Implementation Strategy

Introduction

The Fullerton Plan provides policy guidance for the City to ultimately achieve The Fullerton Vision. Not everything within The Fullerton Vision can be achieved immediately; therefore, The Fullerton Plan contains the framework for decision-making and actions that will occur over approximately the next 10 years. Implementation of the Fullerton Plan will occur through participation by a number of parties including residents, elected and appointed City officials, and City staff. This chapter describes the means and process by which The Fullerton Plan is intended to be implemented, the tools and resources that may be used in implementation, and ways in which the City will track its progress.

Administering The Fullerton Plan

The Fullerton Plan will be implemented through municipal policy decisions, ordinances and regulations, and future action plans consistent with The Fullerton Plan. Implementation of The Fullerton Plan is based on the availability of resources. Some goals, policies and actions may not be achieved if resources are unavailable.

The Fullerton Plan is a dynamic document that should be revised to reflect changing circumstances and priorities in the City. State law provides direction on how cities can maintain The Fullerton Plan as a contemporary policy guide. It requires each department to report annually to the City Council on "the status of the plan and progress in its implementation" (Government Code Section 65400[b]). The City Council will respond to the review by setting goals for the coming year.

Implementation Process

The Fullerton Plan contains goals that are desirable for the community to achieve, even though everything cannot be accomplished immediately. The Short-Term Action Plan below contains some of the actions to be implemented as part of The Fullerton Plan, however the priority of specific actions or programs may change over time as community challenges, opportunities and resources change. The following steps will occur on an annual basis to implement The Fullerton Plan and continually evolve the Short-Term Action Plan. Table 11 on page 217 provides an example of the process.

Step 1: City Council Priority Setting
As part of the City Council's annual strategic planning process, the priority goals, policies and/or actions will be identified for the upcoming year. These priorities will be those the City Council finds most appropriate or necessary to address during the next year based on the current community needs and available resources. This is the time when the City Council specifically reviews and may amend, by adding or deleting actions, or re-prioritize actions contained in the Short-Term Action Plan. Staff would receive Council direction at this point to determine the specific resource needs associated with each action as part of the budgeting process. The City Council will adopt a legislative platform as part of the Priority Setting step. Priority Setting typically occurs during January to February each year.

Step 2: City Department Budgeting
Based on the direction of the City Council's priority setting in Step 1, each department will determine necessary work programs and specific resource needs. These will be incorporated in the City's budgeting and Capital Improvement Planning (CIP) process through development of departmental goals and programs and allocation of necessary resources. Department budgeting typically occurs during February to May each year in anticipation of budget adoption by the City Council in June. As part of the budget adoption, the City Council will adopt by resolution the Short-Term Action Plan to implement The Fullerton Plan. The final version may differ from that preliminarily authorized in the priority setting phase due to resource allocation during budget adoption. It is important to note that when certain adopted actions and programs require an annual review for priority setting and budget/CIP coordination, they will concurrently with this two-step process.

Step 3: City Department Implementation
The lead responsible department will implement the action. The Short-Term Action Plan below identifies the lead responsible department and departments with a supporting role. The action may be a specific project, program, policy, regulation or other implementing action.

Step 4: Tracking, Reporting and Evaluation
As The Fullerton Plan serves as a tool to align City decisions and actions with the community's vision, the City is responsible for tracking, reporting and evaluating its progress in implementing The Fullerton Plan. To this end, each department is responsible for tracking and reporting its actions that further the goals of The Fullerton Plan. These may be specific projects, programs, policies, regulations or other implementing actions initiated by the City or private party and authorized/adopted by the responsible Commission, Committee or City Council. Various types and levels of reports will be used throughout the implementation of The Fullerton Plan to evaluate progress and ensure accountability by all parties charged with implementation. The following reporting tools or assessments will be used to ensure accountability and alignment to The Fullerton Plan:

A. **Statement of General Plan Consistency:** A statement of General Plan consistency will be provided in all committee, commission and City Council staff reports, agenda letters and resolutions unless the City Manager concurs that the specific item has no relation to The Fullerton Plan. Although there will be instances where this will occur, it will be the exception rather than the norm. This statement will describe if and how a proposed project or program is consistent with the goals, policies and actions of The Fullerton Plan. A standardized format as approved by the City Manager will be used to evaluate the request against the policy framework and provide this analysis to the decision-makers in a clear, concise, and consistent fashion. This information will be retained and compiled on a regular basis to facilitate an efficient annual reporting process.

B. **Annual (Calendar Year) Progress Report:** As required by State law, the City will file annual progress reports on the implementation of the General Plan with the local legislative body, The Governor's Office of Research and Planning (OPR) and the Department of Housing and Community Development. These reports cover the calendar year from January to December and are due April 1st of each year. The Annual Report identifies both progress on the Short-Term Action Plan as well as decision making against the policy framework.

C. **Bi-annual Community Attitude Assessment:** Every other year, a statistically valid survey will be conducted of Fullerton community members to receive input on the City's progress and success in implementing The Fullerton Vision. The first Community Assessment will be based on the original set of indicators (indicators are discussed in detail on page 220). The survey will ascertain community satisfaction related to the indicators. A community-based focus group would be charged with reviewing the survey results against The Fullerton Vision and determining if new indicators need to be established for the next Tracking, Reporting, and Evaluation 2-year cycle. Survey results will be reported to the community.

D. **Annual Staff Performance Reviews:** Performance reviews for senior staff (generally Supervisor level and above) will integrateexpectationsofdemonstratedawarenessandunderstandingofTheFullertonPlan;eachSupervisorisexpected to uphold the intent and participate in the implementation of The Fullerton Plan.

Table 11: Typical Two-Year Implementation Process		
Year 1: Non-Assessment Year (Election Year)		
January	Annual Progress Report	Step 4B
January	City Council priority setting workshop followed by formal adoption	Step 1
February - June	City department budgeting	Step 2
July	Begin City department implementation for Fiscal Year	Step 3
November	City Council election	
Ongoing	Statement of General Plan Consistency in staff reports, agendas and resolutions	Step 4A
Year 2: Community Attitude Assessment Year (Non-election Year)		
January	Annual Progress Report	Step 4B
January	Community Attitude Assessment	Step 4C
January	City Council priority setting workshop followed by formal adoption	Step 1
February - March	Community Attitude Assessment results compiled	Step 4C
February - June	City department budgeting	Step 2
April - May	Focus Group review	Step 4C
June	Reset and/or adopt new indicators	
July	Begin City department implementation for Fiscal Year	Step 3
Ongoing	Statement of General Plan Consistency in staff reports, agendas and resolutions	Step 4A

Amending The Fullerton Plan

The Fullerton Plan is the City's guiding document that plans for the future through 2030. However, it is necessary to periodically review, update and revise The Fullerton Plan as the City and its resources evolve. State law permits General Plan amendments up to four times per year for each mandatory element (Government Code Section 65358[b]). Optional elements are permitted by State law (Government Code Section 65303), and once adopted, the optional elements carry the same legal weight as the seven mandated elements. However, State law does not specify any limitations regarding the number of times an optional element can be amended per year.

In addition, the State recommends an annual review of short-term programs in The Fullerton Plan (Government Code Section 65400[b]) and that the entire document be reviewed every five years, and revised as necessary.

Indicators

Indicators assist the City in assessing its progress toward achieving the goals of The Fullerton Plan and, ultimately, The Fullerton Vision. On an annual basis, the City will gather performance data related to each Element that will serve as the indicators of progress toward achieving that Element's goals.

Table 12: The Fullerton Plan Indicators
Attractive Appearance: Your Neighborhood
Health and Medical Services
Attractive Appearance: The City
Education
Traffic in General
Parks and Open Space
Sense of Community
Shopping and Entertainment
Housing Choices
The Arts
Note: As part of the General Plan update process, in 2008 the City of Fullerton contracted with the Social Science Research Center to CSU Fullerton to conduct a scientific telephone survey to gain an understanding of residents' views. The survey first asked how important each attribute was to their quality of life, followed by how satisfied they were currently with each attribute in Fullerton. These attributes are the basis for The Fullerton Plan Indicators.

Implementation Tools

Short -Term Action Plan

The Vision and Goals of The Fullerton Plan are intended to be achieved through participation by a number of parties including the community, elected and appointed City officials, and City staff. The following table is a list of short-term actions to be completed within three to five years of adoption of The Fullerton Plan. Each action may be a specific project, program, policy, regulation or other implementing action to be led by the City that will contribute to the attainment of the goal. The City Departments with the Lead and Secondary responsibilities for accomplishing the action are also identified. New short-term action plans will be subsequently established by the City Council during its regular priority setting process.

Table 13 Short-Term Action Plan									
	Key Implementing Departments • = Lead Implementing Department □=Secondary Implementing Department								
Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
Chapter 1: Community Development and Design									
Goal 1: Resilient and vital neighborhoods									
1.1 Citywide Design Standards Prepare community-based design standards as an objective reference to implement The Fullerton Plan during City review of project applications.		•							
1.2 Collaborative Campus Planning Collaborate with Fullerton's vocational schools, colleges and universities to integrate campuses into the community fabric.		•							□
1.3 Small Lot Housing Amend the Zoning Ordinance to create a floating zone that allows the development of townhomes and single-family homes on small lots within the City's residential neighborhoods. Consider the use of form-based standards to ensure that buildings have a quality design and positive relationship to the public realm.		•							

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1.4 Focus Area Implementation Develop and implement community-based master plans, specific plans, form-based codes, or other plans and programs to achieve the objectives for each Focus Area.		•							
1.5 Accessory Unit Plans Prepare off-the-shelf plans and construction documents for prototypical accessory units that could be built on a variety of single-family residential properties throughout the City.		•							
1.6 Interdepartmental Coordination and Collaboration Expand interdepartmental coordination to collaborate throughout all phases of City projects.		•	•	•			•	•	•
1.7 Energy-Efficient Retrofits Prepare guidance to homeowners on energy-efficient retrofits of existing dwellings.		•							
Goal 2: A positive identity and distinctive image.									
2.1 North Orange County Identity Collaborate with north Orange County communities to identify and promote subregional assets to enhance external perceptions of the subregion's identity and image and stimulate local investment.		□							•
2.2 Gateway and Wayfinding Program Develop a community-based comprehensive gateway and wayfinding plan and implementation program that includes a hierarchy of entry monumentation, landscaping and signage throughout the City, and is based on an understanding of edges, paths and corridors, nodes, and landmarks.		•	□				□		□

		Key Implementing Departments • = Lead Implementing Department □=Secondary Implementing Department								
	Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
2.3	**Community Planning and Design Assistance Center** Investigate opportunities with the Fullerton community, area schools and colleges, and local organizations to establish a non-profit community service program focused on providing urban design, architecture and planning services to assist members of the community with their efforts to improve or enhance their properties and environs.		•							
2.4	**Branding and Marketing** Brand and market the City's Focus Areas to promote district identity and image.		□							•
Chapter 2: Housing										
Goal 3: A supply of safe housing ranging in cost and type to meet the needs of all segments of the community.										
	Refer to the Housing Element (Appendix H) for implementation of policy actions.									
Chapter 3: Historic Preservation										
Goal 4: Value and preserve historic resources.										
4.1	**Collaboration with Historical Organizations** Collaborate with historical conservancies and societies serving the region (e.g. Los Angeles Conservancy, Orange County Historical Society, and California Preservation Foundation).	•				□				

Table 13
Short-Term Action Plan

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4.2 **Historic Resources Planning and Design Assistance** Investigate opportunities with the Fullerton community, area schools and colleges, and local organizations, including Fullerton Heritage, to provide urban design, architecture and planning services with a focus on historic resource maintenance, restoration and rehabilitation as a component of the Community Design Assistance Center.		•							
4.3 **Historic Preservation Plan** Create a comprehensive, community-based Historic Preservation Plan intended to guide, with specificity, ongoing historic preservation efforts including implementation measures, inventories, incentives, promotion, education and regulations. The Plan will explore the potential for community land trusts and transferable development rights.		•							
4.4 **Outside Resources** Seek technical guidance and financial resources from the National Trust for Historic Preservation, the California Office of Historic Preservation, and other State and Federal agencies.		•							
4.5 **Transfer of Development Rights** Explore the feasibility of creating a regional or subregional Transfer of Development Rights (TDR) program to preserve historic properties and channel development potential to infill locations.		•							
4.6 **Mills Act** Develop and implement a Mills Act program to provide a financial incentive to restore and preserve historic resources.		•							

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4.7	**Federal Preservation Programs** Develop and distribute materials to promote federal programs that encourage historic preservation, such as Federal Historic Preservation Tax Credits and federal tax deductions for charitable contributions (easements) for historic preservation purposes.		•							
4.8	**Fullerton's Architectural Heritage** Encourage Fullerton Heritage and other preservation groups to create events and programming celebrating Fullerton's architectural heritage.							•		
4.9	**Signage for Historic Districts and Resources** As part of the citywide wayfinding plan and implementation program, include entry monumentation and signage that identifies, provides boundaries to, and marks historic districts and resources.		•	□				□		
4.10	**Establishing Landmark Districts** Evaluate opportunities to revise Chapter 15.48 of the Zoning Ordinance to encourage property owners to establish Landmark Districts and/or Preservation Zones and to remove barriers that discourage their formation.		•							
4.11	**Guidance for Historic Retrofits** Encourage the use of the Secretary of the Interior's Standards for Rehabilitation, and work to develop Fullerton-specific standards and guidelines to help owners of historic properties perform energy-efficient upgrades that respect original materials and styles.		•							

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4.12 Skilled Contractors for Retrofits Investigate opportunities with Fullerton vocational programs and community colleges to prepare students in the construction trades with the skills to maintain, restore and rehabilitate historic resources. Develop a program to match projects with appropriately skilled contractors.		•							
4.13 State Historical Building Code For projects that involve the rehabilitation of historic buildings, promote the use of the State Historical Building Code to provide flexibility in meeting performance standards and code requirements.		•							
4.14 Architectural Salvage Encourage the establishment of a business, non-profit, or co-op that collects and re-sells historic and non-historic building materials.		•							□
Chapter 4: Mobility									
Goal 5: A balanced system promoting transportation alternatives that enable mobility and an enhanced quality of life.									
5.1 Improved Transit Service Work with OCTA to improve the coverage of transit service in Fullerton by providing transit routes that more directly serve residential neighborhoods and enhancing regional transit connections in Fullerton through additional routes and increased service frequency.	□	•							
5.2 Signal Coordination Collaborate with Caltrans, OCTA and neighboring cities to achieve multi-jurisdictional traffic signal coordination across city boundaries.			•						

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Table 13 **Short-Term Action Plan**										
5.3	**Rail and Rapid Transit** Participate in the planning efforts for regional and inter-state rail and rapid transit projects to represent the interests of the City.		□	•						
5.4	**Alternative Parking Solutions** Evaluate and revise the Zoning Ordinance related to parking requirements for individual projects to consider the urban context and proximity to multi-modal transportation infrastructure; consider Parking Management Districts for shared parking and other opportunities to reduce the parking requirements of individual projects.			•						
5.5	**Dedications for Right-of-Way** Establish by local ordinance the ability to require a dedication or irrevocable offer of dedication of real property for streets, alleys, and additional land as may be necessary to provide bicycle paths and/or local transit facilities, consistent with the provisions of the Subdivision Map Act or as otherwise allowed under State law.			•						
5.6	**Right-of-Way Deficiencies** Monitor private development projects adjacent to the street intersections/segments with substandard (deficient) right-of-way, as analyzed to accommodate multi-modal transportation infrastructure, and facilitate dedication in accordance with the City regulations.			•						

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5.7	**Traffic Impact Fee Program** Revise the traffic impact fee program to ensure that new development pays its appropriate fair share of the costs (fair share contribution) of improvements needed to accommodate the development when considered in the context of a multi-modal transportation system.		□	•						
5.8	**Safe Routes to School Program** Work with local school districts, individual schools and parent organizations to develop and implement a Safe Routes to School Program for safe walking and bicycling to schools at every elementary, middle and high school.		□	•				□	□	
Chapter 5: Bicycle										
Goal 6: A bicycle friendly city where bicycling is a safe and convenient alternative to motorized transportation and a recreational opportunity for people of all ages and abilities.										
6.1	**Development of Multi-Tiered Network of Bikeways** Work with the Bicycle Users Subcommittee and the community to further develop the current bicycle network into a multi-tiered network of on- and off-street bicycle travel options.		□	•				□		
6.2	**Regular Review by Bicycle Users Subcommittee** Establish a regular review through the Bicycle Users Subcommittee of network gaps, barriers, new opportunities and unsafe conditions on any City street and their relative priority for completion. This list would be presented to the City Council for review and approval as part of the priority setting process to implement The Fullerton Plan with the approved list informing Capital Improvement Project planning and funding needs.		□	•				□	□	

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	Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
6.3	**Collaboration with North Orange County Cities and Agencies** Collaborate with the Orange Country Transportation Authority (OCTA), North Orange County cities and other agencies as appropriate on short- and long-term strategies to integrate bicycle routes and networks across jurisdictional boundaries.		☐	•				☐		
6.4	**Standards for Intersection Improvements** Establish City standards for intersection improvements, which include signal systems appropriate to detect bicycles and time to facilitate safe crossing.			•						
6.5	**Roadway Restoration Subsequent to Repairs** Establish City standards to require a road to be restored to, or exceed if warranted by the prior condition, its original quality following the completion of road work repairs by the City, private entity or other agencies such as utilities, paying particular attention to surface smoothness and re-striping suitable for bicycling			•			☐			
6.6	**Pavement Management for Bikeways** Update the variables in the pavement management system to give priority or otherwise have a shorter replacement cycle to those streets which are identified as a Class II or Class III bikeway in the City's Bicycle Master Plan.			•						

**Table 13
Short-Term Action Plan**

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6.7 **Bikeway Signage Standards** Develop City-standards for signage when bikeways are impacted by construction or require the use of signs consistent with recognized standards including those of the Federal Highway Administration, California Department of Transportation, and the American Association of State Highway and Transportation Officials and include review of proposed signs by the City as part of a Traffic Control Plan or similar.			•						
6.8 **Bicycle Parking and Storage Standards** Establish City standards for bicycle parking and storage, including specifications for racks and lockers, in public and private projects.		•	•						
6.9 **Bicycle Boulevard Pilot Project** Evaluate a location for and pursue pilot projects to employ traffic calming and other measures to create a bicycle boulevard, a low speed street which has been optimized for bicycle traffic. Bicycle boulevards discourage cut-through motor vehicle traffic, but typically allow local motor vehicle traffic.		□	•				□		
Chapter 6: Growth Management									
Goal 7: Growth and development aligned with infrastructure capabilities.									
7.1 **Capital Improvement Program** Utilize the Capital Improvement Program to evaluate and prioritize infrastructure maintenance, replacement and improvement.			•						

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Chapter 7: Noise										
Goal 8: Protection from the adverse effects of noise.										
8.1	**Noise Ordinance** Update the City's Noise Ordinance to comply with the policies of The Fullerton Plan and to address noise issues in the community.		•							
Chapter 8 Economic Development										
Goal 9: Long-term fiscal strength and stability that has a foundation in local economic assets and adapts to dynamic market conditions.										
9.1	**Economic and Fiscal Impact Reports** Prepare thresholds to determine when a third-party economic and fiscal impact report is required as part of a development application.		•							□
9.2	**"Buy Local" Ordinance** Explore the creation of a "buy local" ordinance to encourage City departments to purchase goods and services from local businesses whenever feasible to take advantage of the multiplier effect of spending dollars within the local economy.	•								□
9.3	**Web-based GIS System** Develop a user-friendly, web-based GIS system that provides the public with information that is regularly requested at the public counter of City departments.	□	•	□						□
9.4	**Business Responsive Processes** Develop and implement processes to communicate effectively with businesses, including establishing time periods to respond to business inquiries.	□	□			□				•

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9.5	**Telecommunications Master Plan** Prepare and maintain a Telecommunications Master Plan to guide the coordinated development of information and communications infrastructure throughout the City.	□								•
9.6	**Technology Master Plan** Prepare and maintain a Technology Master Plan to create a strategy for a coordinated City-wide information technology program to meet the increasing demand for technology services from City staff and the public.	□								•
Goal 10: An innovation economy built upon Fullerton's local entrepreneurial spirit and intellectual capital.										
10.1	**Economic Development Vision and Strategy** Assess the competitiveness of Fullerton to attract new businesses and prepare a community-based economic development vision and strategy that focuses on creating an innovation economy rooted in local business development and entrepreneurship.									•
10.2	**Marketing and Branding Campaign** Develop a marketing and branding campaign, in collaboration with the Fullerton business community, to brand the City of Fullerton as a center of innovation and entrepreneurship. Consider monthly marketing reports and quarterly publications that highlight local businesses and programs.									•

| | | Table 13 Short-Term Action Plan | | | | | | | | |

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10.3	**Web-Based Economic Information** Through a web-based GIS system, give entrepreneurs and business owners a quicker, more efficient way to understand the economic landscape and business possibilities in Fullerton. The system should provide information related to demographics, psychographics and consumer spending, real estate, neighborhood/district profiles, and information about how to start a business in Fullerton.	☐				☐				•
Chapter 9: Revitalization										
Goal 11: Revitalization activities that result in community benefits and enhance the quality of life in neighborhoods, districts, and corridors.										
11.1	**Historic Preservation Promotion and Incentives** Develop a local program to promote the State Historical Building Code, Historic Preservation Easements, Mills Act and Federal Historic Preservation Tax Incentives. Consider educational workshops in targeted neighborhoods and districts, training for City staff, and distribution of promotion materials to owners of historic and potentially historic properties.	•	☐					☐		☐
11.2	**Brownfield Mapping** Identify and prepare GIS data and maps for brownfield sites in the City of Fullerton to facilitate investment and reuse of vacant and underutilized, contaminated industrial sites.	•	☐							

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11.3 **Focus Area Plans and Strategies** Prepare community-based plans and strategies for the City's Focus Areas, which include the City's industrial areas, Downtown Fullerton, employment districts, major corridors and retail shopping districts.		•	□				□		□
Chapter 10 Public Safety									
Goal 12: Proactively addressing public safety concerns.									
12.1 **Fire and Emergency Preparedness Education** Develop and deliver an in-person and online training and educational program for community members on fire prevention and emergency preparedness.				•					
Goal 13: Responsive to public safety needs.									
13.1 **CERT Program** Promote and conduct seminars in schools and other civic and neighborhood locations to teach citizens how to prepare for potential emergencies and provide ample opportunities for Community Emergency Response Training (CERT) so that community members can serve as civilian volunteers during an emergency.				•					
Chapter 11: Public Health									
Goal 14: An environment with opportunities for community health and wellbeing.									
14.1 **HEAL City** Implement the Fullerton City Council's Resolution pertaining to the Healthy Eating Active Living (HEAL) Cities Campaign.	□	•	□				□		

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14.2 Home-Based Business Ordinance Revise the Fullerton Municipal Code pertaining to home occupations to reflect the current attributes of home-based businesses, including those providing health-related services; ensure that such revisions will uphold neighborhood stability.		•							
Chapter 12: Parks and Recreation									
Goal 15: Parks, recreational facilities, trails, and programs that promote a healthy community and a desirable quality of life.									
15.1 Parks and Recreation Design Guidelines Prepare updated design guidelines for parks, trails and recreational facilities to facilitate exemplary and innovative design, reinforce the integrity and character of Fullerton, provide an objective reference for the City to review project applications, and serve as a resource for addressing interface conditions between private property and public parks, recreational facilities, and trails.							•		
15.2 Unpermitted Encroachments Undertake a study to identify unpermitted encroachments to parks, trails and other public facilities, as well as prepare an implementation strategy to eliminate the unpermitted conditions.			□				•		
15.3 Focused Parks and Recreation Plan Develop and implement a community-based Focused Parks and Recreation Plan with the expressed purpose of providing parks, recreational facilities, trails and bike paths in built-out and underserved areas of Fullerton.		□	□				•		

Element/Goal/Action	Key Implementing Departments • = Lead Implementing Department □ = Secondary Implementing Department								
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Table 13 Short-Term Action Plan									
Chapter 13: Arts and Culture									
Goal 16: Broad community participation in cultural activities and visual and performing arts.									
16.1 Alliance for Arts and Culture in Education Create a formal alliance between the City, Fullerton Museum Center, All the Arts, the Fullerton Education Foundation, the Fullerton School District, Fullerton Joint Union High School District, Fullerton College, Cal State Fullerton and other organizations to promote school group access to arts and culture.							•		
16.2 Multi-Cultural Events Expand the Fullerton Museum Center's exhibits of multi-cultural interest, creating more opportunities in the downtown area for culturally-specific events such as Dia de los Muertos, Lunar New Year observances, and other events serving the City's diverse and changing population.							•		
16.3 Public Art Master Plan Prepare a community-based public art master plan that guides the maintenance of existing public art installations and sets forth policy guidance for future sculptures, murals and temporary art installations in the public realm.			□				•		
16.4 Downtown Arts District Create a pedestrian-priority area in Downtown Fullerton that offers new arts venues and experiences, such as an arts walk, and provides opportunities for arts-related businesses, sites for public art, and space for cultural events and programs.		•	□				□		

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16.5	**New Venues** Prepare a strategic plan, in coordination with other applicable public agencies and private and non-profit institutions, for the establishment of new arts and culture venues, such as an interactive children's museum, a natural history museum or nature center with a strong arts component, and a Leo Fender performing arts venue to build upon Fullerton's reputation as an arts center. These venues should offer quality exhibits, a space for emerging artists and/or a venue for student artists.							•		☐
Chapter 14: Education										
Goal 17: An exceptional variety and quality of educational opportunities that reach community members throughout their lives.										
17.1	**Communication with Education Providers** Support regional and subregional efforts to create a framework for regular communication between city management and education providers to share information and resources, identify additional opportunities for partnerships with outside organizations, and coordinate efforts to achieve shared goals.	•	☐							☐
17.2	**Checklist** Develop a project review checklist that includes considerations for maximizing compatibility between public and private educational institutions and nearby off-campus uses		•							

Table 13 Short-Term Action Plan									
	Key Implementing Departments • = Lead Implementing Department □=Secondary Implementing Department								
Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
Chapter 15: Community Involvement									
Goal 18: Citizens that are actively involved in shaping the community's future and overall quality of life.									
18.1 Improved Communications Review and update as necessary formats and terminology used in public notices to ensure that the message can be clearly understood by all who may be affected by an action. Consider multi-lingual notices for significant public outreach events, meetings and hearings.	•	□							□
18.2 City Website and Public Engagement Technology Expand the City website as a tool for civic engagement by considering new technologies and features, such as an online forum, to stimulate citizen-to-citizen, citizen-to-City and City-to-citizen interaction.	•								□
18.3 Engagement of Underrepresented Populations Collaborate with service organizations, neighborhood associations, cultural groups and other community partners to conduct focused outreach efforts to encourage wider participation in City activities, including service on City committees and commissions.	•	□							□
18.4 Planning and Policy Engagement Implement an outreach program to educate community members about The Fullerton Plan and engage them in sharing responsibility for its implementation.		•							

	Table 13 Short-Term Action Plan									
		Key Implementing Departments • = Lead Implementing Department □=Secondary Implementing Department									
	Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
18.5	**Meeting Locations** Develop and maintain an up-to-date online resource of public and private locations for holding meetings within Fullerton.	•								□
18.6	**Community Involvement Program** Develop and adopt a community involvement program for all City departments, which provides the public with opportunities to be involved in the delivery of public services and the planning of public and private projects.	•								□
18.7	**City Communication Regarding Proposed Projects** Improve the format and content of the City website to maximize visibility and access to public hearing notices, agendas, staff reports and decisions.	•								□
Chapter 16: Water										
Goal 19: An adequate, safe, and reliable water supply.										
19.1	**Partnerships with Local and Regional Agencies** Create partnerships and governance structures that allow for a comprehensive approach to water supply management to improve the reliability of local groundwater, imported water supplies and the development of alternative water resources, such as seawater desalination and recycled water.			•						

	Key Implementing Departments • = Lead Implementing Department □=Secondary Implementing Department								
Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development

Table 13
Short-Term Action Plan

Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
19.2 **Education Programs with Local Water Districts** Coordinate and cooperate with the Metropolitan Water District of Southern California, Orange County Water District and Municipal Water District of Orange County to expand and strengthen educational and public relations programs regarding the importance of water conservation through co-sponsored public workshops, website links and informational brochures.			•						
Goal 20: A healthy watershed and clean urban runoff.									
20.1 **Revise Street Standards** Revise the City's street standards to allow and encourage bio-filtration systems/planters and the use of permeable pavement.			•						
20.2 **Green Streets and Parking Lots** Implement demonstration projects in select neighborhoods and districts to show how streets and parking lots can be improved with bio-filtration systems/planters and the use of permeable pavement.			•						
Chapter 17: Air Quality and Climate Change									
Goal 21: Protection and improvement of air quality.									
21.1 **NEV Accommodation** Accommodate the use of neighborhood electric vehicles through reduced parking requirements, modified parking spaces dimensions, or other Zoning Ordinance revisions, considered as a part of a comprehensive review of City parking standards.		•	□						

Element/Goal/Action		Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
Table 13 **Short-Term Action Plan**										
		Key Implementing Departments • = Lead Implementing Department □=Secondary Implementing Department								
21.2	**Car Sharing Pilot Program** Explore the potential for a car sharing pilot program to be implemented in one or more of the City's Focus Areas.		□							•
Goal 22: Participation in regional efforts to address climate change and its local impacts.										
22.1	**GHG Inventories** Update the greenhouse gas inventory as required and track progress against targets as recommended by the Climate Action Plan.		•							
22.2	**Community Education Programs** Conduct an educational series on concepts related to the integration of land use and transportation planning and the opportunities and choices associated with a multi-modal transportation system as part of community-based planning of Focus Areas.		•							
22.3	**Climate Adaptation Plan** Create a plan that identifies the impacts of climate change on the City and provides methods for adaptation.		•							
Chapter 18: Integrated Waste Management										
Goal 23: Safe and efficient management of waste.										
23.1	**Source Separated Recycling for Multi-Family Housing** Explore the feasibility of source separated recycling for multi-family housing.	•								

Element/Goal/Action		Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
23.2	**Source Separated Processing for Businesses and Industries** Identify and provide services to businesses and industries whose waste stream supports source separated processing.	•								□
23.3	**Food-Waste Processing Facility** Explore the feasibility of a food-waste processing facility to serve the City's food-service and food-processing businesses and large institutions.	•	□							□
Chapter 19: Open Space and Natural Resources										
Goal 24: Responsible management of open spaces balanced with the healthy functioning of environmental systems.										
24.1	**Transfer of Development Rights** Explore the feasibility of creating a regional or subregional Transfer of Development Rights (TDR) program to preserve open space and channel growth to infill locations.		•							
24.2	**Interdepartmental Coordination and Collaboration** Establish an interdepartmental coordination process to regularly address planning, design and other matters (e.g. encroachments; updates to habitat, conservation and fire management policies; conditions of development applications; etc.) pertaining to open space.		•	□	□			□		
Goal 25: Responsible management of natural resources.										
25.1	**Community Forest Ordinance and Community Forest Management Plan** Update the Community Forest Ordinance and Community Forest Management Plan to include standards for tree protection and enhancement in private development.						•			

Table 13 — Short-Term Action Plan

Key Implementing Departments
• = Lead Implementing Department
□ = Secondary Implementing Department

	Table 13 Short-Term Action Plan									
		Key Implementing Departments • = Lead Implementing Department □ = Secondary Implementing Department									
	Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
Chapter 20: Natural Hazards										
Goal 26: Protection of people, natural and built environments and economy from natural hazards.										
26.1	**Flood Channel Improvements** Encourage the Orange County Flood Control District to make improvements to regional drainage channels to alleviate the potential for flooding within the City of Fullerton.			•						
26.2	**Project Review** Review the City's natural hazards maps (Exhibits 23-27) to determine potential risks to people and buildings and to develop appropriate mitigation measures to address and minimize risks.		•							
26.3	**Flooding** Review on-site and off-site flood hazards for all projects located within areas subject to flooding during a 100-year storm event (see Exhibit 27).		□	•						
26.4	**Wildland Fires** For projects within Wildfire Threat Areas (see Exhibit 17), require landscape and building plans to incorporate defensible space between natural vegetation and buildings, on-site fire detection and automatic sprinkler systems, non-combustible roofing materials (tile or concrete) and other appropriate mitigation measures.		□		•					
26.5	**Geologic Hazards** Require and review geologic reports prior to decisions on any project that would subject property or people to significant risks from geologic hazards (refer to Exhibits 23-24). Geologic reports should describe the hazards and include mitigation measures to reduce risks to acceptable levels.		•							

	Table 13 Short-Term Action Plan									
		Key Implementing Departments • = Lead Implementing Department □=Secondary Implementing Department									
	Element/Goal/Action	Administrative Services	Community Development	Engineering	Fire	Library	Maintenance Services	Parks & Recreation	Police	City Manager/ Economic Development
26.6	**Implementation of Recommended Mitigation Actions** Pursue the implementation of the recommended mitigation actions included in Table 5.1 of the adopted City of Fullerton Local Hazard Mitigation Plan or as otherwise provided by the Mitigation Action Plan (Section 5.4) based on priority, funding availability or other circumstances.		•							
26.7	**Review and Update of Local Hazard Mitigation Plan** Revisit the adopted City of Fullerton Local Hazard Mitigation Plan annually in conjunction with annual reporting on the implementation of The Fullerton Plan and as prescribed in the adopted Maintenance Schedule (Section 7.2). A written update to the State and FEMA is required every five years to retain eligibility for hazard mitigation and other FEMA programs, unless a disaster or other circumstances require a change to this schedule.		•							

Key Implementation Tools

The following describes the some of the key tools the City will use to implement The Fullerton Plan.

Zoning Code

The principal method by which the City will implement land use policy set forth by The Fullerton Plan is the Zoning Code. Policies and standards which describe the types of uses permitted, density/intensity, and development characteristics (setbacks, height limits, etc.) are codified as precise requirements in the ordinance. The authority to zone is inherent in the police power delegated to cities by the California Constitution. The Zoning Code consists of two basic elements: a map which delineates the boundaries of districts in which uses developed with similar standards are to be permitted; and text which explains the purpose of the zoning district, lists the permitted uses and those permitted under special conditions, and defines the standards for development.

Table 14 summarizes the current zoning designations that correspond to the Community Development Types. Appendix B: Zoning Diagnostic further evaluates the current Zoning Code and provides recommended revisions that should be undertaken to be consistent with The Fullerton Plan. Throughout the life of The Fullerton Plan, the City will evaluate and amend the provisions of the Zoning Code on a regular basis in order to maintain consistency.

Table 14 Corresponding Community Development Types and Zoning Designations	
Community Development Type	**Consistent Zoning Designations**
Low Density Residential (up to 6 du/ac)	R-1 Single-family Residential R-1P Single-family Residential Preservation PRD Planned Residential Development
Low/Medium Density Residential (6.1 to 15 du/ac)	R-G Garden Type Multi-family Residential R-2 Two-family Residential R-2P Two-family Residential Preservation PRD Planned Residential Development[3]
Medium Density Residential (15.1 to 28 du/ac)	R-3R Restricted Multi-family Residential R-3 Limited Density Multi-family Residential R-3P Multi-family Residential Preservation R-MH Mobile Home Park
High Density Residential (over 28 du/ac)	R-4 Medium Density Multi-family Residential R-5 Maximum Density Multi-family Residential
Greenbelt Concept (up to 3 du/ac)	R-1 Single-family Residential PRD Planned Residential Development P-L Public Land R-G Garden Type Multi-family Residential C-G Commercial Greenbelt O-S Open Space O-G Oil-Gas

Table 14 Corresponding Community Development Types and Zoning Designations	
Community Development Type	**Consistent Zoning Designations**
Commercial (0.30 to 0.35 FAR)	C-1 Limited Commercial C-2 General Commercial C-3 Central Business District Commercial C-H Commercial Highway C-M Commercial Manufacturing O-P Office Professional
Office (0.30 to 0.35 FAR)[1]	O-P Office Professional
Downtown Mixed Use (30 to 60 du/ac; 0.9 to 2.0 FAR)	C-3 Central Business District
Neighborhood Center Mixed Use (16 to 60 du/ac; 0.5 to 3.0 FAR)	New zoning designation to be created[4]
Urban Center Mixed Use (30 to 80 du/ac; 0.75 to 3.0 FAR)	New zoning designation to be created
Industrial (0.35 to 0.50 FAR)	M-P Manufacturing Park M-G Manufacturing General C-M Commercial Manufacturing

Public Land:
        School Facilities
        Government Facilities
        Parks and Recreation
	P-L Public Land
	O-S Open Space
	O-G Oil-Gas (Parks and Recreation only)
	O-P Office Professional (School Facilities only)

Religious Institutions (up to 0.35 FAR)	All Zoning
Specific Plan	SPD

Note: SPD (Specific Plan District) may be used to implement every Community Development Type
1. A FAR of 1.700 is permitted on the St. Jude Medical Center main campus which is bordered by Harbor Boulevard on the west, Bastanchury Road on the north, Brea Dam Recreation Area on the east and southeast, and East Valencia Mesa Boulevard and the Fullerton Tennis Center on the south.
2. A FAR of 1.350 is permitted for the St. Jude Medical Plaza Specific Plan area located at 2151 N. Harbor Boulevard.
3. PRD refers to either PRD or PRD-I.
4. C-3 When used to implement dwelling units as part of a mixed-use development project pursuant to FMC 15.30.040.E

Specific Plans

State law authorizes cities to adopt Specific Plans to implement their General Plans in designated areas. They are intended to provide more specific identification of the types of uses to be permitted, development standards, circulation and infrastructure improvements, and design guidelines. They are often used to ensure that multiple property owners and developers adhere to a common plan for development.

Design Guidelines

Fullerton has developed design guidelines for various areas and districts in the city. Projects in these areas are reviewed for compliance with the established design guidelines, which were developed to ensure consistent review for design and aesthetic compatibility within these established neighborhoods.

Capital Improvement Program

The City's Five-Year Capital Improvement Program (CIP), is a planning tool for short- and long-range capital improvement and development. The CIP links the City's fiscal planning process to physical development and places a strong emphasis on the overall repair and reconstruction needs of City facilities and infrastructure system.

Application Packages

Application packages or other information provided to applicants related to a discretionary request will include the same standard form used by staff to evaluate the request against the policy framework and track indicators.

Compliance With Federal, State and Regional Regulations

The City of Fullerton is required to comply with federal, state and regional regulations. Throughout the lifetime of The Fullerton Plan, the City will undertake revisions and updates to local regulations, policies and programs in order to be consistent with existing and future federal, state and regional regulations and programs. Implementing actions and programs resulting from The Fullerton Plan will also need to be consistent with existing and future regulations.

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