response to a citizen based survey of what the main issues and problems were in Brea. Our task force was given the job of examining development and redevelopment issues in the City and making recommendations from a community point of view as to what City government could do to address these issues.

Our goals for the project were the following:

- 1) Understand the decision making process in Brea for development and redevelopment.
- 2) Define "Brea of the Future"
- 3) Make recommendations based on our definition of Brea of the Future to:
 - a) establish general standards and guidelines for development/redevelopment
 - b) improve community involvement

Our first goal was accomplished by having City staff members such as Ed Wohlenberg, Jim Cutts, Roger Friesen and Steve Copenhaver brief us on the fundamentals of the City's planning process and how decisions affecting the development and redevelopment of Brea emerge from that process.

The second goal was completed by tallying up all responses - positive and negative - to the survey question "What do you hope Brea will be like in the next ten to twenty years?" Based upon the data in the survey it became apparent that there were four main categories that needed to be addressed:

- 1) Community Involvement
- 2) Community Pride
- 3) Physical Environment
- 4) Development Standards

(The full text of our "Brea of the Future" definition can be found in the appendix).

Our final goal resulted in the following basic recommendations:

Community Involvement

- 1) Establish better two-way communication between the citizens and the City government.
- 2) Develop and implement methods to educate the public about the decision-making process for development/redevelopment: how it works, who is involved, and how to have a positive impact on it.

Community Pride

- 1) Establish a master-planned redevelopment of downtown
- 2) Emphasize historical and cultural preservation
- 3) Create enhanced recreational opportunities



- 4) Maintain Brea's small town image
- 5) Encourage affordable housing options

Physical Environment - Land Use

- 1) Establish a comprehensive hillside development plan
- 2) Provide a broad range of residential lifestyles
- 3) Develop an economically strong industrial and commercial base without sacrificing the quality of life from traffic, pollution and noise problems.

Physical Environment: Architectural Character

Create a design standards task force which will develop standards and guidelines for development and decide how they would be implemented by the City. Our task force started with a very large subject, and through careful consideration of the public's wishes, came up with recommendations that are realistic and should be implemented. The people of Brea gave us their view of the future; they also gave us something more: their heartfelt wish to be informed and involved. Brea residents want to feel like they can make a difference in their community.

The Brea City Council has taken a giant step forward towards a better Brea by forming the Brea Project. We hope the Council will look upon our recommendations as additional tools to bring about the "Brea of the Future" that we all desire.



Community Involvement

A. Introduction

One of the components of "Brea of the Future" is Community Involvement as seen by its residents, where in "Brea - Our People Make the Difference."

Community Involvement ("CI") is defined as a concerned Brea community where a broad segment of the populace is involved in City affairs, and citizens can feel that they are asked to participate in and influence the development/redevelopment process. Viewpoints are actively sought to ascertain what is best for all segments of the community. The mission of our task force was derived from the citizens, and it is loud and clear - define "Brea of the Future." Similarly, the General Plan can be described as Brea's blueprint for future development. It represents the community's view of its future - constitution made up of the goals and policies upon which the City Council will base its decisions. If decisions are inconsistent, they must not be approved. As we know, the process of amending the General Plan encourages public participation. In essence, the Brea Project, which is the by-product of citizen involvement, promotes change in the General Plan. The General Plan is not cast in concrete but is a "living" document where it changes and evolves according to contemporary citizen input.

B. Issues

The broad issues of CI are:

- Communication
- Education
- Decision-making

Communication is a major issue since citizen input has indicated apathy and ignorance about development and/or City services. The impact on the City and its citizens is varied depending on the sub-issue. For example, current means of notifying residents about a proposed project are, at times, inadequate since many residents complain about little or no communication, e.g. the Brea Neuropsychiatric Hospital situation. The major cause of the problem is somewhat strict adherence to state law with regard to notification distance and other informal means of communication, i.e. sending notification to associations, if present. The recommendations outlined on the following pages are instrumental in the notification process. In addition, these current and new mediums of communication and education will improve the informational flow of development, growth and City policy to the citizens.

C. Objectives

We feel that Brea is one of the best-managed cities in Orange County; however, based on the significant citizen response from the questionnaires and the Town Hall Meeting, we can improve upon Community Involvement. The general objectives for continuing planned educational and communication programs are outlined below:

- (1) To overcome apathy and bewilderment toward normal and new functions of Brea government; also, to provide reliable information for the voter.
- (2) To keep the citizens informed of the services and functions provided so that they may participate and gain from them. This requires persuading the citizens to be aware of the administrative rules and assisting citizens in understanding them.



- (3) To provide the citizens with usable devices for relaying their views and opinions to City government prior to the Planning Commission meeting.
- (4) To have the City government take more consideration of public sentiment in the decision-making process.
- (5) To build and maintain support for City government so it may have friends in time of need or when a conflict develops with the public.

D. Recommendations

1. General Plan

The General Plan is an official City policy which sets down the goals and objectives of the community in one uniform document so that development of all City systems can be guided in a coordinated manner:

- We recommend a more readable General Plan following the format of the City of Petaluma. More precisely, we recommend a better organizational format, more illustrations, diagrams, pictures, etc. With the wonders of Desktop Publishing, the ordinary citizen can better understand the document and development process. The City of Petaluma was the principal reference source for this recommendation. D-1
- We also believe that all our recommendations in this report, when appropriate, should be made a part of the General Plan. Numerous cities, including San Juan Capistrano, were the reference source for this recommendation. D-2

2. Project Notification

- An increase in distance from 300 feet to one (1) mile shall be utilized for notification by mail and handbills for larger proposed development (i.e., office buildings, hotels, shopping center, specific plans, hillside development, etc.) Please see the attached matrix in the appendix for specificity. The reference source for this recommendation was the Task Force and the Town Hall Survey. D-3
- Citizens should be notified after initial submittal of application to Development Services but prior to completion of review by Development Services and between 20 to 60 days prior to public Planning Commission meeting. The Task Force was the reference source for this recommendation. D-4

3. Communication and Educational Mediums

(a) Communication Logos D-5

Based on the "Brontie" (Brontosaurus) signs for City construction projects, the following requirement for logos should be used for all forms of communication, i.e. signs, stationery, etc.:

<u>Logo</u>	<u>Animal/Clothing</u>	<u>Topic</u>
"Brontie"	Brontosaurus	Traffic & Maintenance
*	*	Development
*	*	General City Policy
* <i>To be announced</i>		



To encourage more citizen participation, establish a contest with the schools and other citizen input, etc. in order to select different clothing to denote the particular topic. This could be a "kick off" for the start of the Community Involvement public relations campaign. The City would coordinate the campaign with other communication mediums cited below. The Task Force was the reference source for this recommendation.

(b) Signage

1.

Like the "Brontie" sign, a sign should be posted at the site of any proposed development. For larger planned projects, i.e. Unocal chemical plant, four to six signs should be exhibited. Essentially, the rule of thumb is: the larger the project, the more signs. The signs should be visible at least 60 days prior to the public Planning Commission meeting and should be conspicuously located at strategic street intersections. The information contained on the sign should outline the brief description of the project, name and phone number of developer, estimate of Planning Commission meeting date and/or City Council meeting date, and, for additional information, contact Development Services (give phone number). Naturally, if available, City will have prepared printed information about the planned development. The sign format must be simple; however, enough information must be exhibited in order to attract the curiosity of the citizen and ultimately generate community involvement. The sign specifications will be as follows:

D-6

- 2 sizes - 4' x 6', 6' x 8'
- Color Scheme - white background, remainder of colors to be determined
- Design - to reduce production costs, design the sign for flexibility of changing names, phone numbers, etc.

2. Besides the "Brontie" sign mentioned above, large billboards for the general policy topic should be strategically located throughout the City, in such locations as:

- Imperial and State College
- Brea Boulevard and Imperial
- Lambert and State College
- Lambert and Associated

The four permanent locations were chosen since a majority of Brea citizens frequent those intersections. The information conveyed on the signs would inform the citizens about general happenings, i.e. "Brea Beat" information, such as City Council meetings, Planning Commission and other scheduled forums, proposed development projects, extracurricular activities and other information for distribution. Content shall be non-political, non-partisan and non-commercial with no mention of personal names.



3. TV monitors, removable information leaflet pads, suggestion boxes, and "silent radio" -
Public and private places throughout the City are excellent conduits for disseminating and receiving public information. For example, a pilot program should be instituted for certain modes such as the TV monitor or silent radio. If a particular location is utilized effectively, then additional locations should be tried and tested.

The following locations and modes are recommended:

Public Library (foyer) - install TV monitor for the "Brea Beat", removable leaflet pad and suggestion box

- Brea Mall - set up TV monitor and provide removable leaflet pad
- Brea Marketplace Shopping Center - set up TV monitor near supermarket for pilot program
- Albertson's Shopping Center - set up TV monitor near supermarket for pilot program
- High School - set up suggestion box
- Brea Community Hospital - set up TV monitor and provide removable leaflet pad in lobby area
- Unocal Hartley Auditorium - set up removable leaflet pad
- Post Office - if possible, set up TV monitor and "silent radio;" provide removable leaflet pads

4. Bulletin Board Poster -

- Preprinted, standardized posters should be circulated and posted at many public and private locations. Suggested size is 16" x 24". Content is the same as cited in (2) (b).

The following locations are recommended:

- Churches - set up informational bulletin boards and provide removable leaflet pads
- 50 largest employers - set up bulletin boards and provide removable leaflet pads, where possible
- Clubs, private organizations - set up bulletin boards and provide removable leaflet pads where appropriate and possible
- Schools - set up bulletin boards and provide removable leaflet pads where possible
- Shopping centers - set up bulletin boards and provide removable leaflet pads where possible

- (c) **Public Newspapers**, i.e. Daily Star-Progress, Los Angeles Times, Orange County Register, etc. D-7

Advertise more frequently in local newspaper about proposed large projects and public agendas. For controversial and large impact developments, we suggest inserts and/or large "tombstones." the City of Brea has utilized this recommendation in the past.

- (d) **Neighborhood Watch Newspaper**

This monthly newspaper would be circulated to neighborhoods with a general theme of crime prevention, traffic and development. The major emphasis would be on law enforcement and crime prevention matters. Special bulletins would be

D-8



issued when the need arises. This newspaper would not duplicate the efforts of the "Brea Line." This recommended option would tie in nicely with the "sector" system recommended later in the decision-making section. Other Southern California cities have implemented this recommendation.

(e) Water Bill Insert

When appropriate, continue to create inserts through the water bill distribution. Consult the attached matrix when the inserts are suggested.

D-9

(f) City Car Fleet Signs

Since our City car fleet, i.e. maintenance cars and trucks, police cars, school buses, is so visible in the City, we recommend taking advantage of this by placing informational signs that are currently utilized on taxis (back of the trunk or top of cab) or County buses (sides or rear). The sign regimen would consist of one or two sizes and would be changed monthly. The information content disseminated would be as cited in options 3 (a), (b) and (c). (See the matrix at end of report for more detail.)

D-10

Some northeastern cities have used this recommendation.

(g) Brea Line

Set up a distinctly separate section every month about developmental/redevelopmental issues.

D-11

(h) Video Medium

The current "Brea Beat" is indispensable in communicating information to the public. The City of Santa Ana and other cities are the reference source for these recommendations.

D-12

1. We recommend a well-publicized "TV Guide" to illustrate the timetable of TV programming.
2. We recommend a further expansion of TV programming or a separate dedicated channel. It should be noted that the City is currently in the process of renegotiating their cable franchise agreement. With more video programming, additional City events can be broadcast, i.e. Council and Commission meetings. Furthermore, educational workshops should be stressed which will be covered later. The programming can be creative in order to encourage a greater audience. For example, when a large development project is being considered, assemble a mini "talk show" involving the developer, Development Services, Planning Commission and concerned citizens. The forum would be moderated and all viewpoints would be discussed and explained.

We firmly believe that the forum idea and other creative programming ideas would heighten the senses of the citizens and get them involved.



(i) Educational Instruments

To better educate the citizenry, the following devices are recommended (the reference sources for these recommendations came from the city of Fort Collins, Colorado, and Professor Stapleton of Cal Poly):

1. Live workshop forums which will be conducted by Development Services. Workshops would be scheduled 2-3 times per year on general topics such as: General Plan, planning process, zoning ordinance, Brea Project, etc. Then, these workshops would be coordinated with the video medium on a repeated basis. Video cassettes could be distributed to private organizations, citizen groups, etc.
2. Annual Town Hall Meeting on selected topics would be recommended. The 11/30/88 Town Hall Meeting was a tremendous success. When appropriate, City officials, Planning Commissioners, City Council would participate.
3. Annual surveys/questionnaires would be conducted by City Staff on current topics such as redevelopment, Unocal chemical plant, open hillsides, etc. They would be designed to obtain maximum, precise feedback in order to influence the planning process of a particular project. The methods of sampling citizen input would include mail, telephone, TV and forums.

(j) Communication Data Bank

The City currently maintains an informal data bank of citizens, associations, clubs, private groups, major employers, etc. In order to enhance continued communication between the City and community, we recommend a more formal maintenance and expansion of the data bank. It is our understanding that the City is exploring this idea and we support it, too. We recommend a sophisticated computer software package be used in order to categorize, track and survey public sentiment. The data bank with standardized input forms would be required to be updated semi-annually. For example, a mailing list of concerned citizens can be compiled and enlarged which can be utilized for future surveys, polling or notification. The public can call the City and request to be added to the list. The requested material about a particular project would be more detailed than what is outlined in the Brea Line. We also recommend that agendas of Planning Commission and City Council and summaries of proposed projects be forwarded on a regular basis to all citizens and groups contained in the data bank. We feel that the mailing of pertinent material will encourage further community involvement. If appropriate, the data bank can work in conjunction with the Coordinating Council. The Task Force is the reference source for this recommendation. Finally, the data base can be an entree for on-line capabilities for communication with the citizens of Brea. An excellent example is the City of Santa Monica right now.

D-14

(k) Public Meeting Agendas

We recommend that the Council and Commissions agendas be printed in "plain English" or a more readable format for the general public.

D-64



4. Communication & Decision-making Processes

D-15

Framework for future developmental and City issues such as chemical plants, open hillsides, downtown redevelopment

(a) Advisory committee for a particular project. With the City as an intermediary, establish a communication/decision-making framework to bring together concerned citizens, developer and City officials. Similar to the current three task forces, the suggested size would range from 5-7 persons depending on the particular theme. Real life examples have proven that this organizational arrangement can happen. For example, in Santa Ana, a proposed project at Main and Mac Arthur followed the above-mentioned process. The developer and the community worked together to produce an acceptable project with the blessing of the City.

(b) An ombudsman appointed by the community or hired by the City to be responsible for hearing and answering community problems and proposals. The duties of the ombudsman still need to be outlined. The key to "Brea of the Future" will be local control of local destinies, backed by government's responsiveness to local decisions and solutions to problems.

D-16

(c) Establish a "sector" system in the City in order to promote more citizen involvement. These sector units would be designed for future fact-finding endeavors and liaison between citizens and City. We recommend that the natural geographical sectors would conform to the elementary school boundaries. The elementary school will be a focal point for meetings for local or macro issues, when appropriate. In addition, the ombudsman would be tied into the sector system. Meetings would be conducted on a periodic basis. For example, large homeowner associations are a natural conduit of community needs and desires and would liaison with the sector system. It is believed that dividing the City into component parts of neighborhoods and/or group interests and reassembling into a Brea that will value these neighborhoods and groups will give new direction for the City as a whole. Like any city, Brea is multifaceted with respect to people and interests. It is believed that these two "building blocks" - neighborhoods and the differences in people - amount to a framework that is at once current, innovative and profoundly realistic. Professor Stapleton of Cal Poly and the Task Force were the reference sources for these recommendations.

D-17

5. Implementation of Final Report

- After the Final Report is submitted in the first quarter of 1989, we recommend an advisory committee in order to monitor the implementation of the recommendations. The composition of the committee would be members from the Brea Project Steering Committee, Development/Redevelopment Task Force and facilitators. It is felt that this committee would be in existence for at least a year. Meetings would be conducted on a periodic basis. At the end of the first 12 months (let's say March of 1990), an evaluation report will be compiled to measure the successful fulfillment of the recommendations. With regard to timing, we recommend that the vast majority of the community involvement recommendations can be implemented in the 1989-90 fiscal year.

D-48



When appropriate, some of the recommendations may need to phase for a two-year period ending with the 1991 fiscal period. Furthermore, based upon the scope of our task force, we envision future task forces on subject matter outlined in our report. The Task Force and the Steering Committee are the reference source for this recommendation.

- We recommend that a Project Review Checklist, much like that outlined in Goals for a Better Built Environment in Columbus, be created to be used by planning staff and commissions to ensure that all the desirable elements, including those recommended in this project, be evaluated before a project is approved. D-66

E. Conclusion

The symbol of new responsiveness and community involvement is an arrow that faces both directions with information and communication flowing freely. (←→)

We firmly believe that citizens become imaginative decision-makers to satisfy their needs and the unique qualities of Brea.

The Brea Project is an extremely visible mandate to the City of what people wish to happen.

Brea and the City of Brea can seize this rare opportunity to attain a community-created, action-oriented plan for the future - one that can swiftly become reality in many of its aspects.



Community Pride

A. Introduction

Brea is a wonderful place in which to live, as the responses to the Brea Project survey demonstrated. The survey showed overwhelmingly that what citizens enjoy most about Brea is its "small town atmosphere." If this vision of the Brea Project is to be realized, the "Brea of the Future" must have a high degree of community pride and identification. These are essential qualities for the long-term health of a city; without them, there will not be the broad-based citizen involvement.

The citizens seem to be saying that we are losing our sense of community. If people do not identify with and care about their community, they will not make any effort to solve mutual problems. City governments are then left to grapple with difficult issues without any kind of community support; either financial, political or participatory. We, therefore, must find ways to instill a sense of community pride to help address problems that occur between residents and their local government.

The Development/Redevelopment Task Force has defined community pride as "a city with a sense of pride in preserving and protecting its history and culture, while looking forward to the future. A city with a downtown center which unites the community. A city that opens its doors to all and provides for all economic levels, offers recreational programs and facilities, and has high-quality educational opportunities."

The Development/Redevelopment Task Force has developed many ideas for fostering a sense of community pride that will encourage identification and involvement. Objectives to support this goal are:

- To develop a Master Plan for the redevelopment of the downtown area so that it becomes a focal point for the community, with preservation of Brea's history as one of the major forces in instilling pride in our heritage for future generations.
- To preserve and enhance Brea's cultural opportunities
- To provide recreational opportunities
- To strengthen the "image" of a small town with community events and programming
- To define opportunities for providing more affordable housing within the city.

(Education was not a subject of examination since the Steering Committee referred all survey comments about education to the School Board.)

B. Principles For Redevelopment Of The Downtown Area

1. Issue

The downtown area is the focal point of any small town, unique to its residents. Brea long ago recognized that fact and established "Good Old Brea." The widening of Brea Boulevard will mean that much of old downtown will be torn down and redeveloped. Plans for the 22-acre site on the northwest corner of Brea



Boulevard and Imperial Highway and the "superblocks" east and west of Brea Boulevard and north of Imperial Highway will maintain the commercial nature of the boulevard and would still be considered "downtown." If this area is to be something the citizens of Brea can relate to and be proud of, care needs to be taken in planning it to take into account community desires. The downtown area should be welcoming and comfortable, inviting residents to spend time there.

The Brea Towne Plaza Specific Plan superficially addresses some of these issues and does not portray a unifying theme. In addition, some of the land use plans have changed and citizen understanding about the goals and plans for downtown is inadequate.

2. Objective

Create a downtown center that 1) unites the community, 2) preserves a bit of Brea's past, 3) is economically viable, and 4) has a unifying architectural character.

3. Recommendations

- a) We recommend that a Project Area Committee be established to guide the redevelopment of the downtown area. This committee should consider design standards, land use and specific projects. They should work with the Agency to master plan the Brea Towne Plaza Specific Plan area. The committee should include broad community representation and could be disbanded after the area is established. We suggest that this committee should be composed of the following members:
- 2 - Development/Redevelopment Task Force Members
 - 1 - Council Member
 - 1 - Planning Commissioner
 - 1 - Planning Staff Member
 - 1 - Architectural Consultant
 - 1 - Brea Historical Society Member
 - 1 - Businesspersons from the Downtown Redevelopment Area
- b) Based on the results of the Town Hall survey, we recommend that the architectural theme of the downtown area be historically accurate. This means that a mix of architectural styles representing both the historical and mission styles be included in the plans. The Town Hall survey showed decided favor with both of these architectural styles. Styles such as "Old West" and Victorian are not a part of Brea's history and should not be included. A buffer of street trees and low landscaping needs to be installed to make the sidewalks inviting to pedestrians. Benches and sidewalk-oriented streetlights should be part of the streetscape. The major objective must be to reinforce the unique character of downtown so that visitors and shoppers are attracted there and the city's public and cultural life is enlivened resulting in the time that visitors spend downtown being lengthened.
- c) We recommend that a historical park be established within the downtown redevelopment area. This would link the culture of the past to that of the present through the preservation of historic buildings, stimulation of economic

D-44

D-45

D-46

D-54



development by recycling old buildings to attract more business and shoppers to the area, and provide an area for historical, informational and visual impact to the community, fostering a sense of pride.

The one aspect of cultural awareness and a sense of community that has not been given much attention to date by the City is appreciation of the historical assets of the community. Already as a result of the redevelopment program, many historically valuable buildings have been lost and more of the original downtown buildings will be lost when Brea Boulevard is widened. Responses to the Town Hall survey indicate overwhelming support for an historical park in the downtown area. The preservation being recommended by the Task Force is not to save every old building or to create period facades on new construction, but to preserve that which best reflects a previous time in the history of Brea. It is not to turn every historically significant building into a museum, but to adapt the structure to be functional in the present, while preserving the unique identity of the building. It is not preserving only the pretty or cute buildings or mansions, but also the warehouses, workingmen's homes and commercial buildings which are important for what they tell us about history and our environment.

A six-acre site bounded by Brea Boulevard, Birch Street, Madrona Avenue and Ash Street is the preferred location for the historical park. Research shows that other historic parks such as "Historic Old Towne" in San Juan Capistrano and Workman-Temple in the City of Industry are six acres. With land values in Brea at an all-time high and likely to continue rising, using less than the full six acres will mean giving up part of a very valuable community resource and allowing for no future growth of the park. The City may never again have the opportunity to undertake such an important preservation effort. The purpose of selecting this site is to allow combined uses which include historically preserved buildings with economic uses, a museum-type facility, location for offices of the Brea Historical Society and an open space neighborhood park to accommodate use both by the visitors, the proposed Child Care Center at the Foursquare Church and the residents in the high-density residential area planned for the northerly and westerly sections of the northwest quadrant of the Brea Towne Plaza Specific Plan.

Historical buildings could be used for commercial enterprises such as restaurants, office space, a museum which would be maintained by the Brea Historical Society and shops such as a bookstore, ice cream parlor, barber shop, melodrama theatre, antiques, etc. which would appeal to pedestrians and browsers. Buildings would be arranged in a park setting and parking could be shared with the Foursquare Church. Historical memorabilia such as the "Brea Welcomes You" sign, Charlie's Clock and a reproduction of the City Hall fountain could be installed in the park. The open area could contain a gazebo for concerts, community band performances and weddings (which could be coordinated with the adjacent church), and trees indicative of those here during the early Brea period and so marked. Stores could be named after early Brea pioneers or use the original names of similar stores existing in early Brea. A sidewalk scene such as a barber pole, gumball machines, weight machines,



popcorn makers, and sidewalk vendors could be enticing amenities to residents, visitors and school children visiting the area.

Tours could be conducted through the area and a visit to the museum which would have periodic displays of different eras could be particularly interesting to school children, scout groups and organizations.

The open-space park is strongly recommended and almost a necessity due to the amount of residences proposed for the periphery area. These residents would not have access to a neighborhood park unless they crossed major arterial streets to reach other parks in the City.

As indicated in the financial assessment attached, by having a park and historical designation this area may be targeted for grant funds both in the historical and recreational area. We urge that land be retained for this recommendation. It is hoped that much of this area could be self-sustaining financially. Other sources of funding could be the Brea Foundation and private donations.

- d) Due to the size and scope of the preceding recommendation, we recommend that the City establish a Historical Commission, whose responsibility it would be to evaluate the City's historical resources, decide placement in the historical park, maintain funding activities, preserve the physical environment, and program activities for the historical park. They would coordinate all efforts of the City, and the Brea Historical Society. Members of this commission should include Brea residents, members of the Brea Historical Society and experts and professionals from historical agencies. D-47

C. Cultural Opportunities

1. Issue

The City of Brea has done an outstanding job of providing cultural opportunities for its citizens. In an interview, Barbara Haluska of the Cultural Arts Commission described programs promoted by the Commission, such as the Curtis Theatre, Brea Gallery, "Taste of the Town" event, Art in the Park, Art classes through the recreational programs, Community Orchestra and the Art in Public Places program.

These programs are conducive to keeping the spirit of community alive. Additional programs such as the Country Fair, Christmas Tree Lighting Ceremony, Concerts in the Park and the Mayor's Prayer Breakfast are programs which also strengthen the feeling of community pride and involvement.

2. Objective

Retain the spirit of our small town heritage through the support of existing cultural programs and events, and the establishment of new cultural opportunities for Brea citizens of all ages.

3. Recommendations

- a) The Task Force strongly recommends continued support of the above-mentioned programs.



- b) The City should be commended for its Art in Public Places program. Since forty of the present works are of a very abstract nature, it is recommended that a higher proportion of new works be of a more realistic nature. Policies should be established that would encourage selecting art that is more appropriate to its surroundings. Contemporary pieces should be placed with modern architecture and more realistic pieces should be installed in and around residential areas. This will have more appeal to Brea's residents who are looking for a "small town atmosphere." D-48
- c) The City's Art Gallery is known nationwide and is something to be proud of. However, we recommend that more gallery space and time be given for local artists. We do not wish to detract from the current program, but would encourage additional programming that would include local artists, school children and community competition. D-48
- d) We recommend that a sculptured timeline of Brea's unique history be commissioned and installed in the proposed historical park. The form of this timeline should be determined by the proposed Historical Commission. D-49

D. Recreational Opportunities

1. Issue

Providing adequate and appropriate recreational opportunities and facilities is a primary vehicle to secure citizen pride and identification within a community. Brea has done a commendable job in this area. We have an extensive system of neighborhood parks, two regional parks, three golf courses and a wide variety of athletic training programs and contract classes. Recreational activities at the Senior Center are well attended and fill important needs in the community for the elderly.

2. Objective

Increase the recreational opportunities for Brea citizens of all ages through the expansion of our recreational facilities inventory (public and commercial).

3. Recommendations

- a) The Task Force recommends ongoing support to maintain and enhance the programs described above.
- b) More lighted playing fields are needed to support the football, soccer, baseball and softball leagues. We encourage maximum joint use of lighted school playing fields. D-51
- c) Plan and develop a system of bike paths throughout the City to be consistent with those of surrounding cities and that will connect schools, historical landmarks, parks and art pieces. Paths could be developed on side streets, flood control channels and/or railroad tracks to establish a safe cross-town bike path network. Union Oil should be approached to develop trails for mountain biking within their undeveloped hillside land. (See Appendix for a D-52



map of the existing bike trails in Orange County and a pamphlet on a group called Rails for Trails.)

- d) The Task Force is recommending implementation of a program whereby all developers would be required to provide land for parks, as opposed to park-in-lieu fees. This would include commercial and industrial development as well as residential. When choices must be made between greenbelts and parks, parks are preferable because they can be used for recreation by the entire community. It is important that park sites be identified now so they can be included in all planning documents and regulations, even though the parks might not be developed immediately. Once open space is put to some other use, it will be difficult and expensive to get it back for use as a neighborhood or community park. The Task Force prefers community parks over neighborhood parks because the space is more versatile, even though it may mean a smaller total number of parks. One way to resolve the need for more neighborhood parks is to develop very small "vest pocket parks" in every neighborhood and to use park-in-lieu funds to develop community parks. A park in the downtown redevelopment area in the northwest quadrant of the Brea Towne Plaza Specific Plan area has already been recommended. D-53
- e) Encourage a commercial recreational facility within the City's boundaries. When the ice rink was removed from the Brea Mall, the City lost an important recreational opportunity for all age groups. The Task Force strongly recommends that the City consider allowing the development of some kind of commercial recreational facility such as an ice rink, bowling alley, miniature golf course, waterslide, etc. to replace that facility and keep the youth of Brea from needing to go out of town to utilize recreation such as this. Citizen input should be considered as to the type of facility built. D-58
- f) Develop a Community Center with indoor/outdoor recreational facilities. We agree that Brea needs a building to provide meeting rooms for various clubs and community groups and to provide a meeting place and recreational opportunities for teens and other children. The Task Force is aware of current plans for such a Center and wishes to strongly encourage those plans. Allocation of redevelopment funds for this project should be a priority of the Redevelopment Agency. D-55

E. Image

1. Issue

A city's image has a significant effect on the community pride its citizens have. A city's image is made up of many components - everything from maintenance to the reputation of the City government to who lives in the City. Building and maintaining a good image can help secure citizen support for a wide variety of goals and activities.

One of the findings of the survey done at the Town Hall Meeting on November 30, 1988, was a strong interest in more community-oriented activities such as the Country Fair.

2. Objective



To enhance the image of the City of Brea through citizen involvement, community activities and promotion of Brea's unique character.

3. Recommendations

- a) A new site for the July 4th fireworks display should be investigated. Past programs were sold out and instilled strong community pride. D-56
- b) We recommend that the City develop and implement a trash recycling program. Brea is a leader in so many areas and has so much to be proud of, that it would be fairly simple to secure citizen cooperation in a recycling program by making the program a source of community pride. Trash recycling seems especially appropriate in a city that is home to a major trash disposal site. D-50
- c) Parades should be encouraged and organized to keep a high level of community spirit. The City should consider lending more support to the high school's Homecoming Parade to strengthen the bonds between the City, the community and the schools.
- d) The use of banners and flags creates pageantry and pride. We encourage expansion of the use of flags or banners lining Brea Boulevard and Birch Street on national holidays. Both the City of Brea and the United States flags should be flown. The flags could be displayed on other thoroughfares as well. D-57
- e) Encourage special event programming such as street dances, block parties, film festivals, etc. to focus on neighborhood and local programs that develop a relationship between residents. D-66
- f) Develop public service programming at the Brea Mall to market the community and its activities, i.e.: Police Department anti-burglary programs, fire safety, etc. D-67
- g) Develop a program to market the community to local residents. A "welcome wagon" program would be a helpful way to reach new residents. D-68

F. Affordable Housing

1. Issue

Pride in the community should be experienced by all economic/social groups of residents. We want our City to open its doors to all by providing services, programs and facilities to anyone who would like to be involved in our community.

Much of the low-cost housing has been eliminated from the City with the recent redevelopment program. Many of these residents have been relocated out of the City due to the high cost of housing in Brea. There is a strong need in the community for housing that is both affordable and environmentally pleasing to reduce the number of commuters to the area and to make these daytime employees participating members of the community.



This is an area that has been difficult to address as land values have played an important part in reduction of future development of this needed type of housing.

2. Objective

Create and maintain a range of quality housing opportunities for all social/economic groups.

3. Recommendations

- a) We recommend that another Breal-type project be undertaken to provide more low-income senior housing. A project of this type, built with City and community donations of land, time and money would provide truly low-cost housing in Brea. D-59
- b) Further develop the concept of single-family homes on 25-foot lots. More ownership housing is desirable, and high-density development is one way to make ownership more accessible. This concept would have to be marketed in such a way as to alleviate fears about lack of maintenance and parking. D-60
- c) Review the General Plan and zoning code to assure an opportunity for low to moderate income housing throughout the City. Encourage upkeep and quality by writing maintenance requirements into permits for subsidized projects. D-61
- d) Encourage development of affordable housing for low-income and young families by utilizing land writedown from the Redevelopment Agency. Also, assistance from private, non-profit organizations for low-income housing such as Local Initiative Support Corporation (LISC) and the California Equity Fund (CEF) should be sought. (See Appendix for more information.) D-62

G. Conclusion

In 1989, Brea enjoys a great deal of community pride. The recommendations outlined on the preceding pages are designed to maintain and increase community pride. Along with recommendations in other sections of the report, they will increase citizen participation in the affairs of the City and bring about the vision of the Brea Project.



The Physical Environment: Land Use

A. Introduction

The City of Brea can be seen as a prototype of an established community adjusting to new realities of life style. Three major issues will largely shape the city's future physical environment.

- The trend toward working closer to home

Present trends indicate the value in bringing people and their homes closer to work and shopping than has been the trend of the past. Traffic problems, air quality difficulties, time constraints and working mothers make it important to bring all aspects of the daily routine into close proximity. This is already happening in Brea as a close relationship exists between residential, commercial and industrial facets of the City.

- The need to compromise on conflicts between the older established ways and modern development

Priorities differ among citizens as to the needs of the city. Some are more concerned with the preservation of the old and some are anxious to have Brea involved with the newer concepts of city planning. How do we bring these groups together and make compromises in our priorities?

- The difficulty of having competing landuses located side by side

How can city planning best organize the city so that landuses will compliment each other and interact in a most appropriate way?

The important questions of how to design these mixed use areas must be answered. The challenge to the community is to find a way to resolve the conflicts between the old and the new Brea. The resolution of these issues requires us to look at residential, commercial and industrial uses and the more encompassing concept of hillside development. It is this challenge that we address this section.

B. Hillside Development

1. Issues

- The hills are a distinctive natural resource to the whole community. In Brea the hillsides serve as a backdrop for the community. They serve as a sense of identity. The grading and site planning of some hillside developments have visual characteristics, from offsite, that we would like to avoid in the future. Realistically, we cannot assume that the hills will stay undeveloped forever, but this development must be done in such a way as to retain the spirit of the hillsides and preserve the environmental integrity of the land. We feel confident that this can be accomplished. Typically, hillside residential developments clear land of its natural vegetation, cut away hilltops and fill ravines to make housing pads and roads. This results in unsightly, environmentally damaging tract development. Cities are just beginning to understand that



we cannot impose flatland design on hillside land in ways that we cannot impose flatland design on hillside land in ways that conflict with the wishes of the citizens. The opportunity is available to blend hillside development with the natural landscape rather than conflict with it. In the Town Hall forum, 86 respondents asked for no development on the hillsides and 93 requested low density residential. "Open space" was listed as an important feature contributing favorably to Brea's appearance.

- **.All of the hills are not under direct control of the City of Brea.**
Most of the hillside land that is still undeveloped is located north of the City and belongs to either Orange County or Los Angeles County. While they are in the "sphere of influence" of the city, other jurisdictions retain control at this time.
- **There is a need to balance the environmental impact with the financial impact of development.**
It is important that solutions are found so that everyone, the City, the developers and the community can be winners in the future of Brea. Aesthetic values which are related to market values increase with environmentally sensitive design. A price must be paid for environmental sensitivity. Considerable weight should be given to this and sacrifices must be made.
- **Developer and owner rights must be balanced with the communities rights.**
There are difficulties in the development of the hillsides. The developer has certain rights in relation to the property he owns. He wishes to realize a profit from his work and investment. He also knows he is providing a service to the community. But environmental concerns increasingly bring on conflicts between developers and the cities, not to mention the community citizens. Alternatively there is often a lack of understanding by the community of the rights of developers. Clearly a situation where the community, the developers and the City could work together would be most likely to produce development acceptable to all.
- **There has been piecemeal development which is not working toward an overall masterplan.**
The oil company lands which may become available for development in the future are extensive and therefore make planning imperative. Carbon Canyon is covered in the Carbon Canyon Specific Plan, a body of regulations concerning landuse, traffic, development and design standards. This plan is very comprehensive and goes a long way to protect the canyon lands. In the Town Hall forum, 99 respondents asked for a City-wide master plan, and 55 requested that the city initiate long term plans with specific major landowners and developers.
- **The quality of a new development seen especially in grading and site planning is very important to Brea.**
Orientation of buildings, visual impacts from off-site and retention of maximum open land is of constant concern.



2. Objective

To provide for the retention of the hillsides, the beauty, the ecosystem and the general health of the environment.

3. Recommendations

Develop a hillside master plan that incorporates:

- City as the initiator
- County involvement
- Developer/owner involvement
- Citizen involvement
- Uses Carbon Canyon Specific Plan as an illustration
- Retention of natural features to preserve and enhance the hillsides. These include:
 - Ridgelines, canyons and rock outcroppings
 - Drainage areas, steep slopes
 - Wildlife habitats, including food and water sources as well as protective cover
 - Woodlands, Oak trees and other significant vegetation
 - Viewsheds, scenic vistas

D-19
TO
D-21

(Examples can be found in Appendix under "Hillside Design Guidelines".)

C. Residential

1. Issues

- There is a need for more single family housing. Indications are that people are anxious to retain the life style that goes with single family housing.
- The citizens want more owner occupied neighborhoods. The interest in more owner occupied housing is due to the fact that there is more pride in ownership and therefore an increase in overall aesthetic quality, community involvement, and neighborhood stability.
- There is a desire for very low density hillside housing. Housing, especially but not limited to the hillsides, offers a special opportunity for cluster housing. Under this concept density is kept low but dwellings are concentrated in a small area with a great deal of open land surrounding it. Ideally, the hillsides should be zoned either minimum density or low density using the cluster method.
- There is a need for some additional affordable senior housing. The city is in need of affordable housing for its citizens. Special projects such as BREAL have been successful. Participation has enhanced community spirit. This has been discussed in the community pride section. There is concern that large areas of affordable housing could have a negative affect on the success of a neighborhood.



2. Objective

- Provide a range of housing types for all economic levels, housing choices which encourage high quality design, and neighborhoods that people desire to live in.
- Develop a sense of community through design

3. Recommendations

- Lower-density higher value "executive-type" housing should be encouraged especially in the hillsides where the aesthetic quality is easily compromised. One dwelling unit per 5 acres is best in hillside. 2-3 dwelling units per acre would be acceptable on the flat land. D-22
- The cluster housing concept should be used where applicable. The City of Los Angeles in their general plan has set down requirements for cluster housing that are very strong and sensible. They are included here in the Appendix as "The Cluster Concept". D-23
- Conservation and maintenance of existing affordable housing should be encouraged. Affordable housing when built as part of a regular housing development can solve some of the problems inherent in an "all affordable housing area." D-24
- While lower density housing is encouraged, some creative ways should be found to develop affordable single-family housing, i.e. patio homes, zero lot lines, town homes. D-25
- Owner occupied neighborhoods should be encouraged. D-26
- Housing should be buffered from commercial use through greenbelts, plant material, berms and walls. D-27
- Links should be created for biking trails and pedestrian movement. D-28
- A percentage of each development should be retained for parkland. D-29

D. Commercial/Industrial

1. Issues

- Already there is an abundance of commercial property and office space which has been built but not utilized. There is concern that this will become an imbalance between the residential, commercial and industrial elements of the City. There is also concern that the impacts of additional commercial property will be especially detrimental.

The balance of industrial property appears to be appropriate.

2. Objective



- To encourage a strong economic base supported by industry and to maintain economic vitality of the regional business/commercial center in such a way that they are least obtrusive to surrounding areas and give consideration to the problems of traffic, pollution, noise, and reflective light.

3. Recommendations

- The impact of increased traffic, noise and reflective light on surrounding areas should be minimized by creating buffer zones between incompatible land uses. D-30
- An exclusive zone for high rise structures in the regional mall area should be created. This should reduce in height from its core as it fans out into the surrounding areas of the City. D-31
- Individual development projects should be compatible with surrounding existing architecture. D-32
- Land for landscaped green buffer zone in and around buildings and parking should be set aside. Greenscape to be based on a ratio of building square footage. D-33
- Proposed development should be carefully considered to insure that it does not upset the present landuse balance. D-34
- Building and other improvements should be appropriate in mass and scale to the site on which they are placed. D-38
- Landscape buffers should be provided around all industrial facilities and parking lots. D-39
- Industrial buildings should face away from main thoroughfares and public view with industrial cul-du-sacs. D-40
- Height should not exceed two stories from street level. D-41
- Energy efficient structures should be strongly encouraged. D-42
- Parking should be adequate for immediate and future use. D-43



The Physical Environment: Architectural Character

A. Introduction

"The livability of a community can be defined in a number of ways: it is the comfort which we gain from our surroundings, the way we interact with particular buildings or spaces and how they relate to each other, the interest or excitement which a structure or site inspires, how much we value a building or area, or how much a space or building satisfies our needs. Livability, however defined, affects people's decisions about where to live, work, visit and do business. It is one factor that contributes to a city's competitive advantage for private investment. Design quality is a self-evident, but too often ignored, characteristic of successful cities and successful development projects within them."(1)

Based upon the responses to the initial surveys gathered by the Brea Project Steering Committee and our task force survey, it is clear that Brea residents believe architectural character contributes greatly to the "livability" of our community. Strong support exists for detailed design guidelines and standards for all zones - residential, commercial, retail and industrial. Although not desirous of a city with only one dominant architectural style, many Brea residents have indicated displeasure with the few extreme styles that already exist.

B. Issues

Survey results suggest that traditional or classical, therefore, somewhat more conservative, styles would be most acceptable. The following are some examples of positive and negative design features indicated by Brea citizens:

Desired Element

Description/Example

Bldg. Height

Group all bldgs. above two stories in the mall/regional area and impose a two story (from street level) height limitation in all other areas. Key consideration is relationship to neighboring structures and the topography.

Discouraged Element

Description/Example

Trendy or faddish

The Brea Market Place or Berry Town Center

Modern/Poor

Olen Pointe; Some people dislike the modern design, others the color. Most agree the location is inappropriate for a bldg. this height.

Pastel (garish)

The color of the Travelers Color Bldg. This could even be defined as a trendy or faddish design element.

Trim on Municipal Plunge



*Insufficient
Parking*

Many retail centers and office buildings do not provide adequate parking. Residential areas must allow for adequate offstreet parking.

*Inadequate
Setback*

Tamarack Garden Apts.

Many cities have found that their Planning Departments and Commissions are unable to give architectural character the priority it deserves. Therefore these cities have created Design Review Boards or Commissions that establish and enforce architectural standards and guidelines. A Design Review Board or Commission has the ability to focus all its energies on the evaluation of the design elements of each project necessary to achieve the city's architectural objectives and can be composed of members that represent several different perspectives - residents, business, government, academic, and professional. On the other hand, this could add an unnecessary step to the development process if the existing government bodies can effectively achieve this task. Arthur Hacker, Professor of Architecture at Cal Poly, presents a very complete discussion of the pros and cons of architectural review in his paper *Architects and Design Review; Issues of Urbanism in Claremont, California*. This article is essential reading in order to effectively explore this subject (*see Appendix*).

Whether the responsibility of the Planning Department, Planning Commission or a Architectural Commission, architectural character for the City must be defined via a set of standards and guidelines. Standards should create a range of acceptable architectural styles and quality and should provide for flexibility within this range. As a result, the number of variances granted should be minimized, thus providing for more consistency.

Currently the Zoning Ordinance contains some limited design standards. These include:

- setback
- height
- signs
- walls
- parking
- landscaping

In addition to further elaboration on the above topics, standards and/or guidelines should be defined for:

Scale - Buildings should be appropriate in mass and scale to the site on which they are placed. The relationships to neighboring structure, scenic values, access and typography should also be key elements considered in their design and location on the property.

Design features - Exterior design should compliment that of existing neighboring structures. Partial elements to consider are:

- Decorative features
- Colors
- Rooflines & eaves



- Building shapes
- Height
- Walls
- Building materials
- Lighting

During the course of this project we have only been able to scratch the surface of this topic. We have concluded that (1) architectural character is not receiving sufficient attention in Brea development & redevelopment (2) citizens would like to see more consistency in architectural design.

C. Objective

Develop an architectural character for Brea that will contribute to our community's pride, livability and competitive advantage for private investment.

D. Recommendation

A special task force be created to:

- 1) Develop detailed design standards and guidelines.
- 2) Incorporate design standards and guidelines into the appropriate City Planning or administrative documents i.e.; zoning ordinance, master plan, etc.
- 3) Evaluate and recommend how these standards and guidelines should be effectively applied i.e.; by the Planning Department and Commission or by a separate Design Review Board.
- 4) Assist the Project Area Committee recommended in Community Pride, to develop standards for the BTPSP.

This task force could be composed of representatives from the Development/Redevelopment Task Force, the Development Services Department, the Planning Commission, academic and professional sources (architectural and urban planning).

The American Institute of Architecture (AIA) does provide some assistance to cities with this need via a Regional Urban Design Assistance Team (RUDAT). We suggest that their assistance be solicited as well.

D-63



Conclusion

The financial analysis of all the recommendations is contained in the four-page Brea Project Financial Worksheets located in the appendix section. Furthermore, a table has been prepared which illustrates the cost ranges and sources of funding for each recommendation. Much of the feedback and assumptions have been generated from City Staff assistance. As you can imagine, given the broad scope of some of the recommendations, the cost estimates are just a "first cut." Costs will vary depending upon the particular specifications, extent of implementation and the degree of volunteer work.

The priorities are specified in the financial worksheets with heavy emphasis on community involvement, Downtown Redevelopment area and major portions of our physical environment. At the completion of the final report, some of the recommendation costs could not be quantified due to the broad scope. It is recommended that the Implementation Committee (Recommendation D-18) will continue to analyze and refine the cost assumption for the upcoming fiscal 1989/90 budget.

It is our ultimate dream that all recommendations of the final report be approved and implemented.



Brea Of The Future Is:

Community Involvement

A concerned community where a broad segment of the populace is involved in city affairs and citizens can truly feel that they are able to participate in and influence the development/redevelopment process. Viewpoints are actively sought to determine what is best for all segments of the community.

Example

Process

Physical Environment

Brea is a balanced, well-planned and managed community, reflecting the needs and contributions of residential, commercial, industrial and public segments coexisting in harmony. This balance combines economic vitality and environmental sensitivity. Government and public services are in place to support its growth. Environmental pollution and traffic congestion are under control. A city with a specific plan for low density development of hillsides, quantitative ratio of open spaces to developed areas, and with parks and greenbelts sufficient to support the needs of the community.

*Oil Companies
General Density
Infrastructure
Hillsides*

Community Pride

A city with a sense of pride in preserving and protecting its history and culture while looking forward to the future. A city with a downtown center which unites the community. A city that opens its doors to all and provides service for all economic levels, offers recreational programs and facilities, and has high quality education opportunities.

*Downtown Auto
Service Center*

Development Standards

A city with development standards which include community acceptable height limitations, balanced densities, quality development, aesthetically designed color schemes, building materials and architecture. A city that reinvests in areas requiring redevelopment for the benefit of those living within the redevelopment areas.

*Image
Specific Density
Design Guidelines*



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- 2) Brea Project 1988 Survey Results
- 3) Definition of Brea of the Future
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- 6) Brea City Council Top Priorities for Fiscal Year 1988/89
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- 10) Brea Project - Development/Redevelopment Survey Results

Reference materials are on files in the City Clerk's Office.



DEVELOPMENT/REDEVELOPMENT

APPENDIX



APPENDIX A: FINANCIAL ANALYSIS



**DEVELOPMENT/REDEVELOPMENT
FINANCIAL COST APPENDIX**

RECOMMENDATIONS		BROAD COST RANGE	SOURCE
D-1	Readable General Plan	\$112,000	GF, OF
D-2	Recommendations Made Part of General Plan	\$ 15,000	GF
D-3	Mail	\$ 11,000-\$26,000	GF, OF
D-4	Handbills		GF, OF
D-5	Brontie Logo	\$ -0-	GF
D-6	Bulletin Board, TV, Posters, Billboards	\$ 40,000	GF, OF
D-7	Public Newspaper Insert	\$ 4,000-\$5,000	GF
D-8	Neighborhood Watch Newspaper	\$ 1,000	GF
D-9	Water Bill Inserts	\$ 15,000	GF
D-10	Car Fleet Signs	\$ 28,000	GF
D-11	Brea Line	\$ 2,200	GF
D-12	Video	\$ 50,000-\$100,000	GF, OF
D-13	Educational Instruments	\$ 50,000	GF, OF
D-14	Data Bank	\$ 25,000-\$42,000	GF, OF
D-15	Advisory Committees	\$ 4,000	GF, OF
D-16	Ombudsman	\$ 52,000	GF
D-17	Sector System	\$ 15,000	ES, GF, OF
D-18	Implementation	\$ 8,000	ES, GF, OF
D-19 to D-21	Specific Plans	\$ 26,000	GF
D-22 to D-28	General Plan Updates	(1)	GF, OF
D-30, D-31, D-33 to D-43	Zoning Ordinances Update	\$ 2,000	GF
D-32	Design Review Board	\$ 65,000	GF, OF
D-44 to D-46	Downtown, Historical Park	(2)	GF, OF
D-47 to D-50	Cultural	\$ 70,000-\$90,000	GF, OF
D-51 to D-58	Recreation	(2)	GF, OF
D-59 to D-62	Affordable Housing	(2)	GF, OF
D-63	Architectural Character	See D-32	GF, OF
D-64, D-65	Readable Agenda, Project Review Checklist	\$ -0-	GF
D-66 to D-68	Special Events and Public Service Program, Welcome Wagon	\$ 10,000	GF, OF
	Total	\$605,000-\$698,200	

(1) Part of D-1 and D-2 Costs

(2) See Worksheets for assumptions and costs

GF = General Funds
OF = Outside Funding

APPENDIX B:
MISCELLANEOUS



June, 1988

11 JOURNAL

ARCHITECTS AND DESIGN REVIEW: ISSUES OF URBANISM IN CLAREMONT, CALIFORNIA

Prepared by: Arthur Hacker
Department of Architecture

For most architects design review is a dirty word. I think it is safe to say that most architects consider it to be an unnecessary intrusion into an already lengthy process of building approval. The normal reaction to the imposing of design review by an appointed board or commission varies between resigned tolerance and outright resentment, especially if the project has already been presented to an Environmental Quality Commission for approval of its Environmental Impact Report, a Traffic and Safety Commission for approval of its traffic patterns, and a Planning Commission for land use approval.

A typical opinion was voiced by Morris Newman, in LA Architect. He wrote, in reference to the Los Angeles City Council's consideration of an "urban design ordinance" that "the issue of an architectural review board raises the question whether such boards provide anything desirable.... At best, design review boards offer consistency. At worst, they impose arrogance and short-sightedness in the name of 'good taste'."¹

A month earlier the City Council of Arcadia, California voted to implement architectural design review apparently out of concern for the quality of buildings being constructed in the city. During the debate one planning commissioner was quoted as saying, "There are a lot of funny things architects do (on plans) that come out all right. I feel a little funny trying to second guess a professional doing his job." Nonetheless, the decision was made to implement design review despite the estimated annual cost to the city of \$42,000 plus an additional \$4,000 to \$6,000 in start-up costs.²

Even Robert Venturi, the advocate of "ordinary" architecture has written in Learning from Las Vegas:

...today there are the usual building and zoning controls and a 'Strip Beautification Committee' as well. There is no good record of commissions on aesthetics producing good architecture.

...Commissions produce mediocrity and a deadened urb. What will happen to the Strip when the taste-makers take over?³

...in proceedings based solely on taste, the supplicant architect is left perplexed, and often thousands of dollars are lost in frustrating attempts by scheming rather than designing, to anticipate or to follow the dicta of 'experts' whose tastes and philosophies differ from architects' own or are so capricious as to be incomprehensible. Aesthetically, too, the aim is not achieved. Any artist could have told the lawmakers that you cannot legislate beauty and that attempts to do so by the use of experts will result not only in gross injustice, but in an ugly deadness in the environment.⁴

Well, if this is the architect's picture of design review, then I would like to describe what it looks like from the other side of the table.

For the past seven and a half years I have been one of seven members of the Claremont, California Architectural Commission, and have found myself taking an extended look at many of the design decisions, both large and small, which contribute to the appearance and liveability of a relatively small town. Unlike individual applicants whose appearance and concern before the Commission extends only to a single project, the seven commissioners (currently an architect, a landscape architect, a graphic designer, an interior designer, an

architectural educator, an accountant, and a lawyer) face a steady stream of applications. Every other Saturday a fat packet of plans, staff reports and recommendations, and supplemental information arrives on my doorstep for study. Then for four hours or more every other Wednesday evening the commission considers an agenda of eight to ten items divided evenly (more or less) between building projects including landscaping and lighting, and signs. As the cumulative number of projects increases (thirty to forty new buildings each year; 120 to 160 every four years) the view from the other side of the table becomes decidedly different, and contrary to the architectural profession's common wisdom.

While admitting there is some truth to what Venturi, and the others I have cited, have said, there is much in their observations that is not so much wrong as it is irrelevant. They've missed the point.

In my reading of comments that are critical of design review there are at least four erroneous assumptions. First, and the least explicit, is the underlying notion that in matters of design architects know best, that they are the true experts, that other experts are not to be trusted, and that all architects do good work and are therefore equally worthy of being excused from design review. Second is the assumption that design review produces mediocrity. Third is the assumption that lay people evaluate designs by reference to the entirely subjective preferences of personal taste while real architects never do. And, fourth is the assumption that the major concern of design review is beauty. All of these are wrong.

In Urban Design as Public Policy, Jonathan Barnett cites Richard Babcock, an authority on land use regulation, who has written, "There is little evidence in the history of land development in America that the private decision-maker...can be trusted to act in the public interest (when left to his own devices.)"⁵ Design review emerges in response to

just that issue. The Claremont city attorney has even suggested that "perhaps (design review) can be more accurately stated as a reallocation of power to those who value the power to preserve or create an aesthetic whole over individual freedom to develop property without such constraints. It may also reflect a substitution of law for a loss of common tradition."⁶

I remember clearly the confusion I felt at one of my first meetings on the commission. We were being asked to review the design of a small real estate office building on a corner lot, designed by a firm from a nearby town. The architect arrived in his Mercedes, but the design arrived with the quality of average third year student work. If you picture the kind of difficulties students in the middle years of architectural studies have in placing, proportioning and detailing window openings, or roofs, or entry ways, you have a good idea of what I was looking at. Furthermore, my entire second year class of the previous Spring had done better drawings than the ones describing this design, which the Commission subsequently approved. It was mediocre, but it wasn't terrible. The experience was a short, harsh lesson in defining an average architectural performance, set in contrast to the much higher standards which are held out to students in schools of architecture. In the ensuing seven years very little has been submitted to the commission which would cause me to reassess that observation. Putting aside structural and mechanical concerns, most designs submitted are no better than average third year student work. The Commission's task includes not just the major buildings, but nearly the entire built environment of Claremont. Most buildings are designed by architects, not just by builders and contractors and graduates of somebody else's architecture school.

In last year's Annual Report of the Architectural Commission to the City Council, a new commissioner, an interior designer, wrote of her continuing frustration after only three months on the job at

"needing to convince an applicant that his design should be representative of the best of today's architecture, and (at) having a project accepted that is not 'bad', but in terms of design is very mediocre."⁷

Lest there be any misunderstanding, Claremont, which is located some 30 miles from downtown Los Angeles at the eastern edge of Los Angeles County, is considered a most desirable place to live. It has a quantity of outstanding buildings, mostly older ones, an active downtown, wonderful trees, is regularly cited in travel columns as a pleasant place to spend a day, has active civic and cultural organizations, is home to a highly respected group of colleges known collectively as The Claremont Colleges, and in most ways rates favorably as a community. It is not L.A. or any other big city. With only a handful of exceptions there are no buildings over three stories; its population is only 35,000; it is suburban with an urban core, the Village, that at least one writer has likened to an ancient Greek agora in the way people use its spaces and in its role as a focus for public life in the city center.⁸ People like to be there. The place should attract more outstanding architecture in its new buildings, given the excellence of its older ones. Instead, as one commissioner wrote, "design review felt like a rear-guard action against the Mongol hordes of mediocrity."⁹ Clearly the Commission is not faced with harassing outstanding design work, but with trying to encourage applicants to do better, to aim higher, to be more contemporary. It is not the design review boards, like Claremont's Commission, that produces the mediocrity. Builders and designers produce the mediocrity. The Commission can only evaluate it and decide to accept it or not.

As for beauty, the word does not appear in the Claremont code that outlines the Commission's charge and the standards by which it operates. There may be occasional wistful utterances of hope for a beautiful building, but in most instances the Commission is much more concerned with more

mundane issues of fitting a new project in among existing patterns of use and appearance.

It is true that new commissioners do sometimes try to justify a vote on the basis of taste, or as a subjective matter, but after a year or two they begin to see the larger community design patterns more clearly, begin to relate those patterns to proposed designs and begin to articulate the issues more clearly. Beauty is a hoped for by-product of the process, not its focus. Rather, as described by the city attorney, design review is best viewed "as a sort of reverse redevelopment; it is designed to avoid the creation of blight."¹⁰

This brings us to the legal issues, of which there are really only two broad categories: What are the standards of review? Are there assurances of due process and accountability? Design review decisions are quasi-judicial, as opposed to legislative. That is, design review attempts to apply standards and reach conclusions that are applicable only to the individual case at hand, although decisions may establish precedents that will apply to subsequent cases. Standards for design review are set forth in the Claremont Land Use and Development Code under sections on Intent, and Review Criteria, which are derived from model League of Cities and New York State codes. In Claremont there are seven categories of standards: (1) relationships between proposed and existing buildings; (2) protection against nuisances like noise, vibration, and trash; (3) deviation or conformance of proposed exterior appearances as compared to existing ones; (4) harmony between the proposed structure and other proposed structure and other proposed projects on adjoining or nearby sites; (5) conformance with the City Land Use and Development Code and other applicable building codes; (6) site planning issues like traffic circulation or the appearances from public streets; and (7) solar design. In each case it must be clear that "proper consideration" has been given to the issues implicit in each standard. The review criteria are written around the definition of

“nuisance” as derived from Supreme Court cases which established the legal right of zoning. They are meant to prevent projects which will cause depreciation in the value of neighboring properties, including in appearance.

In all cases the actual definition of “proper consideration” is left to the Architectural Commission, despite the legal profession’s preference for specific definitions. Due process rights against capricious and arbitrary decision are at least partially assured in two ways. Every word of every meeting is carefully recorded in shorthand and by tape recorder. These records are then transcribed into near word for word minutes which are formally approved by the Commission as a regular part of its proceedings, and are then made available to the public and local press. The minutes encourage commissioners to be consistent and articulate, and to avoid the appearance of arbitrariness. To be effective this recording/transcribing process requires secretarial staff of very high quality. Secondly, the seven members of the commission are appointed to overlapping four year terms, renewable for a second term. This results in a “memory core” of commission decisions, precedents and preferences which is built-up over time, and which is passed along by example and discussion from senior commissioners to newer appointees. The learning process seems to take about two years before a commissioner is able to independently and regularly apply the “memory core” to new or unusual projects. In Claremont the effectiveness of the communal “memory core” is increased by the preference of the Commission to discuss each project until consensus is reached. Easily ninety percent of all Commission decisions are the result of unanimous 7-0 votes. It’s an imperfect system, but given the impossibility, or undesirability, of specific standards that will anticipate any eventual project, it is a workable one.

Reaching design review decisions though, even in a relatively small, low density town like Claremont, is an enormously complicated process. It is perceptibly uneven from project to project. The

complications include people’s perception of Claremont as a special place; the political realities in which the elected City Council appoints commissioners, but is also the court of appeals for commission decisions; the design and verbal skills of architectural commissioners under the duress of public meetings; the cordiality of city staff in explaining and applying city codes to applicants; and the philosophical differences in perspective between applicants who are concerned with their own immediate and private needs and desires and a Commission which is concerned with the longer view and the public good. Even the size of a project and the time of night, when it is discussed, affect Commission decisions.

Within the sometimes lengthy discussions resides, I suspect, the disagreement most architects have with design review. The process clearly appears to be an arbitrary one as commissioners jump from point to point, spend great lengths of time discussing minor points (we once spent more than two hours in three separate meetings discussing a single window), or spend little time discussing major concepts (in one of those three meetings we also spent less than 45 minutes reaching a decision on an entire college gymnasium complex). They ask for clarification, requesting code interpretation from staff, probing the applicant through non-sequitur questions and answers trying to find how far the design or designer could be pushed, exploring various alternatives, and/or listening to comments from members of the public. An apparent consensus is reached, only to find that no one really wants to make the motion for approval with conditions because by this time the staff recommendations are no longer applicable and it is hard to make the motion on the spot, knowing the motion cannot be undone or modified once it is passed. It gets worse if the item was not taken up until 11:00 pm when everyone is nearing exhaustion, or if the project is by a local architect (most of whom have served on the Commission and know its nuances) and begin to play on their associations with individual commissioners. Then after all this the vote turns out to be

unanimous in favor of the project and everyone wonders why it took so long, and the Commission wishes the project could have been better. It sounds a lot, and looks a lot, like a school design jury with grades, and many architects respond to it in the same way that students do.

What is really going on in these discussions is that individual commissioners with their diverse backgrounds and experiences are trying to fit the project under consideration into their perception of the site, the City and their own design review "memory cores." Then they check their assessments against those of other commissioners. The first part requires individual visualization, hence it is an invisible process. No one else can see what a commissioner is imagining the project to be. The second step in the process, the checking of assessments, requires a verbal translation. More than anything the public process of design review requires the ability to translate visual perception into words. No one can do it well all the time, on the spot, in public. And it is certainly no place for professional jargon or statements of theory. Either one excludes some members of the Commission from what appears to be insider language, and they will not respond favorably, if they understand at all. The usual reaction is a confused look and a request for clarification in English, or laughter, or resentment. In any case the Architectural Commission's review of a single project must be seen as a discussion which is part of a much longer discussion which has been going on every other Wednesday night for some twenty-five years, and which will continue on into the foreseeable future. More than anything, at least in Claremont, design review is the passing along of a public, oral tradition of community design according to ritualized rules of procedure. In this setting design review becomes a slowly evolving interpretation of individual citizen's perception of the city and of their hopes for its future growth or maturity. That people want new buildings, landscaping and signing elements to be of equal or better quality than what already exists is no surprise. That we so seldom seem to get it has been perplexing.

When neighbors protested the design for a handicapped housing project that was planned for property adjacent to theirs, the architect was asked how the design addressed the neighboring properties. He answered, "I guess we haven't considered that." His site plan drawing stopped at the property line. Sitting in the middle between neighbors who wanted the project rejected and the applicants who were dependant upon HUD funding, it was the Commission which found a solution that was acceptable to all parties.

When one of the local colleges proposed a new dormitory, sited completely contrary to an existing plan of the campus, the Commission had to explain the campus plan to both the architect and the client. Claiming economic necessity, in lieu of the Commission's concern for the long range effect of such a placement, no changes in design were made. Feeling the pressure of local town-gown politics the Commission subsequently accepted the proposal on a split vote. Two years later the same college was back making the same mistake with a different architect.

A proposed library addition would have used walls and landscaping to hide the original entry, which was located at the focal point of an axis that connected the building visually and historically to other portions of the campus, merely to emphasize the new structure. The commission found a simple solution when the architects could not, or would not adjust their emphasis.

In each case the commissioners were more expert on issues of urban design than the actual designer. Sometimes there is a failure of courage, but in most cases the commissioners are at least as aware of community design issues as are individual architects, and they are more aware when the architect is not a resident of the city.

There are numerous examples over the last seven and a half years of designers unable to posi-

tion or detail a building on a corner lot so it addressed both streets, despite the fact that the city is loaded with older examples of just such solutions. We sometimes find ourselves wondering if more subtle issues of setbacks, massing, roof lines, patterns of entries and the like are impossible. And, on those contemporary building types in which one hopes the architects will make the buildings visually interesting and site them so as to enhance the setting there are no generally satisfactory or clear answers forthcoming. Our convenience shopping centers, industrial parks, mini-storage warehouses, "custom" homes, low rise apartment complexes, grocery stores and gas stations are as uniformly average as those found elsewhere. And the city has too few staff to devote to defining in advance directions for the few examples of each type the city will eventually have. Unlike New York, Los Angeles or any large city, Claremont does not get many chances to get it right. There are for example only eight gas stations in town with one more planned; there are only two industrial parks with a possible third sometime in the future; and there are only four neighborhood shopping centers built around grocery stores with one abandoned center under redevelopment. We rely on the designers of projects to help. It isn't just the client or the budget which causes the mediocre results. A substantial number of Commission discussions are about the elements over which architects do have considerable control. Yet, my Commission experience tells me many architects haven't a clue as to the importance of siting, context or image within a particular community. They have little to offer in response to the ordinary, mundane and commonplace design issues which are at the root of most commission reviews. It is as if they have forgotten how to design an attractive wall, a pleasant window, an enticing entry or a responsive site plan.

designers, and reward those students whose design work reaches those levels, we often ignore the direction of most of our students. It is not enough to applaud the new museums of the world. For everyone of those there are thousands of ordinary buildings used daily by thousands of people. Only a handful of architects or firms with national or even regional reputations as good designers have come before the Commission. The majority of architects whose work has been reviewed have, at best a local reputation for design. This majority is part of that large middle class of professionals who are not especially talented designers of buildings. Therein lies the obvious lesson of seven and a half years of dialogue on Claremont's Architectural Commission. The average architect is average. Our students are more likely to become one of them than one of the design elite who populate the professional journals. But, the physical environment isn't going to get better when the great buildings get better; it will get better when the average and ordinary buildings get better.

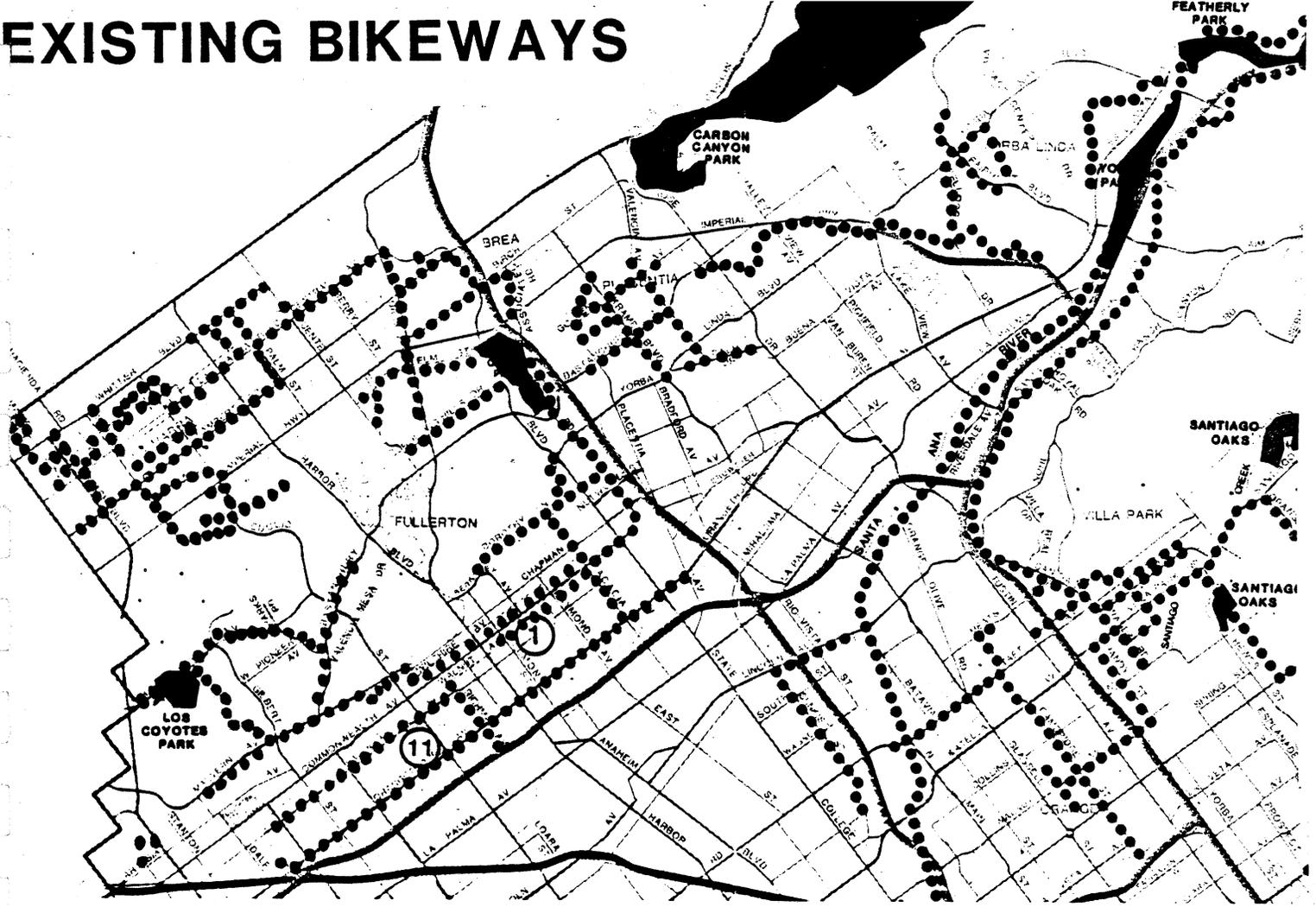
The pattern over the last seven and a half years of my experience on the Commission suggests that too many students are receiving degrees in architecture and have weak foundations. While we urge our students to aim high, to emulate the great

FOOTNOTES:

1. Morris Newman, "City Council Land Use Law", LA Architect, Feb. 1987, p.5.
2. Brad Haugaard, "Aesthetic criteria for developments are recommended", Arcadia Tribune, Sunday, Feb. 1, 1987, Sec. A, p.1.
3. Robert Venturi, Denise Scott Brown and Steve Izenour, Learning from Las Vegas, (Cambridge, Mass.: MIT Press, 1977). p.82.
4. Venturi, pp. 164-165.
5. Jonathan Barnett, Urban Design as Public Policy, (New York: Architectural Record Books, 1974). pp.36-37.
6. Wynne S. Furth, "Legal Dimensions of Architectural Review", Memorandum to the City Council of Claremont, June 24, 1982, p.7.
7. City of Claremont Architectural Commission Annual Report, March 1986, p.5.
8. David Price, "Building a Lifestyle in Two Cities", Pomona Today, Winter, 1985, p.31.
9. Annual Report, p.4.
10. Furth, Memorandum, p.2.

Office of the Dean
School of Environmental Design
California State Polytechnic University, Pomona
3801 West Temple Avenue
Pomona, CA 91768

EXISTING BIKEWAYS



LEGEND

- CLASS I TRAIL
OFF ROAD
- CLASS II TRAIL
ON ROAD-STRIPED LANES
- CLASS III TRAIL
ON ROAD-SIGNED ONLY
- REGIONAL PARKS
- NATIONAL FOREST
- WETLANDS
- BEACHES & LAKES
- ① BICYCLE SERVICES
(SEE DIRECTORY ON
REVERSE SIDE)

An initial list of the elements that define a...
"small town atmosphere"

1. Open green spaces
2. Density
3. A sense of security
4. Recreational facilities for all ages
5. Ma and pa businesses
6. Historic preservation
7. Consideration for aesthetics
8. Balanced quality of life and development
9. Manageable traffic
10. Schools (quality of education)
11. No high rise
12. Environmentally blended
13. City with a "special image"
14. Preserve a sense of family
15. One high school
16. Undeveloped hillsides
17. Variety of social/economic groups
18. A sense of community
19. Stop/look/listen before development
20. Reestablish community focal point in downtown
21. Open public communication to meet the need of all the constituents
22. Grocery store within walking distance.
23. People #1 priority
24. Friendly atmosphere
25. Continuing traditions

The Cluster Concept City of Los Angeles General Plan

"Use of the "cluster concept"..... is to be considered for new residential development in hillside areas in order to preserve the natural terrain, minimize the amount of grading required, and provide more recreational land and open space. However, development by conventional subdivisions should not be precluded. The "cluster concept" is defined as the grouping of residential structures on the more level parts of the terrain while retaining a large area (75-80%) in its natural state or in a park-like setting. Density patterns.....may be rearranged to facilitate cluster developments provided that the total number of dwellings units indicated in any development is not increased from (the zoned dwellings per acre).

Cluster developments should not be granted unless they are in general conformance with the following requirements:

1. Parcel size should be greater than 50 acres.
2. Design should minimize adverse visual impact on neighboring single-family residences.
3. Adequate access should be provided from at least two directions to at least two different streets.
4. Grading should be controlled in accordance with the following criteria:
 - a. A detailed grading plan showing the amount of cut and fill within 10% accuracy to be required upon submission of any tentative tract map or change of zone request.
 - b. With the exception of roads and necessary drainage facilities, natural terrain to be retained and grading limited to the actual building site.
5. Setback requirements of the applicable zone should not be waived.
6. No more than 20% of the total land in a development should be in residential use.
7. At least 15% of the open land should be usable (5% slope or less) in general to be devoted to recreational activities.
8. Open space, and park and recreation lands, whether deeded to the City or privately held as Open Space Land, should be protected by provisions which would prohibit any future construction of non -recreational buildings on the protected areas." General Plan City of Los Angeles.

Hillside Design Guidelines

Hillside grading should be kept to a minimum. Where necessary, landform (ie. contour) grading practices, to simulate the natural landform, are most successful. Grading which utilizes the stairstep housing pad concept is unacceptable.

Natural drainage courses should be preserved. Through appropriate plantings and natural materials, this not only enhances the environment, but increases the protection of property. Natural water systems should be retained to replenish the water table.

Vegetation should appropriately reflect the need for slope protection, reduced water usage, fire deterrence, and aesthetic buffering of developed areas. Use drought tolerant species so that minimum irrigation will be necessary once plant material is established.

Trails and parks should be provided to enhance the natural character of the area. Trails linking recreational facilities would be most appropriate. Linkage to county or state facilities should be considered.

Residential development should be limited to slopes less than 20% when possible. Development on land steeper than 30% should be restricted. The smallest appropriate building pad should be utilized to reduce grading. Retain the natural contours on the remaining portion of the lot. The design should produce a building site with no detrimental effects and, in fact, a positive enhancement of the natural terrain.

Structures should relate to and reflect the natural topography of the land. Set backs, building height regulations, forms, techniques, colors and materials should work to blend all buildings with the terrain.

Road design should retain the topographic character of the hillsides and road width should be minimized to the extent possible in accordance with the fire department regulations. On-site diversion of runoff should increase groundwater infiltration, ease sewer use and diminish imported water requirements. Streets could be narrowed and made of permeable materials to lessen run-off, increase infiltration and result in less cut and fill.

Cluster development should be surrounded by substantial open space *within the development* in order to retain the greatest amount of natural land should be explored. This would increase density on the gentler slopes and preserve the steeper terrain.

Consideration should be given to the historic and rural character of the hillsides. Past uses should be reflected and enhanced while maintaining the inherent natural conditions.

Commercial development in the hillsides should be discouraged, but if necessary confined to those areas adjacent to freeways and major arteries. This development should meet all the other guidelines for hillside development and be as unobtrusive as possible.





RAILS -TO- TRAILS CONSERVANCY

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1400 Sixteenth Street, NW
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Pioneers built it.
Abe Lincoln worked for it.
Jesse James robbed it.
And America grew great on it.

But now, the magnificent railroad system criss-crossing America is being abandoned at a shocking rate. Already 140,000 miles of line are out of service.

These abandoned rail corridors can be turned into the world's greatest trail network for you and me to enjoy . . . if you step in to help.

We need to know what outdoor activities you enjoy and how you could use trails. Tell us by completing the enclosed National Survey and returning it to us as soon as possible.

Dear Friend,

Picture an emerald necklace . . . or what the President's Commission on Americans Outdoors calls "a greenway of trails" . . . linking America.

Where hikers and cyclists, joggers and strollers, cross-country skiers, people in wheelchairs, young or old, active or physically impaired, can enjoy . . . in cities and rural communities across the country . . . some of America's most beautiful natural scenery.

This fantasy can come true . . . simply by converting abandoned rail corridors into trails for public use.

If they're not converted, one of America's most precious and unique resources will simply go to waste.

That's why we need your input now.

And why we need you to answer the enclosed National Survey today.

If you'll also accept our invitation to become a Member of the RAILS-to-TRAILS Conservancy . . . now at reduced rates . . . you can receive a free one-year subscription to our newsletter Trailblazer, a free commemorative patch and other benefits of membership.

Before you tell us about your own outdoor activities, let me explain more about the need for rails-to-trails conversions. During the past 15

years, U.S. railroads have abandoned thousands of linear miles of land -- leaving it chopped up for development or even used as dumping grounds for trash.

Bankruptcies ... mergers ... changing transportation needs have led private railroad companies to abandon 3,000-4,000 miles of track each year -- over 12 miles each day!

Much of this million-acre land resource was donated to the railroads by the American public in the first place ... but is now being lost forever to public use.

It's time that stopped.

And that's why the Rails-to-Trails Conservancy was created.

We first organized in 1985 with support from the National Wildlife Federation, League of American Wheelmen, the National Parks and Conservation Association, American Hiking Society, and a number of other national recreation, conservation, and trails groups.

Today, we have members across the country. And we're slowly building our dream of an emerald necklace of trails strung across America ... working with local, state, and federal agencies to create usable, enjoyable trails out of corridors abandoned by private rail companies.



Most of these corridors are located in beautiful spots: in river valleys, along lakeshores, or bordering state forest lands. Some run their ribbons of open space through cities, suburbs, farmlands.

And because all are carefully graded on gentle terrain, they're perfect for linear sports like running ... bicycling ... walking ... horseback riding ... cross-country skiing

--and for less active senior citizens, parents with small children, and the physically handicapped as well.

But once the corridors are broken up, just like Humpty Dumpty, they can't be put together again! More than 160 rail corridors have already

been successfully converted into parks and trails in 31 states. And at least 150 more rail-trail conversions are underway.

Congress recognized the value of preserving railroad corridors for public use when it amended the National Trails System Act in 1983. This law compels railroad companies to cooperate with communities wishing to convert lines proposed for abandonment to trails.

Those rail-trails that already exist around the country benefit both local residents and visitors alike. Trails usually increase the property value of nearby homes. They stimulate the local economy, with trail users spending money on food, beverages, camping, hotels, bike rentals, and more.



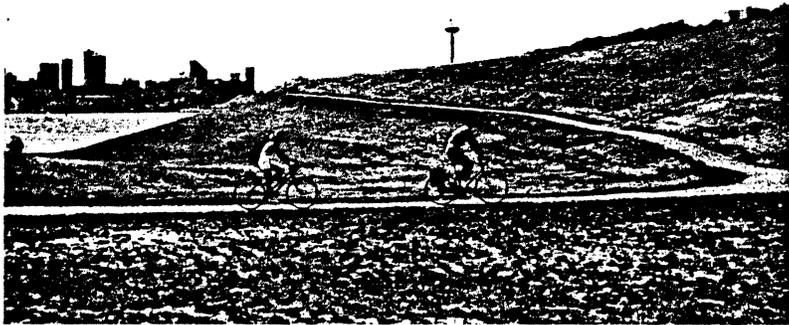
And, most important, rail-trails can become one of your greatest outdoor resources -- truly a national park system for the 21st century.

But ... despite their overwhelming benefits, there are major hurdles to rail-trail conversions -- hurdles the Rails-to-Trails Conservancy can help overcome.

To date, notice of upcoming railroad abandonments has been poor to non-existent. Under current law, rail abandonments can be approved in as little as 30 days! But we're working nation-wide to give state and local park agencies and interested individuals the time they need to investigate a corridor and build public support for rails-to-trails conversions.

The Conservancy also helps communities solve title problems, legal challenges, and financing woes ... all important steps to creating more rail-trails for America. So if you share our dream ... and want to enjoy the ribbons of land we all once owned ... help us!

By completing the enclosed National Survey, you can help demonstrate public support for rails-to-trails conversions and,



hopefully, pave the way for more rail-trails in the future.

You can demonstrate your personal support for a national network of rail-trails even more effectively by joining the Rails-to-Trails Conservancy.

With your membership support,

1. We can continue to provide the legal and technical expertise state and local agencies need to rescue abandoned rail corridors and turn them into trails.
2. We can work with local volunteers, conservation groups, and park agencies to arrange purchases, donations, and land exchanges with railroad companies.
3. We can urge the Interstate Commerce Commission to pay more attention to the trail potential of abandoned tracks.
4. We can work to convince private railroad companies to give us pre-notification of proposed rail abandonments six months before they're officially filed.
5. And through increased media coverage and publication distribution, we can provide desperately-needed information on the political, financial, legal, and technical aspects of rail-trail conversion.

When you join the Rails-to-Trails Conservancy, one of your many benefits of membership will be discounts on all our workshops, conferences and publications like the Citizen's Manual and Legal Manual.

Right now, we have more than 150 new projects in progress ... and each week we hear from communities across the country who need help creating rail-trails in their areas.

Won't you help us help them?

We can bring about more successful conversions ... but only with your support behind us.

Eventually, your membership could help realize the dream of connecting a network of national trails ... an emerald necklace stringing from Manhattan to Missouri to the West Coast.

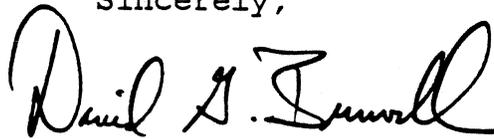
Please ... join the Rails-to-Trails Conservancy before these unique and irreplaceable corridors disappear for good.

Because of very real time pressures on this issue, we must have national membership support as quickly as possible.

Please join the Conservancy now ... at special introductory rates ... and become part of this growing national network.

Return the enclosed membership form at the end of the survey in the postpaid envelope provided. Help create rail-trails for Americans to enjoy for years and generations to come.

Sincerely,



David Burwell
President

P.S.

We will appreciate your response to the enclosed National Survey as soon as possible. Please complete the Survey and return it to us in the postpaid envelope provided.

If you'd also like to join the Rails-to-Trails Conservancy, simply mark the appropriate box on the Survey form and send it with your check in the enclosed envelope.

If you do join, you'll receive a free commemorative patch, a free subscription to our own quarterly newsletter Trailblazer, and discounts on all our publications and conferences.







Brea Of The Future Is:

Community Involvement

A concerned community where a broad segment of the populace is involved in city affairs and citizens can truly feel that they are able to participate in and influence the development/redevelopment process. Viewpoints are actively sought to determine what is best for all segments of the community.

Example:
Process

Physical Environment

Brea is a balanced, well-planned and managed community, reflecting the needs and contributions of residential, commercial, industrial and public segments coexisting in harmony. This balance combines economic vitality and environmental sensitivity. Government and public services are in place to support its growth. Environmental pollution and traffic congestion are under control. A city with a specific plan for low density development of hillsides, quantitative ratio of open spaces to developed areas, and with parks and greenbelts sufficient to support the needs of the community.

Oil Companies
General Density
Infrastructure
Hillsides

Community Pride

A city with a sense of pride in preserving and protecting its history and culture while looking forward to the future. A city with a downtown center which unites the community. A city that opens its doors to all and provides service for all economic levels, offers recreational programs and facilities, and has high quality education opportunities.

Downtown Auto
Service Center

Development Standards

A city with development standards which include community-acceptable height limitations, balanced densities, quality development, aesthetically designed color schemes, building materials and architecture. A city that reinvests in areas requiring redevelopment for the benefit of those living within the redevelopment areas.

Image
Specific Density
Design Guidelines





TRAFFIC FINAL REPORT





Traffic Task Force Core Members:

Chair: Stewart Lerner

Co-Chair: Andrew Gardner

Members: Joyce Crow
Kathy Hardeman
Claude Hause
Alan Hawickhorst
Delaina Hofacre
Harold Ivy
James Kimball
Kathy Maierhoffer

Staff Facilitators: Bill Higgins
Bud Moody

Steering Committee Liaisons: Jose Mendez
Isabelle Rhymes



Executive Summary

Members of the Traffic Task Force are pleased to present this document to City Council. This final report is a culmination of nine months' work. Our process has been one of education and a great deal of research, with much dialogue taking place within this time period.

The conclusions we have arrived at, along with specific recommendations, are categorized in the following fashion:

Section A consists of recommendations focusing on the creation of an appropriate management structure to deal with all traffic and transportation problems and initiatives, regardless of origin, consistent with the desires of our citizens. This recommendation identifies the type of issues this structure should deal with. The thrust of "Section A" is the recommendation to go forward with a study phase consisting of specific individuals in the study group and goals to achieve within a given time period that would enhance the effectiveness of the structure. This recommendation holds the key for dealing with the on-going problems of transportation for Brea, and provides for the necessary resources to deal with the regional transportation issues which now, and will continue to, impact our citizens' mobility.

Section B deals with traffic problems on our local streets. It contains recommendations to make the computerized Brea traffic signal system operational as soon as possible, to increase traffic law enforcement, and to develop a park & ride and mini-transportation system that will hopefully reduce traffic on our streets.

Our final section, Section C, is addressed to the myriad of problems on our state highways. Its primary recommendation is the development of an east-west traffic corridor to provide an alternate route to Carbon Canyon. Other recommendations will improve existing traffic flow at problem intersections and provide safety related signage in the Carbon Canyon area.

We wish to express our appreciation to City Council for allowing us to participate in this type of citizen involvement. We look forward to further discussion concerning our recommendations at our upcoming meeting and in the future.



Introduction

The Brea Project Traffic Task Force was formulated based on overwhelming citizen concern for the growing traffic situation. After organizing and defining its mission, the Traffic Task Force sought to educate itself on major traffic issues through presentations from the City Engineer, Traffic Engineer and Police Department. The Orange County Transportation Commission, Southern California Association of Governments, and the Transportation Department of the State of California were consulted. The Traffic Task Force then sought extensive citizen input through questionnaires, interviews, presentations and finally a televised formal public Town Hall Meeting.

The citizens of Brea perceive their government as paying little or no attention to their individual problems. No mitigation of existing traffic congestion is apparent. The citizens have expressed concern about the impact of continued development on traffic volume and flow. The traffic situation will continue to deteriorate unless some innovative steps are taken to lessen traffic congestion. To complicate matters, it has been concluded that many local problems are actually extensions of area wide problems requiring unified area wide solutions. Conversely, the City has a duty to its citizens to ensure that proposed area wide solutions are in harmony with local requirements.

Background

Research conducted by means of surveys, personal interviews and participation in the Town Hall meeting indicate clearly that the citizens of Brea want more traffic law enforcement, better control of traffic congestion and an improved method of communicating with City Government. Most citizens expressed frustration over their attempts to follow-up on action being taken by the City on their complaints.

We have listened to the above mentioned agencies and individuals expressing their views and opinions on traffic problems. We have also listened to a number of citizens who attended our meetings, as well as those who contacted us by telephone or letter. We have waded through endless reports from the California Highway Patrol (Switer Report), the Orange County Transportation Commission, the City of Irvine, and read newspaper reports of actions proposed by the AQMD and the Federal EPA which will affect traffic conditions.

This research led the Task Force to the conclusion that there are three basic elements to be considered in addressing Brea's traffic problems. They are:

- A. Centralization of the authority to address all traffic and/or transportation problems or initiatives, regardless of origin, in a manner consistent with the desires of the citizens of Brea and in conformance with precedential laws and regulations.
- B. Traffic on local streets. Local streets are defined as those streets which are solely the responsibility of the City.
- C. Traffic on State Highways. State Highways are defined as streets or highways under the control of Caltrans.



The Task Force is convinced that solutions to Brea's traffic problems will require innovative thinking and a receptiveness to new ideas on the part of City Government. To evidence the city government's recognition of the importance of meeting this challenge, both now and for the future, as well as its sincere desire to improve communications with our citizens, particularly in processing their requests through the various city departments, we urge all concerned to accept the following recommendations.

A. Centralization of Authority

Recommendation

The City Council approves the formation of the Brea Transportation Authority as the organization responsible to the City Council for all transportation related matters including representing Brea's interests in regional transportation matters. It is intended that the Authority also provide the citizenry with a single point of entry into City Government with complaints and suggestions related to traffic and/or transportation problems.

As the first step, certain issues should be addressed to ensure that the Authority will be structured to satisfy these requirements.

The following issues are suggested as the basis for a study to determine both the City's needs and how the Authority should proceed to fulfill them:

- A. What are the previous and current efforts, studies and recommendations as regard to Transportation Management in Brea?
- B. How would the city benefit from establishing centralized responsibility for traffic and transportation matters? What can the Authority offer that present organizational structures or entities cannot or do not provide?
- C. How is the Authority to be constituted? City Agency? Non-profit corporation under contract to the City, with the City Council as its sole client? Other?
- D. How will the Authority membership be determined? How many members? Who selects? Term of service?
- E. What are the functional and decision-making roles of the Authority? How does this compare with the roles of City staff and City task forces?
- F. What should be the focus of the Authority during its first year?
- G. How should the Authority be staffed?
- H. How should the Authority interact with other local and regional entities, i.e. SCAG, Caltrans, SCTC, OCTD, etc.?
- I. How should this organization be funded?



The study phase should be completed not later than June 30, 1989 and should result in the following:

1. A summary of the study group's recommendations to the City Council.
2. An Issues Paper which addresses the issues outlined above as well as any additional issues developed by the City Council or encountered in the course of the study.
3. A summary of the proposed mission statement and first year goals for the Authority.
4. A detailed work program for the Authority, identifying goals and specific work tasks to implement the first year goals.
5. A proposed time line of activities for implementation of the Authority work program.
6. A draft City Council resolution establishing the Authority and approving the Authority's first-year goals and work program.

We further recommend that this study be identified as Step One in the formation of the Brea Transportation Authority. To initiate the study, a working committee should be authorized by the City Council to evaluate and develop recommendations on the organizational, staffing, and work program issues associated with the formation of a Brea Transportation Authority. This working committee should be composed of not less than three members of the current Traffic Task Force and five citizen volunteers appointed by the City Council.

An Advisory Board should be established to support the committee and give the committee access to information from various interested parties in City Government and the community. This Board should be composed of:

- The City Traffic Engineer
- The Police Department Patrol Commander
- The City Planner
- The City Finance Director

Representatives from:

- The Brea Chamber of Commerce
- The Orange County Transit District
- The Orange County Transportation Commission

This study should proceed under the sponsorship of either the City Council or the Brea Project Steering Committee, whichever is deemed appropriate, as Phase II of the Brea Project. Since the working committee is comprised of volunteers, expense should be minimal and can be funded from Brea Project funds.



B. Local Streets

The City of Brea has developed a state-of-the-art computerized system which will link together traffic signals at all Brea intersections, except for those on State highways. This system will synchronize the signals to improve traffic flow, particularly during peak traffic periods.

The Brea system is approximately 95% complete at this time. Traffic Engineer Warren Siecke estimates that it should be fully operational in early 1989. This system is urgently needed to control the ever increasing traffic volume. Its immediate completion and implementation is a major recommendation of this task force.

It is our understanding that funding for this project has already been secured, and that no significant new financial outlay will be needed to implement this recommendation. Once the system is operational, the budget process should provide the necessary funds for maintenance. If it becomes necessary to move the computer again, we suggest that the new area be at least partially glass enclosed so the public can view the computer in operation. If at all possible, the new location should be on the Plaza level of the Civic and Cultural Center to provide good access for the public. The final step is to link the Brea system with the Caltrans system.

Recommendation

Take all necessary actions to ensure the Brea Traffic Signal Master Plan is fully operational by June 30, 1989:

- A. Secure needed funding for maintenance of the computerized equipment.
- B. Locate a permanent home for the master computer, preferably one in which the system can be viewed by the public.
- C. Begin immediate negotiations with the State so that signals on State highways can be included in the synchronization effort.

Throughout this task force's involvement in the Brea Project, individual citizens have vocalized their fears and concerns pertaining to speeding, improper turns, and the running of stop signs and signals, particularly in residential neighborhoods. The danger to young children was of special concern to these citizens.

A majority of the citizens surveyed believe that our police force is doing a good job, given the resources available, but feel strongly that additional enforcement is necessary. The police department currently has the same number of motorcycle officers that it had in 1974. This problem is compounded by the large volume of paperwork which officers must fill out. Completing this paperwork consumes time which could otherwise be spent on the street in enforcement activities.



Recommendation

The Brea Police Force provide significantly increased traffic law enforcement by:

- A. Adding at least two motorcycle officers to the traffic enforcement staff.
- B. Exploring ways to reduce the time uniformed officers spend in handling paperwork to maximize "time on the street".

Complete by June, 1990

Figures indicate that Brea's population triples during weekday daytime hours. This has caused serious traffic congestion during peak hours as well as significantly limiting parking in shopping and business areas. The Air Quality Management District (AQMD) has already required that large employers reduce the number of commuter vehicles substantially. These requirements will become more stringent in the coming years. A mini-transit system would, in conjunction with Park and Ride lots and a Transportation Center, do much to alleviate traffic on the streets of Brea.

Recommendation

The City of Brea, in coordination with local merchants and businesses, sponsor a mini-transportation system within the boundaries of the city. This system should include, but not be limited to:

- A. Park and Ride lots at strategic locations on the outskirts of the city. (See maps in the Appendix)
- B. A "people shuttle" (such as mini-vans) to transport people from Park and Ride sites to employment areas within the city during peak morning and evening commuter times. At other times, the "people shuttle" would provide transportation to and from shopping areas, banks, restaurants and other needed areas.
- C. A transportation center or hub linking the regional transportation systems (buses, light rail, etc.) to the Brea mini-system. (See maps in the Appendix)

Complete by June, 1994

The mini-transit system should be jointly sponsored by the local employers, merchants, and the City of Brea. Fares should be kept at an affordable level to encourage use by the public. The system will aid employers in conforming to AQMD requirements, while providing transportation throughout the city for errands which the employees and residents would otherwise use their personal automobiles. The City could also provide incentives to sponsors such as reducing the amount of parking space required per square foot of building, or taxing parking space in excess of the minimum requirement.



This system, in conjunction with the Park and Ride lots and Transportation Center, would do much to alleviate traffic on the streets of Brea.

C. State Highways

Exploding land values have driven most of those who work in Brea to live elsewhere. Because of this, commuter traffic into and through Brea has increased dramatically. The trend in population growth has been eastward toward Riverside and San Bernardino counties. The only east-west corridor directly connecting these counties with Brea and cities to the west and south is a combination of State Highways 142 and 90, more specifically, Carbon Canyon Road, Valencia Avenue and Imperial Highway. During peak traffic hours, this situation has made travel on these roads all but unbearable.

All forecasts indicate that the easterly growth trend will not only continue but accelerate significantly. In order to provide for this growth without exasperating Brea's traffic problems, an additional east-west route is needed. Improvements to the existing intersections on Valencia are required to improve traffic flow. As a significant portion of this commuter traffic does not have Brea as a final destination, our task force has carefully studied alternative routes to State Route 142.

Recommendation

Develop an east-west traffic corridor, originating at the 71 Freeway, progressing west along Eucalyptus into Tonner Canyon, and terminating at the 57 Freeway. Complete by June, 1994.

1. This route does not add to the commuter traffic on Carbon Canyon Road, and thus does not add to Brea traffic.
2. It will serve the newly developed and expanding areas of Riverside and San Bernardino counties, the areas generating the most traffic.
3. The west end of Tonner Canyon at the 57 Freeway is already being studied for development, with an Auto Center and golf courses being considered.
4. Financial support should be generated from those wishing to develop this area.
5. This route will require less grading than other canyon routes and will therefore be less disruptive to the environment.

Funding should come from State and County funds as well as a Mello-Roos assessment district. Construction costs are estimated at \$4 million per mile.

The route through Soquel Canyon was examined and discarded as being too far south to attract traffic from the dense developments to the north; as adding to Brea's traffic woes, not decreasing them; and as requiring unacceptable improvements to a significant section of Carbon Canyon Road.

The widening of Valencia to four lanes, as well as signal changes and five lane intersections at Valencia and Carbon Canyon/Lambert and Valencia and Birch/Rose, will improve traffic flow at these two intersections.



Traffic tie-ups are common on Carbon Canyon Road during rush hours. A means to advise motorists that Carbon Canyon Road is congested would allow drivers to use alternate routes instead of contributing further to the tie-up.

Recommendation

A. Widen Valencia to four lanes between Carbon Canyon Road and Birch.

B. Revise signals for better rush hour traffic control as well as add signalized right and left turn lanes at the intersections of Carbon Canyon/Lambert and Valencia and Birch/Rose and Valencia.

We estimate that about \$5 million dollars will be needed to acquire additional right-of-way and to design and build these improvements. The project is expected to take about two years to complete. We have included maps of the suggested changes in the appendix.

Recommendation

A. Install traffic condition warning boards to advise east-bound motorists of traffic conditions on Carbon Canyon Road. The locations should be such that motorists could exercise options to use other routes prior to being committed to continuing on to Carbon Canyon Road.

The following locations are suggested:

1. The south side of Lambert Road west of Kraemer.
2. The east side of Valencia south of Birch.
3. The south side of Birch west of Valencia.
4. The north side of Rose Drive east of Valencia.

Complete by April, 1991.

The boards can be acquired through a private contractor, rather than through Caltrans, to provide the most immediate service. Input to the boards should be from the Brea Dispatch Center, possibly by use of the Brea traffic control computer. This recommendation is for immediate implementation. The cost of approximately \$300,000 is to be shared by State, County and local governments.

Recommendation

Installation of a "Slow Down" warning sign/light just west of the entrance to Olinda Village to warn drivers of cross traffic. Installation should be started immediately. Cost is expected to be minimal. Complete by June, 1989.



Traffic Task Force Vision Of The Future

Brea in the 21st Century

Today is a lovely spring day in Brea. The air is clean, the sun bright and warm as I prepare to leave for work in what used to be called the Mall area, but is now known as the BBC, the Brea Business Center. About two city blocks from my home in Brea Canyon is a mono-rail stop, where almost silent three car trains run on an "every ten minute" schedule for the morning and evening rush hours. Ten minutes later I arrive at the Northeast Intermodal Center to transfer to the automated people mover car which will take me directly to the office building where I work. This is the newest of three of these centers, each of which is served by light rail, bus, mini-bus and people mover service, and is managed by the Brea Transportation Authority. The South Center and the Northwest Center are managed by the SCAG Transportation Management Consortium, of which the Brea Authority is a member.

At this time of day, traffic on city streets consists almost entirely of buses interspersed with a few quiet electric local delivery vehicles. Since the EPA mandated a \$5.00 a gallon tax on gasoline and diesel fuel sold in the LA basin, no one uses a private vehicle for local driving. All heavy trucking has been banned from the basin and all merchandise moving inter or intra-city is moved by the computerized Transportation and Routing of Unitized Cargo system, or TRUC for short, which utilizes rail and specialized automated cargo movers to move shipments.

Almost no one complains about being unable to use personal vehicles in the basin. The public transportation system is clean, efficient and organized to meet almost every local transportation need with its multi-modal operations. As example, this noon, I intend to go to the bank, pick up a new suit at Nordstrom's, and go to lunch with friends at the new Top of the Canyon restaurant over looking Brea from above the 57 freeway. Using the people mover and the mini-bus service, I can do this all in an hour, if I don't dawdle too long over lunch!

At five o'clock, I close up my desk, hop on the people mover and I'm home by five-twenty. Not bad, eh? No, this is not just a special example. Eighty-five percent of the employees in the greater LA basin live not more than thirty minutes "door to door" from their jobs. The balance either tele-commute or work at jobs outside of the basin. Our air is clean, and our streets are safe and traffic free.

Wouldn't it be grand!!

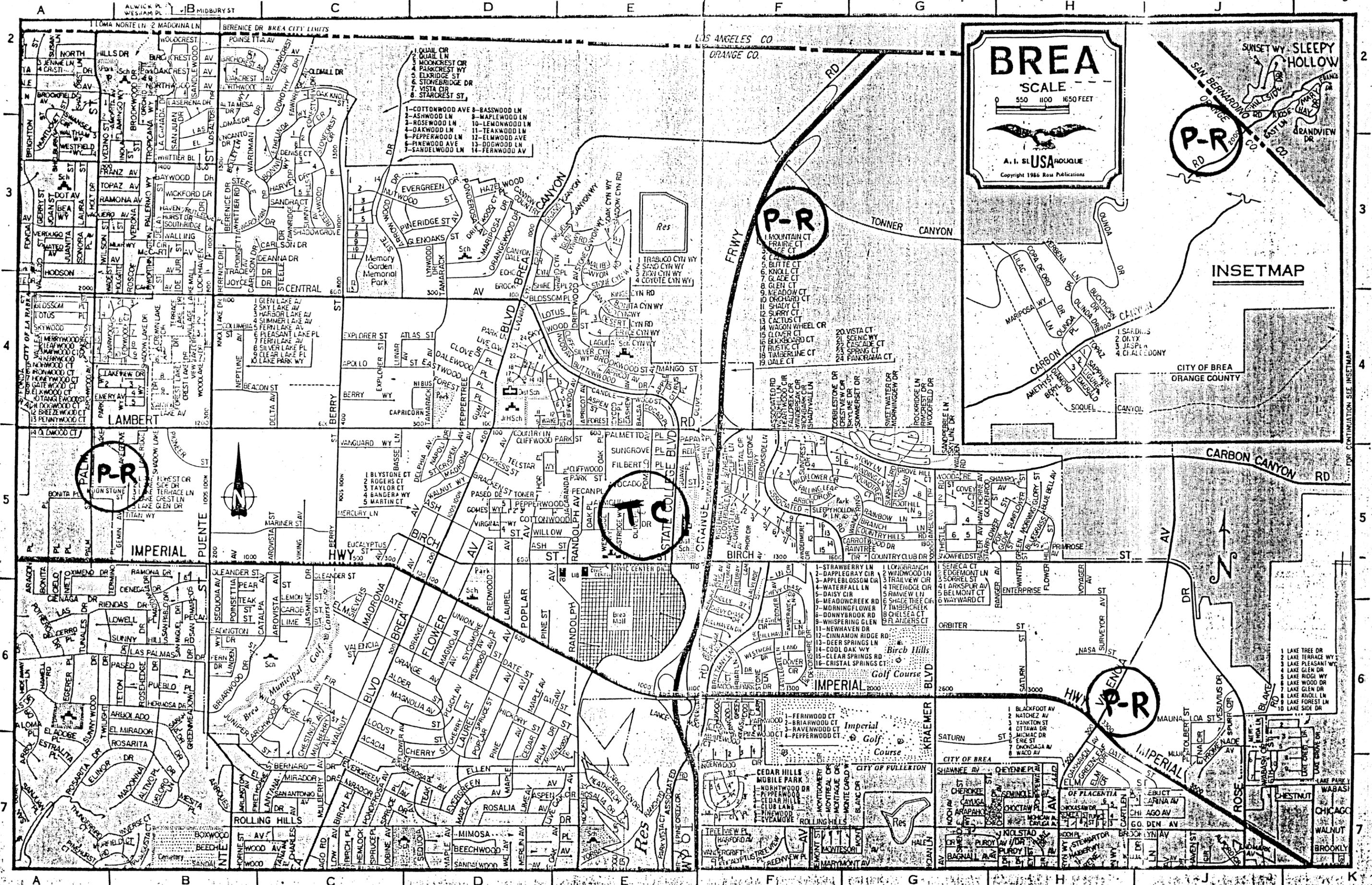


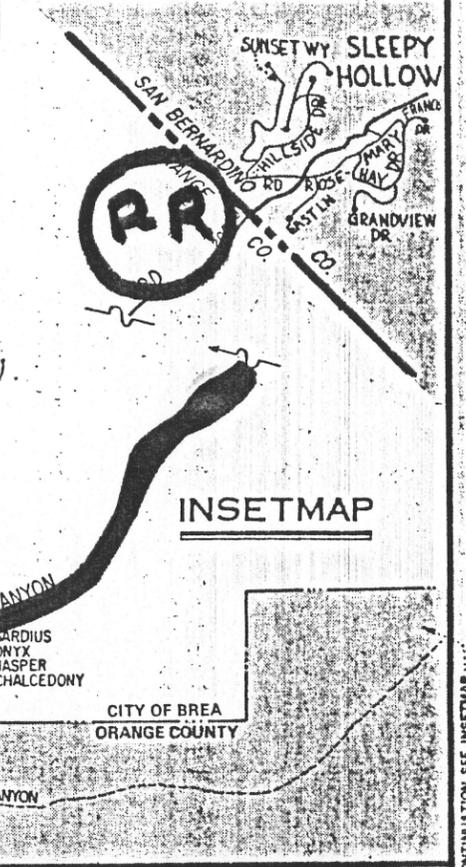
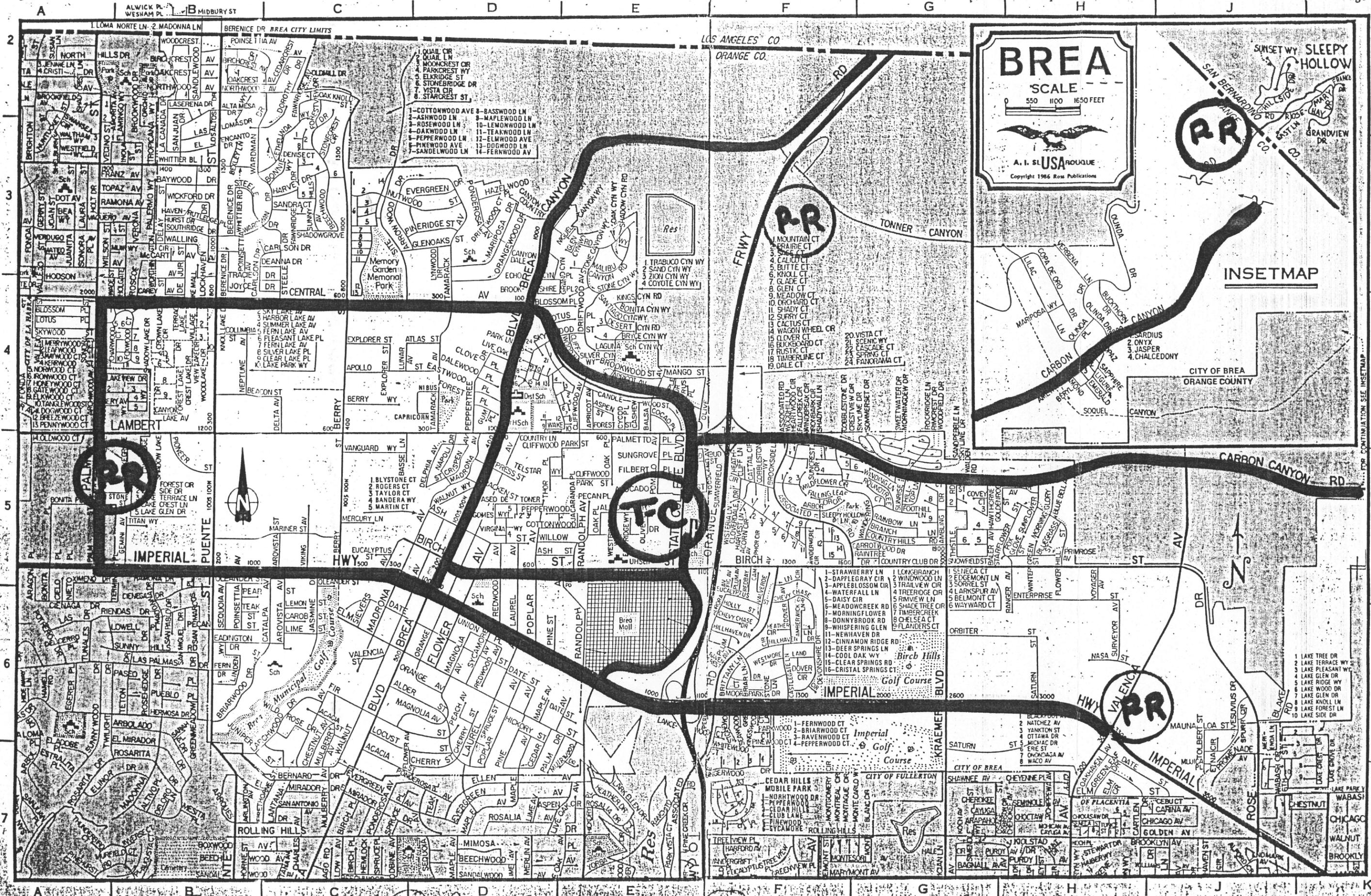
TRAFFIC APPENDIX



APPENDIX

- Exhibit 1 Map showing location of the proposed Park & Ride lots and the Transportation Center
- Exhibit 2 Map showing bus routes linking the Park & Ride lots with the Transportation Center
- Exhibit 3 Map showing the main bus routes and the mini-van routes
- Exhibit 4 Map showing Transit Development in Los Angeles County
- Exhibit 5 Background information on Transit Development in Los Angeles County
- Exhibit 6 Map showing the proposed alternative east-west corridor (highway)
- Exhibit 7 Map showing existing Lambert-Carbon Canyon intersection
- Exhibit 8 Map showing proposed Lambert-Carbon Canyon intersection
- Exhibit 9 Map showing existing Valencia-Birch-Rose intersection
- Exhibit 10 Map showing proposed Valencia-Birch-Rose intersection





- 1. QUAIL CIR
- 2. WOODCREST CIR
- 3. PARKCREST WY
- 4. ELK RIDGE ST
- 5. STONEBRIDGE DR
- 6. VISTA CIR
- 7. STARCREST ST

- 1. COTTONWOOD AVE
- 2. ASHWOOD LN
- 3. ROSEWOOD LN
- 4. OAKWOOD LN
- 5. PEPPERWOOD LN
- 6. PINEWOOD AVE
- 7. SANDELWOOD LN
- 8. BASSWOOD LN
- 9. MAPLEWOOD LN
- 10. LEMONWOOD LN
- 11. TEAKWOOD LN
- 12. LINDWOOD LN
- 13. DOGWOOD LN
- 14. FERNWOOD AV

- 1. MOUNTAIN CT
- 2. PRAIRIE CT
- 3. CALICO CT
- 4. BUTTE CT
- 5. KHOLI CT
- 6. GLEN CT
- 7. MEADOW CT
- 8. ROCKHARD CT
- 9. SHADY CT
- 10. SURREY CT
- 11. CACTUS CT
- 12. WAGON WHEEL CR
- 13. CLOVER CT
- 14. BUCKBOARD CT
- 15. RUSTIC CT
- 16. TIMBERLINE CT
- 17. DALE CT
- 18. VISTA CT
- 19. SCENIC WY
- 20. ESCADE CT
- 21. SPRING CT
- 22. PANORAMA CT

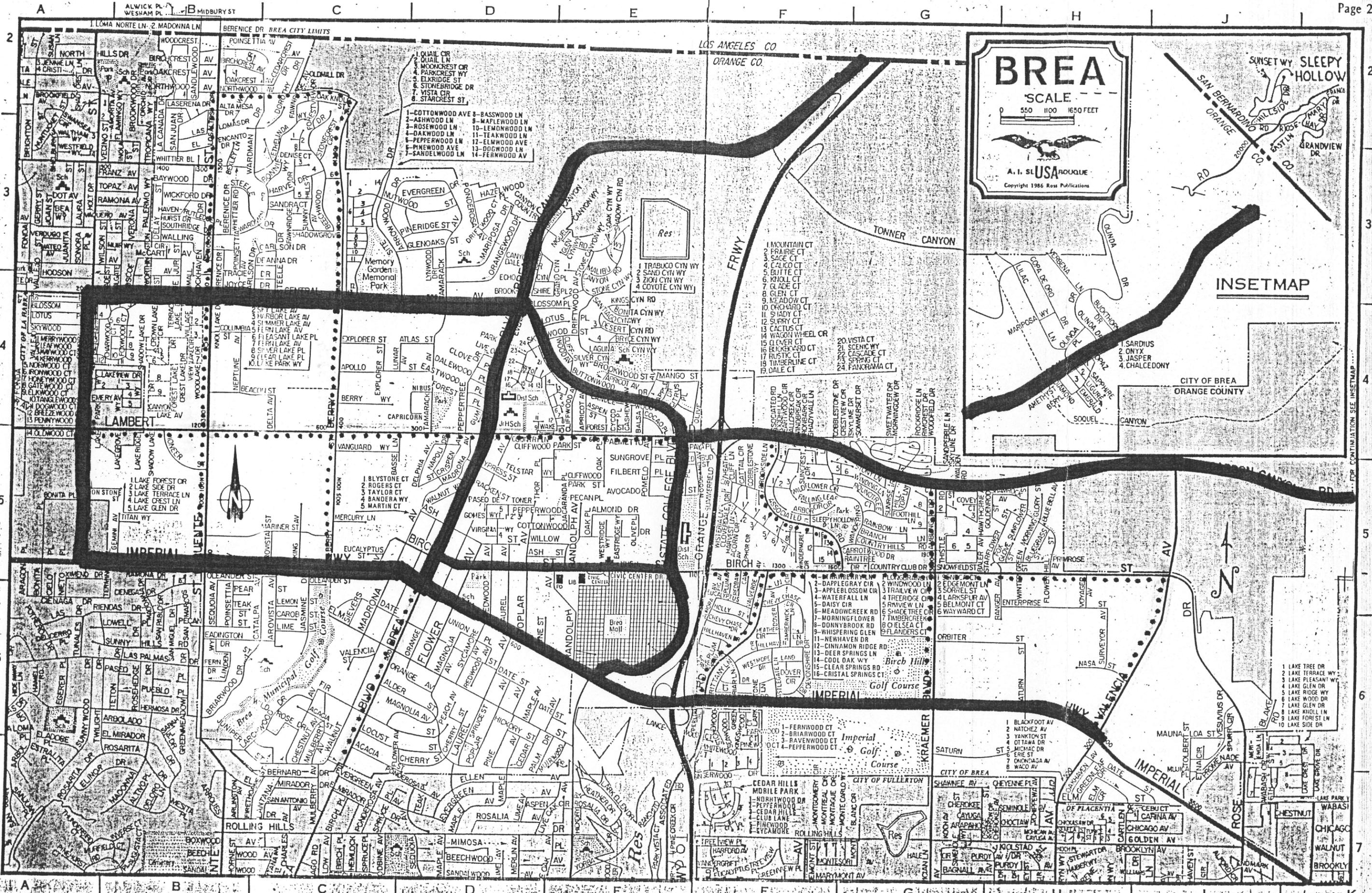
- 1. ASSOCIATED RD
- 2. WASHBURN CIR
- 3. FALLBROOK CIR
- 4. WINDBROOK CIR
- 5. WINDBROOK CIR
- 6. SHADYVALE LN
- 7. COBBLESTONE DR
- 8. CRESTVIEW CIR
- 9. SKYLINE DR
- 10. SOMMERSSET DR
- 11. SWEETWATER DR
- 12. MORNINGGLW DR
- 13. ROXBIDGE LN
- 14. WOODFIELD DR
- 15. SANDPERRIE LN
- 16. SKYLINE DR

- 1. STRAWBERRY LN
- 2. DAPPLEGRAY CIR
- 3. APPLEBLOSSOM CIR
- 4. WATERFALL LN
- 5. DAISY CIR
- 6. MEADOWCREEK RD
- 7. MORNINGFLOWER
- 8. DOWNYBROOK RD
- 9. WHISPERING GLEN
- 10. NEWHAVEN DR
- 11. CINNAMON RIDGE RD
- 12. DEER SPRINGS LN
- 13. COOL OAK WY
- 14. CLEAR SPRINGS RD
- 15. CRISTAL SPRINGS CT
- 16. LONGBRANCH
- 17. WINDWOOD LN
- 18. STRAILVIEW CIR
- 19. TREERIDGE CIR
- 20. RIMVIEW LN
- 21. SHADE TREE CIR
- 22. TIMBERCREEK
- 23. BOULSEA CT
- 24. FLANDERS CT

- 1. CEDAR HILLS MOBILE PARK
- 2. NORTHWOOD DR
- 3. PEPPERWOOD
- 4. CEDAR HILLS CLUB LAKE
- 5. PINEWOOD CT
- 6. SYCAMORE
- 7. CEDAR HILLS
- 8. CEDAR HILLS
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- 20. CEDAR HILLS

- 1. LAKE TREE DR
- 2. LAKE TERRACE WY
- 3. LAKE PLEASANT WY
- 4. LAKE GLEN DR
- 5. LAKE RIDGE WY
- 6. LAKE WOOD DR
- 7. LAKE GLEN DR
- 8. LAKE KNOLL LN
- 9. LAKE FOREST LN
- 10. LAKE SIDE DR

FOR CONTINUATION SEE INSETMAP



BREA
SCALE
0 550 1100 1650 FEET
A. I. S. USA ROUQUE
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- 1-14**
- 1-QUAIL CIR
 - 2-QUAIL LN
 - 3-WOODCREST CIR
 - 4-ELK RIDGE ST
 - 5-STONEBRIDGE DR
 - 6-VISTA CIR
 - 7-STARCREST ST
 - 8-COTTONWOOD AVE
 - 9-BASSWOOD LN
 - 10-ASHWOOD LN
 - 11-ROSEWOOD LN
 - 12-DAKWOOD LN
 - 13-PEPPERWOOD LN
 - 14-PINEWOOD AVE
 - 15-SANDELWOOD LN
 - 16-LEMONWOOD LN
 - 17-TEAKWOOD LN
 - 18-ELMWOOD AVE
 - 19-DOGWOOD LN
 - 20-FERNWOOD AV

- 1-24**
- 1-MOUNTAIN CT
 - 2-FRAIRIE CT
 - 3-SAGE CT
 - 4-CALICO CT
 - 5-BUTTE CT
 - 6-KHOLL CT
 - 7-GLADE CT
 - 8-BLEN CT
 - 9-MEADOW CT
 - 10-ORCHARD CT
 - 11-SHADY CT
 - 12-SUNNY CT
 - 13-CACTUS CT
 - 14-WAGON WHEEL CR
 - 15-OLIVER CT
 - 16-ROCKEYARD CT
 - 17-RUSTIC CT
 - 18-TIMBERLINE CT
 - 19-DALE CT
 - 20-VISTA CT
 - 21-SCENIC WY
 - 22-CASCADE CT
 - 23-SPRING CT
 - 24-FANCRAMA CT

- 1-5**
- 1-BLYSTONE CT
 - 2-ROGERS CT
 - 3-TAYLOR CT
 - 4-BANDERA WY
 - 5-MARTIN CT

- 1-10**
- 1 LAKE TREE DR
 - 2 LAKE TERRACE WY
 - 3 LAKE PLEASANT WY
 - 4 LAKE GLEN DR
 - 5 LAKE RIDGE WY
 - 6 LAKE WOOD DR
 - 7 LAKE GLEN DR
 - 8 LAKE KNOLL LN
 - 9 LAKE FOREST LN
 - 10 LAKE SIDE DR

- 1-4**
- 1-FERNWOOD CT
 - 2-BRIARWOOD CT
 - 3-RAVENWOOD CT
 - 4-PEPPERWOOD CT

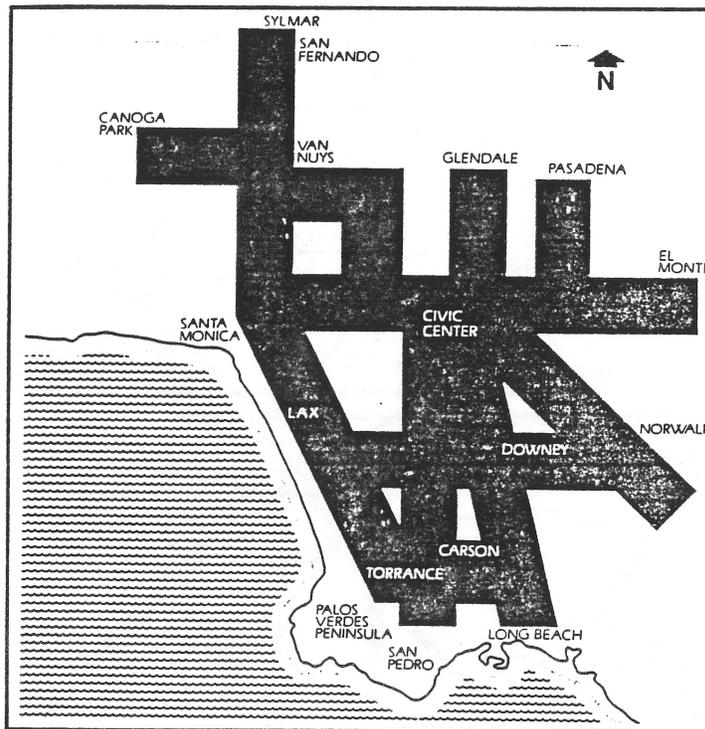
- 1-7**
- 1-BLACKFOOT AV
 - 2-HATCHEZ AV
 - 3-YANUKTON ST
 - 4-OTTAWA DR
 - 5-MICMAC DR
 - 6-ERIE ST
 - 7-ONONDAGA AV
 - 8-WACO AV

- 1-14**
- 1-CHEROKEE ST
 - 2-ARAPAHO ST
 - 3-CHOCOMA ST
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 - 5-CHOCOMA ST
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 - 14-CHOCOMA ST



TRANSIT DEVELOPMENT IN LOS ANGELES COUNTY

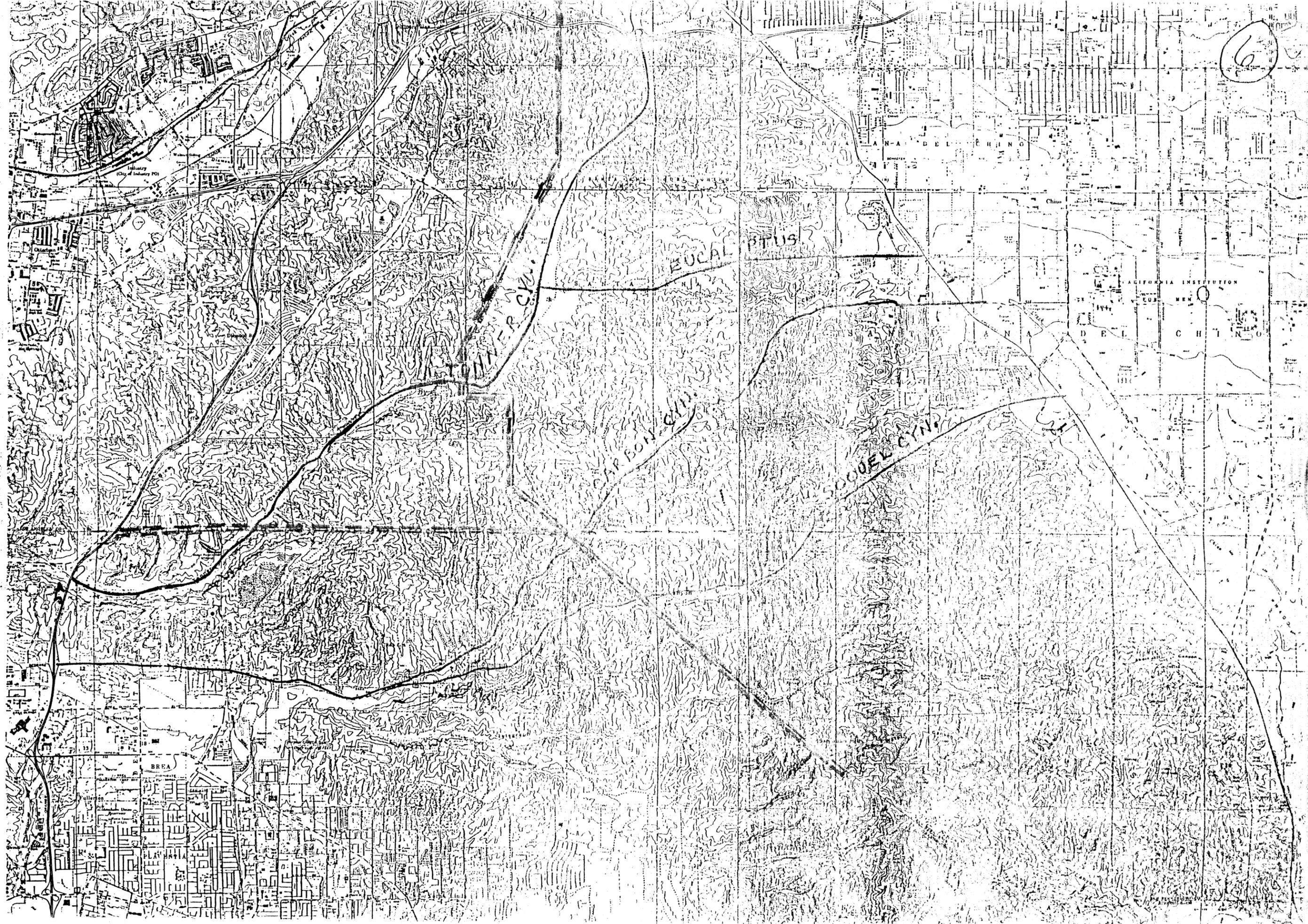
- Proposition A is Los Angeles County's half-percent sales tax for public transit, passed by county voters in 1980.
- 35 percent of these tax revenues (about \$110 million per year) are dedicated to the construction and operation of a rail transit system serving the entire county. Rail lines will be built in the transportation corridors outlined on the map below.
- The SCRTD's Metro Rail starter-line had been identified in previous studies as the most effective way to serve the densely populated regional core of the county; it will be built using federal, state, and local funds and private benefit assessments, as well as Proposition A funds.



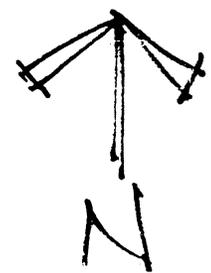
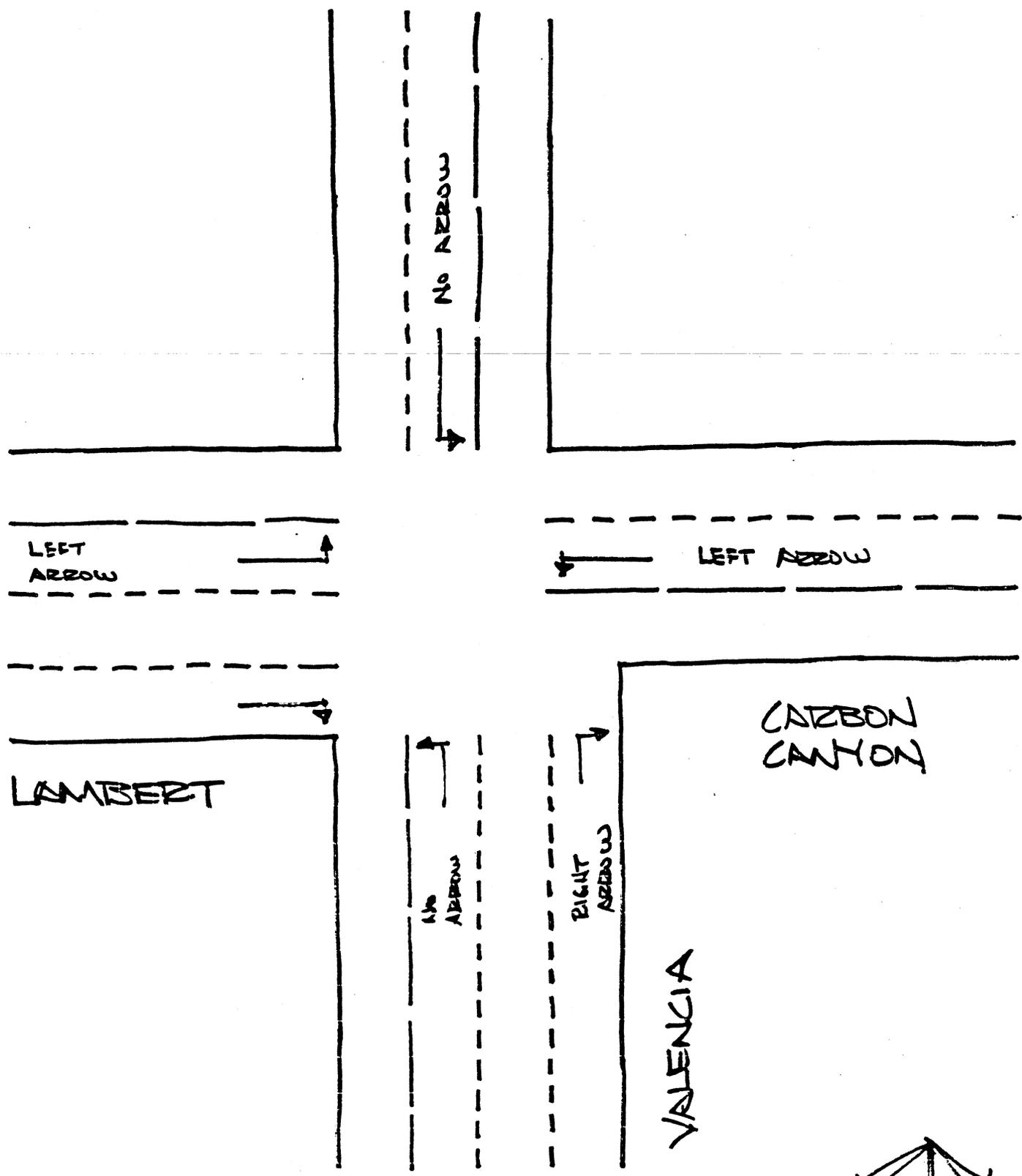
- The LACTC selected a route from downtown Long Beach to downtown Los Angeles as the next line of the system; it will be constructed using only Proposition A funds.
- The LACTC also is building a rail line with Proposition A funds in the middle of the new Century Freeway. The line turns southward near LAX to serve the El Segundo employment area; in the future, plans call for extensions north and south along the coast.
- Projects are being developed in other corridors as well. The LACTC is studying possible routes for an east-west rail line in the San Fernando Valley and for a line from downtown L.A. to Pasadena. In the San Gabriel Valley, when passenger-demand warrants, the El Monte Busway can be converted to rail. Caltrans is designing an exclusive busway along the Harbor Freeway, which will serve the needs of that corridor and also may be converted to rail at some time in the future.
- The color map on the reverse side shows corridors where projects are under construction and other corridors that have been designated as 'high priority.' The LACTC will study corridors not yet designated as high priority when conditions in those areas justify building more rail lines.

For more information, please write or call the LACTC's rail hotline, (213) 620-RAIL, or write to the LACTC at:
LOS ANGELES COUNTY TRANSPORTATION COMMISSION
403 W. Eighth Street, Suite 500
Los Angeles, CA 90014

6



EXISTING INTERSECTION





Appendix C:
Xeriscape Information

Appendix D:
Survey Tabulations

Appendix E:
Santa Monica Recycling Program Summary

**City Maintenance And Street Repair
Task Force Core Members:**

Chair: Margie McMillan

Members: Nancy Markson
Judy Kimball
Susan Montano
David Robertson
Herc Roeser
Oscar Salinas
Al Tremayne
Bob Clark

Staff Facilitators: Larry Baker
Nancy Harrigan
Richard Mitchell

**Steering Committee
Liaisons:** Todd Beckley
Martha Jane Wolking



Introduction

The City Maintenance Task Force of the Brea Project was formed using thirteen volunteer members from the community, three City employees acting as facilitators, and two Brea Project Steering Committee members. Margie McMillan was elected Chair-person. Nancy Markson was selected as Publicity Coordinator to keep the public informed of Task Force actions as well as to encourage participation by the public. Formal meetings began June 14, 1988.

The group's initial meetings were spent analyzing responses obtained from the public via the original Brea Project questionnaire. The public was invited to attend all meetings. From this information, eleven areas of concern were identified and prioritized. The Task Force then decided to examine three areas which comprised all eleven original items in greater detail. We gathered information from various sources so that a definite plan of action could be established.

The three main areas of concern are:

1. **Construction Activity** - defined as major contracted construction projects;
2. **Street Improvements/Maintenance** - defined as minor repairs by City crews or small contracts;
3. **Neighborhoods** - is basically aesthetics and appearance of all properties. Our studies indicated that efficient operation of the City departments, better management of existing personnel, follow through by department heads and supervisors to assure projects are completed properly, master scheduling of maintenance tasks and establishing a preventive maintenance program are the key issues.

While we have pointed to three areas of concern, they shared a commonality in that communication and follow through are important to all of them to maintain Brea's small town atmosphere. What we envision are not large dollar item fixes, but a realignment of managerial, financial, code/ordinance and communication priorities; all of which can be performed in-house.

Recommendations

1. Establish a public works department
2. Establish a master schedule for all projects
3. Establish a public awareness communications
4. Encourage neighborhood monitoring of construction
5. Publicize maintenance services telephone number
6. Notify affected neighborhoods of upcoming projects
7. Display created displays of upcoming projects
8. Implement and fund a preventive maintenance program
9. Establish master plan maintenance format
10. Implement low cost drought resistant (Xeriscape) landscape
11. Establish formal training and inspection



12. Landscape freeway ramps
13. Enforce existing codes for property maintenance
14. Establish an acceptable standard for landlord properties
15. Have the annual haul away day increased to quarterly
16. Place additional trash cans throughout public areas
17. Create an updated City Information Package for new residents
18. Enforce overnight parking codes
19. Clean and maintain alleys
20. Change direction of street sweeping effort weekly
21. Advise school district of Junior High rating
22. Study and address maintenance districts

Construction Activity

In reviewing the Brea Project Questionnaire, there was much concern expressed by citizens over the time it took to complete construction projects throughout the City and the number of projects being started and not being finished in a timely manner. After much discussion, three areas relating to construction activity were chosen as those the task force could have the most impact upon to maintain Brea's small town atmosphere:

1. Notification - our goal is to see that those most concerned by construction activity are notified;
2. Timely Completion Of Projects - our goal is to improve coordination among all contractors, subcontractors and utility companies involved;
3. Contractor Responsibility/Accountability - from what we learned from the questionnaire and other community input, it appears that a real effort should be made to establish a line of City authority to affix responsibility for each function of construction.

Construction activity has an impact that results in disruption, complaints, increased traffic, dirt and noise, and an economic impact on businesses in the community.

Those concerned are businesses, residents, commuter and school district personnel. Those groups that are involved are local and/or state highways, outside contractors, consultants, emergency response units and utility companies.

Our task force sees the cause of the problems directly relating to proper administrative planning and supervision.

Without master scheduling, too many projects come to fruition at one time and it is impossible for our City staff to handle them in-house.

Presently there appears to be no effective administrative coordination of construction activities, no master planning, scheduling, budget allocation, fund sourcing or control authority over contractors once contracts are awarded.

Emergency situations cause some unexpected problems, but until they are addressed in an organized environment, they will not be minimized.

Previously there were budget monies to implement master planned construction programs because funding was accumulated annually and reserved for planned events. During this accrual time, an active pursuance and cognizance of alternative and supporting funding was continually engaged.



The financial expertise to fund, protect and enlarge the scope of funding is imperative and that function should be an on-going in-house capability. Regarding NOTIFICATION, communication with the public during planning, funding and construction phases of projects is of the utmost importance. It has been noticed that since the inception of the Brea Project, the Brea Line has addressed more informational issues with open letters from the City Manager and Street Watch mailer has been sent out for all projects concerning certain geographic areas. We would encourage the continuance of this format. The only change we would suggest is to keep the Street Watch simple; include who to contact with questions, what, where and when (time frame start to finish). The purpose of the Street Watch mailer should be informational, not promotional. Also, door to door notification, display drawings and models of proposed projects on public display (in the library, senior center, City Hall and other appropriate locations) communicated through town hall/neighborhood meetings should be encouraged before, not after, the fact. Of those surveyed at the Town Hall Meeting, 75% agreed with these notification methods to increase public awareness.

Installation of a twenty-four hour hotline with media and cable updates would be appropriate.

In the original survey conducted by the City, citizens were concerned with too many projects going on at once and timely completion of these projects. Surveys taken at the Town Hall Meeting showed 78% of the citizens felt timely completion of projects most important in relation to better city inspections, neighborhood monitoring of projects and better coordination with utility companies.

The following options deal with Timely Completion And Cleanup Of Projects. A system of monitoring of all projects could be established, inspections could be done to higher standards, coordination with the utility companies for substructures should be improved, contracts could be drawn to incorporate liquidation and reward clauses for contracts awarded by the City.

There should be a separation of our City Engineer Consultant and in-house functions. A system that allows design, acceptance and administration by in-house administration and consultants when they are one and the same does not allow for a proper check and balance. Presently, the inspection of our projects is done by personnel, who when hired according to the job description outline, are not required to have prior experience or working knowledge of the job.

Contractor Responsibility/Accountability for the quality control of work done for the City by outside contractors should be established. Options include available supervisor at the City to contact, better inspection by City and follow through before final approval, supervisors that ensure contractors and subs follow established construction standards, time lines for completion and clean up, and all representatives should be identified to interested parties. 77% of those surveyed at the Town Hall Meeting agreed with these areas of concern relating to contractor responsibility/accountability. Contractor's past performance on Brea or adjoining City projects should be evaluated/reviewed before awarding contracts for projects.



Recommendations

From these options the following recommendations are respectfully submitted for construction activity:

1. Create a Public Works Department which would oversee engineering, development services and the maintenance departments.

This Department is to be headed by an engineer with a high level of management skills. This person's title would be Director of Public Works. An important part of his function is the master scheduling of all projects as they relate to on-going and projected activities.

This Department is to have the responsibility for design, construction, coordination and quality control of all projects and be responsible for construction standards and acceptance of all projects completed either in-house or contracted to outside contractors. This action would improve construction coordination, facilitate better inspection of all jobs and ensure that construction standards for all trades would be followed.

There would be some cost impact on this recommendation, but there would be significant savings in the reduced need for outside consultants that have been used in the past for some of this work. For financial impact, please see Financial Appendix A at the end of this report.

Who Implements: City Manager
When: July 1, 1989
Financial: See Financial Appendix A

2. Under the supervision of the Director of Public Works, create the support position of Project Coordinator/Controller who would establish a master schedule and effectively schedule and control activities as outlined in our Recommendation Three below.

There would be some cost impact on this recommendation, but there would be significant savings in the reduced need for outside consultants that have been used in the past for some of this work.

Who Implements: Director Of Public Works
When: September 1, 1989
Financial: See Financial Appendix A

3. Establish a master schedule for all construction activity. The Project Coordinator/Controller will administer the master schedule under the direct supervision of the Director of Public Works. We would see a master schedule as encompassing all on-going and planned construction; detailing all the activity of each project, i.e., design, funding, contract bid data, contract award data, work in progress schedule, completion, final inspection and final funds release as well as all pertinent information affecting its progress, i.e., weather, parts and any other information that will affect its final completion date being on time. The master schedule should also reflect if current project scheduling will disrupt any other follow-on or on-going projects.



be more specialized and supervision be established. There is no established preventive maintenance program. There should be definitive standards and specifications for this program. The questionnaire pointed to the fact that too many projects are going on at one time and these are not adequately monitored. The prioritization of budget money is also a leading cause in the scheduling and repairs to streets.

The cost of maintenance and time spent on city landscape areas can be decreased by the use of Xeriscape on all City maintained properties. The word Xeriscape is coined from the Greek word Xeros meaning dry. A xeriscape is not a totally dry landscape nor is it limited to cactus. Even drought tolerant plants need an occasional watering. Xeriscape plants are plants that grow well with little or no water beyond what nature provides. The Xeriscape principle is based on the use of landscape designs and plants that fit into the natural environment. Good water management is the key to making it work. This is done through innovative irrigation and water management systems. Xeriscape is an attractive and less demanding landscape and can conserve a considerable amount of water, which in our case is typically imported. Please see Appendix for more information and a list of appropriate plants. In the past there has been limited emphasis on preventive maintenance as a cost saving factor. Funding has generally been a problem for these needed repairs. Availability of funding is necessary and this is supported by our Town Hall survey. There is a need to ensure an adequate level of street maintenance. The budget needs to be structured in future years to match anticipated maintenance needs due to increasing age of streets, increasing traffic, and expanding new development. Staff has a difficult time justifying increased budget levels for street maintenance due to the inability to be specific about needs. The cost to do low cost rejuvenation and resurfacing before rapid deterioration begins extends the life of the pavement for a fraction of the cost of waiting "just a couple of years." A current cost escalation estimate is \$5 for each \$1 needed at the proper time annually.

92% of the original questionnaire responses said road conditions concerned them the most. We thought of many options for the Coordination Of Street Repair And Improvements. A preventive maintenance program should be implemented immediately. Of those surveyed at the Town Hall meeting, 84% felt a preventive maintenance program was an excellent way for better coordination of street repair and improvement. There needs to be a formal training program established for City crews and enhancement of inspection by the City. Town Hall Meeting survey responses showed 59% of the respondents agreed that there was need for better training of City personnel and better inspections by the City. Standards could be increased to improve life of patches made as a temporary solution. Improvements in contractual requirements for contractors and subcontractors could result in more value for the money. Another potential cost saving option is for the City to continue recycling asphalt as it is doing for the Brea Blvd. project. In this way we could do more repaving work for less money. Establish a coordinator from the Engineering Department, Development Services, Maintenance Department and a Council liaison to facilitate planning and coordination of maintenance budget requirements.

The following options deal with Prioritization Of Streets to be repaired. Follow master plan and establish a process for setting priorities. 83% of the respondents from the Town Hall Meeting survey supported establishing a process for setting priorities and 60% supported the establishment of a master plan for street repair. Improve coordination and scheduling so repeat work just completed is not disrupted.



Options for Landscape Maintenance And Xeriscape Include: establish guidelines/policy to include drought resistant plants for now and future landscape areas, all replacement plantings, and encourage new developments to do the same through the planning department. Many citizens expressed a desire to have the 57 Freeway onramps and offramps entering and leaving Brea landscaped right away. Make landscape areas water efficient and increase sprinkler maintenance to prevent water waste from broken sprinklers. Encourage citizens to use xeriscape through the Water Department and the Maintenance Department. 87% of those surveyed at the Town Hall Meeting supported the use of xeriscape plants, establishing guidelines for such plantings and increased public education for water conservation. Some selected areas such as under the freeways and some median strips could be concrete to decrease the amount of maintenance needed. Trees should be replaced as they are removed and sidewalk compatible trees should be selected.

Another area of concern expressed in the questionnaire is sidewalk repairs. These could be done at the same time as street repairs to decrease disruption in neighborhoods.

Recommendations

From these options the following recommendations are respectfully submitted for street improvements/maintenance:

1. Immediately implement and fund a preventive maintenance program to maintain streets and walkways.

Who Implements: Director Of Public Works
When: September 1, 1989
Financial: Unknown

2. Establish master plan and follow for maintenance of streets. Funds would be set aside each year in anticipation of maintenance needs.

Who Implements: Director Of Public Works
When: December 1, 1989 & Continue
Financial: Unknown

3. Implement xeriscape policy for new landscape areas, replacement plantings and irrigation systems. This should be implemented by City Maintenance Department. In fact, City Maintenance is presently using irrigation systems that save water. There would be little or no cost impact; in fact, money would be saved due to less water usage.

Who Implements: Director Of Public Works
When: September 1, 1989
Financial: No Cost Impact; Cost Saving For City

4. Establish formal training and supervisory inspections of all road work done in the City, i.e. the current requirements for hiring a Public Works inspector in-house does not require any qualification along this line.



Currently, work is inspected and accepted by the performing work crew. This type of inspection may diminish effective inspection and affect the quality of work.

Who Implements: Current Department Heads
When: Immediately
Financial: Unknown

5. Landscape the freeway and ramps entering and leaving Brea. This was an area of high concern as indicated in the questionnaire. Research into the matter, which has been a problem for over fifteen years since freeway completion, indicates that Caltrans is the key to approval and funding.

The effort made to date has been unsuccessful. There should be a concerted effort on the part of the staff and City Council to open lines of communication with Caltrans. It is our feeling that the subject is a matter requiring political solution. The City Council should direct the effort through the offices of Senator William Campbell and Assemblyman Ross Johnson, expressing our interest in the matter. Concerted negotiations with Caltrans to resolve the approval and funding should be undertaken immediately. The district has both minority leaders and an active Council effort should have no difficulty in resolving this matter expeditiously to the voter's satisfaction.

Who Implements: City Council
When: Immediately
Financial: Unknown. Can Be Negotiated.

Neighborhoods

The neighborhood issues in the questionnaire had to do with property maintenance, litter on the sidewalks and streets, and maintenance of public alleyways and streets.

Four areas concerning neighborhoods are:

1. Property Maintenance By Homeowner And Maintenance Districts-our goal is to ensure that neighborhoods are maintained by neighborhood pride, enforcement of City codes and support of beautification projects; especially for entire blocks as opposed to singling out individual homes, as is being done now. People who live in maintenance districts showed concern about how maintenance district decisions were made and implemented;
2. Enforcement Of City Codes - our goal is to better enforce the existing codes and have a consistent level of enforcement throughout the City; and if necessary, add personnel to maintain this level of enforcement;
3. Landlord/tenant Responsibility - our goal is to make absentee landlords accountable for the maintenance of their property and make tenants aware of their rights;



4. City Clean Up - our goal is to maintain a clean City and neighborhoods by adding more trash cans and pick-ups and getting the cooperation of business to fight litter. 50% of survey respondents agreed that there was a need for additional trash cans. Also increase haul-away days to once every three months instead of annually. This was supported by the Town Hall Meeting survey. Street sweeper and alley maintenance also fall under this category.

Neighborhood issues have an impact that results in complaints, decreased property value, the need for more efficient use of personnel, maintain code enforcement and lack of communication between tenant and landlord. On the original questionnaire, 21% listed residential maintenance as an area that needs fixing.

Those concerned are residents and businesses. The groups involved are individual homeowners, business owners, City staff (code enforcement), service clubs, and trash hauler/county landfill.

We see the causes of the problem being absentee landlords, a throw-away society, lack of code enforcement, need for change in street sweeping method and not enough haul-away days.

Previously, there were once a year haul-away days, volunteers helping clean yards/houses and lots, beautification projects, Girl Scout cutting days. We would encourage these activities to be continued. Property maintenance ordinances have not been consistently enforced, and not enough quality code enforcement or housing rehabilitation has been done. 46% of the respondents to the Town Hall Meeting survey listed enforcement of city codes; specifically, level of enforcement, more training and additional personnel as areas of concern.

Street sweeper problems were mentioned regarding a review of schedule and level of service performed. Signs (political and garage sale etc.) should be removed in a timely manner. Codes need to be enforced in this regard. Also, it was mentioned that the City should install "Welcome to Brea" signs at City limits. Handicapped ramps should be built to code with slope of curb taken into consideration to ensure the safety of our handicapped citizens. Many ramps were cited as being too steep to be safe. Street lights should have an established replacement policy/schedule. Better communication needs to take place when street lights will be out for any length of time. Citizens expressed a concern that the Jr. High could be spruced up.

Recommendations

The following recommendations are respectfully submitted for neighborhoods:

1. Enforce all existing City codes as they pertain to property maintenance, and if necessary to properly enforce, add personnel for this enforcement.

Who Implements:	Director Of Development Services
When:	Immediately
Financial:	Uncertain; May Create Additional Budget Requirements



2. Due to absentee owners for many properties in the City, it is recommended that a standard be established to require landlords to maintain their property to an acceptable neighborhood level. Possibly require a business license for rental property owners and have a tenant rights awareness brochure or information available at the Community Services Department. License fee will offset any costs involved in this recommendation.

Who Implements: Director Of Development Services
When: July 1, 1989
Financial: License Fee Will Offset Any Costs Involved

3. Have haul-away days quarterly.

Who Implements: Director Of Public Works
When: September 1, 1989
Financial: Unknown

4. Purchase and secure more trash cans and schedule additional pick-ups; especially near bus stops (Flower and Birch) and initiate active business cooperation to fight litter.

Who Implements: Director Of Public Works
When: September 1, 1989
Financial: Unknown

5. Create an "Information Package" that would be given out by City Maintenance to all new residents, including rentals (apartments, duplexes etc.). This package would also be sent to residents in response to complaints/comments to City Maintenance with a follow up letter.

Suggested information to be in the package are:

- a. Description of City Maintenance responsibilities;
- b. Telephone sticker with City Maintenance phone numbers and emergency after hours number;
- c. Twenty-four hour maintenance services number;
- d. Water conservation information;
- e. Xeriscape guidelines and plant selection list;
- f. Trash pickup and street sweeping schedules for neighborhoods throughout City.

Who Implements: City Manager
When: Immediately
Financial: Similar Program In-House Now; Minimal Financial Impact



6. Enforce established overnight parking codes.

Who Implements: Police Department
When: Immediately
Financial: Unknown

7. See that alleyways are swept on a regular basis (once a month per existing schedule). The boundary lines of City responsibility need to be established. Invite adjoining property owner participation in alley clean up. Post alleys if necessary. Monitor the waste and hazard problem as is done under weed and fire abatement ordinances.

Who Implements: Director Of Public Works
When: September 1, 1989
Financial: Unknown

8. On the same day as normally scheduled, have street sweeper reverse the route or somehow change the order the route is performed each week. In this way, cars that are sometimes still parked at the usual time may be gone when the street sweeper comes two hours (+) later. This has no cost impact.

Who Implements: Director Of Maintenance Services
When: Immediately
Financial: No Cost Impact

9. Per the number of citizen responses in the questionnaire, refurbish the Jr. High by adding new landscape plants (we would suggest xeriscape type), and color coordinate new paint for walls with existing brick detail. School District funds would be used, but the City needs to inform and cooperate with the School District.

Who Implements: School District Via City Council
When: Immediately
Financial: Unknown; school District Cost

10. The City should look into the way maintenance districts are formed, run, efficiency of, and the fact that there may be a better way to handle this issue. This is a complicated issue and no further maintenance districts should be accepted as City responsibility.

Who Implements: Director Of Public Works
When: September 1, 1989
Financial: Unknown



11. Install "Welcome to Brea" signs at City limits

Who Implements: Director Of Public Works
When: December 1, 1989
Financial: Unknown; Depends On Design

As indicated throughout the report, our recommendations were based on three basic areas: construction activities, street improvements/maintenance and neighborhoods. Hopefully, the recommendations will be as meaningful to the staff as it was to our task force.

Although there were many areas that were challenging to us, the one area or requirement where we were unable to follow specific instructions was budgeting. Although we did indicate when a recommendation would have a budgetary impact, specific budgetary costs were not obtained, therefore the report does not contain budgetary costs as requested.

In conclusion, we felt that a master scheduling program, training, supervision, stricter accountability of projects, communication of proposed and existing projects and establishing a preventive maintenance program are the key issues in our report.

It speaks highly of our City staff and government that we were able to become involved in this kind of experience. Thank you for this opportunity to let our task force of concerned citizens make a difference and be involved.



Our Vision Of The Future

Our dream for Brea would be to give the area a distinctive and unique character that is physically workable, economically sound, visually attractive and secure.

Park-like settings would be sprinkled throughout neighborhood and business sections using attractive xeriscape plants that are well maintained. Through the use of these areas, plus parks, street furniture, lighting, signing and other design elements, create an attractive environment in which residents, shoppers, citizens and visitors can live, work, play, drive, walk and sit in comfort.

A view, unobstructed by multi-story buildings, with undeveloped hillsides left in their natural state to support local wildlife species. Wide bike paths on safe, tree lined streets leading to spacious greenbelt areas and parks.

Traffic channeled to major east-west and north-south roads that are free of bumps and pot holes and in an excellent state of repair. To attain a high level of maintenance of streets, parks, buildings and landscape and the elimination of exposed outdoor storage ie. trash, vehicles, etc.

To have installed a plan to recycle our housing stock as it ages and incorporate a method to encourage affordable housing for our young beginning families and our elderly. A balance between business, office and residential areas throughout the city. In the downtown redevelopment area, replace existing homes with single family units as opposed to high density housing to maintain the pride of ownership for the small town atmosphere so praised in Brea. Pride of ownership and belonging instills security and involvement, which in turn, fosters spirit and stewardship in one's community.

We envision a community where citizens are actively involved in their neighborhoods. A community with an open line of communication between citizens and City staff, working together to solve our common problems and to achieve our common goals. a community of good neighbors where each is an equal partner in our pride of authorship, worship, education, leisure, security and enriches all with his or her socioeconomic and religious input. A community that keeps alive its small town atmosphere.

But these things really are not entirely a dream. Brea has a small town feel that makes it a great place to live, work, go to school and raise a family. While no system is perfect, Brea is a wonderful place to be and with a little help from its citizens, the Brea Project and the City Council, it will become even better.

Our big dream for the City of Brea, money being no object, would be a full scale recycling program. This would include curbside collections, recycling zone collections, a community recycling center, commercial recycling, oil and hazardous waste collection, in-house collections and special recycling events. An example of a successful recycling plan from Santa Monica in its entirety is in Appendix E.

As you can see, this is a very ambitious and worthwhile plan. It would be beneficial for many reasons, most especially for the fact that it would slow down the filling up of our local landfill. It is good for the earth and could generate civic responsibility on the part of our local citizens. Perhaps we can cooperate with surrounding neighborhoods such as Yorba Linda, Placentia and Fullerton.

"Recycling is an investment in our environment."



MAINTENANCE

APPENDIX A



FINANCIAL APPENDIX A

The City of Brea spends hundreds of thousands of dollars on a variety of consultants from a part-time City Engineer to inspectors of construction activity. While in many case consultants are economical from the standpoint that when their job is complete a salary is no longer required; the overwhelming numbers of consultants may be unnecessary.

The elimination of one or two consultants presently handling City Engineer responsibilities would more than offset the cost of our Public Works Director and the Controller/Coordinator positions we recommended be created.

We envision the City of Brea to be involved in new development, redevelopment, continued street repair and maintenance well into the future. The Master Plan for the City warrants these two positions and the savings from eliminating the consultants doing these same jobs would more than offset the salary and benefits for these two positions.



CITY OF BREA

General Services

MEMORANDUM

DATE: December 19, 1988

TO: Margie McMillan, Chairperson
Brea Project City Maintenance Task Force

FROM: Denise Ovrrom, Assistant City Manager

SUBJECT: REPORT ON CITY/AGENCY CONTRACTS FOR PROFESSIONAL SERVICES

Attached is a copy of the report I referred to during our Brea Project Budget Sub-Committee meeting of December 16, 1988. The report includes a comprehensive list of consultants the City and Redevelopment Agency uses along with the associated payments made during the period from July 1, 1987 to March 31, 1988. I hope this information is helpful. If we can be of further assistance please feel free to contact me by calling 990-7770 or Barbara Bunker, Administrative Assistant by calling 671-4418. We would be happy to provide any additional information you desired.



CONSULTANTS - CITY AND REDEVELOPMENT AGENCY

I. CITY CONSULTANTS (Regular Basis)

GRC - Steve Copenhaver	Development Planning & Implementing Service
Markman & Arczynski	City Attorneys
Sam Peterson & Associates	City Engineer
Warren C. Siecke	Traffic Engineer

II. CITY CONSULTANTS (As Needed Basis)

John Carollo Engineers	Eng. Services/Berry St. Reservoir
Converse Consultants	Engineering Services
LSA/Larry Seeman Associates	Engineering Services
George M. Taylor & Associates	Construction & Consulting Eng.- Plan Checkin
Willdan Associates	Engineering Services
Fleming & Associates	Workman's Compensation
League of California Cities	Workman's Comp/Disability
Liebert, Cassidy & Frierson	Orange County Employment Relations
	Training Consortium, E/E Negotiations
O.C.E.A.N.	Employee Assistance Program
Mary Jane Perlick	Personnel Services-Recruitment, Negotiations
Eriksen-Rattan Associates	Fire Sprinkler Plan Check Services
Richard Francesconi	Fire Inspection Services
Brea Family Practice	Pre-employment physical exams
Convenient Medical Care	Pre-employment physical exams
California Forensic Phlebotomy	Medical Lab Services
Coded Systems	Municipal Codification Services
Commercial Lot	Weed Removal Services-Town Plaza Project Area
Converse Consultants, Orange Co.	Geotechnical Services
John C. Donahue & Co., Inc.	Appraisal Serv. - Machinery & Equip.
D. L. Douglas & Associates	Construction Inspection Services
Andy Lazaretto	Solid Waste Management Issues
Sue Mills	Case Manager: Senior Center
Moreland & Associates	Auditors (City & Redevelopment)
Kenneth Mullen Consultants	Water System Schematic Drawings & Master Pla
Turbo Data Systems	Citation Processing Servs. (Parking)
Vodhanel Corporation	Computer Support Services
Carl Warren & Co.	(Liability) Ins. Claims/Admin. Servs.
Joseph Wollett AIA	Architectural Service & Renovation - Sr Ctr
WRG Company	Street Inspection Services



III. CITY CONSULTANTS (Special Projects)

Brea Industrial Medical Clinic	Industrial Medical Care
Lambert Industrial Medical Group	Industrial Medical Care
St. Jude Hospital & Rehab Center	Industrial Medical Care
. Fullerton	
. Yorba Linda	
A - B Electrical	Western System Telemetry Project
Advanced Network Design	Computer Network Design Serv. (Phone System)
CTIC Associates	Professional Services (Cable Refranchising)
Tom De Minico	Field Inspection Services
ELRA Group	Cable TV Survey
McLean & Schultz Engineering	Engineering Services
PMB Services	Inspection Services
Sentient Systems	Brea Project Consultant and Organizational Training/Development
Shannon Associates	Personnel Recruitment Services
Specialty Mowing Services	Weed Removal Services
Judi Smith Transport	Brea Budget 1988-89 (Cover Design)
Turnip Rose	Catering Services (Mayor's Ball)

IV. REDEVELOPMENT AGENCY (As needed Basis)

Purkiss-Rose Associates	Design Consulting Services
Rauh & Price Architects	Planning & Design Services
Eiichi Kobayashi	Redevelopment Agency: Proj. Coord/ Real Estate
Port & Flor, Inc.	Relocation Services
Shuler Engineering	City Flow Meter Station for Telemetry System RDV: Eng. & Construction Work
Wilson, Inc. - Sheehan Ass.	Civil Engineering Services

V. REDEVELOPMENT (Special Projects)

Desmond & Marcello	Consulting Services - Good Will/Loss Evaluating
GRC - Brice Russell	Planning & Implementing Service (AB Plan Amendment)
Hall-Kimble Environmental Serv.	Asbestos Removal
Ochi AIA Architecture	Architecture Services
Laventhol & Horwath	Hotel Feasibility Study
Joyce Snider	Consulting Services (City Clerk)
	. Legislative History
	. Computerized Billing System

ATTACHMENT C

1987-1988
 Professional Services
 7/1/87 - 3/31/88
 April, 1988

Vendor	City	Redev. Agency	Total	Description of Services
A & B Electrical	\$296,537.00	-	\$296,537.00	Western System Telemetry Project
Advanced Network Design	\$4,505.00	-	\$4,505.00	Computer Network Design Services
Basmaciyan-Darnel	-	\$2,738.00	\$2,738.00	Parking Analysis-Brea Mall
Calif. Forensic Phlebotomy	\$8,078.00	-	\$8,078.00	Medical Lab Services
Carl Warren & Co.	\$21,467.00	-	\$21,467.00	Insurance Claims Admin. Services
Coded Systems	\$2,791.00	-	\$2,791.00	Municipal Codification Services
Commerical Lot	\$27,465.00	-	\$27,465.00	Weed Removal Services
Converse Consultants	\$4,261.00	\$13,696.00	\$17,957.00	Engineering Services
CTIC Associates	\$13,463.00	-	\$13,463.00	Professional Services
Desmond & Marcello	\$2,628.00	\$7,200.00	\$9,828.00	Consulting Services-Goodwill Loss Eval.
Donahue & Co.	\$2,300.00	\$59,765.00	\$62,065.00	Appraisal Services
ELRA Group	\$10,000.00	-	\$10,000.00	Cable TV Survey
Eriksen-Rattan Assoc.	\$1,926.00	-	\$1,926.00	Fire Sprinkler Plan Check Services
Fleming and Associates	\$12,825.00	-	\$12,825.00	Workman's Comp. Claims Admin. Services
Gardner Communications	\$43,038.00	\$38,768.00	\$81,806.00	Public Info. Services
George M. Taylor and Assoc.	\$47,544.00	-	\$47,544.00	Construction & Consulting Engineering
GRC-Copenhaver	\$1,068.00	\$173,239.00	\$174,307.00	Development Planning & Implement. Services
Integrated Media	-	\$2,250.00	\$2,250.00	Consulting on Outdoor Audio System
Jefferrey Donahue & Assoc.	-	\$13,400.00	\$13,400.00	Appraisal Services-Machinery & Equip.
John Carollo Engineers	\$83,679.00	-	\$83,679.00	Engineering Services (Berry St. Reservoir)
Joseph Woollett AIA	\$20,850.00	-	\$20,850.00	Architectural Services (Senior Center)
Joyce Snider	\$10,335.00	-	\$10,335.00	Consulting (Legislative Hist./Computerized Filing
Judi Smith Transport	\$36,335.00	-	\$36,335.00	Cover Design Budget Fiscal Yr. 1988-89
Kenneth Mullen Consultants	\$5,468.00	-	\$5,468.00	Water System Schematic Drawings
Laudthral & Horwath	-	\$3,830.00	\$3,830.00	Hotel Feasibility Study
League of Calif. Cities	\$4,000.00	-	\$4,000.00	Workmen's Comp./Disability Retirement Project
LSA/Larry Seeman Assoc.	-	\$9,125.00	\$9,125.00	Engineering Services
Markman & Arczynski	\$46,580.00	\$50,575.00	\$97,155.00	City Attorney
Mary Jane Perlick	\$7,088.00	-	\$7,088.00	Interim Personnel Director
McLean & Schultz Engineer	\$383.00	\$2,421.00	\$2,804.00	Engineering Services
OCHI AIA Architecture	-	\$4,600.00	\$4,600.00	Architectural Services
O.C.E.A.N.	\$3,544.00	-	\$3,544.00	Employee Assistance Program

ATTACHMENT C

1987-1988
 Professional Services
 7/1/87 - 3/31/88
 April, 1988

Vendor	City	Redev. Agency	Total	Description of Services
Port & Flor, Inc.	-	\$6,511.00	\$6,511.00	Relocation Services
Purkiss-Ross Assoc.	\$13,891.00	\$19,386.00	\$33,277.00	Design Consulting Services
Rauh & Price Architects	-	\$39,040.00	\$39,040.00	Planning & Design Services
Richard Morton	\$35,100.00	-	\$35,100.00	Interim Director-Development Services
RZ Denman	-	\$76,842.00	\$76,842.00	"Brea, CA. & Business" Brochure
Sam Peterson & Assoc.	\$210,115.00	\$332,205.00	\$542,320.00	City Engineer
Sentient Systems	\$64,661.00	-	\$64,661.00	Brea Project Consultant
Shannon Associates	\$34,713.00	-	\$34,713.00	Personnel Recruitment Services
Shuler Engineering	\$54,771.00	\$365,432.00	\$420,203.00	City Flow Meter Station (Telemetry System)
Specialty Mowing Services	\$2,400.00	-	\$2,400.00	Weed Removal Services
Tom DeMinico	\$9,760.00	\$2,720.00	\$12,480.00	Field Inspection Services
Turbo Data Systems	\$4,913.00	-	\$4,913.00	Citation Processing Services
Vochanel Corporation	\$30,148.00	-	\$30,148.00	Computer Support Services
Warren Siecke	\$40,192.00	\$7,027.00	\$47,219.00	Traffic Engineer
Willdan Assoc.	\$38,972.00	\$1,827.00	\$40,799.00	Engineering Services
Wilson, Inc.-Sheehan Assoc	-	\$145,209.00	\$145,209.00	City Engineering Services
WRG Co.	\$27,528.00	\$15,225.00	\$42,753.00	Street Inspection Services
TOTAL	\$1,285,322.00	\$1,393,031.00	\$2,678,353.00	





MAINTENANCE APPENDIX B





BREA PROJECT FINANCIAL WORKSHEET

*From Maintenance Task Force - Margie McMillan
(714) 671-2020 work
if questions*

Recommendation: Provide a description of the proposed project or action. Provide as complete a picture as possible.

Establish a public works department combining Engineering & Maintenance Depts. This new department would be responsible for coordinating all construction/repair activity in the City as well as previous responsibilities. This department should have a construction management professional. Also, in house inspectors.

Steps for Implementation: (What does it take to make it happen?)

Combine two depts.

Establish chain of command as explained above.

Costs: (What must be spent to make it happen?)

Time-frame:

One-time expense

On going expense

Personnel (i.e. wages, salaries, benefits, overtime):

*Add new constr. mgmt. professional
possibly revamp ~~to~~ support positions
Create our own inspectors from in-house
promotions*

Materials (i.e. pencils, paper, calculators, meeting expense, publications):

Same as before

Services (i.e. consultants, studies, surveys):

Same as before

Equipment (i.e. computers, vehicles, typewriters, machinery):

Same as before

Facilities (utilities, rent, construction):

Same as before

SOURCE OF FUNDING: (How should it be paid for and who should pay?)

Existing Staff:

- Reallocate priorities/change in work program/reassign personnel
- Absorb in current work program
- Eliminate Service
- Improve Productivity
- Contract service out
- Status Quo

Comments *Our intention is to have the City eliminate some ~~out~~ consultant positions*

City Operating Budget - General Fund:

- Fee Based - charge for service
- Tax Based

Comments

Redevelopment Agency Budget:

Tax increment

Comments

Any items under this agency

Outside Funding:

Grants

Donations

Private Funding

Volunteers

Comments

No BS
action

BREA PROJECT FINANCIAL WORKSHEET

From Maintenance Task Force - Margie McMillan

(714) 671-2020 work

if questions

Recommendation: Provide a description of the proposed project or action. Provide as complete a picture as possible.

Create a position called: Project Controller / Coordinator.

This person would have direct access to the City Mgr.

This person would interact between Engineering Dept. / Developmental Services for new construction & Maintenance Dept. for on-going street repairs & maintenance issues

This persons job would be to coordinate all construction activities in the City & monitor all construction activities

This person should be a professional & is only accountable to City Mgr. (not the departments involved). This person would work w/all contractors & subcontractors & make them accountable for time frames scheduling & following acceptable construction standards.

Steps for Implementation: (What does it take to make it happen?)

Hire new person

Adjust existing staff responsibilities

So that this person becomes responsible for items shown above.

Costs: (What must be spent to make it happen?)

Time-frame:

One-time expense

On going expense

Personnel (i.e. wages, salaries, benefits, overtime):

Annual salary - \$45,000 - \$55,000 (estimate)
Benefits (25%)
Overtime - & Salaried support personnel from existing staff

Materials (i.e. pencils, paper, calculators, meeting expense, publications):

As per employee basis
\$1,000

Services (i.e. consultants, studies, surveys):

&

Equipment (i.e. computers, vehicles, typewriters, machinery):

as per this type of employee basis
Chair 300 -
workstation w/ lights 2,000
computer 3,000 -

Facilities (utilities, rent, construction):

existing.
Reallocate office space

SOURCE OF FUNDING: (How should it be paid for and who should pay?)

Existing Staff:

- Reallocate priorities/change in work program/reassign personnel
- Absorb in current work program
- Eliminate Service
- Improve Productivity
- Contract service out
- Status Quo

Comments

Some money may be saved here due to this person being responsible for const. activity - should relieve some burden from other depts.

City Operating Budget - General Fund:

- Fee Based - charge for service
- Tax Based

Comments

Redevelopment Agency Budget:

Tax increment

Comments

Some money can come from here

Outside Funding:

Grants

Donations

Private Funding

Volunteers

Comments

BREA PROJECT FINANCIAL WORKSHEET

City Maint Task Force

1/20

Recommendation: Provide a description of the proposed project or action. Provide as complete a picture as possible.

Create "Information Package" from City Maint to all new residents (incl. rentals) & in response to complaints with follow up letter.

(copy of pg 18) A-f

See attached

make detail

see source

Steps for Implementation: (What does it take to make it happen?)

See attached

Produce in-house

distribution?

Costs: (What must be spent to make it happen?)

Time-frame:

One-time expense

On going expense

Personnel (i.e. wages, salaries, benefits, overtime):

Materials (i.e. pencils, paper, calculators, meeting expense, publications):

Services (i.e. consultants, studies, surveys):

Equipment (i.e. computers, vehicles, typewriters, machinery):

Facilities (utilities, rent, construction):

SOURCE OF FUNDING: (How should it be paid for and who should pay?)

Existing Staff:

- Reallocate priorities/change in work program/reassign personnel
- Absorb in current work program
- Eliminate Service
- Improve Productivity
- Contract service out
- Status Quo

Comments

City Operating Budget - General Fund:

- Fee Based - charge for service
- Tax Based

Comments

Redevelopment Agency Budget:

Tax increment

Comments

_____*N/A*_____

Outside Funding:

Grants

Donations

Private Funding

Volunteers

Comments

_____*N/A*_____

Handicapped ramps should be built to code with slope of curb taken into consideration to ensure the safety of our handicapped citizens. Many ramps were cited as being too steep to be safe. Street lights should have an established replacement policy/schedule. Better communication needs to take place when street lights will be out for any length of time. Citizens expressed a concern that the Jr. High could be spruced up.

The following recommendations are respectfully submitted:

1. Enforce all existing City codes as they pertain to property maintenance and possibly add personnel to enforce.
2. Due to absentee owners for many properties in the City, it is recommended that a standard be established to require landlords to maintain their property to an acceptable neighborhood level. Possibly require a business license for rental property owners and have a tenant rights awareness brochure or information available at the Community Services Department.
3. Have haul away days quarterly.
4. More trash cans and pick ups; especially near bus stops and initiate active business cooperation to fight litter.
5. Create an "Information Package" that would be given out by City Maintenance to all new resident, including

rentals (apartments, duplexes etc.). This package would also be sent to residents in response to complaints/comments to City Maintenance with a follow up letter.

Suggested information to be in the package are:

- a. Description of City Maintenance responsibilities;
 - b. Telephone sticker with City Maintenance phone numbers and emergency after hours number;
 - c. Twenty-four hour hot line number;
 - d. Water conservation information;
 - e. Xeriscape guidelines and plant selection list;
 - f. Trash pickup and street sweeping schedules for neighborhoods throughout City.
6. Enforce established overnight parking codes so that more streets are clear for the street sweeper. Establish schedule so that alleyways are swept on a regular basis.
7. On the same day as normally scheduled, have street sweeper reverse the route or somehow change the order the route is performed each week. In this way, cars that are sometimes still parked at the usual time may be gone when the street sweeper comes two hours (\pm) later.

Costs: (What must be spent to make it happen?)

Time-frame:

One-time expense

On going expense

Personnel (i.e. wages, salaries, benefits, overtime):

*one person
capable*

*new person or
existing?
Personnel costs
are ongoing.*

Materials (i.e. pencils, paper, calculators, meeting expense, publications):

*same as req. support person (?)
\$ 1,000*

Services (i.e. consultants, studies, surveys):

N/A

Equipment (i.e. computers, vehicles, typewriters, machinery):

*desk chair phone
Chair - 300 - tablets computer \$3000 -
work station - 2000 -*

Facilities (utilities, rent, construction):

N/A - included

SOURCE OF FUNDING: (How should it be paid for and who should pay?)

Existing Staff:

- Reallocate priorities/change in work program/reassign personnel *possibly*
- Absorb in current work program
- Eliminate Service
- Improve Productivity
- Contract service out
- Status Quo

Comments

City Operating Budget - General Fund:

- Fee Based - charge for service
- Tax Based

Comments

Redevelopment Agency Budget:

Tax increment

Comments

N/A

Outside Funding:

Grants

Donations

Private Funding

Volunteers

Comments

N/A

BREA PROJECT FINANCIAL WORKSHEET

City Maint Task Force 1/20

Recommendation: Provide a description of the proposed project or action. Provide as complete a picture as possible.

Have more trash cans & more pick ups.

- where
- which CMS?

Steps for Implementation: (What does it take to make it happen?)

Cost of cans (new to purchase)

Cost of securing

Cost of emptying (City Maint)

Costs: (What must be spent to make it happen?)

Time-frame:

One-time expense

On going expense

Personnel (i.e. wages, salaries, benefits, overtime):

Materials (i.e. pencils, paper, calculators, meeting expense, publications):

purchase cans

Services (i.e. consultants, studies, surveys):

Equipment (i.e. computers, vehicles, typewriters, machinery):

Facilities (utilities, rent, construction):

SOURCE OF FUNDING: (How should it be paid for and who should pay?)

Existing Staff:

- Reallocate priorities/change in work program/reassign personnel
- Absorb in current work program
- Eliminate Service
- Improve Productivity
- Contract service out
- Status Quo

Comments

City Operating Budget - General Fund:

- Fee Based - charge for service
- Tax Based

Comments

Redevelopment Agency Budget:

Tax increment

Comments

N/A

Outside Funding:

Grants

Donations

Private Funding

Volunteers

Comments

N/A

BREA PROJECT FINANCIAL WORKSHEET

City Maint Task Force 1/20

OK

Recommendation: Provide a description of the proposed project or action. Provide as complete a picture as possible.

Haul away days quarterly

Steps for Implementation: (What does it take to make it happen?)

*Negotiate in next contract
for disposal service.*

Costs: (What must be spent to make it happen?)

Time-frame:

One-time expense

On going expense

Contracted out

Personnel (i.e. wages, salaries, benefits, overtime):

Materials (i.e. pencils, paper, calculators, meeting expense, publications):

Services (i.e. consultants, studies, surveys):

Equipment (i.e. computers, vehicles, typewriters, machinery):

Facilities (utilities, rent, construction):

SOURCE OF FUNDING: (How should it be paid for and who should pay?)

Existing Staff:

- Reallocate priorities/change in work program/reassign personnel
- Absorb in current work program
- Eliminate Service
- Improve Productivity
- Contract service out
- Status Quo

Comments

City Operating Budget - General Fund:

- Fee Based - charge for service
- Tax Based

Cost recovering

Comments

Redevelopment Agency Budget:

Tax increment

Comments

N/A

Outside Funding:

Grants

Donations

Private Funding

Volunteers

Comments

N/A



MAINTENANCE APPENDIX C

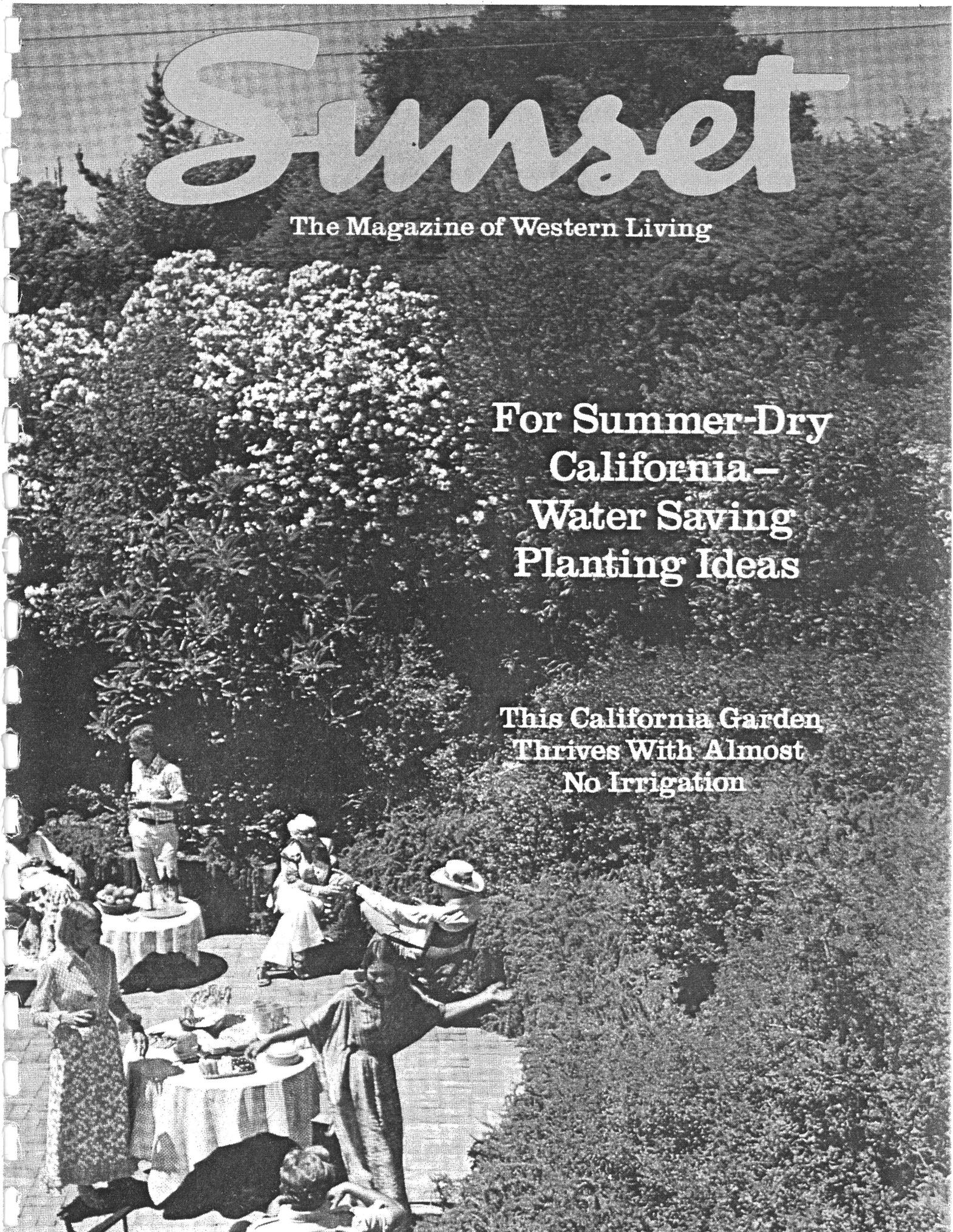


Sunset

The Magazine of Western Living

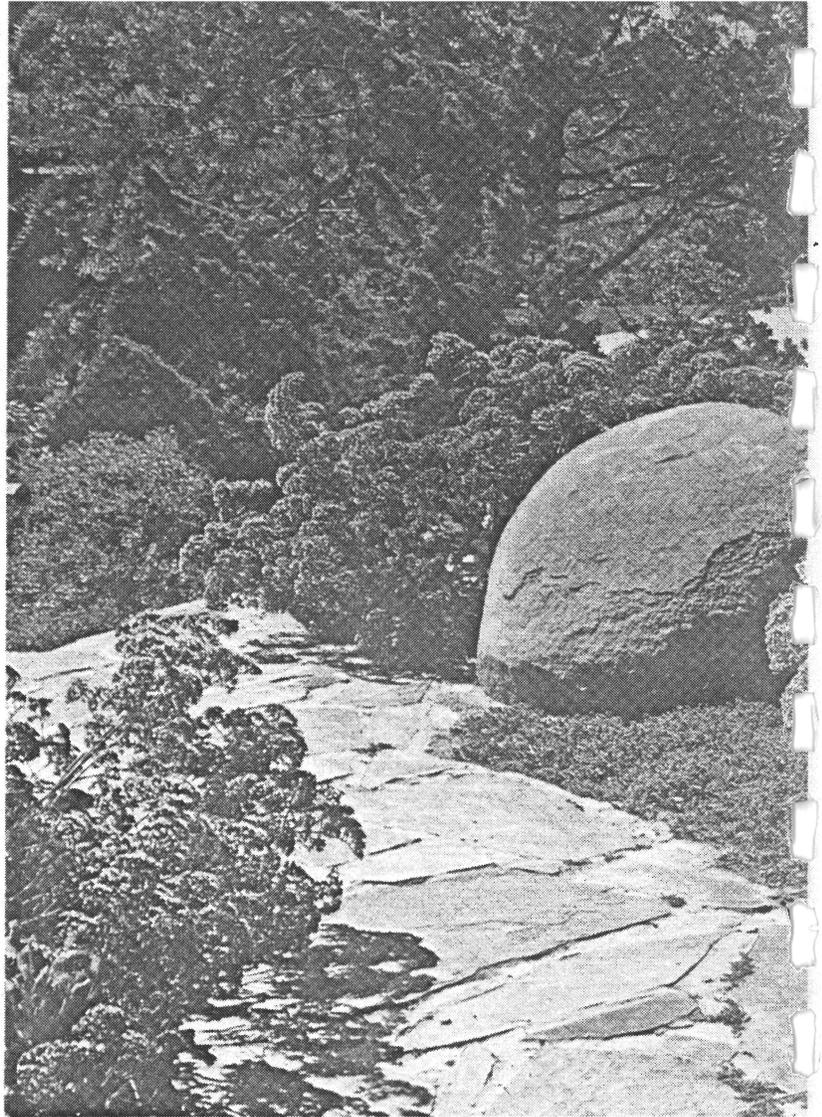
For Summer-Dry
California—
Water Saving
Planting Ideas

This California Garden
Thrives With Almost
No Irrigation





GLENN CHRISTIANSEN
No-water trio in April: Yellow-headed shrub-tree is *Cytisus racemosus*, with gazania ground cover, eucalyptus, in Menlo Park, California



WILLIAM APLIN
Arid pair in June: Purple dome plants are *Limonium perezii*. All-green ground cover is *Baccharis pilularis*. They're in the garden of Mrs. Patricia Weinberger, Ojai, California

Good looking...unthirsty

Here are dozens of don't-need-a-drink-all-summer plants to help you with watering and even garden survival in summer-dry California, Arizona

Call them drought-tolerant or drought-resistant or unthirsty—these are the plants that can grow well with little or no water beyond what nature provides. They are the plants that many Western gardeners probably will want to turn to more and more.

California's low rainfall winter of

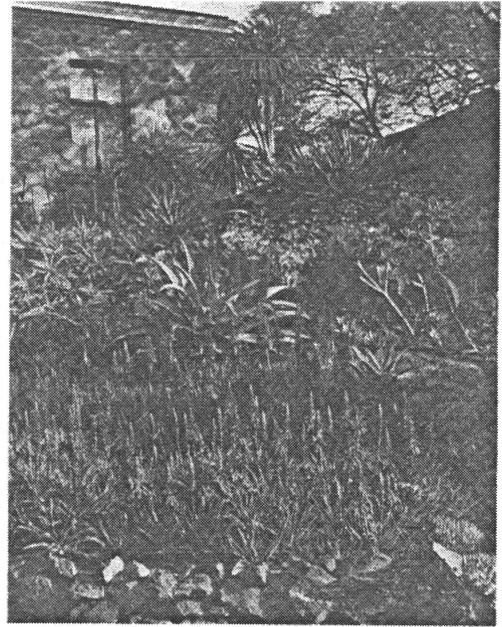
1975-76 brought serious water shortages to some districts (Santa Barbara to Sonoma County) and awakened Californians elsewhere to the fact that in time they could be in the same predicament. In Tucson a falling water table threatens the city's wells.

When you set out to save water in the

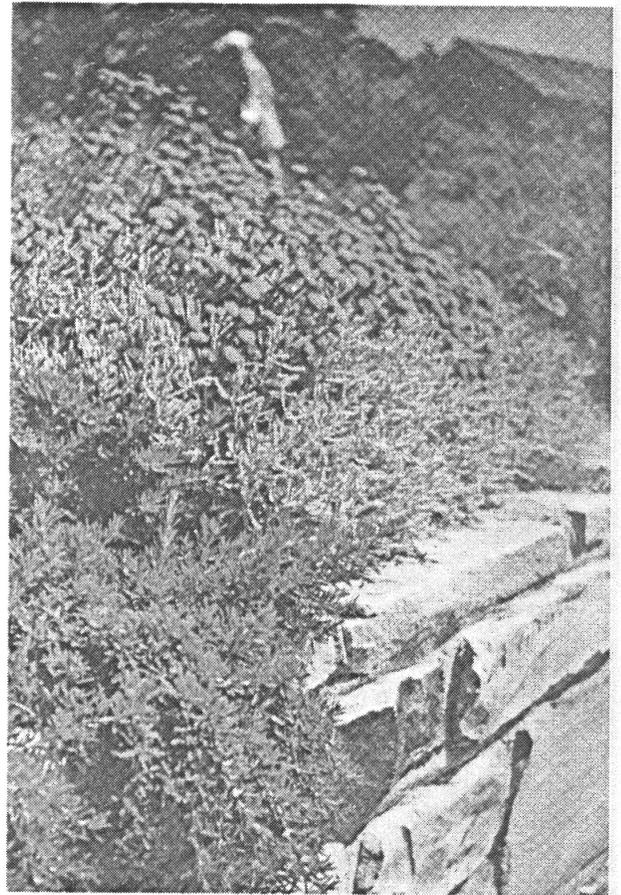
garden, sooner or later you must reckon with the thirstiness of plants—whether landscaping a new garden, relandscaping an existing one, or just routinely replacing plants that have run their course. The West's best unthirsty plants are what you see here, on our cover, and on the pages that follow. Their water needs vary



Yellow-flowered kniphofias bloom above another bed of *Baccharis pilularis*; July, Santa Rosa, California. Design: Lester Hawkins
NORMAN A. PLATE



Seldom-watered bank of aloes—five kinds (count them) in March, West Los Angeles. Design by Dave Verity



PETER O. WHITELEY
Two low plants that give the most for the least water—santolina (yellow flowers), rosemary (it's out of bloom, foreground)



—and much depends on your climate— but most can get along on no water once established.

There's a substantial reason for planting these plants in October: In the next four to six months, most Western gardens will get all the free water (rain) that they're going to get for a year. Even if the



Trailing gazania under palo verde tree.
Howard Kroehl garden, Tucson.
Design: Warren D. Jones

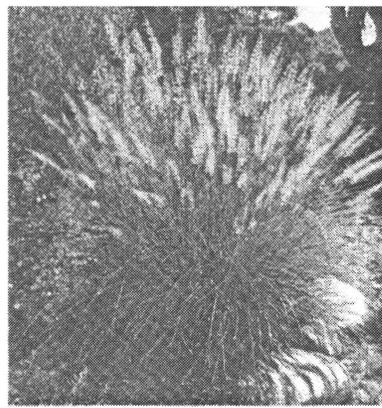
DON NORMARK

NORMAN A. PLATE



Smoke tree (*Cotinus coggygia*) makes these big puffs in summer. No water

He's looking at *Cistus villosus* flowers; they bloom May to July on rainfall alone



Fountain grass, 3 feet high, 4 feet wide, blooms in June



It's July—no water since last rain in April. *Coreopsis verticillata*

WILLIAM APLIN



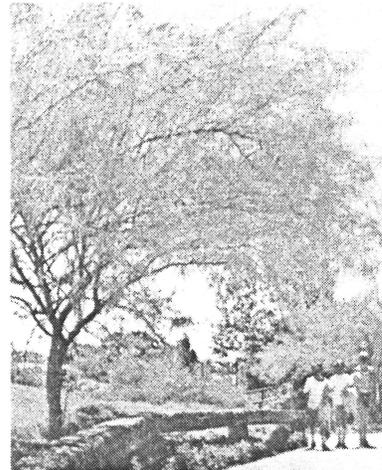
Flower of Matilija poppy (*Romneya coulteria*), 6 inches wide, May to July

JERRY FREDRICK



Famous dry plant in coastal Southern California, *Echimium fastuosum*

PETER O. WHITFEY



Tree is *Parkinsonia aculeata*, ground cover is *baccharis*. No irrigation ever

STEVE W. MARLEY



The same lavender that goes with old lace is a tough drought fighter



Unthirsty doesn't mean unlovely. Consider the lavender or the Matilija. Or the cistus



A hedge of oleander (single-flowered white—one of a dozen kinds) in July. No watering needed, once established

rainfall is less than normal, it will irrigate newly-set-out plants without diminishing local supplies.

For those desert climates that get summer rainfall, fall is the best planting season because plants establish themselves in winter when there's the least stress from heat.

Planting doesn't have to take place only within October's 31 days. November, December, and January will also do.

The Mediterranean climate plants

Charts on the next four pages describe the 92 nursery-available plants that do the best job of living through California's typical five to seven-month dry season without being watered.

About 25 percent of these best drought-tolerant plants are native in the arid West, mostly in California. California—except for the mountains and deserts—has a Mediterranean climate. Another 37 percent are from the world's five other Mediterranean climates.

A Mediterranean climate is one with mild wet winters and mostly rainless summers. Besides California, the other five are: the lands around the Mediterranean Sea, part of South Africa, the coast of Western Australia, part of South Australia, and part of coastal Chile.

Chapters of the California Native Plant Society are staging two big plant sales this month. They'd be good places to buy some of the drought-tolerant plants. (But remember that not all California native plants will tolerate drought.)

In Oakland on October 7, the San Francisco Bay Area chapter sale will be at Merritt College, Redwood Road and Campus Drive, from 10 A.M. to 3 P.M.

In Riverside on October 30, the Southern California chapter sale will be held at the U.S. Forest Service Forest Fire Laboratory, 4955 Canyon Crest Drive, from 10 A.M. to 3 P.M.

How to get the plants established

"Once established" is the zinger in the heading of the last column in the charts, the "how unthirsty?" column.

Obviously, no plant could make it through a rainless summer if it was just removed from its container and planted. To become drought-tolerant a plant must grow its roots down to the soil level where some moisture from winter rain remains far into the dry season. You must help them grow to that level.

The deeper and more permeable the soil, and the more rain it gets during the rainy season, the more likely a drought-tolerant plant is to survive.

Other factors that help determine survival or nonsurvival are: the plant's inherent ability to root deep and do other things that minimize water loss; how hot or how windy it gets in the dry season—the hotter or windier, the more difficult survival is; the kind of soil (clay holds water longer than sand); the presence of mulches or the practice of regular cultivation (both retain moisture below).

As a general rule, water drought-tolerant plants during the first winter and spring if rains aren't frequent and heavy enough to keep the soil damp. And water them heavily two, three, or four times during their first dry season. By their second summer, most such plants should not need water. But some may.

We assume that the winter of 1975-76 was just a freak and that weather patterns will return to what we consider normal. This past summer, some long-established drought-tolerant plants died—presumably because there wasn't enough rainfall during the preceding winter to supply the deep reservoirs from which the plants had previously taken their dry-season survival juice.

Your climate zone—basic information

The Pacific Ocean, our hills and mountains, and the latitude (distance from the equator) prevail as the basic determiners of which plants grow where. Mostly, climate zones are defined by how much cold a spot gets in winter.

Climate zones in the charts are from the *Sunset Western Garden Book*. Briefly, this is what the zone numbers mean:

1, 2, and 3. The coldest-winter climates in the West; with snow every winter.

4, 5, and 6. Climates west of the Cascades in the Pacific Northwest.

7. In California, the foothill elevations where Digger pines grow.

8, 9. The Great Central Valley's colder and milder parts, respectively.

10, 11. High deserts in Arizona and California, respectively.

12, 13. Intermediate and low deserts respectively.

14. Cold-winter valleys with some coastal influence: Ukiah, Santa Rosa, Sacramento, Walnut Creek, Woodside, Gilroy, King City, Santa Ynez.

15, 16, 17. Northern California's coast and Bay Area, coldest to mildest parts respectively.

18, 19. Interior Southern California, coldest (Northridge, Chino) and mildest (Encino, Ontario) respectively.

20, 21. Intermediate Southern California, coldest (Burbank, El Monte) and mildest (Pasadena, Escondido) respectively.

22, 23. Subtropical Southern California, coldest (Inglewood, Fountain Valley) and mildest (Beverly Hills, Fallbrook) respectively.

24. Southern California beaches.

On the next 4 pages
we chart 92
plants noted for
drought tolerance

What do the charts mean when they say "climate zones" and "... once established?" Read the explanations on this page.

	Where from?	Climate zones	Size	Performance	How easy to get?	How unthirsty once established?
<i>Achillea</i> Yarrow	Northern Hemisphere	All	1-foot mat to 5-foot plant	Erect stem with aromatic green or gray ferny leaves and flat-headed clusters of yellow or white flowers	Fairly easy	Very unthirsty but typically it collapses late summer, comes back after rains
<i>Aloe</i>	South Africa mostly	8, 9, 12-24	12 to 18 feet high	Picture at upper right on page 79 shows a bunch of aloes and what they do	You must shop around	Can shrink and curl up from absolute drought but perks up with watering
<i>Callistemon citrinus</i> Lemon bottlebrush	Australia	8, 9, 12-24	25 feet high, 15 feet wide	Massive shrub, small pruned tree, hedge, or espalier. Flowers are abundant, bright red brushes	Easy	Completely unthirsty if soil is deep and you water it gradually
<i>Cassia artemisioides</i> Feathery cassia	Australia	8, 9, 12-24	3 to 5 feet high	Light, airy evergreen shrub	Sometimes easy	Holds up through whatever California summers can throw at it
<i>Centranthus ruber</i> Red valerian	Mediterranean	All	To 3 feet high	See them in vacant lots and along railroad tracks. Selected varieties can be well worth growing—reds, pinks, whites	Not often sold	Dependable spring bloom annually with no irrigation, usually collapses in late summer
<i>Cistus</i> Rockrose	Mediterranean	7-9, 12-24	2 to 6 feet high, 6 feet wide	Picture at bottom of page 80 was taken at end of spring flowering season. At peak, plants have more flowers	Fairly easy	When really dry the leaves fold up tight—but plants always survive
<i>Convolvulus cneorum</i> Bush morning glory	Mediterranean	7-9, 12-24	2 to 4 feet high and as wide	Silvery shrub flowers in abundance. Good on banks with cistus	Usually available	May get along on no water or may benefit from monthly waterings
<i>Cortaderia selloana</i> Pampas grass	Argentina	4-24	8 to 20 feet high	Big white plumes ride above broad clumps of big tough grassy leaves. Can become a nuisance	Very easy	Not a desert plant. Give it some water in the dry season if it looks tacky
<i>Coreopsis verticillata</i>	Eastern U.S.	All	2½ feet high and wide	See it at top right, page 80. A plant for rock gardens or flower borders. Bare in winter	Mail-order it from east	Completely unthirsty as are most of the other kinds of coreopsis
<i>Codinus coggyria</i> Smoke tree	S. Europe to Asia	All	8 to 25 feet high	See it at lower left, page 80. Use it as a singular summertime showpiece. Bare in winter	Some nurseries sell it	Very unthirsty. It may look better if you water it
<i>Cytisus</i> and <i>Spartium</i> Broom	Europe, Canary Islands	5-9, 11-24	3 to 8 feet high, 4 to 6 feet wide	See one kind upper left, page 78; others bloom red, purplish, cream, white. Plants usually have many stems. Mass them for dramatic spring color display	Easy	Very unthirsty. Many brooms naturalize in our dry hills
<i>Echium fastuosum</i> Pride of Madeira	Canary Islands	7-9, 14-24	3 to 6 feet high, many widths	See it at center of page 80. Showy near or far. Best on coast	Fairly easy	Very. Plant it on a slope—on a flat it would drown from too much water
<i>Eucallonia</i>	Chile	14-17, 20-24	3 to 15 feet high	Evergreen shrubs with glossy leaves and white, pink, or red flowers in clusters. Good screen or hedge	Easy	Quite unthirsty
<i>Eriogonum</i> Buckwheat	California chaparral	7, 13-24	1 to 6 or 8 feet tall, 1 to 5 feet wide	Clouds of tiny flowers in pale yellow, pink, red, or white. They dry to clouds of buff or brown; good for flower arrangements	Scarce, but obtainable with effort	Very unthirsty. Once established needs no water; must have good drainage; self-sows
<i>Fremontodendron</i> Fremontia	California foothills	7-9, 14-24	6 to 20 feet tall, about as wide	Spectacular show of big, bright yellow flowers over a long season in spring, early summer	Spottily available	Wants no summer water. Needs good drainage. No good in desert
<i>Garrya elliptica</i>	California coast and coast ranges	6-9, 14-21	4 to 8 feet, possibly 30-foot tree	Attractive foliage; looks like evergreen oak. Male plants have attractive long flower catkins	Fairly easy in northern California	Thrives without water in sun or light shade. Tolerates summer water, too
<i>Kniphofia uvaria</i> Red-hot poker	South Africa	1-9, 14-24	Flowers to 6 feet, 4-foot leaf clump	See young plants of yellow-flowered kind at lower left, page 79. Red form is more common	An over-the-fence plant	If it gets a wet winter it will perform through any summer
<i>Lantana</i>	Tropics around the world	12, 13, 15-22	1 to 6 feet high, can spread for miles	The fewer the frosts, the better lantana can cover the landscape. Profuse display of 2-inch flower clusters (choose from many colors) through all the warm months	Easy	As drought tolerant as most plants described here
<i>Lavandula</i> Lavender	Mediterranean	All	To 3 or 4 feet high and across	See one kind on right-hand side of page 80. Plant beds of it or mix with other colorful drought resistors	Fairly easy	Reasonably drought tolerant, but should be watched
<i>Limonium perezii</i> Sea lavender	Mediterranean, Europe, Asia	13, 16, 17, 20-24	12-inch leaves and flower spikes up to 3 feet	See it across top of pages 78 and 79. Supplies purple in summer and even blooms in winter in mild places	Easy	Never seems to suffer
<i>Nerium oleander</i> Oleander	Mediterranean	8-16, 18-23	8 to 12 feet high and as wide	See it on the cover (a white and a red) and as a hedge on page 81. Use as screen, hedge, bank plant	Very easy	Freeway plants get watered but many private ones don't—they all look the same
<i>Ochna serrulata</i> Mickey Mouse plant	Tropical Africa	14-24	4 to 8 feet tall and across	Year-round performer. Yellow flowers, red and black fruit, angular branch pattern. Good espalier, feature plant	Supply is improving	Has survived 3 years in abandoned gardens. Thrives with once-a-month watering

	North Africa	All	2 to 4-foot clumps	See it at top center, page 80. Use it singly or in mass for its fuzzy display	Fairly easy	Self-sows even in desert. Can look dry and dreary with absolutely no water
<i>Pennisetum setaceum</i> Fountain grass						
<i>Plumbago auriculata</i> Cape plumbago	South Africa	8, 9, 12-24	To 6 feet high, 8 to 10 feet wide	Cool blue or white flowers in hottest weather. Boundary plant, bank cover	Easy	Survives with no water during dry season
<i>Poinciana gilliesii</i> Bird of paradise bush	South America	8-16, 18-23	10 feet high and nearly as wide	Filmy foliage, attractive structure, exotic-looking yellow flowers with long red stamens. All-summer bloom	Fairly easy	Has gone native in Southern California and Arizona. Takes what you give it
<i>Romneya coulteri</i> Matilija poppy	Southern California, Mexico	5-10, 12-24	Long stems reaching to 8 feet or more	See a single flower at center of page 80. Flowers grow individually at top of vertical stems—many of them. Grows and shows well on banks or flats	Scarcer than it should be	Quite unthirsty. If it gets ratty looking after bloom, cut it back
<i>Satureja montana</i> Winter savory	Mediterranean	All	6 to 15 inches high, spreading	An edging plant. Aromatic olive-green leaves (good for flavoring) and white to lilac flowers at branch ends	Sold some as an herb	Try it first with monthly waterings. It might get along with even less
<i>Teucrium fruticans</i> Bush germander	Mediterranean	4-24	4 to 8 feet high and as wide	Silvery shrub with blue flowers. Makes good hedge or screen	One nursery in three	Looks best with two or three waterings in a summer
Agave	Mexico, tropical America	12-24	1 to 6 feet high, flower spikes often to 40 feet	Thick, fleshy, long-pointed leaves in clumps. Some have spines on sides of leaves. Succulent	Easy	Shrivels from serious drought but plumps up again when watered or rained on
<i>Arbutus unedo</i> Strawberry tree	S. Europe, Ireland	4-24	8 to 35 feet high and as wide	Grows as a large shrub, or prune to make it a tree. Good screen plant, too	Easy	Can grow on rainfall alone
<i>Artemisia</i> Wormwood	Northern Hemisphere	All	1 to 15 feet	Low woody perennials to big shrubs. Some grown for attractive silvery to white leaves, others for flavoring	Available if you search	Silvery sheen develops best under drought conditions
<i>Atriplex</i> Saltbush	Dry climates around world	8, 9, 14-24	1 to 7 feet high, 1 to 8 wide	Many kinds, all with gray or silvery foliage. Many are fire resistant. Tough but monotonous	Shop to find it	Never suffers from dryness but does suffer from watering
<i>Centaurea gymnocarpa</i>	Capra Is., near Sardinia	8-24	18 to 24 inches high and as wide	Nice little plant makes ferny white feltlike leaves; a plant to feel	Usually available	Monthly watering may be needed
<i>Dodonaea viscosa</i> Hopseed bush	Arizona and other warm climates	7-9, 12-24	12 feet high, 6 to 8 wide	Willowlike green or bronze-purple leaves 4 inches long grow from many upright stems	Easy	An exemplary no-irrigation shrub. Needs some irrigation in desert
<i>Elaeagnus</i>	Around the world	1-9, 14-24	Mostly very big shrubs	Serves as screen plant with very little upkeep. Dull green foliage with metallic dusting	Easy	Will make it through summer with no water in most places but not in desert
<i>Pittosporum</i> (some species)	Australia, Asia, South Africa	12-24	12 to 25 feet high	Grow these evergreens for foliage and form. Very popular ornamentals	Very easy	<i>P. phillyraeoides</i> is tough, naturalizes in desert. <i>P. viridiflorum</i> , <i>P. crassifolium</i> also tough. Others suffer drought, but recover
<i>Portulacaria afra</i> Elephant's foot	South Africa	16, 17, 22-24	4 to 20 feet high and as wide	Unique, especially with age. From hefty trunks grow limber red stems carrying small, roundish, succulent leaves	Easy to get little ones	Very unthirsty. Grows in sun or black shade
<i>Prunus lyonii</i> , <i>P. ilicifolia</i> , <i>P. caroliniana</i>	Southern California, eastern U.S.	7-24	6 to 40 feet high	Attractive, densely foliaged evergreens that make good screens or clipped hedges and don't look drought resistant	Very easy	They make it unwatered with no visible distress
<i>Rhamnus alaternus</i> , <i>R. crocea ilicifolia</i>	Mediterranean, California	7-24	To 15 feet high	<i>R. alaternus</i> is a fast-growing screen or hedge plant. <i>R. crocea ilicifolia</i> has singular character	Fairly easy	No trouble
<i>Rhus ovata</i> Sugar bush	Southwestern U.S.	7-24	2½ to 10 feet high and as wide	Glossy-leaved, willing evergreen shrub. Pinkish white flowers in spring followed by reddish berries with a sweet-tasting crust	Five growers offer it	Needs no summer water at all
<i>Senecio cineraria</i> Dusty miller	Mediterranean	All	1 to 3 feet high and spreading	Silvery shrub grown for its woolly-white leaves and yellow flowers	Spottily available	Will survive all but driest summers without water
<i>Xylosma congestum</i>	Southeast China	8-24	8 to 10 feet high and often wider	Graceful, spreading evergreen shrub with shiny, light green foliage	Sold everywhere	Will survive any dryness but might look sparse during the worst
<i>Yucca</i>	North America	All	2 to 20 feet or more	Clusters of sword-shaped leaves; stemless shrub or tree, showy white or whitish flower spikes	Fairly easy	Can be dry all summer and give no indication of trouble

FOLIAGE PLANTS

	Where from?	Climate zones	Size	Performance	How easy to get?	How unthirsty once established?
Bougainvillea	South America	12-24	Big mound or huge vine	Evergreen vine, ground cover, or lumpy shrub with showy blooms	Very easy	Becomes really drought resistant once the stems become woody
Campsis Trumpet creeper	China and U.S.	All	Can bury a house or a back yard	Climbing vine or invasive ground cover. Pretty (clinging to red flowers, late summer) and tough	Some nurseries sell it	Grows on in abandoned gardens and places that get no water
Solanum hartwegii Cup-of-gold vine	Mexico	15-24	One vine can run 40 feet along an eave	Frost-tender evergreen vine. Large glossy leaves, large yellow flowers in spring	Fairly easy	Becomes drought resistant when stems get woody
Solanum jasminoides Potato vine	South America	8, 9, 14-24	To 30 feet	Evergreen, shiny dark foliage, beautiful white flowers the year around	Fairly easy	May do better with monthly waterings than with no water at all
Tecomaria capensis Cape honeysuckle	South Africa	12-13, 16-24	A sprawling bush or a fence vine	Fine-textured evergreen. Clusters of orange-red flowers; fall, winter	Easy	Very unthirsty, very long-lived
Vitis vinifera Wine grape	Europe, Asia	7-24	With training to 10 feet or more	Perfect vine for Mediterranean climates; provides shade in summer and ripe grapes in October. Deciduous	Very easy	Deep rooted, withstands long dry periods
Wisteria	Japan, China	All	Can reach 100 feet or more	Rampant deciduous woody vine provides grand spring flower show	Very easy	Drought-stressed plants often bloom better than watered plants

VINES

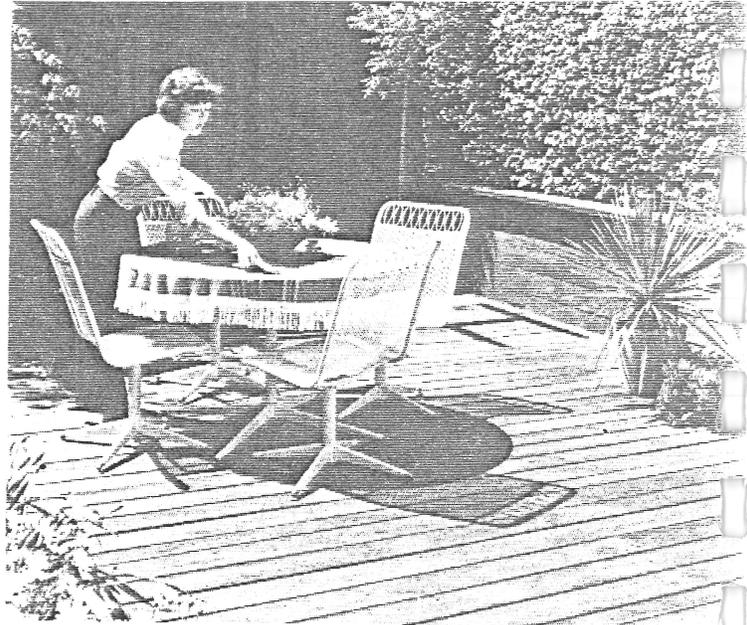
Acacia — certain species	Mostly Australia	7-9, 13-24	Large shrubs to small trees	Profuse sprays of bright yellow or gold flowers, January to March. Excellent hedge, screen, windbreak	Many kinds available	Most kinds make it through summer without looking bedraggled
Casuarina Beefwood	Australia	7-9, 11-24	20 to 60 feet	Cypress look-alike with olive drab color. Tolerates heat and wind. Useful in coastal and desert areas	Takes a search	Pretty much on its own
Cedrus deodara	Himalayas	4-12, 14-24	Huge. Allow for 40-foot-diameter branch sweep	Graceful big gray-green tree with bent-over top. Nice in all ways for the right climates, but its hugeness limits its use in landscaping	Very easy	Roots probably go as deep as its branches grow wide—no grief from lack of summer water
Cerantonia siliqua Carob	Mediterranean	13-16, 18-23	Big shrub or tree to 40 feet	Worthy plant with dense dark green foliage and big leathery edible pods	Easy	Does better without summer water than with it
Cercis occidentalis Western redbud	Western U.S.	2, 9, 14-24	Small tree, several trunks, to 20 feet	Red flowers in spring, blue-green leaves and red bean pods in summer, fall-colored foliage, bare in winter	Search for it	Grows wild in California to Utah with no summer water at all
Cercidium Palo verde	Deserts of Southwest	10-13, 18-20	To 25 feet and as wide	Bright yellow flower display in spring. Intricate branch pattern. Choice desert tree	Easy in low desert	At home under drought conditions
Cupressus glabra Arizona cypress	Northern Hemisphere	8-24	20 to 40 feet high	Small scalelike evergreen leaves. Quickly becomes big part of landscape	Easy	Unusually drought resistant
Eriobotrya japonica Loquat	China	4-24	15 to 30 feet high	Evergreen tree, leathery leaves, tasty fruits; see one on the cover right above head of the standing man	Easy	Takes drought in coastal climates (zones 14-17, 20-24)
Eucalyptus	Australia	8-24	Sprawling shrubs to towering trees	Sturdy trees—some with colorful flowers, others have interesting foliage. Use tall ones as windbreaks or screens	Very easy	Most are drought resistant, some extremely so
Geijera parvifolia	Australia	7-24	To 30 feet high, 20 feet wide	Fine-textured tree with graceful way of hanging all leaves down	Fairly easy	Considered very drought resistant in the dry interior of Australia
Hakea (tree types)	Australia	9, 12-24	10 to 20 feet	Popular barrier and screen tree. Dense, dark green foliage. Showy clusters of flowers on <i>H. laurina</i>	Easy	Holds up great all summer
Heteromeles arbutifolia Toyon	Foothills of California and Baja	5-24	Shrub to 10 feet or multitrunked 25-foot tree	Toothy, glossy green leaves and abundant colorful red winter berries. One of few chaparral plants to grow in desert	Fairly easy	Lives on just the rain in California but needs supplementary water in the desert
Juglans hindsii California black walnut	Northern California	5-9, 14-20	30 to 60 feet	Deciduous tree with broad crown, many leaflets. Edible nuts. Always has aphids—drop sticky stuff	Shop for it	Famous as an unirrigated roadside tree in northern California
Lyonthamnus floribundus asplenifolius Catalina ironwood	Channel Islands	15-17, 19-24	30 to 60 feet high, 20 to 40 feet wide	Evergreens with long, scallop-edged leaves, bark like redwoods, small white flowers	Often available	As drought resistant as our native oaks

TREES

<i>Melaleuca linarifolia</i> <i>M. styphelioides</i>	Australia	9, 13-24	20 to 40 feet	See them (even nursery youngsters) to appreciate their feathery foliage. Later, you get unique bark and flowers	Easy	Very unthirsty
<i>Olea europaea</i> Olive	Mediterranean	7-24	25 to 30 feet	Choice tree with picturesque branch structure and willowy foliage. Fruit is bonus to some, nuisance to others	Very easy	Holds up well; many old abandoned trees make it on their own
Palms	Mild climates worldwide	5-24	20 to 100 feet high	Since civilization began palms have given on page 80 growing in a big bed of <i>Baccharis pilularis</i>	Easy	<i>Chamaerops</i> , <i>Erythraea</i> , <i>Phoenix</i> , and <i>Washingtonia</i> can do it with no irrigation. Long dry seasons don't faze it
<i>Parkinsonia aculeata</i> Mexican palo verde	American tropics	11-24	15 to 30 feet high and as wide	Evergreens for practically any situation. Need little care, although pruning can improve shape of some varieties	Very easy	Many, particularly <i>P. halconensis</i> and <i>P. pinnata</i> , tolerate long drought
Pinus Pines	Northern Hemisphere	All	30 to 80 feet or more	Reliable deciduous tree that gives nice foliage color in autumn	Fairly easy	In deep soils it can thrive on no summer water at all
<i>Pistacia chinensis</i> Chinese pistache	China	8-16, 18-23	To 60 feet high, 50 feet wide	Evergreen or deciduous; an oak will become the dominant plant in its garden	Very easy	Deep tap roots get water from many feet down
Quercus Oaks	Northern Hemisphere	All	30 to 90 feet	Slow-growing evergreen with slightly weeping habit. Use as a single or multitrunked tree or as a clipped hedge	Very easy in desert	Drought resistant but also thrives in lawns
<i>Rhus lancea</i>	South Africa	8, 9, 12-24	To 25 feet, spreading	Deciduous, fast, tough, brittle. Diverged leaves, white or pink flowers	Easy	Takes much drought
<i>Robinia</i> (tree forms) Locust	North America	All	40 to 70 feet high	Billowy, weeping tree is tough, dependable performer. Produces little rosy berries. Messy but worth it	Easy	Takes drought easily. Some older trees are very much at home in abandoned areas
<i>Schinus molle</i> California pepper	American tropics	8, 9, 12-24	25 to 40 feet with equal spread	Massive evergreen tree is densely foliaged, symmetrical, surprisingly easy to live with for one so famous	Easy	If soil is deep, drought is no problem
<i>Sequoiadendron giganteum</i> Big tree	Sierra Nevada	All	Biggest in the world	Fast-growing, excellent windbreak tree. Very competitive roots—not for a cherished garden	You can get it	Perhaps the world's most drought-resistant tree. In Australia, it out-famed eucalyptus
<i>Fammarix aphylla</i> Salt cedar	Asia	All	30 to 50 feet			
Baccharis pilularis Dwarf coyote brush	Northern California coast	7-24	8 to 24-inch billowy mat with 6-foot spread	See it at top and bottom on page 79 and under the parkinsonia on page 80. High-growing ground cover or low-growing foliage mass	Very easy	Needs no water at all wherever trees grow naturally. In hot barren places, needs some
Gazania	South Africa	8-24	6 to 8 inches high	See it at upper left on page 78 and at upper left on page 80. Colorful ground cover in spring and early summer	Very easy	Unthirsty in mild-summer coastal climates. Elsewhere, drought collapses it in summer
<i>Hypericum calycinum</i> Creeping St. Johnswort	Asia Minor	2-24	1 foot high	Evergreen with 4-inch-long leaves, bright yellow 3-inch flowers	Easy	Known to be unthirsty where the coast influences the climate
<i>Rosmarinus officinalis</i> Rosemary	Mediterranean	4-24	2 to 6 feet tall; 4 to 8 feet wide	See it at base of bank on cover and at lower right, page 79. In spring, profusions of lavender-blue flowers	Very easy	Really outstanding performance in most drought situations
<i>Santolina chamaecyparissus</i>	Mediterranean	All zones	Can reach 2 feet	See it at lower right on page 79. Attractive with or without yellow flowers. Aromatic foliage	Easy	Generally better under drought conditions than when watered
Ceanothus	California mostly	5-9, 15-24	2-inch-high mat to 14-foot shrub-tree	Dark green evergreen foliage is perfect background for its spring blue flowers (many shades)	Fairly easy	Totally unthirsty
Cotoneaster	China mostly	All	Ground cover to 20-foot fountain-planting shrub	Evergreen and deciduous, mostly with oval leaves shorter than an inch, white flowers followed by red berries. Vigorous, easy to maintain	Easy	Can get by on no water if soil and climate are right
Grevillea	Australia	8, 9, 12-24	Low, ground-covering shrub to 60-foot tree	Many forms—all evergreen, with fine-textured foliage and long, slender, curved flowers (red, pink, white, cream) in dense clusters	Fairly easy	All are unthirsty; more kinds succeed on coast than inland
Juniperus Juniper	Northern Hemisphere	All	Ground covers 2 inches high, shrubs, trees	All have needlelike or scalelike foliage and fleshy berrylike cones. Susceptible to various mites and insects but otherwise amenable	Easy	Pretty unthirsty but you don't know they're in trouble until they die



River rock and rosemary make an unthirsty ground-cover spread in this good-looking desert garden in Tucson. Landscape architect was Warren D. Jones



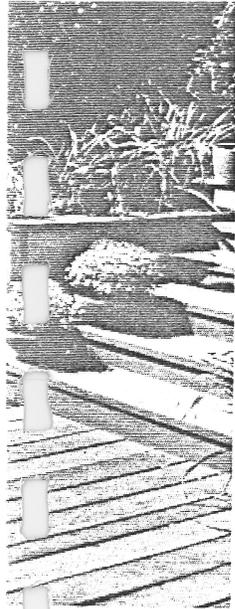
NORMAN A. PLATE
Nonthirsty deck replaced beds of annuals. Deck contains plants in containers. Trimmed xylosma hedge in background is watered once a month. Landscape architect was Roy Rydell



Rock and masonry combine here to provide walls and floor for a desert garden. It's an unthirsty, good-looking entryway. Landscape architect was Thomas C. Zimmerman for the Robert Langs of Phoenix

Instead of a big thirsty lawn

There are many other good-looking ways to go, among them crushed rock, bricks in sand, unthirsty ground covers, or a small lawn



Truck spreads crushed granite in even, thin layer, saves gardener-owner hours of wheelbarrow and shovel work. Metal rake (right photograph) is ideal tool for final spreading of rock, also for freshening the look of older, settled-in rock areas

PETER O. WHITELEY

When there's water in abundance, there will be lawns. But where water is now limited, or is likely to be in the future, you may want to look at alternatives. On these two pages we show several ways gardeners in arid areas of the West are attractively covering level garden areas in an unthirsty manner.

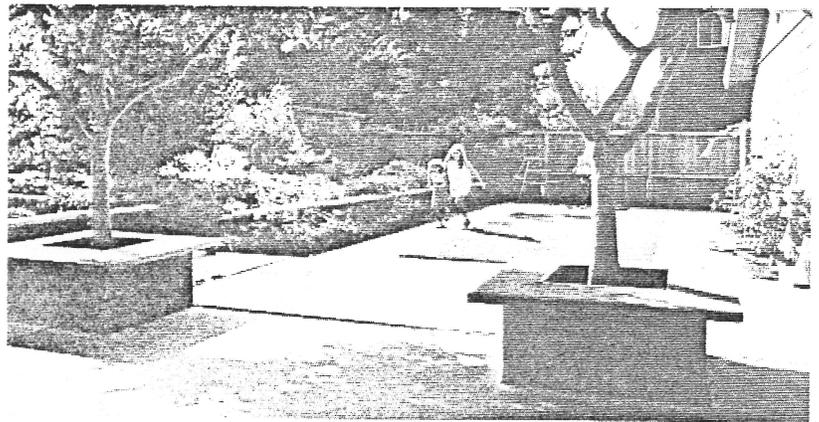
Crushed rock and gravel are one answer. These materials can be stylish, even elegant, and there are other advantages: The rock is relatively cheap and widely available, and a rock cover allows what rain you get to enter the soil, instead of running off. Bark and wood chips also soak up rain with no runoff. Brick on sand is almost as water absorptive. All these have the added advantage of keeping the soil cool and thereby reducing evaporation. Weed growth can be greatly controlled by spraying or putting down plastic film under the cover, perforated here and there for drainage.

Decks also shade the soil and allow what rain you do get to drip down between the boards. Tree and shrub roots growing under the structure also get excess water dripping from containers you water on the deck.

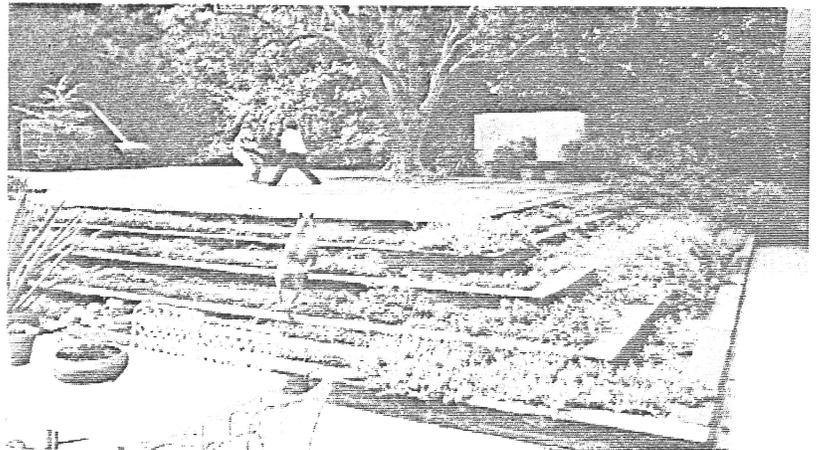
Lawns are the thirsty ground cover. One useful idea is to cut back on lawn area. In some situations, a small lawn with a definite shape—square, rectangular, even round—becomes a special place. It helps to edge it with a wood or masonry mowing strip.

The grass you take out can be replaced with unthirsty ground covers, with paving, or with deck. □

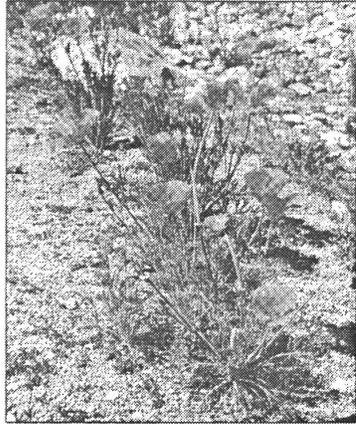
A green 10 by 24-foot island, this small lawn provides a soft play surface and a cool color expanse, uses little water. Landscape architect was Roy Rydell for Mr. and Mrs. Donald Mays, Santa Cruz, California



Raised planting tiers and railroad tie steps lead to a small lawn that's a cool contrast to the brick patio below. Landscape architect was George Fuller for the Robert E. Hinerfelds, Los Angeles







GOING NATIVE

Drought-Tolerant Wildflowers Join Southern California Spa Culture

BY ROBERT SMAUS

PERHAPS THE MOST unlikely place in the world to find wildflowers, or any native plant, for that matter, is beside a spa. Imagine: drought-toughened California plants, valued because they need so little water, growing right next to a conspicuous consumer of the stuff. Nor does one expect to find a meadow of delicate wildflowers growing in the confines of an ordinary suburban backyard.

In Janet Dyer's garden in LaVerne, the spa, except perhaps for the vivid color of its water, could be a puddle or a pool left behind at the end of the rainy season, for it has been linked to a natural-looking stream bed that runs diagonally across the garden. That was the inspired idea of her late husband, Steven Dyer; the design was drawn up and installed by

Richard Borkovetz of the Claremont Environmental Design Group.

The stream is no babbling brook, though. For most of its length, it merely suggests water—the only water to be found is in the spa. Refreshingly subtle, content with being a simple, small stream bed gone dry for the summer, it doubles as a path across the garden, augmented near the patio's edge by a few concrete pavers. Following the natural slope of the land, it seeks low ground as a stream naturally would. Its origins are hidden behind the garage and by shrubbery; its destination is also out of sight, in the side yard.

The rocks that define the bed—small enough to have been pushed down a mountainside by a stream this size—were gathered in the Claremont area. The bed is lined with still



Natural-looking spas are not news, but one set in a field of wildflowers is. In Janet Dyer's garden in LaVerne, the bright blue spa, far left, is surrounded by flowers and river rock. The rock wends a path through the garden and imitates a dry stream bed. The wildflowers include many California poppies, above, as well as the pale lavender bird's eyes gilia and yellow tidy tips, near left.

Man-Made Meadows

THERE ARE WILDFLOWERS, and then there are "wildflowers." Genuine wildflowers are native to a particular area; other flowers, native to other places, are often called "wildflowers" either because they grow so easily or because they are relatively "unimproved"—that is, they haven't been turned into garden flowers through hybridization or selection.

The two ways to go with wildflowers are pictured on this page. The spectacular field—what one expects—is full of "wildflowers." This is one of the seed fields of Environmental Seed Producers, the leading supplier of seed used in most wild-

flower mixes found at nurseries. Though these mixes often contain California natives such as the ubiquitous California poppy, they also contain many other flowers from all over the globe that have been found to grow with ease and have the simple looks of wildflowers.

Real wildflowers are shown growing on a hillside overlooking the San Fernando Valley at the Theodore Payne Foundation. The foundation's purpose is to encourage the planting of California natives, and it is one of the primary suppliers of seed, most of it collected from wild fields by volunteers. Seed can be purchased at the foundation, at

10459 Tuxford St., in Sun Valley; (818) 768-1802.

This planting, put in by volunteer Kevin Connelly, grows with no supplemental irrigation. Rains germinate the seed and keep it going, so last year's planting—the one pictured—was a little less abundant than usual because it was a dry year.

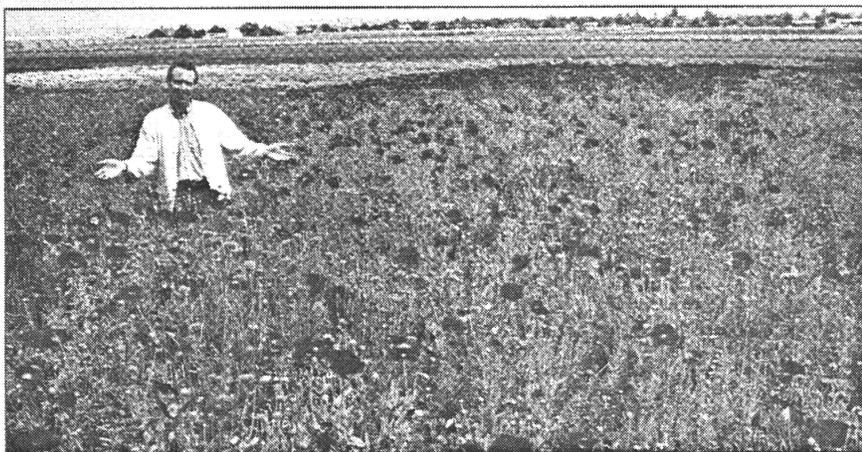
Even in a good year, it is a far cry from the other field of "wildflowers." But climb to the top of this hill, and it looks right and smells right. You can step among the flowers as you can in the mountains or high desert. The colors are pure and bright, and the flowers are familiar to a day-hiker—California poppy, chia, tidy tips and thistle sage.

Anyone who has grown real California wildflowers can tell you that growing these dainty wildlings, some of which are endangered in their natural areas, seems somehow holier than other garden pursuits. But there is no denying the impact of that waist-high field of "wildflowers." Which way to go?

Where you live and on what soil you garden should help with this decision. If you live on flat land, with a clay soil, most real California wildflowers will be difficult to grow. A better choice would be the "wildflowers," which undoubtedly will contain some true wildflowers in the mix. Note that the "wildflowers" in the photograph are growing on prime agricultural land, with irrigation, a situation much more akin to the typical garden than is the hilltop site at the Payne Foundation.

You can probably grow either kind of wildflower in small garden beds, where the soil is easily modified and looking after them is not difficult. But if you expect to grow a small meadowful, you should still be prepared for a lot of labor: Weeding makes growing wildflowers a lot of work. Though it might seem that nothing could be easier than growing something that ought to naturally thrive there, once the soil is disturbed, by gardening or by clearing, weeds quickly seize the moment. That is why they are weeds and why they have displaced so many native plants.

Even Kevin Connelly, who has



Of the two kinds of wildflower-seed mixes, the most common contains seeds of flowers that are not native to California, or even the United States. However, that mix can make a meadow like the one pictured above. The other type of mix is made up of real California wildflower seeds, though the results are seldom as spectacular as those seen at right.

planted many meadows of wildflowers—at the Earthside Nature Center, the Lummis House and the Payne Foundation—tackles only small areas at a time when weeds are present or where weed seeds most likely lie in wait.

Should you decide to jump in, the time to start is now, at the beginning of the rainy season. First you must clear the ground, being careful to disturb it as little as possible so you don't bury any weed seed. You must then water thoroughly for several days to sprout the weed seed or to bring persistent perennial weeds back to life, if this year's early rains didn't already do this. Once they are all up and growing (it takes several weeks), the easiest way to eliminate them is by spraying with a short-lived herbicide called Kleenup. This will kill everything above ground and, because it is systemic, the roots as well, though a few perennial weeds might survive. To be sure, water again and wait to see if anything returns.

This should take you into December. Now the wildflower seed can be sown and perhaps protected with bird netting so a few remain to germinate. Rain or irrigation will bring up the wildflowers but also more weeds, so as soon as you can tell one from another, get down on your hands and knees and begin separating the wheat from the tares.

There is no need to sow seed thickly, because, as Connelly puts it, "if one seed germinates, they all will." In fact, close sowing only makes weeding more difficult. And don't think that all of the weeds will sprout with the first rain. To assure survival, some seeds germinate with each rain, just in case the previous crop was routed by drought. Weeds growing too close to a wildflower shouldn't be yanked out, but cut off with small scissors.

In defense of all this weeding, Connelly points out that people will spend hours in the hot August sun weeding a dichondra lawn, but with wildflowers, the rewards are far greater. Do your weeding in the cool of winter, and then, when the wildflowers go dry in the summer, spend August at the beach. —R.S.

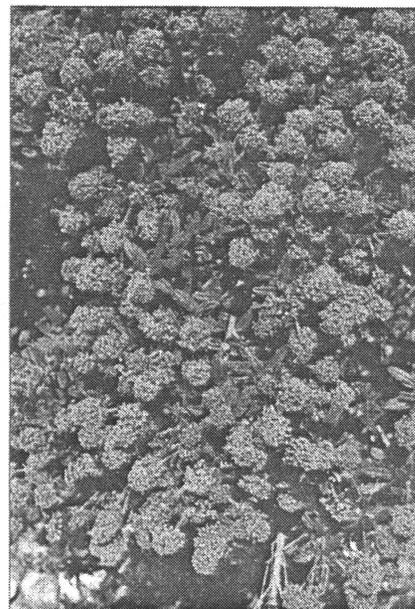
smaller rock and loose gravel.

The plantings, including the wildflowers, are the work of Janet Dyer, a regular visitor to nearby Rancho Santa Ana Botanic Garden, the premier native-plant garden in the state. The influences of that magnificent garden can be seen in this much smaller one. She is also quick to acknowledge the influence and help of Raymond C. Walsh, ASLA, of Wildwood Nursery in Claremont, a part-time nurseryman who specializes in California natives and is Dyer's source of plants and wildflower seed.

Because many of the plants are California natives and all are drought-resistant, the garden gets by on natural rainfall with only a little supplemental irrigation in summer. Most of the wildflowers are planted near the house where they can be best appreciated. Around the spa are other flowers from other similar climates—the orange ice plant and annual African daisy being the most conspicuous. But the flowers that make up the meadow are the genuine article—California poppy, bird's eyes gilia, blue thimble flower, tidy tips—wildflowers that could very easily have grown on this gentle slope before it was reshaped into a tract.

Though growing wildflowers can be one of the most challenging of garden adventures, Dyer has been blessed by good fortune and an appropriate soil. After the original lawn was removed, wildflower seed was sown and simply raked into the soil. Nothing was done to the soil in preparation for planting. Fall and winter rains brought the plants up and nourished them. The next year the wildflowers came back from seed that had been scattered by the plants themselves and then germinated by the rain.

The thing that wildflowers and most other native plants need most is a well-drained soil, a soil that does not become too wet or soggy but is porous and quickly passes excess water. These soils are usually found on hillsides or mountains. In the wild, most native plants are found on sloping ground (valley floors tend to be grasslands). Dyer's garden has an advantage in being hilly: It would be far more difficult to keep up if it was on completely flat land or had clay soil. Her natural soil is a decomposed granite, "d.g." for short. Gardeners



Background shrubs for the Dyer garden include this *ceanothus* named 'Concha.'

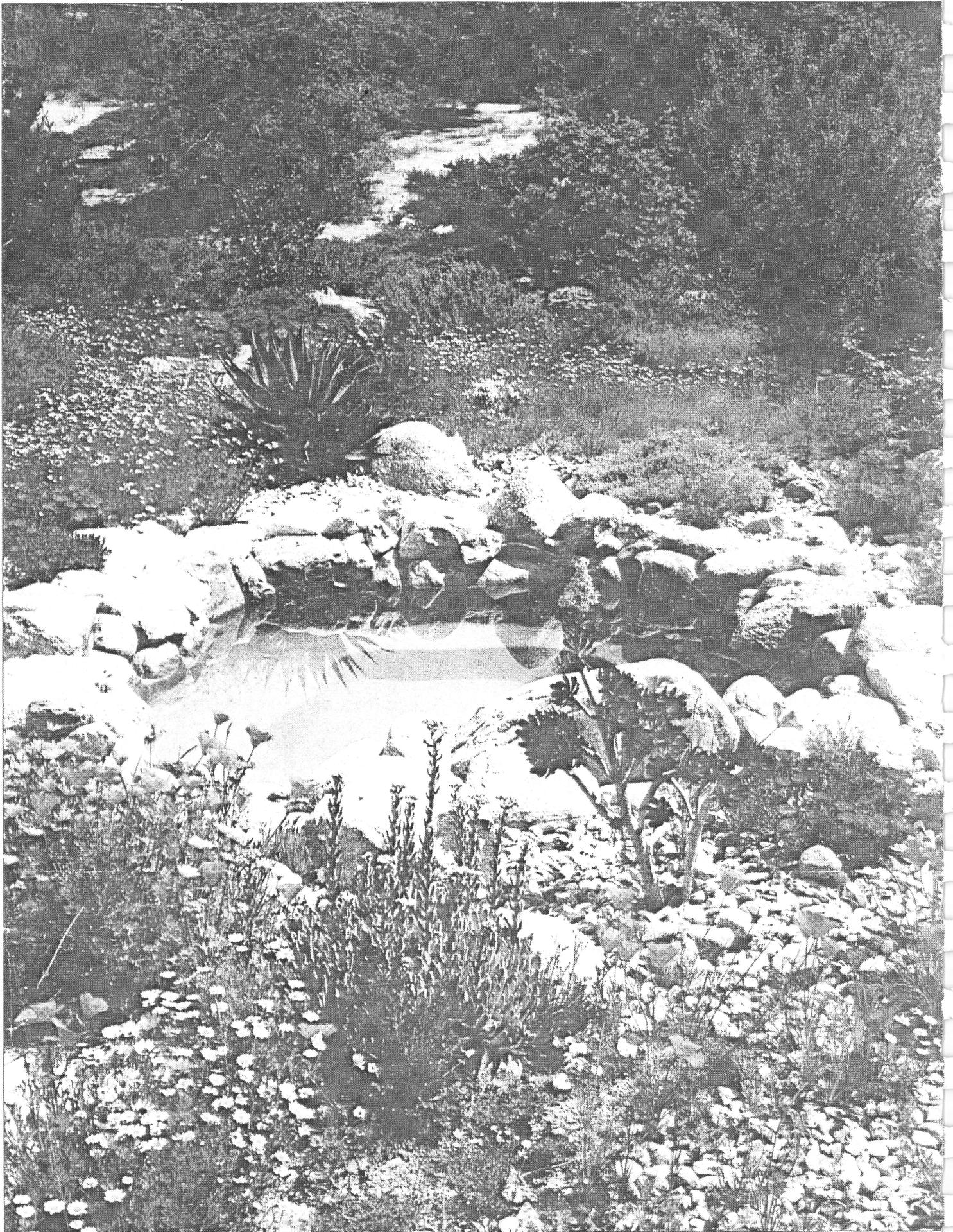
trying to grow more conventional fare complain endlessly about d.g., but wildflowers thrive in it.

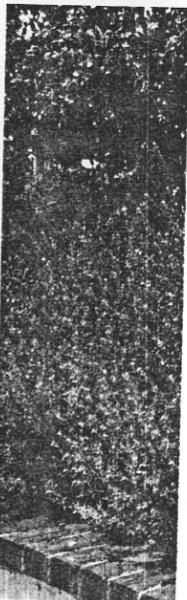
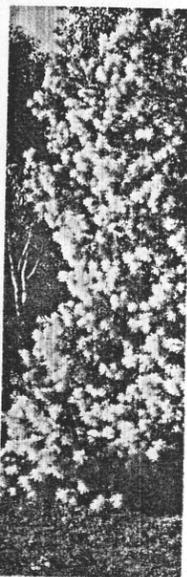
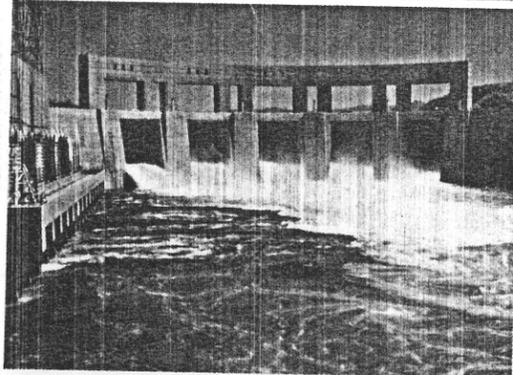
What most people trying to grow wildflowers end up with is a good crop of weeds (see box on Page 30). On most disturbed soils, in most neighborhoods, weeds quickly get the upper hand. Janet Dyer combats the weeds by avoiding them in the first place. The land was cleared of them at the beginning, and it is never watered, which tends to discourage weeds.

The wildflower show typically begins in February and ends about mid-May, when the last of them dry for the summer. What does the garden look like in summer? Pretty much the same. Planted between the patches of wildflowers are many native ground covers, shrubs and perennials that keep the garden green, though there are bare patches of earth. The expired wildflowers are removed with a stirrup hoe. Any of the permanent plantings that need water in summer are individually soaked. No water is applied overall, or from over head (there are no sprinklers), because that would encourage summer's weeds.

The Dyer garden is very much a natural garden, except perhaps for the spa. But even its existence is understandable—what could be more natural than wanting a good soak after a hard day's work in the garden?

Robert Smaus is an associate editor of Los Angeles Times Magazine.





XERISCAPE WATER CONSERVATION GAME

“It makes Cents for any garden.”

Can you install and maintain your Xeriscape throughout the year without getting stuck in the Mud Hole or landing in the Snail Jail? Start your tokens in today's season and move them by flipping a coin. Good Luck!

Heads = 1 space
Tails = 2 spaces

Summer (top-left arrow)

Fall (top-right arrow)

Spring (bottom-left arrow)

Winter (bottom-right arrow)

SNAIL JAIL (bottom-left corner)

MUD HOLE (bottom-right corner)

Soil Probe Not Used. Irrigated Moist Soil. (Go to Mud Hole)

Controlled Pests and Diseases with Good Water Management. (Advance 3 spaces)

Light Fertilization in Early Fall Only if Needed. (Advance 1 space)

Free Time to Enjoy the Garden.

Reset Sprinkler Controller for Less Water. (Advance 3 spaces)

Sprinklers Ran Too Long and Flooded the Yard. (Back 2 spaces)

Replaced Front Yard Grass with Shrubs. (Advance 3 spaces)

Replaced Grass in Back Yard with New Xeriscape Grass. (Advance 2 spaces)

Water is Puddling in Yard and Street. (Back 4 spaces)

Fertilized and Watered to Keep Things Lush Green All Summer. (Back 2 spaces)

Renewed Mulch Layer and Pulled Weeds. (Advance 1 space)

Checked Bills to Help Manage Water Use. (Advance 4 spaces)

Set Next Year's Water Conservation Goals.

Started Irrigating Too Early in the Year. (Go to Snail Jail)

Planned New Xeriscape for Installation in Spring. (Advance 2 spaces)

Installed New Xeriscape and Made it Work. (Advance 4 spaces)

Planted Grass in Front Yard. Start Over. You Have Missed the Point.

Failed to Install Soil Moisture Sensors. (Back 3 spaces)

Irrigated during Rainy Season. (Back 5 spaces)

Repaired and Adjusted Sprinklers. (Advance 2 spaces)

Let Plants Rest over Winter.

Slow Release Fertilizer Applied in Spring Only. (Advance 1 space)

Replaced Old Shrubs with New Xeriscape Plants. (Advance 2 spaces)

Visited Demonstration Gardens.

Fertilized to Help Fill in Lawn and Shrubs. (Back 2 spaces)

Renewed Mulch Layer and Pulled Weeds. (Advance 2 spaces)

Told Neighbors about Xeriscape. (Advance 1 space)

Attended Xeriscape Seminar & Put Information to Use. (Advance 27 spaces)

Forfeit 3 turns. (top-left and bottom-right corners)

PLACES TO GO

- EL MODENA HIGH SCHOOL XERISCAPE GARDEN
Esplanade Street, Orange
- IRVINE RANCH WATER DISTRICT WATER CONSERVATION GARDEN
San Joaquin Road, Irvine
- MISSION VIEJO COMMUNITY DROUGHT TOLERANT TEST SITE
25735 Marguerite Pkwy., Mission Viejo
- RANCHO SANTA ANA BOTANIC GARDEN
1500 North College Avenue, Claremont
- SAN DIEGO WILD ANIMAL PARK
Escondido
- SANTA BARBARA BOTANIC GARDEN
Mission Canyon Road, Santa Barbara
- SOUTH COAST FIELD STATION
U.C. Cooperative Extension, Anaheim
- UNIVERSITY OF CALIFORNIA BOTANIC GARDEN
University of California, Riverside

THINGS TO READ

- A GUIDE TO BOTANICAL RESOURCES IN SOUTHERN CALIFORNIA, Bartel, Janice R., and Belt, Sage D., Museum Publications, Natural History Museum of Los Angeles, 1972.
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MAINTENANCE APPENDIX D



MAINTENANCE/STREET REPAIR TASK FORCE

SUMMARY

I. AREA OF CONCERN - CONSTRUCTION ACTIVITY

A. ISSUE - NOTIFICATION

1. OPTION - DOOR TO DOOR FLIERS	A - 29	D - 4	NR - 8
2. DRAWINGS OF PROJECT FOR PUBLIC DISPLAY	A - 32	D - 2	NR - 7
3. POST AREA WITH LARGE SIGNS	A - 31	D - 3	NR - 7

B. TIMELY COMPLETION OF PROJECTS

1. BETTER CITY INSPECTIONS	A - 33	D - 0	NR - 8
2. NEIGHBORHOOD MONITORING OF PROJECTS	A - 29	D - 3	NR - 9
3. BETTER COORDINATION OF UTILITY INSTALLATIONS	A - 35	D - 0	NR - 6

C. CONTRACTOR RESPONSIBILITY

1. FOLLOW CONSTRUCTION STANDARDS	A - 32	D - 1	NR - 8
2. AVAILABLE SUPERVISOR IN CITY TO CONTACT	A - 33	D - 0	NR - 8
3. BETTER INSPECTION	A - 32	D - 0	NR - 9
4. IDENTIFY ALL PARTIES INVOLVED IN PROJECT	A - 32	D - 0	NR - 9

II. STREET IMPROVEMENTS/MAINTENANCE

A. COORDINATION AND INSPECTION

1. BETTER TRAINING OF CITY PERSONNEL	A - 23	D - 1	NR - 17
2. BETTER INSPECTIONS BY CITY	A - 28	D - 0	NR - 13
3. IMPLEMENTATION OF PREVENTATIVE MAINT. PROGRAM	A - 35	D - 0	NR - 6

B. PRIORITIZATION OF STREET REPAIR

1. ESTABLISH PROCESS FOR SETTING PRIORITIES	A - 36	D - 0	NR - 5
2. FOLLOW CITY MASTER PLAN	A - 23	D - 0	NR - 18

C. LANDSCAPE MAINTENANCE/WATER CONSERVATION

1. XERISCAPE - USE OF DROUGHT TOLERANT PLANTS	A - 38	D - 3	NR - 0
2. ESTABLISH GUIDELINES FOR PLANTING	A - 37	D - 1	NR - 3
3. PUBLIC EDUCATION FOR WATER CONSERVATION	A - 32	D - 2	NR - 7

III. NEIGHBORHOOD

A. PROPERTY MAINTENANCE BY HOMEOWNER

1. ESTABLISH & ENFORCE EXISTING CITY STANDARDS	A - 25	D - 3	NR - 13
2. SUPPORT BEAUTIFICATION PROJECTS	A - 29	D - 1	NR - 11
3. INCREASE NEIGHBORHOOD PRIDE	A - 28	D - 0	NR - 13

B. ENFORCEMENT OF CITY CODES

1. LEVEL OF ENFORCEMENT	A - 23	D - 2	NR - 16
2. MORE TRAINING	A - 14	D - 4	NR - 23
3. ASSESS NEED FOR ADDITIONAL PERSONNEL	A - 18	D - 1	NR - 22

C. LANDLORD/TENANT RESPONSIBILITIES

1. REQUIRE BUSINESS LICENSE FOR RENTAL PROPERTY	A - 9	D - 12	NR - 20
2. ESTABLISH STANDARDS	A - 22	D - 1	NR - 18
3. CODE ENFORCEMENT	A - 21	D - 1	NR - 19
4. TENANT AWARENESS			

D. CITY CLEAN UP

1. HAUL AWAY DAYS QUARTERLY	A - 25	D - 2	NR - 14
2. WEED ABATEMENT	A - 27	D - 0	NR - 14
3. MORE TRASH CANS/MORE PICK-UPS	A - 10	D - 10	NR - 21
4. BUSINESS COOPERATION - MCDONALDS, CARLS JR	A - 26	D - 0	NR - 15

MAINTENANCE/STREET REPAIR TASK FORCE

SUMMARY

IV. GENERAL CITY MAINTENANCE

A. PREVENTATIVE MAINTENANCE

1. FOLLOW MASTER PLAN	A - 22	D - 0	NR - 19
2. AVAILABILITY OF FUNDING EACH YEAR	A - 17	D - 2	NR - 22

B. EFFICIENT OPERATION OF CITY MAINTENANCE

1. BETTER TRAINING	A - 18	D - 0	NR - 23
2. PROPER EQUIPMENT	A - 17	D - 1	NR - 23
3. INCREASE STAFF - MAYBE SEASONAL	A - 16	D - 2	NR - 23
4. CITY INSPECTION OF JOBS	A - 22	D - 1	NR - 18
5. MASTER PLAN - 2 OR 5 YEARS	A - 21	D - 0	NR - 20

C. PRIORITIZATION OF MAINTENANCE TASKS

1. ESTABLISH STANDARD FOR SETTING PRIORITIES	A - 25	D - 1	NR - 15
2. PHYSICAL INSPECTION ANNUALLY	A - 21	D - 1	NR - 19

41 SURVEYS A = AGREE

D = DISAGREE

NR = NO RESPONSE

CITY MAINTENANCE
TASK FORCE SURVEY

SUMMARY

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?	YES- 58	NO- 30	NO RESPONSE- 0
2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?	YES- 60	NO- 28	NO RESPONSE- 0
3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?	YES- 42	NO- 43	NO RESPONSE- 3
5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?	YES- 32	NO- 16	NO RESPONSE- 40
6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?	YES- 11	NO- 36	NO RESPONSE- 41
7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?	YES- 30	NO- 16	NO RESPONSE- 42
8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?	YES- 39	NO- 36	NO RESPONSE- 12
10. WOULD YOU LIKE TO BE NOTIFIED ?	YES- 59	NO- 7	NO RESPONSE- 22
11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?	YES- 70	NO- 7	NO RESPONSE- 11
12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?			
A. STREET SWEEPING	8 (AVG)	81 RESPONCES	7 NO-RESPONCE
B. TREE TRIMMING	6 (AVG)	72 RESPONCES	16 NO-RESPONCE
C. PARK MAINTENANCE	7 (AVG)	69 RESPONCES	19 NO-RESPONCE
D. STREET REPAIR	5 (AVG)	71 RESPONCES	17 NO-RESPONCE
13. WHAT AREA OF BREA DO YOU LIVE IN ?			
AREA 1 -	16		
AREA 2 -	8		
AREA 3 -	21		
AREA 4 -	4		
AREA 5 -	19		
AREA 6 -	1		
AREA 7 -	4		
AREA 8 -	5	78 RESPONCES	10 NO-RESPONCE

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 0

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 6 | NO- | 4 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 6 | NO- | 4 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 3 | NO- | 7 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 2 | NO- | 3 | NO RESPONSE- | 5 |
|------|---|-----|---|--------------|---|
6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 2 | NO- | 3 | NO RESPONSE- | 5 |
|------|---|-----|---|--------------|---|
7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 2 | NO- | 3 | NO RESPONSE- | 5 |
|------|---|-----|---|--------------|---|
8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 4 | NO- | 6 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
10. WOULD YOU LIKE TO BE NOTIFIED ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 6 | NO- | 1 | NO RESPONSE- | 3 |
|------|---|-----|---|--------------|---|
11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 5 | NO- | 2 | NO RESPONSE- | 3 |
|------|---|-----|---|--------------|---|
12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?
- | | | | | | |
|---------------------|---------|---|-----------|---|-------------|
| A. STREET SWEEPING | 8 (AVG) | 8 | RESPONCES | 2 | NO-RESPONCE |
| B. TREE TRIMMING | 5 (AVG) | 5 | RESPONCES | 5 | NO-RESPONCE |
| C. PARK MAINTENANCE | 7 (AVG) | 5 | RESPONCES | 5 | NO-RESPONCE |
| D. STREET REPAIR | 5 (AVG) | 7 | RESPONCES | 3 | NO-RESPONCE |

13. WHAT AREA OF BREA DO YOU LIVE IN ?

AREA 1 -	0		
AREA 2 -	0		
AREA 3 -	0		
AREA 4 -	0		
AREA 5 -	0		
AREA 6 -	0		
AREA 7 -	0		
AREA 8 -	0	0	RESPONCES
		10	NO-RESPONCE

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 1

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?	YES- 13	NO- 3	NO RESPONSE- 0
2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?	YES- 12	NO- 4	NO RESPONSE- 0
3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?	YES- 9	NO- 4	NO RESPONSE- 3
5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?	YES- 6	NO- 6	NO RESPONSE- 4
6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?	YES- 0	NO- 12	NO RESPONSE- 4
7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?	YES- 9	NO- 2	NO RESPONSE- 5
8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?	YES- 10	NO- 5	NO RESPONSE- 1
10. WOULD YOU LIKE TO BE NOTIFIED ?	YES- 13	NO- 1	NO RESPONSE- 2
11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?	YES- 14	NO- 2	NO RESPONSE- 0
12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?			
A. STREET SWEEPING	8 (AVG)	16 RESPONCES	0 NO-RESPONCE
B. TREE TRIMMING	7 (AVG)	16 RESPONCES	0 NO-RESPONCE
C. PARK MAINTENANCE	7 (AVG)	14 RESPONCES	2 NO-RESPONCE
D. STREET REPAIR	4 (AVG)	12 RESPONCES	4 NO-RESPONCE

13. WHAT AREA OF BREA DO YOU LIVE IN ?

AREA 1 -	16		
AREA 2 -	0		
AREA 3 -	0		
AREA 4 -	0		
AREA 5 -	0		
AREA 6 -	0		
AREA 7 -	0		
AREA 8 -	0	16 RESPONCES	0 NO-RESPONCE

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 2

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 6 | NO- | 2 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 6 | NO- | 2 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 4 | NO- | 4 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 3 | NO- | 1 | NO RESPONSE- | 4 |
|------|---|-----|---|--------------|---|
6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 1 | NO- | 3 | NO RESPONSE- | 4 |
|------|---|-----|---|--------------|---|
7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 3 | NO- | 2 | NO RESPONSE- | 3 |
|------|---|-----|---|--------------|---|
8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 5 | NO- | 2 | NO RESPONSE- | 1 |
|------|---|-----|---|--------------|---|
10. WOULD YOU LIKE TO BE NOTIFIED ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 5 | NO- | 0 | NO RESPONSE- | 3 |
|------|---|-----|---|--------------|---|
11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 7 | NO- | 1 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?
- | | | | |
|---------------------|---------|-------------|---------------|
| A. STREET SWEEPING | 8 (AVG) | 8 RESPONSES | 0 NO-RESPONSE |
| B. TREE TRIMMING | 5 (AVG) | 8 RESPONSES | 0 NO-RESPONSE |
| C. PARK MAINTENANCE | 7 (AVG) | 8 RESPONSES | 0 NO-RESPONSE |
| D. STREET REPAIR | 5 (AVG) | 8 RESPONSES | 0 NO-RESPONSE |

13. WHAT AREA OF BREA DO YOU LIVE IN ?

- | | | | |
|----------|---|-------------|---------------|
| AREA 1 - | 0 | | |
| AREA 2 - | 8 | | |
| AREA 3 - | 0 | | |
| AREA 4 - | 0 | | |
| AREA 5 - | 0 | | |
| AREA 6 - | 0 | | |
| AREA 7 - | 0 | | |
| AREA 8 - | 0 | 8 RESPONSES | 0 NO-RESPONSE |

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 3

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?

YES- 14 NO- 7 NO RESPONSE- 0

2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?

YES- 16 NO- 5 NO RESPONSE- 0

3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?

YES- 11 NO- 10 NO RESPONSE- 0

5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?

YES- 11 NO- 0 NO RESPONSE- 10

6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?

YES- 4 NO- 7 NO RESPONSE- 10

7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?

YES- 7 NO- 2 NO RESPONSE- 12

8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?

YES- 10 NO- 9 NO RESPONSE- 1

10. WOULD YOU LIKE TO BE NOTIFIED ?

YES- 15 NO- 0 NO RESPONSE- 6

11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?

YES- 19 NO- 0 NO RESPONSE- 2

12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?

A. STREET SWEEPING	7 (AVG)	21	RESPONCES	0	NO-RESPONCE
B. TREE TRIMMING	6 (AVG)	18	RESPONCES	3	NO-RESPONCE
C. PARK MAINTENANCE	7 (AVG)	15	RESPONCES	6	NO-RESPONCE
D. STREET REPAIR	4 (AVG)	20	RESPONCES	1	NO-RESPONCE

13. WHAT AREA OF BREA DO YOU LIVE IN ?

AREA 1 - 0
AREA 2 - 0
AREA 3 - 21
AREA 4 - 0
AREA 5 - 0
AREA 6 - 0
AREA 7 - 0
AREA 8 - 0

21 RESPONCES 0 NO-RESPONCE

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 4

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?

YES- 1 NO- 3 NO RESPONSE- 0

2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?

YES- 1 NO- 3 NO RESPONSE- 0

3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?

YES- 1 NO- 3 NO RESPONSE- 0

5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?

YES- 1 NO- 0 NO RESPONSE- 3

6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?

YES- 0 NO- 1 NO RESPONSE- 3

7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?

YES- 0 NO- 1 NO RESPONSE- 3

8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?

YES- 0 NO- 3 NO RESPONSE- 1

10. WOULD YOU LIKE TO BE NOTIFIED ?

YES- 2 NO- 2 NO RESPONSE- 0

11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?

YES- 1 NO- 1 NO RESPONSE- 2

12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?

A. STREET SWEEPING	7 (AVG)	4 RESPONCES	0 NO-RESPONCE
B. TREE TRIMMING	5 (AVG)	3 RESPONCES	1 NO-RESPONCE
C. PARK MAINTENANCE	5 (AVG)	3 RESPONCES	1 NO-RESPONCE
D. STREET REPAIR	2 (AVG)	2 RESPONCES	2 NO-RESPONCE

13. WHAT AREA OF BREA DO YOU LIVE IN ?

AREA 1 -	0		
AREA 2 -	0		
AREA 3 -	0		
AREA 4 -	4		
AREA 5 -	0		
AREA 6 -	0		
AREA 7 -	0		
AREA 8 -	0	4 RESPONCES	0 NO-RESPONCE

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 5

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?
- | | | | | | |
|------|----|-----|---|--------------|---|
| YES- | 11 | NO- | 8 | NO RESPONSE- | 0 |
|------|----|-----|---|--------------|---|
2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?
- | | | | | | |
|------|----|-----|---|--------------|---|
| YES- | 13 | NO- | 6 | NO RESPONSE- | 0 |
|------|----|-----|---|--------------|---|
3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?
- | | | | | | |
|------|---|-----|----|--------------|---|
| YES- | 7 | NO- | 12 | NO RESPONSE- | 0 |
|------|---|-----|----|--------------|---|
5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?
- | | | | | | |
|------|---|-----|---|--------------|----|
| YES- | 6 | NO- | 2 | NO RESPONSE- | 11 |
|------|---|-----|---|--------------|----|
6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?
- | | | | | | |
|------|---|-----|---|--------------|----|
| YES- | 1 | NO- | 7 | NO RESPONSE- | 11 |
|------|---|-----|---|--------------|----|
7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 7 | NO- | 3 | NO RESPONSE- | 9 |
|------|---|-----|---|--------------|---|
8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 5 | NO- | 8 | NO RESPONSE- | 6 |
|------|---|-----|---|--------------|---|
10. WOULD YOU LIKE TO BE NOTIFIED ?
- | | | | | | |
|------|----|-----|---|--------------|---|
| YES- | 12 | NO- | 2 | NO RESPONSE- | 5 |
|------|----|-----|---|--------------|---|
11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?
- | | | | | | |
|------|----|-----|---|--------------|---|
| YES- | 14 | NO- | 1 | NO RESPONSE- | 4 |
|------|----|-----|---|--------------|---|
12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?
- | | | | | | |
|---------------------|---------|----|-----------|---|-------------|
| A. STREET SWEEPING | 9 (AVG) | 14 | RESPONCES | 5 | NO-RESPONCE |
| B. TREE TRIMMING | 7 (AVG) | 14 | RESPONCES | 5 | NO-RESPONCE |
| C. PARK MAINTENANCE | 6 (AVG) | 14 | RESPONCES | 5 | NO-RESPONCE |
| D. STREET REPAIR | 5 (AVG) | 12 | RESPONCES | 7 | NO-RESPONCE |

13. WHAT AREA OF BREA DO YOU LIVE IN ?

AREA 1 -	0				
AREA 2 -	0				
AREA 3 -	0				
AREA 4 -	0				
AREA 5 -	19				
AREA 6 -	0				
AREA 7 -	0				
AREA 8 -	0	19	RESPONCES	0	NO-RESPONCE

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 6

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?

YES- 0 NO- 1 NO RESPONSE- 0

2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?

YES- 0 NO- 1 NO RESPONSE- 0

3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?

YES- 1 NO- 0 NO RESPONSE- 0

5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?

YES- 1 NO- 0 NO RESPONSE- 0

6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?

YES- 0 NO- 1 NO RESPONSE- 0

7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?

YES- 0 NO- 1 NO RESPONSE- 0

8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?

YES- 1 NO- 0 NO RESPONSE- 0

10. WOULD YOU LIKE TO BE NOTIFIED ?

YES- 0 NO- 1 NO RESPONSE- 0

11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?

YES- 1 NO- 0 NO RESPONSE- 0

12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?

A. STREET SWEEPING	9 (AVG)	1 RESPONSES	0 NO-RESPONCE
B. TREE TRIMMING	8 (AVG)	1 RESPONSES	0 NO-RESPONCE
C. PARK MAINTENANCE	8 (AVG)	1 RESPONSES	0 NO-RESPONCE
D. STREET REPAIR	5 (AVG)	1 RESPONSES	0 NO-RESPONCE

13. WHAT AREA OF BREA DO YOU LIVE IN ?

AREA 1 -	0		
AREA 2 -	0		
AREA 3 -	0		
AREA 4 -	0		
AREA 5 -	0		
AREA 6 -	1		
AREA 7 -	0		
AREA 8 -	0	1 RESPONSES	0 NO-RESPONCE

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 8

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 4 | NO- | 1 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 3 | NO- | 2 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 4 | NO- | 1 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 0 | NO- | 4 | NO RESPONSE- | 1 |
|------|---|-----|---|--------------|---|
6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 2 | NO- | 2 | NO RESPONSE- | 1 |
|------|---|-----|---|--------------|---|
7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 2 | NO- | 2 | NO RESPONSE- | 1 |
|------|---|-----|---|--------------|---|
8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 2 | NO- | 3 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
10. WOULD YOU LIKE TO BE NOTIFIED ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 4 | NO- | 0 | NO RESPONSE- | 1 |
|------|---|-----|---|--------------|---|
11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?
- | | | | | | |
|------|---|-----|---|--------------|---|
| YES- | 5 | NO- | 0 | NO RESPONSE- | 0 |
|------|---|-----|---|--------------|---|
12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?
- | | | | | | |
|---------------------|---------|---|-----------|---|-------------|
| A. STREET SWEEPING | 9 (AVG) | 5 | RESPONCES | 0 | NO-RESPONCE |
| B. TREE TRIMMING | 5 (AVG) | 5 | RESPONCES | 0 | NO-RESPONCE |
| C. PARK MAINTENANCE | 5 (AVG) | 5 | RESPONCES | 0 | NO-RESPONCE |
| D. STREET REPAIR | 6 (AVG) | 5 | RESPONCES | 0 | NO-RESPONCE |

13. WHAT AREA OF BREA DO YOU LIVE IN ?

AREA 1 -	0		
AREA 2 -	0		
AREA 3 -	0		
AREA 4 -	0		
AREA 5 -	0		
AREA 6 -	0		
AREA 7 -	0		
AREA 8 -	5	5	RESPONCES
		0	NO-RESPONCE

CITY MAINTENANCE
TASK FORCE SURVEY

AREA - 7

1. DO YOU KNOW WHICH CITY OFFICE TO CALL IN CASE YOU HAVE A PROBLEM ?

YES- 3 NO- 1 NO RESPONSE- 0

2. DO YOU KNOW WHAT THE CITY MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR ?

YES- 3 NO- 1 NO RESPONSE- 0

3. HAVE YOU EVER CALLED THE CITY MAINTENANCE DEPT. IN REGARDS TO A PROBLEM ?

YES- 2 NO- 2 NO RESPONSE- 0

5. WAS THE PROBLEM FIXED IN A TIMELY MANNER TO YOUR SATISFACTION ?

YES- 2 NO- 0 NO RESPONSE- 2

6. WAS THERE EVER A FOLLOW-UP PHONE CALL OR LETTER ?

YES- 1 NO- 0 NO RESPONSE- 3

7. WOULD YOU HAVE LIKED A FOLLOW-UP LETTER OR CALL ?

YES- 0 NO- 0 NO RESPONSE- 4

8. HAVE YOU EVER BEEN NOTIFIED OF MAINTENANCE WORK SCHEDULED IN YOUR AREA ?

YES- 2 NO- 0 NO RESPONSE- 2

10. WOULD YOU LIKE TO BE NOTIFIED ?

YES- 2 NO- 0 NO RESPONSE- 2

11. WOULD YOU LIKE TO BE ABLE TO INPUT ON WORK BEING IN YOUR NEIGHBORHOOD ?

YES- 4 NO- 0 NO RESPONSE- 0

12. PLEASE RATE THE FOLLOWING CITY MAINTENANCE AREAS FOR QUALITY OF SERVICE ?

A. STREET SWEEPING	9 (AVG)	4	RESPONCES	0	NO-RESPONCE
B. TREE TRIMMING	9 (AVG)	2	RESPONCES	2	NO-RESPONCE
C. PARK MAINTENANCE	8 (AVG)	4	RESPONCES	0	NO-RESPONCE
D. STREET REPAIR	6 (AVG)	4	RESPONCES	0	NO-RESPONCE

13. WHAT AREA OF BREA DO YOU LIVE IN ?

AREA 1 -	0				
AREA 2 -	0				
AREA 3 -	0				
AREA 4 -	0				
AREA 5 -	0				
AREA 6 -	0				
AREA 7 -	4				
AREA 8 -	0	4	RESPONCES	0	NO-RESPONCE

THE BREA PROJECT
SURVEY REPORT

<u>PRIORITY</u>	<u>NO. OF RESPONSES</u>	<u>PERCENT</u>
1. Development	1701	61.4%
2. Traffic	1457	52.6%
3. City Maintenance	1224	44.2%
4. Pollution	1135	41.0%
5. Schools	1098	39.7%
6. Public Safety	1074	38.8%
7. City Government	913	33.0%
8. Street Repairs	897	32.4%
9. Redevelopment	867	31.3%
10. Community Facilities	692	25.0%
11. Housing	675	24.4%
12. Community Programs	568	20.5%
13. Historical Preservation	536	19.4%
14. Parking	459	16.6%
15. Neighborhood Issues	230	8.3%
16. Public Transportation	128	4.6%

Total number of questionnaires: 2769
4/28/88

From the list above, Development/Redevelopment were merged together to form one task force.
Traffic was selected as the number two priority.
City Maintenance was selected as the third priority.
Because Brea Boulevard appeared so often as a concern in the responses, streets were added to the City Maintenance task force.

THE BREA PROJECT
SURVEY SUMMARY

2769 SURVEYS ENTERED

CITY GOVT.	CITY MAINT.	COMM. FACIL.	COMM. PRGN.	DVLP.	HIST. PRSV.	HOUS.	MBUD. ISSUE.	PARK.	POLL.	PBLC. SFTY.	PBLC. TRAN.	RE-DVLP.	SCHL.	STRT. REPR.	TRFC.	SURVEYS ENTERED
SURVEY SUMMARY -																
913-7	124-3	692-10	568-12	1701-1	536-13	675-11	230-15	459-14	1135-4	1074-6	128-16	867-9	1098-5	897-8	1457-2	2769
33.0%	44.2%	25.0%	20.5%	61.4%	19.4%	24.4%	8.3%	16.6%	41.0%	38.8%	4.4%	31.3%	39.7%	32.4%	52.6%	
LIVE IN AREA -																
1	353-8	375-2	217-10	159-12	123-14	188-11	65-15	125-13	306-5	324-4	35-16	228-9	289-6	278-7	353-3	759
	33.3%	49.4%	28.6%	20.9%	16.2%	24.8%	8.7%	16.5%	40.3%	42.7%	4.6%	30.6%	38.1%	36.6%	46.5%	
2	78-7	87-4	58-12	52-13	129-1	66-9	20-15	40-14	59-11	78-7	12-16	85-5	85-5	101-2	100-3	222
	35.1%	39.2%	26.1%	23.4%	57.7%	27.5%	9.0%	18.0%	26.6%	35.1%	5.4%	38.3%	38.3%	45.3%	45.0%	
3	141-9	193-3	89-12	92-11	301-1	85-13	40-15	79-14	177-5	162-6	9-16	159-7	180-4	144-8	246-2	446
	31.6%	43.3%	20.0%	20.6%	67.5%	19.1%	9.0%	17.7%	39.7%	36.3%	2.0%	35.7%	40.4%	32.3%	55.2%	
4	84-7	95-4	68-12	37-13	128-1	89-5	29-15	31-14	88-6	78-11	10-16	83-8	82-10	97-3	118-2	243
	34.6%	39.1%	28.0%	15.2%	52.7%	36.6%	11.9%	12.8%	36.2%	32.1%	4.1%	34.2%	33.7%	39.7%	48.6%	
5	158-7	225-5	124-9	120-10	357-1	69-14	36-15	81-12	271-3	210-6	13-16	143-8	264-4	87-11	298-2	512
	30.9%	43.9%	24.2%	23.4%	69.7%	13.5%	7.0%	15.8%	52.9%	41.0%	2.3%	27.9%	51.6%	17.0%	58.2%	
6	9-9	22-5	8-10	8-10	30-1	5-13	4-15	6-12	25-3	24-4	2-16	16-8	13-6	11-7	26-2	42
	21.4%	52.4%	19.0%	19.0%	71.4%	11.9%	9.5%	14.3%	59.5%	57.1%	4.8%	23.8%	31.0%	26.2%	61.9%	
7	33-6	24-7	17-9	14-11	49-3	13-13	3-16	7-14	58-2	34-5	5-15	24-7	35-4	14-11	76-1	90
	36.7%	26.7%	18.9%	15.6%	54.4%	14.4%	3.3%	7.8%	64.4%	37.8%	5.6%	26.7%	38.7%	15.6%	84.4%	
8	39-5	41-3	23-11	21-12	69-2	15-14	7-15	16-13	33-9	39-5	7-15	41-3	34-8	37-7	73-1	109
	35.8%	37.6%	21.1%	19.3%	63.3%	13.8%	6.4%	14.7%	30.3%	35.8%	6.4%	37.6%	31.2%	33.7%	67.0%	
OTHERS																
1	118-6	162-3	88-11	65-14	180-1	71-13	25-16	74-12	118-6	125-5	35-15	94-10	114-8	128-4	167-2	346
	34.1%	46.8%	25.4%	18.8%	52.0%	20.5%	7.2%	21.4%	34.1%	36.1%	10.1%	27.2%	33.5%	37.0%	48.3%	
2	93-5	115-3	57-11	52-13	151-1	44-14	19-15	54-12	95-4	89-7	9-16	92-6	87-8	79-9	140-2	253
	36.8%	45.3%	22.5%	20.6%	59.7%	17.4%	7.5%	21.3%	37.5%	35.2%	3.6%	36.4%	34.4%	31.2%	55.3%	
3	25-5	37-9	13-12	10-13	41-1	17-9	5-15	7-14	23-7	26-4	4-16	20-8	29-3	17-9	40-2	66
	37.9%	37.9%	15.2%	15.2%	62.1%	25.8%	7.6%	10.6%	34.8%	39.4%	6.1%	30.3%	43.9%	25.8%	60.6%	
4	76-4	69-6	53-11	51-12	127-1	41-13	18-15	33-14	65-8	63-10	5-16	71-5	88-3	68-7	120-2	207
	36.7%	33.3%	25.6%	24.6%	61.4%	19.8%	8.7%	15.9%	31.4%	30.4%	2.4%	34.3%	42.3%	32.9%	58.0%	
5	49-6	52-5	29-11	22-13	76-1	24-12	16-15	22-13	48-7	53-4	4-16	55-3	39-9	44-8	69-2	127
	38.6%	40.9%	22.8%	17.3%	59.8%	3.9%	12.6%	17.3%	37.8%	41.7%	3.1%	43.3%	30.7%	34.6%	54.3%	
6	32-10	44-7	31-11	33-9	88-1	19-14	13-15	25-13	47-6	59-4	5-16	48-5	71-3	37-8	75-2	131
	24.4%	33.6%	23.7%	25.2%	67.2%	14.5%	9.9%	19.1%	35.9%	45.0%	3.8%	36.6%	54.2%	28.2%	57.3%	
7	14-7	18-4	9-10	8-11	32-2	3-14	2-15	7-12	21-3	12-9	2-15	13-6	13-8	16-5	39-1	43
	32.6%	41.9%	20.9%	18.6%	74.4%	7.0%	7.0%	16.3%	48.8%	27.9%	4.7%	34.9%	30.2%	37.2%	76.7%	
8	14-8	13-9	13-9	16-5	27-1	7-13	2-16	5-14	20-3	13-9	3-15	15-7	19-4	11-12	24-2	42
	33.3%	31.0%	31.0%	38.1%	64.3%	16.7%	4.6%	11.9%	47.6%	31.0%	7.1%	35.7%	45.2%	26.2%	57.1%	
OTHERS																
1	312-9	510-3	282-10	248-11	711-1	190-13	96-15	166-14	490-5	444-6	36-16	317-8	491-4	328-7	556-2	1089
	28.7%	46.8%	25.9%	22.8%	65.3%	17.4%	8.8%	15.2%	45.0%	40.8%	3.3%	29.1%	45.1%	30.1%	51.1%	
2	298-6	378-3	205-11	129-14	448-1	191-12	59-16	140-13	326-4	315-5	60-15	234-9	261-8	297-7	490-2	811
	36.7%	46.6%	25.3%	15.8%	55.2%	23.6%	7.3%	17.3%	40.2%	38.8%	7.4%	28.9%	32.2%	36.6%	49.3%	
HOU LONG IN BREA -																
1	165-11	349-2	233-7	205-10	452-1	103-13	78-15	96-14	330-4	297-6	21-16	224-8	334-3	204-9	313-5	716
	23.0%	48.7%	32.5%	28.6%	63.1%	14.4%	10.9%	13.4%	46.1%	41.5%	2.9%	31.3%	46.6%	28.8%	43.7%	
2	263-7	350-5	205-10	189-11	558-1	154-13	71-15	131-14	388-3	321-6	30-16	249-8	380-4	248-9	477-2	850
	30.9%	41.2%	24.1%	22.2%	65.6%	18.1%	8.4%	15.4%	45.6%	37.8%	3.5%	29.3%	44.7%	29.2%	56.1%	
3	355-3	349-4	155-12	98-14	469-1	211-10	57-15	155-12	284-7	312-5	38-16	278-8	256-9	303-6	460-2	813
	43.7%	42.9%	19.1%	12.1%	57.7%	26.0%	7.0%	19.1%	34.9%	38.4%	4.7%	34.2%	31.5%	37.3%	56.6%	
4	35-5	38-3	21-11	17-12	63-1	12-13	3-16	12-13	26-9	36-4	5-15	35-5	30-8	37-7	40-2	92
	38.0%	41.3%	22.8%	18.5%	68.5%	13.0%	3.3%	13.0%	28.3%	39.1%	5.4%	38.0%	32.6%	34.8%	65.2%	
OTHERS																
1	95-8	138-3	78-11	59-13	159-1	56-14	21-16	65-12	107-6	108-4	34-15	81-10	98-7	108-4	147-2	298
	31.9%	46.3%	26.2%	19.8%	53.4%	18.8%	7.0%	21.8%	35.9%	36.2%	11.4%	27.2%	32.9%	36.2%	49.3%	

BREA PROJECT... BUILDING OUR COMMONWEALTH

We heard the community say that "Brea's small town atmosphere" is most important. The community said Brea should be clean, friendly, quiet, a place where people care, a place where people make the difference.

Brea is special. Some call it the "Brea Spirit," and with this in mind Citizen Task Forces shall address the following topics:

Development/Redevelopment

1. Growth
2. Standards/planning process
3. Open Space
4. Hillside Development
5. Density
6. "Downtown" (image)
7. Balance of residential, commercial, industrial, and recreational development

Traffic

1. Signals
2. Congestion
3. Pedestrian traffic needs
4. Major arteries:
Carbon Canyon Road,
Imperial Highway,
Brea Boulevard,
Lambert Road
5. New development traffic
6. Traffic noise
7. Signage
8. Freeway traffic
9. School crossings
10. Commuter traffic
11. Truck & bus traffic
12. Mall traffic

City Maintenance

1. Street repair
2. Maintenance districts
3. Underground utilities
4. More sidewalks
5. Cleanliness
6. Street improvements
7. Tree maintenance and more trees
8. Prior notification of water turn-offs
9. Landscaping
 - a. public right-of-ways
 - b. increased maintenance

DENI/ds: BldgCmw1



You Tell Us

THE BREA PROJECT...BUILDING OUR COMMONWEALTH

The Brea Project is a joint City Council/Community project that asks all citizens to identify their concerns and priorities for Brea and to recommend ways the City can best plan for a quality future. By filling out this survey, you will help the Steering Committee find out which are the *most important* concerns to you.

PRESERVING BREA'S SMALL TOWN ATMOSPHERE

We heard you tell us that the "small town atmosphere" of Brea is most important. You told us you like your town to be clean, friendly, quiet, a place where people care, a place where people make the difference.

You told us that Brea is special – and we heard you. Some of you call it the "Brea Spirit" and with that in mind, the Brea Project Steering Committee assures you that this home town feeling will be at the heart of each Task Force as it studies the issues.

YOU TELL US!

Please read the following concerns. Put a check in the box by the five (5) which are most important to you.

- | | |
|---|---|
| <p>1 <input type="checkbox"/> City Government (Operating Process, Spending Policies, City Leadership, etc.)</p> <p>2 <input type="checkbox"/> City Maintenance (Public Landscaping, Litter, Street Cleaning, Sidewalks, Maintenance Districts, Water Service, Trash Service)</p> <p>3 <input type="checkbox"/> Community Facilities (Community Center, Parks, Civic Center, Municipal Plunge, Senior Center, Insurance, Library, Post Office, Theatre, Art Gallery)</p> <p>4 <input type="checkbox"/> Community Programs (Recreational, Cultural Arts, Child Care, Art in Public Places, Cable TV Service, Community Involvement, Teen Programs)</p> <p>5 <input type="checkbox"/> Development (Growth, Balance, Planning and Standards for Architecture, Open Space, Density, Hills, Employment and Shopping Opportunities, Grocery Stores, Restaurants, Hotel, Mall, Skating Rink, Bowling Alley)</p> <p>6 <input type="checkbox"/> Historical Preservation</p> <p>7 <input type="checkbox"/> Housing (Affordable, Low-cost, Moderate, Senior Citizen, Rentals, Low Density, etc.)</p> | <p>8 <input type="checkbox"/> Neighborhood Issues (Relationships: Neighborhoods to City, Neighbors to Neighbors, Cultural Differences, etc.)</p> <p>9 <input type="checkbox"/> Parking (Availability, Rules, Regulations & Enforcement, Overnight, RV Parking)</p> <p>10 <input type="checkbox"/> Pollution (The Dump, Noise, Smog, Hazardous Waste, Chemicals, Water Quality)</p> <p>11 <input type="checkbox"/> Public Safety (Police, Fire, Disaster Preparedness, Code Enforcement, etc.)</p> <p>12 <input type="checkbox"/> Public Transportation</p> <p>13 <input type="checkbox"/> Redevelopment (Downtown Brea, Residential concerns, Standards, Planning Process)</p> <p>14 <input type="checkbox"/> Schools (City Council/School Board Relationship, New High School, Quality of Education)</p> <p>15 <input type="checkbox"/> Street Repairs</p> <p>16 <input type="checkbox"/> Traffic (Signals, Congestion, Carbon Canyon Rd., Imperial Hwy., Brea Blvd., etc.)</p> |
|---|---|

Yes! I want to get involved! If you haven't signed up already and you want to be on a Task Force, please fill in your name and address.

Name _____
 Address _____
 City _____ Zip _____

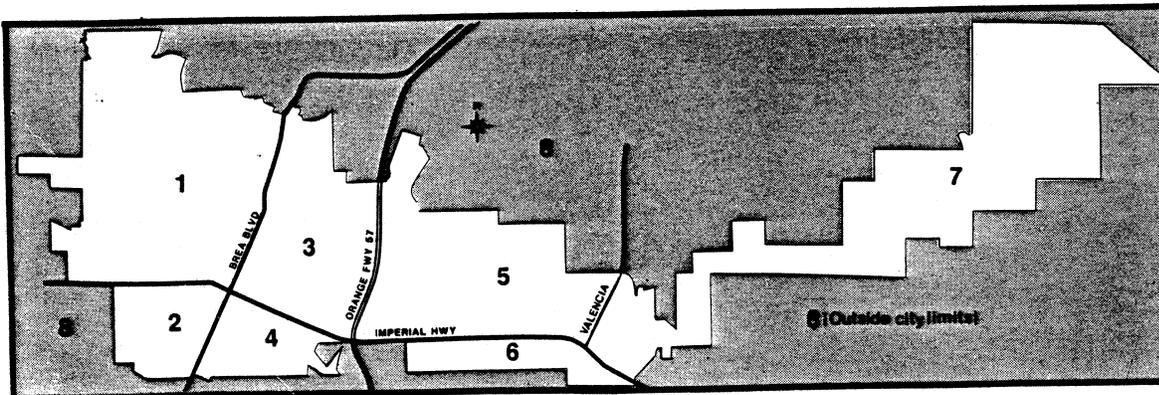
Please take a moment to answer the following:
 (Refer to map below, write correct number in circle)

In which area do you live? (1 - 8) 17

In which area do you work? (1 - 8) 18

How long have you lived in Brea? 19

- | | |
|----------------------|-------------------------|
| 1. less than 5 years | 3. more than 15 years |
| 2. 6 - 15 years | 4. does not apply to me |



Please fold with Business Reply address showing, seal with a piece of tape and return by April 22, 1988. No postage is required.
 For more information, call (714) 671-4488
 (El Questionario Que Sigue Se Puede Conseguir En Espanol-Llame 714-671-4488)



MAINTENANCE APPENDIX E







City of Santa Monica
2500 Michigan Avenue, Santa Monica, California 90404 • 458-8526

SANTA MONICA RECYCLE PROGRAM SUMMARY

SANTA MONICA

Santa Monica has a population of 96,100 contained in 8.5 square miles. 83% of its residents live in multi-family dwellings, 17% in single-family dwellings. The majority of multi-family living complexes have between 2 and 50 units.

CURBSIDE COLLECTIONS

Curbside collections of newspaper, glass (mixed colors), bimetal and aluminum cans (co-mingled), and used motor oil is provided to 13,000 households (8,000 single-family + 5,000 small multi-family). Collections are every other week on the same day as refuse collections in most areas. Two 5-gallon containers are provided, free, to each household; additional containers are available, free, upon request. Materials are collected in a one-person truck with attached, self-dumping bins. Approximately 42% of all tonnage comes from curbside collections as follows: 66 tons newspaper, 18 tons glass, 3 tons cans, and 159 gallons of oil per month. Average participation is 37%.

RECYCLING ZONE COLLECTIONS

67 drop-off "Recycling Zones" are provided for people in approximately 34,000 multi-family dwellings. Located usually in alleys, each Zone has at least three two-cubic-yard bins, one each for newspaper, glass, and cans. Containers are not provided to residents unless requested. Citizens deposit their materials at their own convenience. At least twice each week, each Zone is inspected; if a bin is one-half or more full, it is exchanged for an empty bin using a truck towing a trailer equipped with 6 sets of hydraulic forks which fits forklift channels on the bottom of each bin. 58% of all tonnage is collected from Zones as follows: 88 tons newspaper, 35 tons glass, 1 ton cans per month. Average participation is 28%.

COMMUNITY RECYCLING CENTER

A drop-off and buy-back recycling center is operated through a contract with Ecolo-Haul, a Waste Management, Inc. company. In addition to accepting or purchasing all of the materials picked up through the residential collection program, high grade scrap metals, high grade papers, plastic and Kraft paper and corrugated cardboard are recycled at the center.

COMMERCIAL RECYCLING

Glass is collected from 25 bars and restaurants at no charge, nor for any revenue. Bins for newspaper are also located near a few restaurants and businesses.

OIL COLLECTION NETWORK

Six local businesses voluntarily accept waste from the public. In exchange, the City has arranged for free collection of all the waste oil they generate. Residents must call the Recycling Office for the location of the collection site nearest them.

HAZARDOUS WASTE

Residents are able to bring household hazardous waste to a permanent collection facility six days per week, four hours per day, free of charge. Usable paint is segregated and available to anyone who wants it, free, through a Paint Exchange program. Auto batteries, oil, and some solvents are recycled.

ASPHALT AND CONCRETE

Through a lease agreement with Blue Diamond Materials for 63,000 square feet of City land, Santa Monica recycles 20,000 tons per year of asphalt and concrete and purchases recycled base material for new streets. This facility is also open to the public at market prices for both waste asphalt and concrete and the ground product.

IN-HOUSE COLLECTIONS

Approximately one ton per month of white ledger and computer paper is collected from City offices using individual deskside containers, 20-gallon intermediate containers and 2-cubic-yard bins. Newspaper is also collected in most areas as are cans and bottles. Over 10 tons of scrap metals from city car repairs, street signs, alley trash, etc., are recycled per month. 2,250 gallons per month of waste oil are recycled from Fleet Maintenance and the bus yards.

BACKYARD COMPOSTING

Information packets with complete instructions are available to residents.

SPECIAL EVENTS

A telephone book recycling campaign is conducted once per year, resulting in 5 tons of books.