

FORTUNA GENERAL PLAN UPDATE

REVISED SCOPE

4/13/2026

5.0 SCOPE OF SERVICES – REVISED 4.13.26

The Scope of Work Section provides the services that we propose to provide in response to our understanding of the City’s needs and our March 19, 2026 interview. The City’s current visioning process will be a key consideration to our approach for this work moving forward and will guide what the focus of this update should be. We aim to provide the City with clear, concise documents, policy recommendations, and code updates, that will be implemented moving forward and will not just “sit on the shelf”. Therefore, we propose a phased approach with each phase being informed by the prior phase. This may require flexibility and re-scoping of later phases as more outreach and information is developed. Revisions to the original scope are summarized below:

- **Task 1 Project Management** was left the same and we acknowledge that project management meetings may not be needed every other week. When there is nothing to discuss or items that can be coordinated via email we will cancel, at other times we may need sequential meetings to ensure we can meet timelines. The check-in meeting schedule will remain fluid.
- **Task 2 Public Engagement Strategy** remains similar with the following updates. The neighborhood walking meetings/ audit was incorporated into Task 2.1 and expanded outreach for zoning code.
- **Task 3 Existing Conditions and Trends** slightly reduced scope of baseline technical studies as they are not needed to support a new EIR.
- **Task 4 General Plan Update** was left largely intact because we will still need to do updates (especially Safety Element); however, there may be opportunity to refine as the project progresses. Our expectation is that we can do surgical amendments to the existing general plan rather than a wholesale re-write. Much of the existing document can be reformatted into the new General Plan which will save cost and time.
- **Task 5 Zoning Code & Map Updates.** Zoning updates will be concurrent with general plan amendments and will address the City’s list of already identified needed updates and develop design guidance for focus areas. This effort has been augmented to include design guidance for the focus areas so that the resulting zoning code is clear and communicates the expectation of the city for future development. The zoning code will also provide an accelerated approval process for projects that demonstrate consistency with the community’s vision for the focus areas.
- **Task 6 Environmental Review** was revised to eliminate preparing a new EIR and includes preparing an Addendum to the existing certified PEIR.
- **Task 7 Adoption Hearings and Final General Plan and Zoning Amendments.** Revised to reflect CEQA Addendum and concurrent adoption of zoning code amendments.

Specifically, we recommend taking a phased approach with each task informing the next. For example, the ongoing visioning and general plan goal setting will inform the level of updates for each general plan element and land use alternatives, which will also inform the focus areas and zoning code updates, which will determine the level of potential environmental review required. Proposed phases are listed below:

Phase 1

- Task 1: Project Initiation and Management
- Task 2: Public Engagement Strategy
- Task 3: Existing Conditions & Trends

Phase 2

- Task 4: General Plan Update
- Task 5: Zoning Code & Map Updates

Phase 3

- Task 6: Environmental Review
- Task 7: Adoption Hearings

This section describes the scope of services to be completed by the Planwest Team for the Fortuna General Plan 2060 Update. The scope emphasizes key components of our revised approach to this project based on our March 19, 2026 interview and discussion with City staff. We are flexible regarding the proposed scope of work and can work with you to refine the scope if desired when we enter a contract. The scope below and associated costs are included as a starting point, however, as each phase is completed there may be adjustments to scope and costs to best meet the community stated priorities and the City's needs.

TASK 1 PROJECT INITIATION & MANAGEMENT

Task 1.1 Coordination and Communication

To maintain project momentum and keep with the proposed work schedule, the Planwest Team recommends reoccurring project management meetings every other week throughout the life of the project, as needed. These meetings would typically consist of one half-hour video call or in-person meeting to check in on progress of on-going tasks and to plan/coordinate the upcoming weeks and may be cancelled if there are no significant updates. In times of concentrated production, the meetings may be scheduled to last for one hour. The meetings will likely always include the Planwest Project Manager and the City's Project Manager. Key technical staff from the consulting team will attend in times of concentrated production of specific tasks. The Project Manager may invite key City staff as desired. The Planwest Team will request the presence of City technical staff (such as Public Works specialists) for some meetings. The Planwest Team will provide a brief agenda, status report, and updated schedule brief for the meetings.

Planwest is committed to staying within budget and on schedule and meeting the proposed timeline. The proposed schedule is designed to ensure sustained staff involvement in the process, allow for meaningful public participation, allocate sufficient opportunity for information and status updates to staff and decision makers, and provide adequate time for staff and the project team to respond to data requests and review products. The schedule considers efficiencies and tasks that can be done concurrently to move the project forward as quickly as possible. We will maintain an up-to-date schedule throughout the project to ensure that staff is apprised of project status and that all team members are aware of upcoming meetings and deliverable due dates.

Task 1.2 Kick-off Meeting and Working Session

Planwest Team representatives will coordinate and lead a collaborative kick-off meeting/working session with City staff. The kick-off portion of the meeting will include a comprehensive review of the scope/schedule/budget and refine roles and responsibilities and expectations for schedule, process, and work products. At this meeting, we will review existing background data and identify ways in which City staff and Planwest can most effectively work as a team, discussing possible opportunities to streamline the process and implementation. The meeting will provide an opportunity to fine-tune Planwest’s suggested work plan and make any needed changes to our scope and budget. The work plan will be finalized based on review and input received at the kick-off meeting including task phasing, milestone and deliverable schedule.

As part of the kick-off meeting, Planwest will discuss the outreach strategy with City staff to ensure we are building on and incorporating the ongoing visioning work the City is currently engaged in. We will also discuss the role and composition of the General Plan Advisory Committee (GPAC). This session will also be used to vet potential “big ideas” and strategic directions that could shape the overall framework and long-term vision of the General Plan Update.

Task 1.3 Existing Data and Document Review

Prior to the kick-off meeting and working session, the team will conduct a comprehensive collection, review, and analysis of existing data, documents, and background materials. This effort will establish a clear regulatory and policy baseline and identify all information relevant to the General Plan Update. Findings will be synthesized into a single, well-organized guiding matrix that will be used throughout the project to ensure coordination and integration of applicable regulations, guidelines, and existing plans. This upfront analysis will provide a strong foundation for subsequent project tasks, supporting efficiency, consistency, and informed decision-making throughout the update process.

Task 1 Deliverables

- ☑ Refined Work Plan, Outreach Plan, and Schedule based on discussion.
- ☑ Memo to City staff summarizing outstanding data gaps/needs and identification of associated staff partners.

TASK 2 PUBLIC ENGAGEMENT STRATEGY

The General Plan public engagement strategy outlined below is intended to complement and incorporate the community values identified in the Strategic Plan and community co-created General Plan Update guidance and priorities during Spring of 2026. The community values, vision, and priorities will provide the foundation for all engagement and General Plan Update tasks. The Planwest Team will further refine these values into a shared community vision extending to the year 2060. Engagement is integrated throughout the project and is structured to maximize efficiency through shared use of materials, graphics, document libraries, web content, surveys, and presentation tools. Accordingly, other tasks throughout this scope reference and build upon this task.

The Planwest Team will design and implement a comprehensive and inclusive public engagement program. Our approach includes seeking genuine participation from a diverse group of community members and organizations in a meaningful way through community events, an online presence, and multiple means of input. Engagement activities will be designed to ensure that community input is

clearly documented and carried forward into goals, policies, and implementation strategies throughout the General Plan.

The Planwest Team will work closely with City staff to refine engagement strategies, confirm the anticipated number of meetings, and align engagement activities with the project schedule and budget identified in this proposal. The public engagement program outlined below will be flexible so we can adjust as needed to expand our reach to the community. This approach involves a mix of advisory committee meetings, public workshops, targeted interviews/focus groups, and formal public hearings, as well as, a mix of in-person and virtual engagement to reach all sectors of the City's population. The public engagement strategy includes the following.

Task 2.1 Citywide Engagement and Workshops

A series of up to five workshops will be conducted at different stages of the process such as: overall project and approach, focus area design standards, General Plan element goals and policies, implementation, and release of the draft documents. Meetings may include workshops, open houses, study sessions, and formal hearings, and will be conducted in in-person, virtual, or hybrid formats to maximize accessibility and participation. The Planwest Team will facilitate up to five public workshops related to the General Plan Update and associated environmental documentation. Workshops will be designed to solicit broad community input, refine the community vision, and gather feedback on key policy directions and alternatives. The Planwest Team will prepare workshop materials, facilitate discussion, document public input, and summarize outcomes for incorporation into the General Plan Update. Workshops and events could include, but may not be limited to:

- Visual preference surveys (density ranges, development types, etc.)
- Asking the community for photos to use in GP documents
- Online public opinion survey to gather community input to help inform various sections of the General Plan Update focus areas and design
- Interactive polling and live surveys with real-time feedback
- Neighborhood walk audits or “walking meetings” to inform the zoning code
- Get targeted feedback on specific topics and public workshops
- Pop-up events

Neighborhood Walking Meetings/Audits

Neighborhood Walking Meetings and Audits will be conducted as place-based engagement activities designed to gather real-time community input on neighborhood conditions, opportunities, and constraints. These guided site walks will be facilitated by the consultant team in coordination with City staff and will invite residents, business owners, and stakeholders to evaluate topics such as pedestrian and bicycle safety, accessibility, land use compatibility, infrastructure conditions, public spaces, and neighborhood character. Walking audits allow participants to identify issues and opportunities directly within the built environment, fostering practical, solutions-oriented dialogue that may not emerge in traditional meeting settings. Observations and participant feedback will be documented through field notes, photographs, and mapping tools, with key themes synthesized and incorporated into General Plan policies, mobility planning, capital improvement priorities, and implementation strategies. One outcome of the audits(s) will be modified zoning requirements that help implement the community vision. This can include photographs of key design details, graphics showing building relationships,

massing, heights and similar design detail, and of course parking, and signage. These special areas of the City will be highlighted in the zoning ordinance to help consideration of future projects.

Task 2.2 Stakeholder Interviews or Focus Groups

Planwest will coordinate with City staff to identify key stakeholder groups and any targeted engagement needs, including groups that may not typically participate in planning processes. This may include, as appropriate:

- Residents across neighborhoods and demographic groups (including renters, seniors, youth, and households with limited time or access to online engagement)
- Local businesses and employers, including downtown and corridor businesses
- Fortuna Chamber of Commerce
- Community-based organizations and service providers
- Civic groups and institutions (schools, faith-based organizations, community centers)
- Environmental and transportation interest groups
- Tribes and tribal stakeholders, consistent with City protocols and applicable requirements
- Major infrastructure and utility providers, as needed to support coordination on land use, circulation, and public facilities topics
- Developers who have and/or would like to develop projects in the City
- Property owners likely to be affected by potential land use map, zoning map, or implementation ordinance changes

Focus groups will be convened as a targeted engagement strategy to gather detailed, qualitative input from key community constituencies and stakeholder groups that may not be fully represented through traditional workshops or surveys. These small-group sessions will be facilitated in person or virtually and structured around guided discussion prompts tied to General Plan topics such as land use, economic development, mobility, housing, environmental justice, and community services. Participant groups may include business owners, youth, seniors, Tribal representatives, environmental organizations, housing advocates, and service providers, among others. Focus groups are intended to supplement broader public engagement by surfacing lived experiences, identifying priority issues, and testing policy concepts in a collaborative setting, with findings synthesized and incorporated into plan alternatives, policy development, and implementation strategies.

Task 2.3 General Plan/ Technical Advisory Committee

Planwest will support the formation and ongoing coordination of a General Plan/ Technical Advisory Committee (GP TAC) or Advisory Group (GP TAG) as an advisory body throughout the update process who can help refine land use and planning concepts. The GP TAC/GP TAG will provide iterative community-based input and guidance on policy direction and draft General Plan content, zoning code amendments, and design standards. The number and scope of meetings will be determined at the kickoff and each meeting will have an agenda and anticipated outcomes to respect volunteer's time. Planwest will participate in up to five GP TAC/GP TAG meetings at key stages throughout the process noting revisions or recommendations generated from GPAC input. For each GPAC/GPAG meeting, Planwest will prepare and provide one hard copy and one electronic copy (Microsoft Word format) of agendas and/or informational handouts provided to the GPAC.

Task 2.4 Project Branding and Media

To engage a broad cross section of the Fortuna community, Planwest’s approach is to first identify the audiences the City needs to reach and then provide clear, accessible invitations and materials that facilitate participation. Planwest will begin by working with City staff to enhance the City’s existing venues for public engagement (including social media: <https://www.facebook.com/CityofFortuna/>), and to establish and maintain a project website created and maintained by Planwest or a landing page on the City’s website that serves as the public clearinghouse for General Plan 2060 information. This data hub will post project milestones, meeting notices, materials, recordings (as appropriate), summaries of public input, and ways to provide ongoing feedback such as surveys. Planwest will provide recommended webpage content, graphics, meeting materials, and plain-language summaries generated through the engagement activities described in this scope.

Building on the project webpage, Planwest will support City staff with a coordinated publicity campaign intended to reach a wide range of residents, businesses, and community groups. Media and information materials will be made available in Spanish as feasible. Support may include:

- Dedicated website (or landing page on the City’s website)
- Draft content for City social media posts and meeting reminders
- Flyer templates for community distribution (City facilities, libraries, local businesses, community centers, and other common gathering points)
- Draft content for press releases and community calendar listings
- Draft talking points for radio or local media interviews and civic club (or other type of meeting) presentations, if pursued by the City
- Informational videos for posting on YouTube, City website, Facebook, and other platforms.
- Behind-the-scenes coordination support to help staff schedule engagement announcements and distribute materials through established local channels

Task 2.5 Planning Commission and City Council Joint Study Session

The Planwest Team will assist the City with compiling everything above for a joint meeting with the Planning Commission and City Council to review the community engagement results and solicit further input on their preferences for the City’s future growth and development. The Planwest Team will present technical content, respond to Commissioner and Council inquiries, and facilitate structured discussion to refine policy direction. This study session complements the Planning Commission and City Council hearings on both the Draft and Final General Plan and environmental documentation. Outcomes from the joint session will be documented and translated into actionable revisions to the Draft General Plan and zoning amendments, ensuring policy alignment prior to formal hearings and adoption proceedings.

Task 2 Deliverables

- ☑ Public Engagement and Communications Strategy
- ☑ Stakeholder database, general outreach contact list, and GPAC contact list
- ☑ Launch of a dedicated General Plan Update website
- ☑ Ongoing website content management
- ☑ Draft and Final Public Announcement Content (Word/PDF)
- ☑ Platform-ready outreach materials
- ☑ GPAC meeting agendas, presentation materials, and facilitation guides
- ☑ Up to 5 facilitated public workshops

- ☑ Up to 4 neighborhood walking meetings/audits
- ☑ Notification content for document releases
- ☑ Meeting summaries and participant feedback

TASK 3 EXISTING CONDITIONS & TRENDS

Task 3.1 Existing Conditions Mapping

For this task, the Planwest Team will review existing data including GIS layers to identify what new data needs to be collected. Planwest has a robust GIS database for Fortuna from prior work completed for the City. The comprehensive dataset generated for this project will include a range of constraints, existing infrastructure, zoning, land use, and amenities. This data will be available for basemaps and figures for all other tasks throughout this project, including GPU, EIR, and all associated public engagement activities (including the website and social media platforms).

Task 3.2 Existing Conditions Summary Memos

Public Facilities, Services, and Infrastructure

Our team will compile data on infrastructure, resources, services, and facilities related to water supply and delivery, wastewater collection and disposal, stormwater drainage, solid waste and recycling, energy and telecommunications, law enforcement, fire protection, health care, schools, and education, and government services. We will also assess if the General Plan must include information related to recent State mandates (SB 244) that require cities to identify service needs for disadvantaged communities identified via California Environmental Protection Agency (CalEPA) and CalEnviroScreen 4.0 data.

Circulation, Transportation, & Vehicle Miles Traveled (VMT)

GHD's team of transportation planners, engineers, and modelers will compile data and information on roadway segments, transit services, and bicycle and pedestrian facilities. This evaluation will build on GHD's previous effort in developing the city's 2021 Local Road Safety Plan (LRSP) and VMT analysis for the Mill District Specific Plan. We will prepare a concise summary of existing mobility conditions, including updating available background data where relevant, U.S. Census travel mode data, and summarizing collision data and safety recommendations from the LRSP. Our evaluation analyzes multi-modal conditions, vehicle miles traveled (VMT) and the provision of complete streets, including opportunities and constraints for bicycle, pedestrian, motor vehicle, and transit travel. We will summarize key data and information on roadway segments, transit services, and bicycle and pedestrian facilities. GHD will also prepare a detailed description accompanied with maps and graphics illustrating the roadway system, bicycle and pedestrian facilities, and transit routes and stops.

Additionally, GHD will conduct an emergency evacuation analysis consistent with AB 747, in coordination with City staff. The analysis will evaluate evacuation route capacity under City-defined scenarios using population and employment data from the HCAOG model and will include recommendations for strategic evacuation measures, as appropriate. Findings will be summarized in a memorandum with supporting maps for City review.

Biological Resources

GHD will prepare a robust, CEQA-ready biological resources overview to support the General Plan Update. Work will include compiling data on sensitive habitats, principal vegetation communities, jurisdictional features, and special-status species across the Planning Area and proposed annexation areas. Primary data sources—such as regional habitat conservation plans, CNDDDB and USFWS records, and existing City biological studies—will be integrated into a single, coherent baseline. This consolidated biological baseline will inform relevant General Plan elements, guide policy development, and provide foundational technical support for the EIR Addendum. This scope does not include biological or wetland delineation field work. The biological technical memo will rely on existing information.

Greenhouse Gases & Air Quality

GHD will prepare a clear, CEQA-ready assessment of existing air quality and greenhouse gas (GHG) conditions for the General Plan Update. Our team will compile and synthesize current air quality data for Fortuna and the surrounding region, including the location of sensitive receptors, major emissions sources, existing mass emissions inventories, and ambient pollutant concentrations from the most representative monitoring stations. We will also summarize applicable attainment designations and describe local natural and meteorological factors that influence pollutant transport and dispersion.

In addition, GHD will establish a defensible GHG baseline by reviewing available emissions data, regional climate action planning documents, and state regulatory frameworks relevant to long-range planning. The resulting consolidated baseline will inform development of updated General Plan policies, and support consistency with state climate mandates.

Task 3.3 Economic Baseline Report and Strategic Economic Assessment

RSG will prepare an economic baseline report, conduct a strategic economic assessment, and develop Economic Development Element goals and policies. A detailed scope of work is available by request and summarized here. For the Economic Baseline Report RSG will compile and review relevant City specific data, regional economic studies and reports, and will analyze current economic conditions and trends including:

- **Industry Analysis:** Employment by industry sector, industry concentration analysis using location quotients, industry growth trends (10 years), comparison to Humboldt County, region, and state
- **Labor Force Analysis:** Labor force size and participation rates, unemployment trends, commute patterns and labor shed, wage levels by industry
- **Demographic Trends:** Population trends and forecasts, age distribution and household composition, educational attainment, income levels and poverty rates
- **Business Base:** Number and type of business establishments, business formation and closure trends, major employers inventory

RSG will also conduct a fiscal conditions analysis, commercial real estate market assessment and analyze Fortuna's role in the regional economy. The above information along with stakeholder input and key informant interviews as described in Task 2 will be compiled into the Economic Baseline Report.

RSG will then prepare a Strategic Economic Assessment that will include a comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, analyze industry/sector opportunities most suitable for Fortuna, identify strategies to enhance City revenues, and analyze key issues affecting economic development.

Task 3.4 Environmental Justice / SB 1000

Environmental Justice Background Memo

As part of the General Plan Update it is customary to compile information about disadvantaged communities, and community health in general. This information, such as found in CalEnviroScreen, can then be used in the development of policies and programs. Other regional or local documents can also be used to understand exposure to environmental hazards and inform the plan accordingly. One example is the information that will be generated from the Safety Element Update, or the existing Local Hazard Mitigation Plan. As this information is used to discuss and develop general plan policies, recognizing the issues and solutions in a summary memo is an efficient use of resources.

SB 1000 Compliance Appendix

Pursuant to SB 1000, an Environmental Justice Element, or related goals and policies, shall be included in a city general plan if the city has a disadvantaged community. The Environmental Justice Element must identify areas that are disadvantaged and include relevant policies to protect these communities. Some of this analysis is done as part of the Housing Element update and if needed can be expanded into formal element, or summary of policies that address environmental justice as allowed by the law. Ideally environmental justice policies exist throughout the general plan and this task is as simple as identifying them and including an appendix or 'index' as to where the policies can be found.

Upon completion of the administrative draft of the General Plan, PlaceWorks will draft an SB 1000 appendix that explains where policies that help the City follow the requirements of the law can be found. This document will be an appendix to the General Plan. Following staff review, PlaceWorks will prepare the final version for publication with the General Plan and consideration during hearings. This information will be incorporated into the existing conditions report for the General Plan. Opportunities for policies and programs will also be offered.

Task 3.5 Safety Element Technical Studies

Prepare Climate Change Vulnerability Assessment

State law requires local governments to prepare a climate change vulnerability assessment (vulnerability assessment) as part of general plan updates to identify local vulnerabilities to climate change and to inform preparation of climate adaptation and resiliency goals, policies, and actions. The PlaceWorks team will prepare the vulnerability assessment for Fortuna to be consistent with State guidance and regional resources, including the California Adaptation Planning Guide. We will rely on the most accurate and up-to-date science on the effects of climate change, using best available and approved State resources, including Cal-Adapt and the California Climate Assessment, local studies and reports, and all other relevant sources, such as the Caltrans District 1 Climate Change Vulnerability Assessment. The vulnerability assessment will include three primary steps: 1) identification of climate hazards, populations, and assets; 2) vulnerability scoring of each applicable climate hazard and asset; and 3) a summary of the results. PlaceWorks will prepare a list of all hazards, populations, and assets to be assessed based on our understanding of the conditions in Fortuna, State and regional guidance, and best practices. The PlaceWorks team will use the hazards, populations, and community assets to

evaluate how vulnerable the community is to climate change hazards. These results will be translated into a vulnerability score, ranging from low (minimum vulnerability) to very high (severe vulnerability). We will work closely with City staff to ground truth the results of the climate vulnerability assessment to ensure that the assessment accurately reflects community. The results of the scoring will be integrated into the Safety Element Background Report.

Safety Element Background Report and Mapping

The PlaceWorks team will prepare a comprehensive Safety Element Background Report concurrently with the Vulnerability Assessment that will provide hazard-specific information and details to meet Government Code requirements. The Background Report will provide an overview of the applicable regulatory frameworks, the City and regional emergency management processes and programs, and natural and human-caused hazards affecting the city, including geologic and seismic hazards. Hazards addressed will include all hazards identified in the 2025 Humboldt County Operational Area Hazard Mitigation Plan (geologic and seismic hazards (including earthquakes and landslides), flooding (including dam failure), wildfire hazards, drought, severe weather (including extreme heat, extreme cold, wind, and severe weather), and any other hazards identified by the City, such as hazardous materials and aircraft hazards. Each hazard section will define the hazard and extent of the hazard, include applicable mapping of the hazard, provide an overview of historic occurrences, explain the likelihood of future occurrence, describe how climate change will affect the likelihood and severity of future occurrences. We will also include a section on disaster preparedness, response, and recovery. For this Report, we anticipate referencing relevant information in the 2025 Humboldt County Operational Area Hazard Mitigation Plan and pulling in the results from the Vulnerability Assessment where applicable. The Report will also provide implications for the Safety Element update.

The California Government Code requires that the Safety Element includes up-to-date maps on flood hazards, wildfire hazards, and climate-related hazards. The PlaceWorks Geographic Information System (GIS) team will prepare a comprehensive set of maps for the Safety Element that will include data from the California Department of Forestry and Fire Protection (CAL FIRE), Federal Emergency Management Agency (FEMA), California Geological Survey (CGS), California Department of Water Resources (DWR), California Public Utilities Commission (CPUC), and other State or regional agencies. We will prepare a base map that identifies critical facilities and infrastructure essential for daily operations and emergency events, drawing from the HMP and existing Safety Element where possible. Once reviewed and approved by City staff, we will use the base map to create the hazard maps for the Background Report. After City staff review and provide a consolidated set of comments, PlaceWorks will add the maps into the Final Background Report and will integrate them into the updated Safety Element. As part of preparation of maps for the Safety Element, PlaceWorks will map evacuation routes and identify evacuation constrained residential parcels as directed by SB 99. In addition, this report will incorporate the findings of the Evacuation Capacity Study prepared by GHD.

Task 3.6 Existing General Plan Audit

The Planwest Team will audit all existing General Plan Elements and determine the level of necessary updates required for consistency with current state laws and general plan guidelines, and for consistency with overall community vision as documented in the recent Strategic Plan and associated listening campaign. We will identify any gaps in the existing Elements, including those created by recent changes to State legislation, existing or anticipated conditions in the city, or emerging best practices.

The results of the audit will be discussed with City staff and presented to the General Plan Advisory Committee for concurrence on next steps and overall approach for updating each GP Element.

It appears there may be instances where implementation programs have not yet been realized, therefore we recommend focusing the General Plan Update on a clear implementable set of policies and programs. The policy review will determine what has been implemented and what is working in the city, and programs that can be added to meet the future needs of the community.

Task 3 Deliverables

- ☑ GIS dataset
 - Compiled spatial data depicting biological resources throughout the planning area and any proposed annexation areas.
- ☑ Consolidated geodatabase of existing data that meet the City's metadata and spatial specifications
 - New data produced for this project
 - Comprehensive Excel database
- ☑ Map figures displayed in multiple formats, including print maps, PowerPoint, and/or other agreed-upon format to share with the public as part of the engagement activities.
- ☑ Economic Baseline Report
- ☑ Strategic Economic Assessment
- ☑ Existing Conditions Summary Report
 - Draft and Final technical memorandums for Public Facilities, Services, and Infrastructure; Circulation, Transportation, and VMT; Biological Resources; and GHG and Air Quality (Word and PDF)
 - By individual conditions topic, mitigation measures, if required, suitable for inclusion in the Mitigation, Monitoring and Reporting Program
- ☑ Public Health Data Summary
- ☑ Administrative Draft and Final SB 1000 Appendix for the General Plan
- ☑ Health and Safety Element:
 - Virtual meetings with City staff and the project team to review draft deliverables (up to 2 online meetings)
 - Administrative Draft and Final Memo identifying climate hazards, populations, assets (Word and PDF)
 - Administrative Draft and Final Vulnerability Assessment (VA) Scoring Workbook (Excel)
 - VA summary for inclusion in Administrative Draft and Final Background Report (Word and PDF)
 - Existing Plan Review Crosswalk (Excel)
 - Policy Review Matrix (Word)
 - Administrative Draft and Final Background Report (Word and PDF)
 - A set of draft PDF maps, including SB 99 constrained residential parcel analysis (electronic copy)
- ☑ Existing General Plan Policy Audit memo/ matrix

TASK 4 GENERAL PLAN UPDATE

Currently the City’s General Plan has ten chapters/elements. Depending on the outcome of the City’s visioning and the Task 3.6 audit, there may be opportunity to consolidate and/or re-organize information without the loss of important content, goals, policies and programs. As previously noted, the City’s current visioning process will be a key consideration to our approach for this work moving forward and will guide what the focus of this update should be. The scope below and associated costs are included as a starting point, however, as each task is completed there may be adjustments to scope and costs to best meet the community stated priorities and the City’s needs

Based on our initial review, many General Plan Elements may require only minor amendments, with the Land Use, Circulation, and Health & Safety elements requiring more extensive amendments, modeling, and environmental analysis. In addition, the existing Health & Safety Element includes Air Quality and Noise. Now that Safety Elements are required to be reviewed and updated at least every 8 years, we recommend the City consider how to streamline future updates and either create a new Air Quality and Noise Element or move these to another existing element. Environmental justice principles are proposed to be incorporated throughout the elements as appropriate. The work for this Task will comply with the California Government Code guidelines and requirements.

Task 4.1 Introduction

The General Plan update will contain an introductory chapter that communicates the City’s vision and the overarching intent and purpose of the General Plan. The introduction will address the structure of the plan and highlight the legal framework that drives comprehensive general planning in California. This section may also include the guiding principles setting forth the purpose and how the Plan will be used by the community and its various stakeholders.

Task 4.2 Land Use Element

How land is used greatly influences the overall day-to-day experience of Fortuna’s residents, workers, and visitors. The designated uses of land make Fortuna the “place” that it is and shape how it feels to the community. Accordingly, the Land Use Element is a pivotal keystone of the General Plan and all future planning efforts in the City. The Land Use Element will direct the location, form, and character of future physical development and economic growth, shaping where people will live, work, and play. Currently, Fortuna’s overall land use pattern is characterized by a mix of residential densities, commercial uses, industrial uses, public open space, and public infrastructure. The updated element will present the proposed pattern for the ultimate growth and development of the City for the General Plan horizon and will seek to ensure that land use planning reflects the community’s priorities for the growth of the City, conserves open spaces, and promotes sustainable lifestyles. Particular effort will be applied to key neighborhoods and opportunity sites, focusing on infill development to:

- Preserve open space and natural resource areas
- Increase local commercial uses and entertainment amenities and community gathering places
- Enhance livability through development of neighborhood-serving commercial uses and parks
- Generate residential uses that include an array of housing options
- Produce a range of economic development and job-creation opportunities

Working with the GPAC, staff, stakeholders, Council, and Commission, we will develop a “preferred alternative” for the Fortuna General Plan that is consistent with the general plan vision, City Council

direction, and community input. Once the preferred land use plan is chosen as the basis for CEQA analysis and the EIR Project Description, we will calculate the final buildout for the land use plan. Once the preferred alternative is selected by the City, any changes, additions, or deletions of land use categories or changes to respective densities and intensities may require additional modeling to derive buildout scenarios.

Task 4.3: Economic Development Element

Led by the RSG, the Planwest Team will prepare an update to the Economic Development Element to strengthen Fortuna’s long-term economic vitality, employment base, and fiscal sustainability. This effort will evaluate existing economic conditions, industry sectors, workforce characteristics, commercial and industrial land supply, and business climate factors influencing investment and job creation. Particular attention will be given to downtown revitalization, highway commercial activity, tourism, small business development, and the transition and reuse of legacy industrial areas, including opportunity sites such as the Mill District. The update will establish goals, policies, and implementation programs that support business retention and attraction, workforce housing alignment, infrastructure readiness, broadband access, and diversification of the local economy. Strategies will also address economic resilience, climate adaptation implications for industry, and coordination with regional economic initiatives.

Task 4.4: Housing Element

The Planwest Team recognizes that the Housing Element Update is being prepared concurrently under a separate contract. Planwest can provide technical coordination and policy integration support to the City and the selected Housing Element consultant to ensure consistency across the General Plan.

Task 4.5 Transportation & Circulation Element

The work in this task will be closely tied to Circulation, Transportation, & Vehicle Miles Traveled (VMT) technical study outlined in Task 3.2. By statute, the circulation element must correlate directly with the land use element, but also has direct relationships with other elements. The planning of the City’s transportation and circulation systems has substantial environmental, equity, justice, and ecological impacts that should be considered. The CGC mandates that the City must plan for a “balanced, multimodal transportation network that meets the needs...” of all members of the community. The Planwest Team will modify contents of the existing Transportation and Circulation Element and/or generate new content for the Element pursuant to CGC Section 65302(b).

Task 4.6: Natural & Cultural Resources

The Planwest Team will prepare an update to the Natural and Cultural Resources framework to reflect current environmental conditions, regulatory requirements, and conservation priorities affecting the City of Fortuna. This effort will evaluate biological resources, riparian and wetland habitats, water resources, air quality, agricultural lands, and energy conservation, with particular attention to the Eel River corridor, floodplain systems, and environmentally sensitive areas. The update will incorporate current State and regional resource management policies, climate resilience considerations, and sustainability best practices. The cultural resources component will address historic, archaeological, and Tribal cultural resources through policy updates aligned with CEQA, SB 18, and AB 52 consultation frameworks. Goals, policies, and implementation programs will focus on resource protection, habitat connectivity, climate adaptation, responsible land stewardship, and coordination with Tribal governments and regulatory agencies. Deliverables will include updated inventories, policy frameworks, and mapping of natural and

cultural resource areas to guide land use planning and environmental review over the General Plan planning horizon.

Task 4.7: Parks, Recreation, & Open Space Element

The Planwest Team will prepare an update of the Open Space Element pursuant to CGC Sections 65302(e) and 65560 for the comprehensive and long-range preservation and conservation of open space land within and adjacent to the City. The Open Space Element will include details regarding the preservation of natural resources, the managed production of resources, outdoor recreation, public health and safety, as well as tribal resources, within the context of related state and regional plans. This element will document properties for natural resource conservation, trails, public access, recreation, commercial timber harvesting, public water storage facilities, and wildlife conservation.

Task 4.8: Public Facilities & Services Element

The Team will update the Public Facilities Element to ensure targeted planning for priority development areas, and plan for upgrades to capital facilities to meet future growth demands. The Public Facilities & Services Element update will identify facilities required to address population buildout over the planning period. Specifically, the Element will document the city's infrastructure systems and planned improvements related to water, wastewater, stormwater, and other public facilities based on recent planning documents. Infrastructure related to streets/ active transportation/ public transit and parks/ recreation/ community facilities would primarily be captured in the Transportation and Circulation Element and the Parks and Recreation Element, respectively. Public services and facilities administered by other public service providers will also be documented, such as fire protection, waste management or telecommunications.

Task 4.9: Health & Safety Element

Led by PlaceWorks, the Planwest Team will prepare a comprehensive update of the Health & Safety Element to incorporate the Governor's Office of Land Use and Climate Innovation's (LCI, and formerly known as OPR) latest General Plan Guidelines for compliance with CGC Section 65302(g) and SB 375, including requirements to include climate change adaptation and resilience, extreme heat, and evacuation constraints, among others.

Existing Plan Review

The PlaceWorks team will review the existing Safety Element for consistency with General Plan requirements as codified in CGC Section 65302. The team will review the existing Safety Element and prepare recommendations for changes, including existing content that should be updated and content that should be added to comply with State law. We will identify any gaps in the existing Safety Element, including those created by recent changes to State legislation, existing or anticipated conditions in the city, or emerging best practices. The policy review will determine what has been implemented and what is working in the city, and programs that can be added to meet the future needs of the community.

Following review of the Safety Element and identification of updated and new content required for compliance with CGC Section 65302, the PlaceWorks team will review other existing plans, such as the 2025 Humboldt County Operational Area Hazard Mitigation Plan and County Emergency Operations Plan and associated annexes. We will review these plans and programs for best practices and for recent content that could be integrated into the updated Safety Element. PlaceWorks will prepare an existing plan review crosswalk, which will compare the Government Code requirements with the content in the

existing Safety Element, along with other hazard and adaptation planning documents, to identify gaps that can be addressed during the update process. The plan review crosswalk will provide recommendations on how to address regulatory gaps in the existing Safety Element, either through integration of existing technical studies and analyses, policies, or other content, as well as updates of existing information, and preparation of new analyses, maps, or content.

Safety Element Preparation

The PlaceWorks team will prepare an updated Safety Element that complies with all applicable State laws to protect public health, safety, and welfare of the City of Fortuna. Our approach to this update is to address key issues related to natural and environmental hazards in Fortuna while being responsive to the requirements of the California Government Code and State agencies. We will also preserve existing Safety Element policies as appropriate, revising existing policies where necessary based on the existing element policy review and crosswalk.

Goals, policies, and implementation programs will be responsive to local needs and meet requirements of the California Government Code. We emphasize a “no-regrets” approach that builds short- and long-term community resiliency and provides co-benefits, such as financial savings, conservation of natural resources, and improvements to public health. We will streamline the element by creating policies that address multiple issues of concern, including climate mitigation, environmental justice, and community health, and provide multiple benefits. The Safety Element will incorporate recommendations from the Evacuation Study prepared by GHD. The Safety Element will be a framework to support integration of the Humboldt County Operational Area Hazard Mitigation Plan, including the City’s Annex.

State Agency Review

PlaceWorks will coordinate with the Governor’s Office of Emergency Services (Cal OES), the Governor’s Office of Land Use and Climate Innovation Integrated Climate Adaptation and Resiliency Program, and the Department of Conservation’s California Geological Survey as necessary and appropriate. All state agency reviews should begin at least 90 days prior to the public hearings and adoption of the updated Safety Element. Based on current requirements and the absence of Very High Fire Hazard Severity Zones in the city, a formal consultation and review by CAL FIRE/Board of Forestry is not required, though we do recommend consultation and review with the County Office of Emergency Services and local CAL FIRE staff during preparation of the safety element and related studies.

Task 4.10: Community Design Element

The Planwest Team will prepare updates to the Design Element, which are anticipated to be primarily limited to policy around priority focus areas. The 2027-2035 Housing Element will help inform the updating of this Element, including providing opportunities for infill development of vacant and underutilized/re-developable properties in a way that allows for gradual, rather than drastic, changes from surrounding development density or type. Some of the greatest infill opportunities relate to the Mill District Specific Plan Area that have an opportunity to incorporate both industrial and commercial activities as well as standards for “Live/Work” and “Mixed Use” to maintain a predominantly commercial use while also providing housing units.

Task 4.11: Administration & Implementation Element

The team will prepare an update to the Administration and Implementation Element to establish a clear framework for executing, monitoring, and maintaining the General Plan over the planning horizon. This

effort will evaluate existing implementation programs, departmental responsibilities, funding mechanisms, and procedural tools used to carry out General Plan policies. The update will define roles, timelines, performance metrics, and reporting protocols to ensure accountability and transparency in plan implementation. The Element will also address interdepartmental coordination, capital improvement planning alignment, zoning and ordinance updates, development review procedures, and opportunities to leverage grants and external funding. Monitoring provisions will include guidance for annual reporting, plan amendments, and periodic comprehensive updates. Deliverables will include an updated implementation matrix, administrative procedures, and action-oriented programs designed to ensure the General Plan remains a functional and enforceable policy document.

Task 4.12: Draft General Plan

A large document such as the General Plan will take at least two rounds of City review. We envision the General Plan Advisory Committee and City staff will provide iterative review as each Element is drafted. Once that process is complete, the General Plan document will be assembled into a single document.

Administrative Draft General Plan

The Planwest Team will combine the draft elements into a single Administrative Draft General Plan for review by the City. Our scope and budget assume that City staff will circulate the document to the appropriate reviewers. To ensure that City staff comments are coordinated, we will work with staff to compile and consolidate the comments into a single document. Upon receipt of the comments we will make edits to the text and revise graphics in track change mode to address each comment directly or explain why a change may not be appropriate.

Public Review Draft General Plan

The Public Review Draft General Plan will be provided to the City for review and will be suitable for posting on the website and for discussion with the public before and during the consideration of the EIR.

Study Sessions with Planning Commission and/or City Council

The Planwest Team will facilitate a study session and/or joint workshop with the City Council / Planning Commission to review the draft General Plan and zoning updates with the City's support. The Planwest Team assumes this task includes up to two study sessions.

Task 4 Deliverables

- Administrative Draft General Plan (Word and PDF and one hard copy)
- Public Review Draft General Plan (Word and PDF and one hard copy)
- Participation in up to 2 Study Sessions with the City Council and/or Planning Commission

TASK 5 ZONING CODE & MAP UPDATES

Task 5.1 Priority Zoning Updates

In the RFP the City acknowledges there is a long list of inconsistencies, archaic concepts, and misalignments within the existing General Plan and Zoning Code that should be addressed. Early on in the project we will review the current zoning ordinance with staff and stakeholders to outline changes considered essential, and other changes that have been identified.

We will update the zoning code concurrent with the General Plan text to ensure consistency in review. As we update the General Plan, we will note the situations where additional amendments to the zoning ordinance will be needed. All recommended amendments will be incorporated into the overall zoning ordinance update. The zoning code may need to reference development standards and may include development requirements that were traditionally part of design review or conditional use process. We will also include zoning discussions as appropriate in the public outreach process to make efficient use of resources.

Task 5.2: Targeted Zoning Updates for Focus Areas

The City recently completed a Listening Campaign that identified an emerging vision of the city that includes strong community character and a small-town feel balanced with economic vitality and local opportunity. PlaceWorks will engage with community members to identify what elements of the built environment and land uses contribute to the desired community character, and develop strategies to implement these through land use, zoning code, and design guidelines.

After the community vision and focus areas are defined, targeted zoning and design standards will be developed to define how the City wants those areas to look. Not necessarily a full form-based code but community-aligned design elements for buildings and public realm. These key elements could either be in the development code, or referenced to an outside design requirement. One thing to consider is a streamlined approval process where if applicants follow the design criteria they can have a ministerial approval. The code would also contain a pathway for projects that wish to choose another path where they would have to explain to the Planning Commission and Council why/how their project fits in with the community vision.

Community Walking Tours

PlaceWorks will lead two or three walking tours of focus areas, including Downtown, to identify what elements of the built environment and streetscape are most desirable and can be replicated, as well as some that are less successful. We will work with City staff to develop a handout for participants that include maps with the route, destinations, and key features, as well as discussion questions and space for participants to note their observations. PlaceWorks will facilitate discussion with the group and will provide a summary of these tours that includes participants' observations, photographs, and observed constraints and opportunities.

Urban Design and Land Use Recommendations

PlaceWorks will review existing land use and design guidance for the focus areas to identify existing barriers to desired character and land uses. Based on the community vision and market analysis we will develop design guidance for the focus areas and identify opportunities to integrate these into city policy and regulations. Our goal will be to increase design quality while streamlining development approval processes. We will also provide recommendations on near-term activation strategies and public realm improvements that can help support focus area vitality.

Task 5 Deliverables

- Administrative Draft Zoning Updates (Word and PDF and one hard copy)
- Public Review Draft Zoning Updates (Word and PDF and one hard copy)
- Final Zoning Code for City Adoption (Word and PDF and one hard copy)

TASK 6 ENVIRONMENTAL REVIEW

We believe that the existing EIR still has value and with an Addendum, may continue to provide service to the City for this work effort. As we understand it the City does not want to expand land areas beyond those evaluated in the EIR. As the General Plan EIR effectively evaluated development within this perimeter we can Addend it to reflect the anticipated changes to the downtown and focus area land use patters and leave the City with an adequate document suitable for tiering and CEQA §15183 streamlining. There is no expiration date on an EIR, only whether it continues to inform the public of the probable environmental impacts associated with future actions. As a programmatic document, the Addendum would only need to cover changes in state law, local conditions, or ordinances that would apply to impacts. We believe that much of this evaluation structure is in place, and applicable to future projects, thus obviating the need for a new EIR. However, if land use changes are proposed that could result in potential environmental impacts not previously identified, a scope and budget amendment may be required.

Task 6.1 CEQA Kick-off and Project Management

The PlaceWorks' CEQA team will manage all aspects of the environmental review for the General Plan update, working in close collaboration with the General Plan team and coordinating with staff to understand the project and build-in future streamlining opportunities. Working with staff, PlaceWorks will also be responsible for consulting and coordinating with local and State agencies relative to the environmental review process, as necessary.

At the outset of this task, PlaceWorks will participate in a CEQA kick-off meeting to review project objectives and the level of detailed analysis anticipated. At the kick-off meeting, we will coordinate existing, available information, identify data needs and gaps, further define roles and responsibilities, set a protocol for communication, and discuss the timeline.

Following the task kick-off meeting, through publication of the CEQA document, we will hold meetings with staff and other team members, as needed. These meetings would be in addition to regular email and phone communication between project team members. PlaceWorks will attend up to 6 virtual meetings, which we anticipate to be 30 minutes on average, but could be up to an hour at peak times in the CEQA process.

Task 6.2 Administrative Draft Addendum to the Certified PEIR

The Administrative Draft Addendum will be submitted to City staff for review and comment. Upon receipt of a consolidated set of comments from the City on the Administrative Draft, PlaceWorks will reconcile comments received and prepare a second screen check Draft Addendum for review.

Technical Studies and Analysis

The Addendum will rely on technical studies prepared by GHD under Task 3. GHD will also prepare CEQA- consistent, program level analysis for the EIR sections associated with their Task 3 technical memorandums which may include:

Public Facilities, Services, and Infrastructure:

GHD will develop a programmatic analysis of public facilities, services, and infrastructure as part of the CEQA environmental review, consistent with CEQA Guidelines and appropriate for long-term general plan policy planning.

Circulation and Transportation:

GHD will utilize the transportation significance criteria and Vehicle Miles Traveled (VMT) thresholds applied to the Mill District Specific Plan for evaluation of the General Plan. Results will be documented in a technical memorandum supporting the Circulation and Transportation chapter of the Addendum.

Biological Resources:

GHD will prepare a biological technical memo that supports the GPU and CEQA analysis. This task will include the compilation of existing biological information including data regarding sensitive habitats, vegetation communities, wetlands, and special-status species across the Planning Area. This consolidated biological baseline information will inform relevant General Plan elements, guide policy development, and provide necessary information for the EIR Addendum.

Air Quality/GHG Analysis:

GHD will prepare a CEQA-consistent, program-level air quality and GHG analysis for the City of Fortuna GPU, aligned with applicable air district guidance and SB 32 climate targets.

Task 6.3 Public Draft Addendum

The public Draft Addendum will be reviewed as part of PlaceWorks' quality assurance/quality control policy to confirm all comments and edits have been addressed and the document has all attachments, draft notices, and appendices as referenced in the text. The Addendum will meet applicable California Accessibility Standards. Upon City approval of public draft version, distribution and posting will be consistent with CEQA Guidelines. No defined public review period is required, however we can work with the City to post on the City's website and provide notice to interested parties prior to adoption. Digital files of the Addendum and appendices, as a whole and as individual chapters, will be posted so they can be easily uploaded to the City's website.

Task 6.4 Staff Report and Resolution

PlaceWorks will prepare a draft staff report, findings, and resolution for adoption. PlaceWorks will submit the draft findings and resolution for one round of review by staff.

Task 6 Deliverables

- Detailed project schedule (Word/Excel and PDF)
- Draft and Final Project Description, incorporating comments received (Word and PDF)
- Administrative and Public Draft Addendum (Word and PDF, and 2 hard copies of Addendum)
- Attend Public comments hearing (in person)
- Draft and revised staff report and resolution

Task 6 Assumptions

- The City will supply the Planwest team with all requested data, including GIS data.
- The Planwest team to assist the City to distribute to the State Clearinghouse, and to Responsible and Trustee agencies. The City will post any legal notices in the newspaper and send the notice to interested parties.
- The City will pay NOD filing, County Clerk, and CDFW fees.

TASK 7 ADOPTION HEARINGS AND FINAL GENERAL PLAN AND ZONING AMENDMENTS

Task 7.1 Adoption Hearings, and CEQA NOD

Staff from both Planwest and PlaceWorks will attend the Planning Commission and City Council hearings for consideration of the proposed project. PlaceWork's focus will be to answer questions on the urban design zoning code and CEQA, and Planwest's focus will be on the General Plan.

PlaceWorks will draft the Notice of Determination (NOD) for City use. Following the adoption of the EIR Addendum, and within five days of project approval, the City will need to submit to the County Clerk and pay all applicable filing fees at the time of posting. PlaceWorks' budget does not include payment of any filing fees. If requested, PlaceWorks can file the NOD with the State Clearinghouse.

Task 7.2 Final General Plan & Zoning Amendments

Following the EIR public review and City adoption process, there may be minor, non-substantive changes to the General Plan that will need to be incorporated. The Planwest Team will work with the City to evaluate the changes against the EIR, determine whether any additional analysis is required, and then produce the adopted final version of the General Plan. This document will be posted on the City's website. The Planwest team will also provide all digital files (GIS, PDF, Word, Excel) used to generate the General Plan so that the City has a complete copy of all materials.

Task 7 Deliverables

- ☑ Draft and Final Planning Commission and City Council staff reports, findings, resolutions, and presentations (Word/PDF/PowerPoint).
- ☑ Participation in Planning Commission hearing for recommendation and adoption of the General Plan 2060 and zoning amendments.
- ☑ Participation in City Council hearings for CEQA adoption and the General Plan 2060 and zoning amendments.
- ☑ Draft and Final Notice of Completion (NOC) and Notice of Determination (NOD)
- ☑ Final General Plan and zoning, Word document, pdf. version, and one print copy.