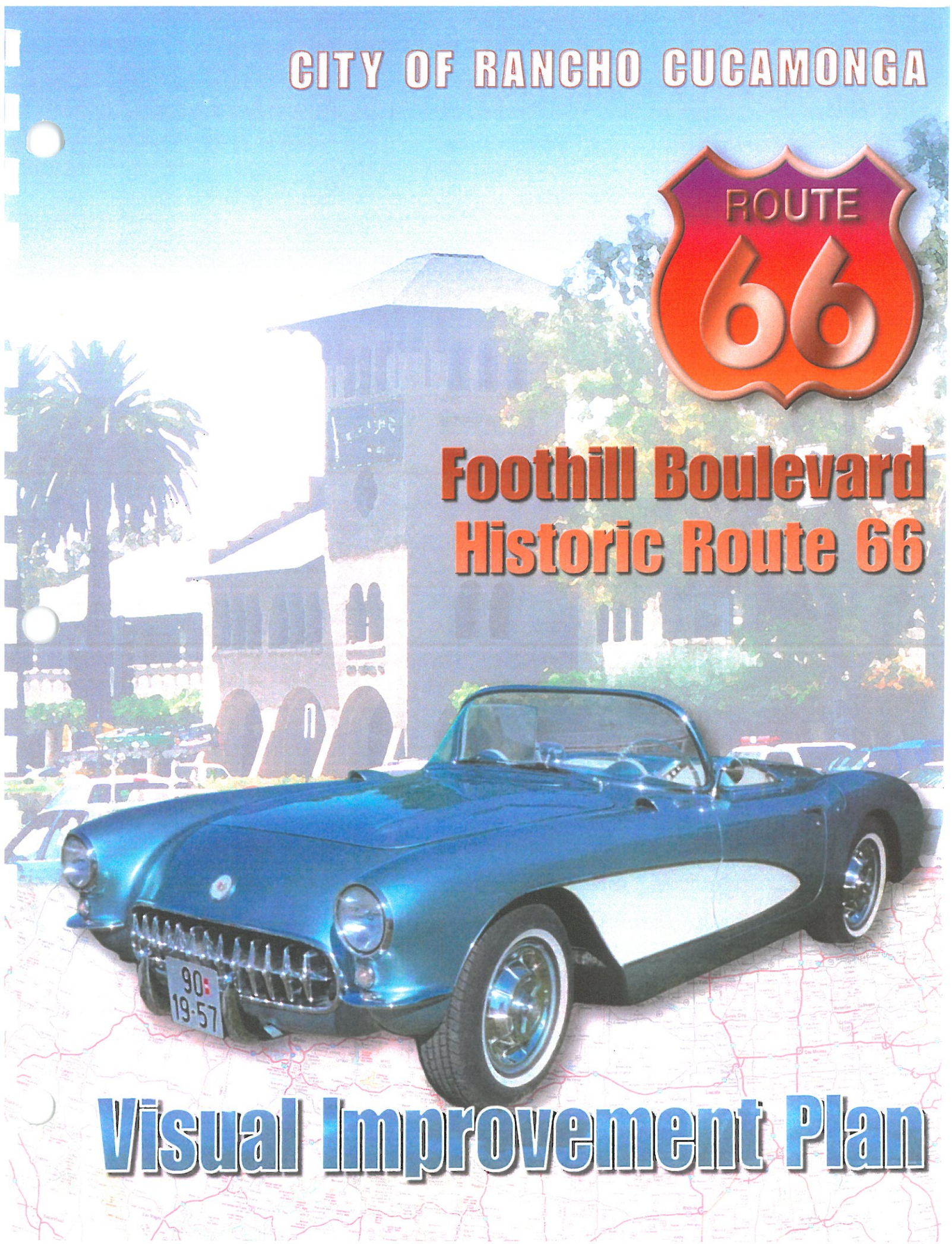
CITY OF RANCHO CUCAMONGA

ROUTE 66

Foothill Boulevard Historic Route 66



Visual Improvement Plan

Foothill Boulevard/Historic Route 66
Visual Improvement Plan
City of Rancho Cucamonga
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Introduction

Foothill Boulevard in Rancho Cucamonga is an invaluable piece of Americana known as Route 66. It has often been called the Mother Road or America's Main Street. Throughout the west, it was known for its unique car culture of the mid-century, its creative highway signage, motels, trading posts, tourist traps, and service stations.

The City of Rancho Cucamonga has been gifted with having its major commercial corridor being a part of this uniquely American icon. While many towns search for a theme or a sense of place, this City already has the great opportunity to capitalize and enhance its inherent theme.

Not only do the recent improvements along Foothill Boulevard create a significant streetscape character, but there are still vestiges of the Historic Route 66 waiting to be celebrated.

With this Visual Improvement Plan (V.I.P.), we hope to enhance and commemorate the history of America's most famous highway as it travels through the City of Rancho Cucamonga.

I. Purpose.

The purpose of the Foothill Boulevard/Historic Route 66 Visual Improvement Plan is to develop a design specification plan that will set forth design concepts for the streetscape improvements within the public rights-of-way and entry areas along the entire length of Route 66 in Rancho Cucamonga. This plan will help guide a balanced and unified pattern of streetscape for both public and private development. By drawing upon the existing positive improvements and developing a set of unique and unifying historic elements, this plan will ensure that Foothill Boulevard will be an exciting reflection of Historic Route 66 as well as Historic Rancho Cucamonga.

To accomplish this purpose, the plan provides specific design concepts for the westerly and easterly gateways and eight activity centers along the Foothill Boulevard corridor, from Grove Avenue to East Avenue.

It also provides concepts for the Suburban parkway enhancement areas at various locations, a unifying palette of streetscape furniture, unique Route 66 icons, artwork, and various other visual enhancement concepts that can be utilized in future developments and improvements along the Boulevard.

II. Project Area Description.

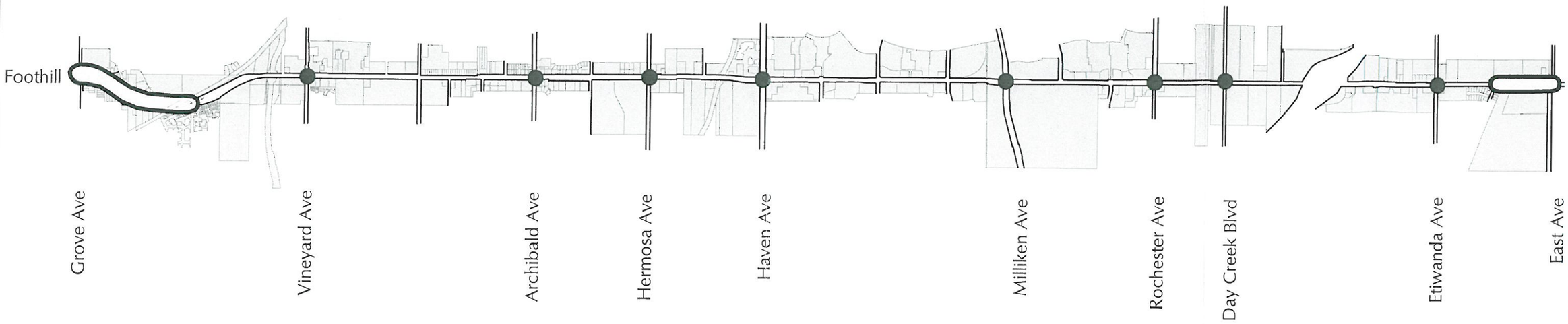
The project area consists of the entire length of Foothill Boulevard through the City, from Grove Avenue on the west to East Avenue on the east. The focus of the design concepts will be at the two entry gateway areas and the eight activity centers.

The westerly gateway is the area from Grove Avenue to the railroad overpass. The eight activity centers are located in the areas of the major cross streets that intersect with Foothill Boulevard. They are Vineyard Avenue, Archibald Avenue, Hermosa Avenue, Haven Avenue, Milliken Avenue, Rochester Avenue, Day Creek Boulevard, and Etiwanda Avenue. The easterly gateway is the intersection at East Avenue.

Foothill Boulevard - Historic Route 66

Gateways and Activity Centers

Project Map



Gateways

Activity Centers

1000 0 1000 2000 Feet

JN: 10-100564

urban design studio

Exhibit A

III. The Visual Improvement Plan Design Concepts

A. Entry Gateways

The Entry Gateway should announce not only the entrance into the City but also acquaint the motorist with the fact that they are on Historic Route 66 and celebrate its heritage.

The westerly gateway consists of an expansive area from Grove Avenue to the railroad overpass. This area should incorporate a two-part design concept. The first part of the gateway concept should focus on the City entry statement at Grove Avenue with a secondary portion of the entry statement occurring at the first widened median, allowing for special entry monument; possibly a street-spanning signage.

The Grove Avenue intersection should incorporate large accent setbacks with a modified version of the City entry monument and a backdrop of large accent date palms. (See elevation and plan view) The corner areas should be paved with brick style concrete pavers matching the existing pavers in the Foothill Boulevard medians. The sidewalks extending approximately 100' - 120' away from the corner setback areas should be 10' minimum wide curb adjacent with accent integral colored concrete, with a double row of brick bands (approximately 10' wide x 15' long grid pattern.) Crape Myrtle trees should be planted in an alternating pattern flanking both sides of the sidewalk at a spacing of 30' for each row. The trees should be in 4' x 4' tree wells with tree grates.

The second portion of the western gateway should take place at the first widened median island. The focus of this area should be the street-spanning arch, which announces the entrance to Historic Route 66. Along the roadway edge, place a historical replica of the post and cable safety barrier. (See plan and sketch view for details and placement) Further to the east is the railroad overpass bridge. The facings of the bridge may be utilized as a placement for a large mural or relief panel of historic significance depicting Route 66 history or the eight states along its route.

The east gateway is located at the intersection of East Avenue and Foothill Boulevard. Currently East Avenue does not continue across Foothill Boulevard to the south. However, the gateway concept should be designed with the assumption that ultimately East Avenue will be continued, as development occurs. The corner areas should incorporate large accent corner setbacks, with a modified version of the City entry monument sign and a backdrop of large accent date palms. (see elevation and plan view) The corner areas should be paved with brick style concrete pavers matching the existing pavers in the Foothill Boulevard medians.

The accent sidewalk areas should be 10' wide, curb adjacent, accent integral colored concrete, with a double row of brick bands (approximately 10' wide x 15' long grid pattern). Crape Myrtle trees should be planted in an alternating pattern flanking both sides of the sidewalk at a spacing of 30' for each row. The trees should be in 4-foot by 4-foot tree wells with tree grates. This special accent sidewalk treatment should extend down approximately 100' to 120' in length from the corner setback areas.

Streetlights, as shown on the streetscape furniture palette should be placed at approximately 120' on center with the first one being placed approximately 120' from the lighted traffic signal at the corner. (These will ultimately replace existing cobra head lights.)

Benches and trash receptacles, as shown on the streetscape furniture palette, should be placed in or near any bus shelter or bus stop location. If no bus stops are located on a block section, they should be spaced evenly down each block section, at 3 sets per block with one at or near each corner and one mid-block.

Foothill Boulevard - Historic Route 66

GATEWAY ENTRY STATEMENT

West Entry at Grove Avenue

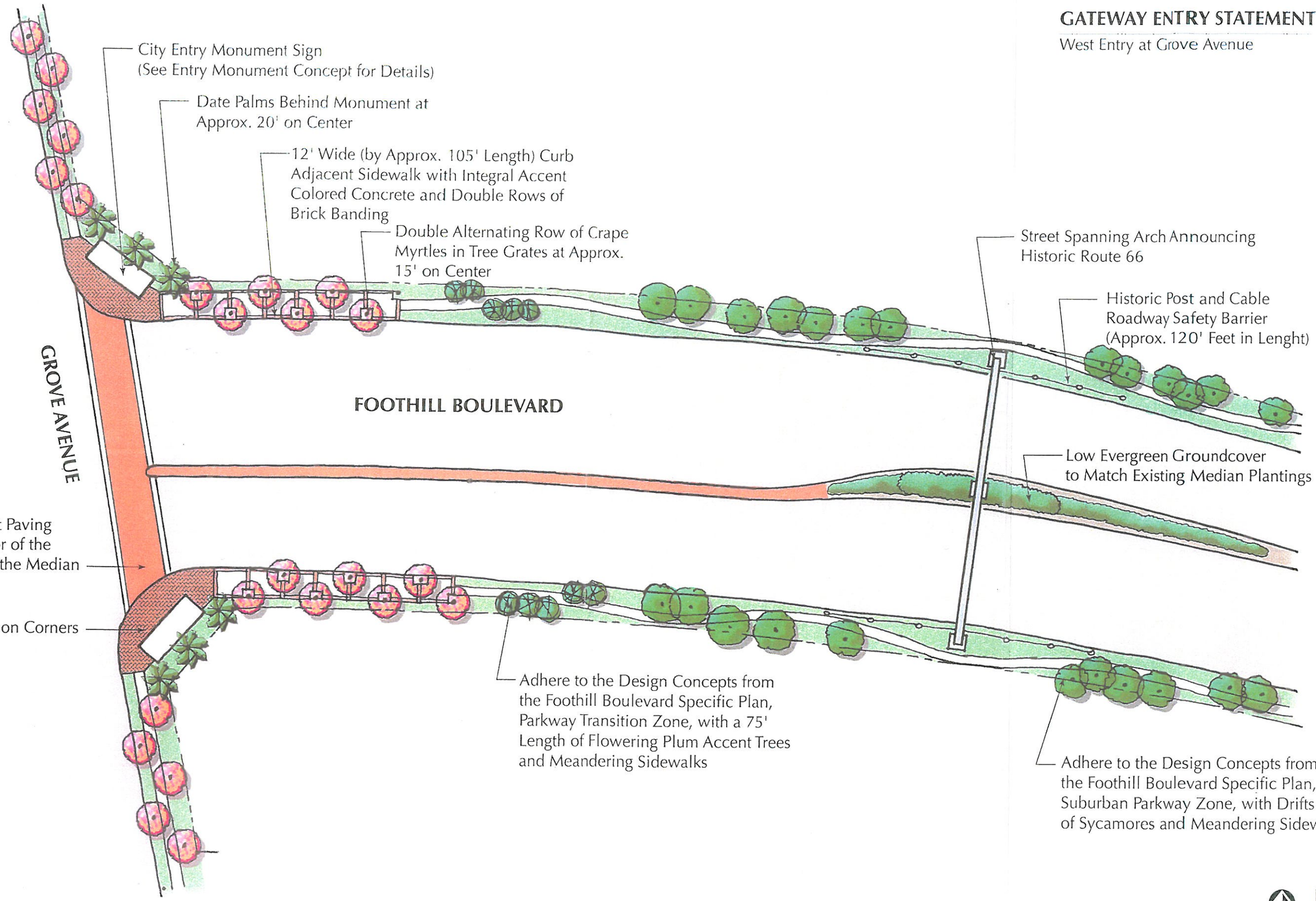


Exhibit B

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THE CITY OF
RANCHO CUCAMONGA

Memorandum

DATE: February 8, 2005

TO: All Department Heads

FROM: Brad Buller, City Planner

SUBJECT: FOOTHILL BOULEVARD/HISTORIC ROUTE 66 VISUAL IMPROVEMENT PLAN

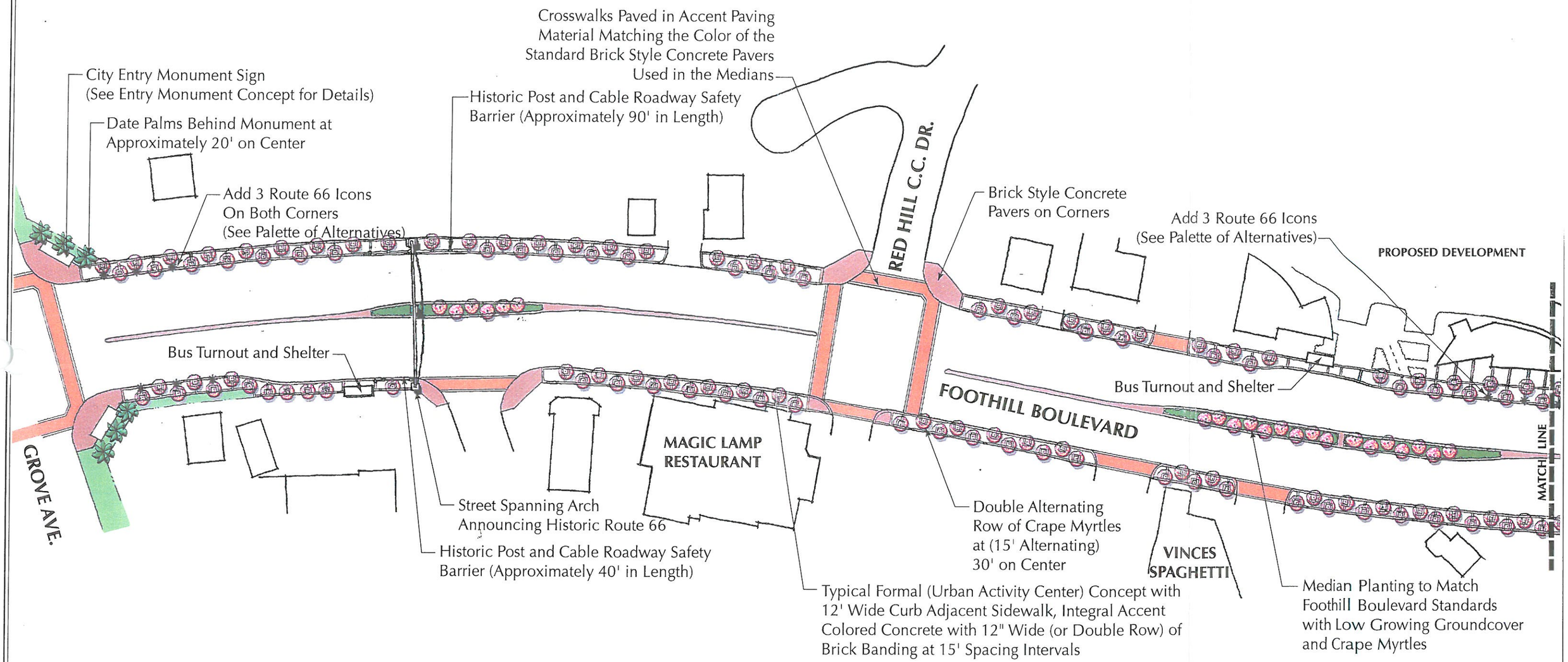
On January 28, 2004, the Planning Commission approved by minute action the design concept for the last Activity Center located between Grove Avenue and San Bernardino Road. The changes specifically affect the Grove Avenue/Western Gateway Activity Center as shown on the revised Exhibits B-1 and B-2 of the document. New color copies of the affected area are now incorporated into the counter copies of the document for review by the public and interested parties.

I have attached copies of the new exhibits for your reference and distribution to your staff.

BB:ls

Foothill Boulevard - Historic Route 66

GROVE AVENUE/WESTERN GATEWAY ACTIVITY CENTER



NORTH

SCALE IS APPROX: 1"=80'

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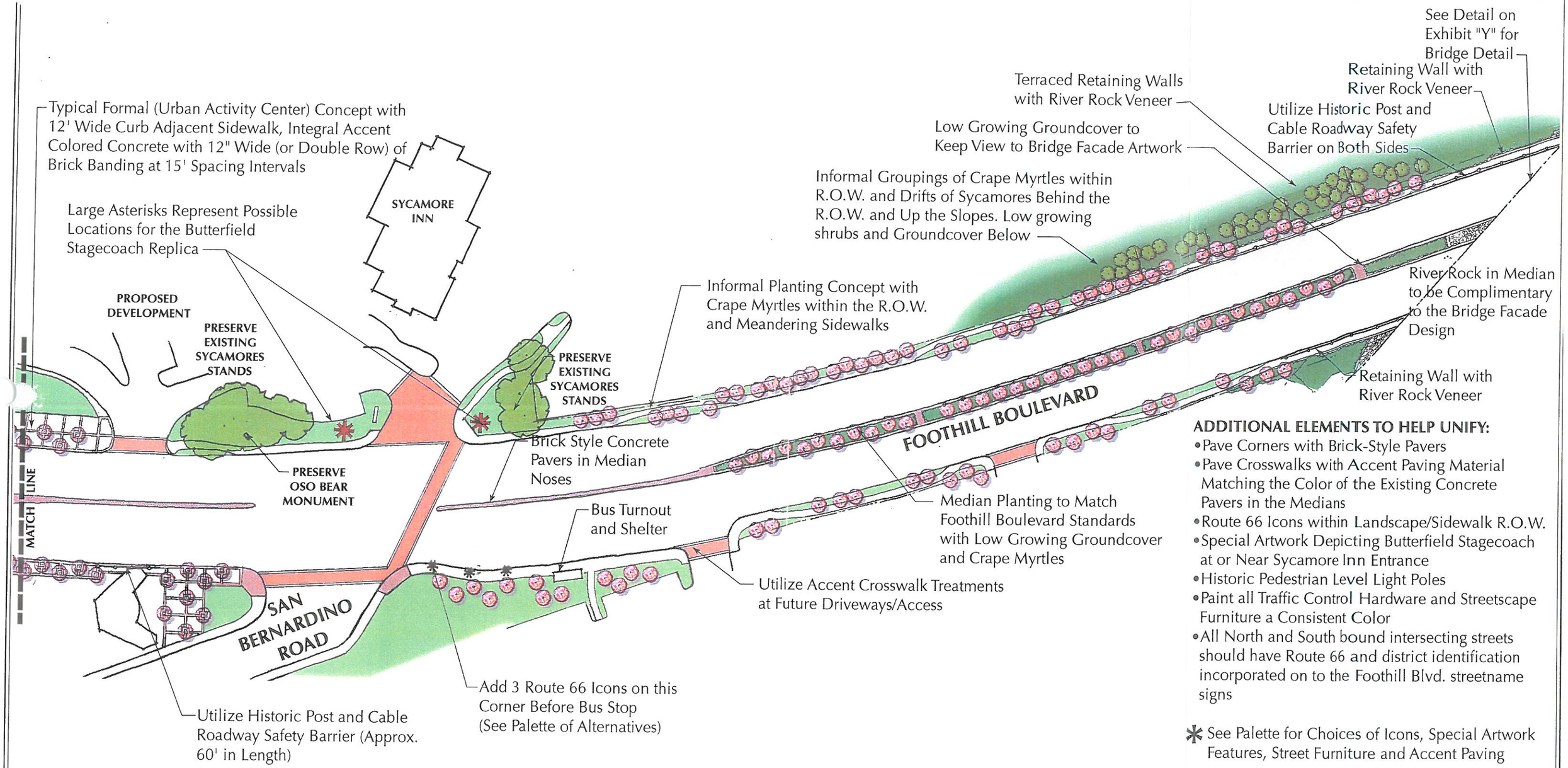
EXHIBIT B-1

Foothill Boulevard - Historic Route 66

GROVE AVENUE/WESTERN GATEWAY ACTIVITY CENTER



ADDITIONAL ELEMENTS TO HELP UNIFY:

- Pave Corners with Brick-Style Pavers
- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Route 66 Icons within Landscape/Sidewalk R.O.W.
- Special Artwork Depicting Butterfield Stagecoach at or Near Sycamore Inn Entrance
- Historic Pedestrian Level Light Poles
- Paint all Traffic Control Hardware and Streetscape Furniture a Consistent Color
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetname signs

* See Palette for Choices of Icons, Special Artwork Features, Street Furniture and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

NORTH

SCALE IS APPROX: 1"=80'

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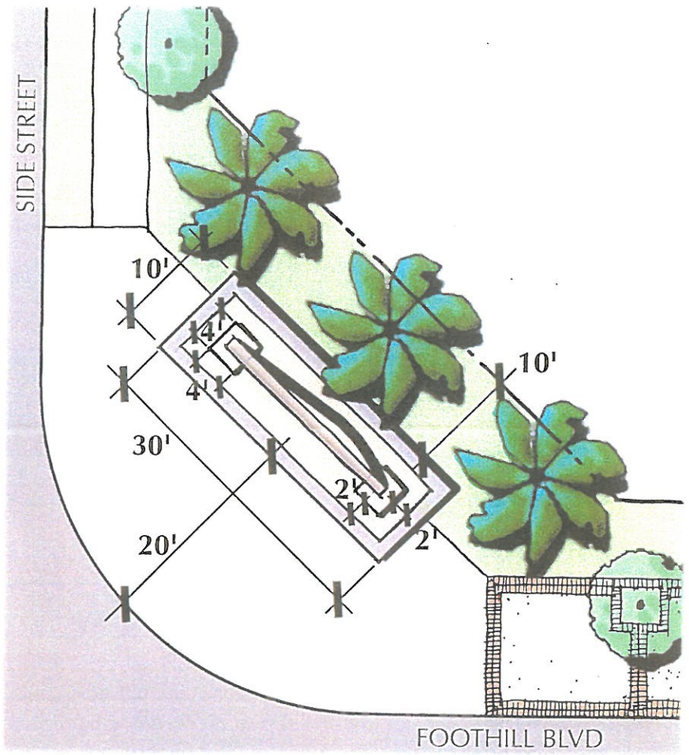
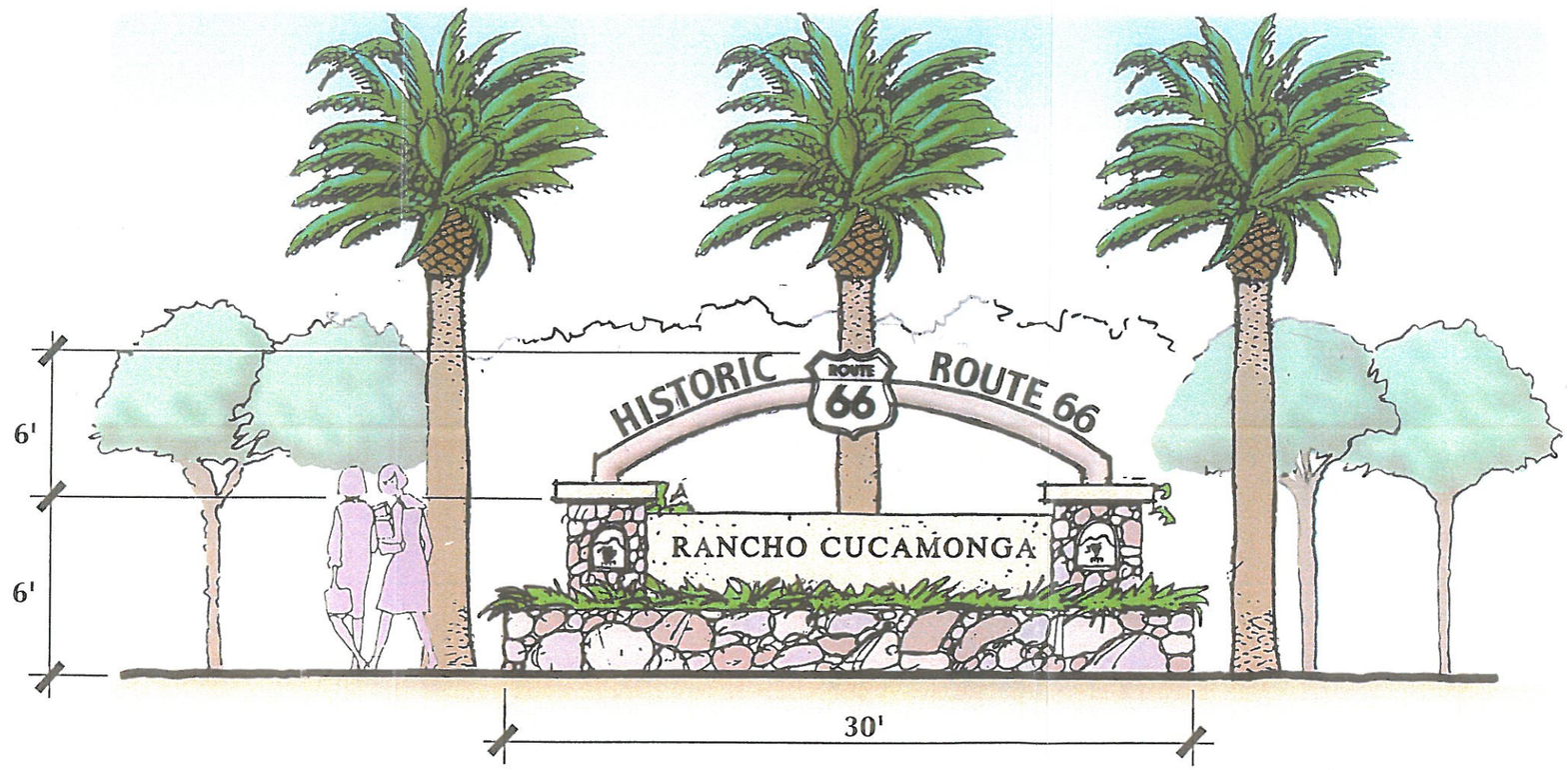
EXHIBIT B-2

Foothill Boulevard - Historic Route 66

ENTRY MONUMENT CONCEPTS



CITY ENTRY MONUMENT - PLAN VIEW



CITY ENTRY MONUMENT - ELEVATION

Exhibit C

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Foothill Boulevard - Historic Route 66

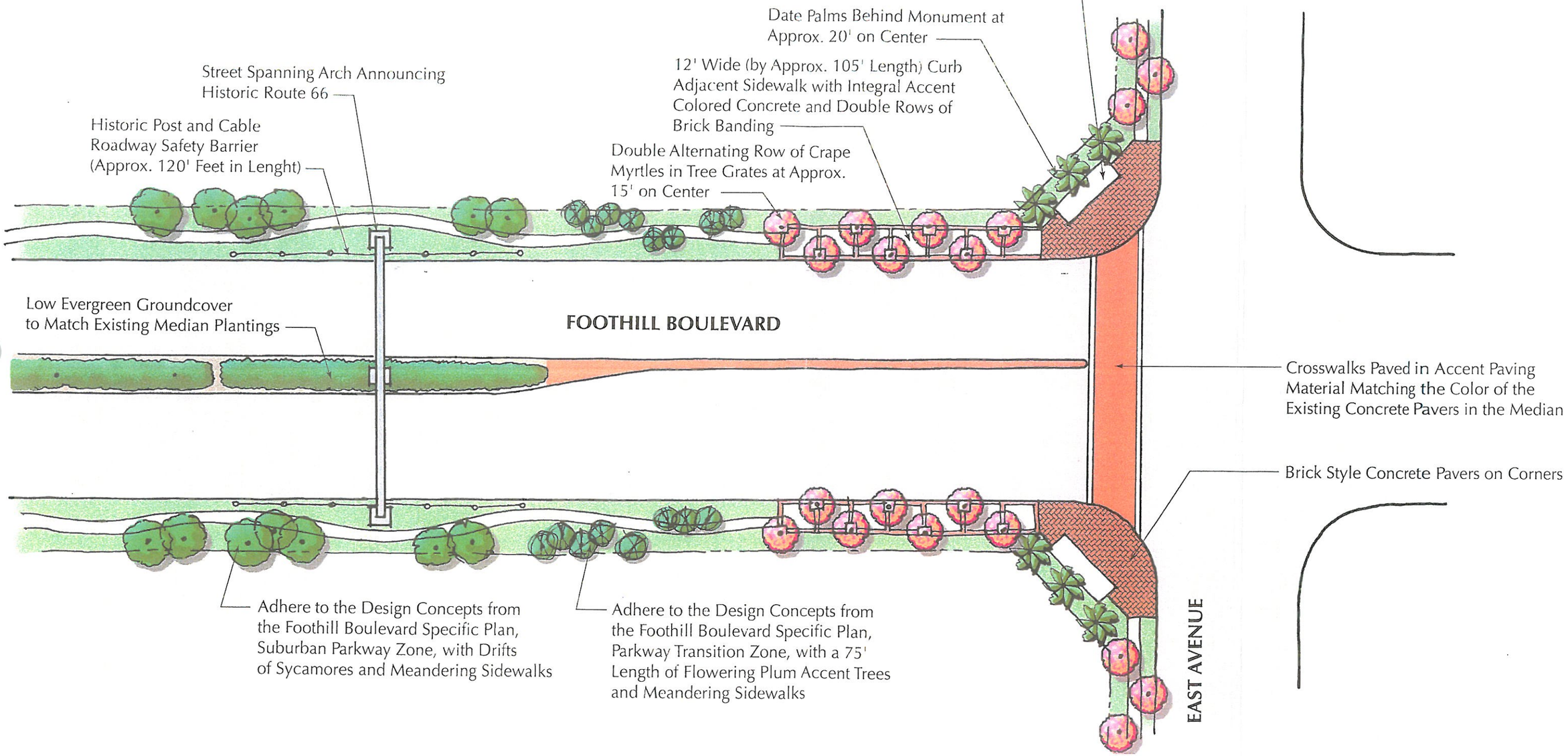
Entry Gateway Arch Concept

Exhibit D

Foothill Boulevard - Historic Route 66

GATEWAY ENTRY STATEMENT

East Entry at East Avenue



NORTH

SCALE IS APPROX: 1"=40

urban design studio

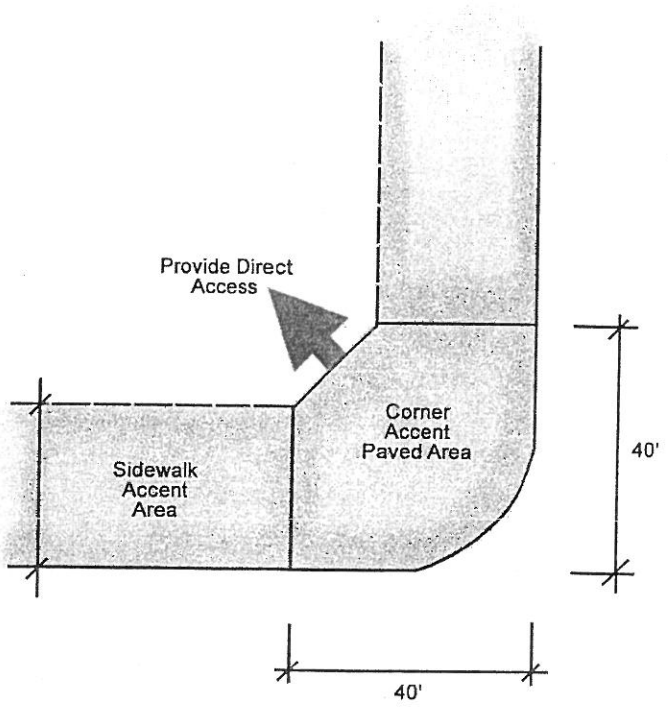
Exhibit E

B. Activity Centers.

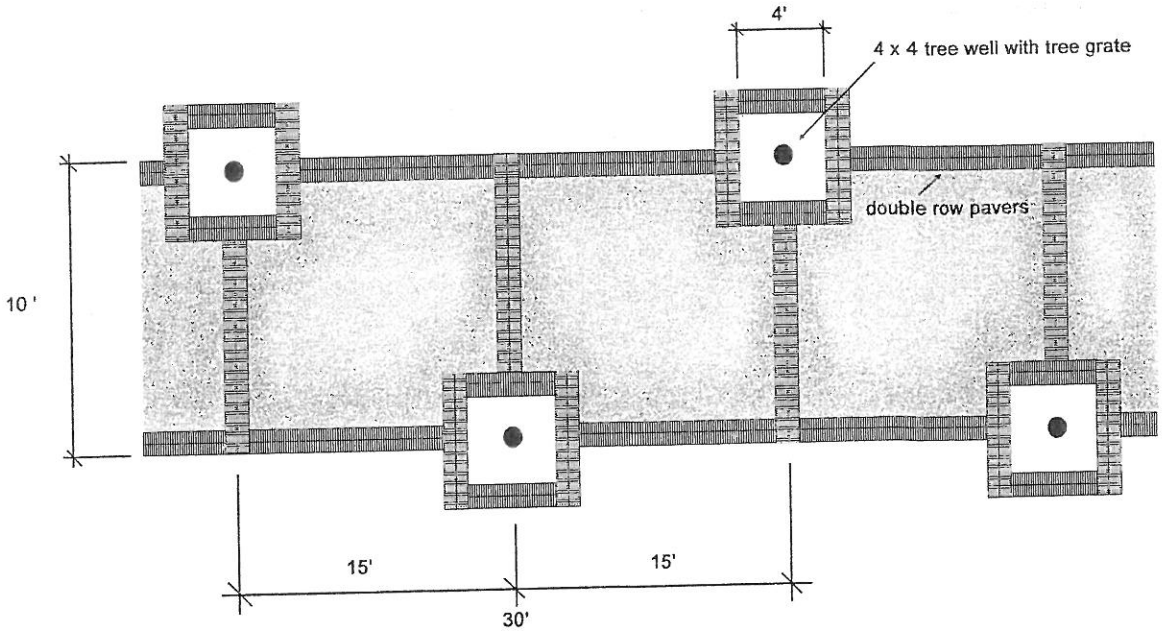
As stated in the Foothill Boulevard Specific Plan, the eight activity centers are typically located at major intersections. These activity centers should function to provide each district with a focal point emphasizing the Historic Route 66 character.

Although each of the eight separate activity centers have many unique design concepts, as shown on each plan, they all have many design specifications in common which unity the entire project. Those unifying elements are as follows:

Each activity center should have large corner setback areas, paved in brick style concrete pavers, matching the existing brick pavers in the Foothill Boulevard medians. Paved corner setback areas should extend, at a minimum, to 20' beyond the point of curb return. (approximately 40' from curb intersection) Larger areas of corner treatments are highly encouraged. Whenever possible, these corner setback areas should provide for direct access into the commercial centers adjacent to the activity center. An alternative to the pavers would be accent integral colored concrete with brick paver accent bands. To the extent possible, the corner access areas should be planted with groves of specimen date palms spaced at approximately 20' on center in tree grates. Each corner setback area should provide for the placement of special artwork or district identification. (See Artwork/Icon Palette for choices.) These should be placed so they are clearly visible to both pedestrians, and vehicular travelers on Foothill Boulevard. (See each Activity Center Plan View for locations)



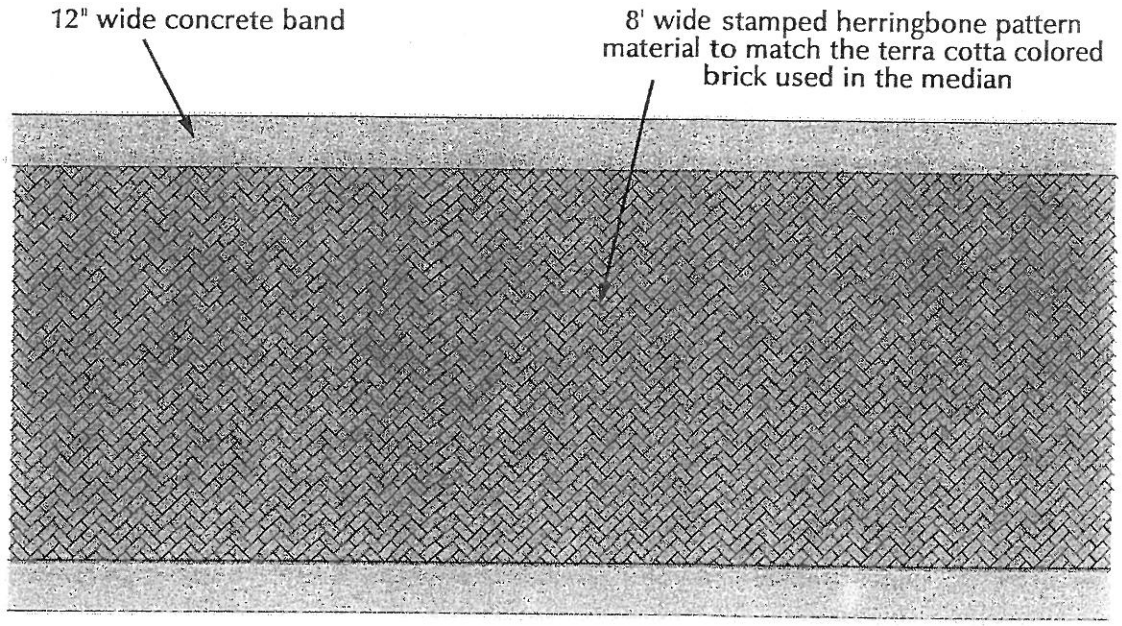
As stated in the Foothill Boulevard Specific Plan, the formal streetscape design of sidewalks at the activity centers should extend along Foothill Boulevard and side/intersecting street frontages from the corner setback area to a point of logical transition to the suburban parkway. This typically should be at least to the first driveway, or at least 120' on Foothill Boulevard and 100' on the side/intersecting street. The sidewalks should be 10' wide (minimum) accent integral colored concrete with double rows of brick paver bands (approx 10' W x 15' L, grid pattern). The sidewalks should be curb adjacent at any corner that provides for a bus turnout/bus shelter location. Otherwise, there should be a planted 4' wide (minimum) curb-adjacent parkway. Crepe Myrtle trees should be planted in an alternating pattern flanking both sides of the sidewalk at a spacing of 30' for each row. The trees should be in 4' x 4' tree wells with tree grates.



Sidewalk Accent Areas

A series of three Route 66 icons (see palette for choices) at approximately 30' on center should be placed either between the front row of Crape Myrtle Trees or within the landscaped parkway along the Foothill Boulevard frontages. (See each plan view for specific locations).

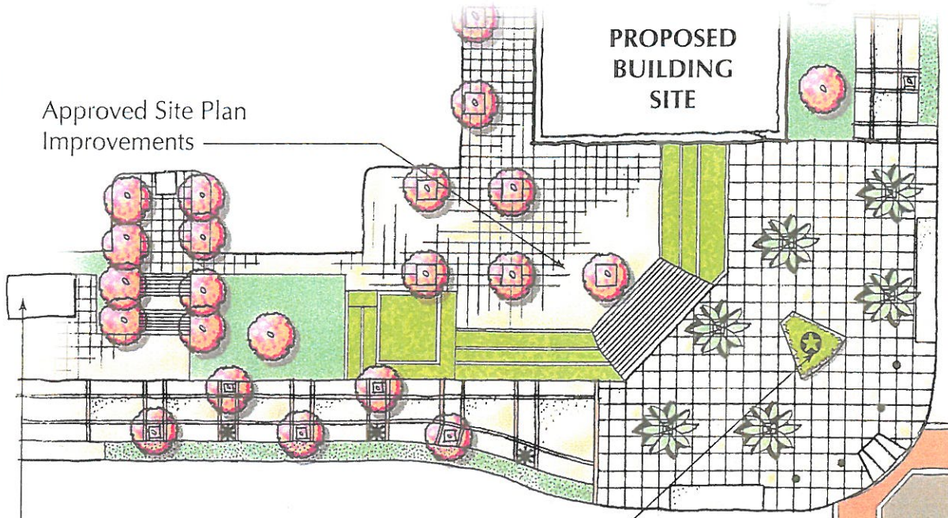
Crosswalks should be approximately 8' wide, accent paving material, (matching the color and pattern of the terra cotta toned pavers in the medians) with a 12" wide concrete band on both sides.

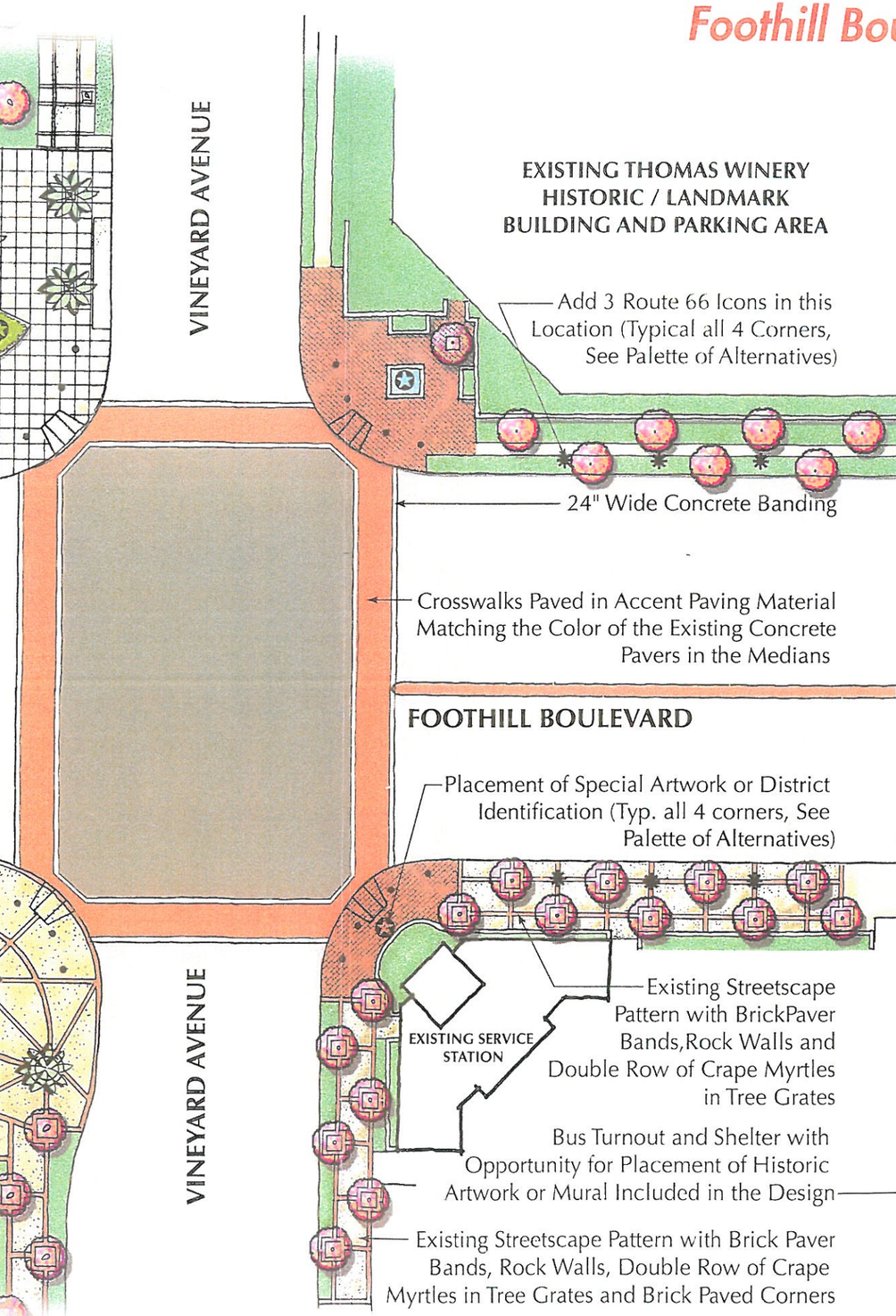


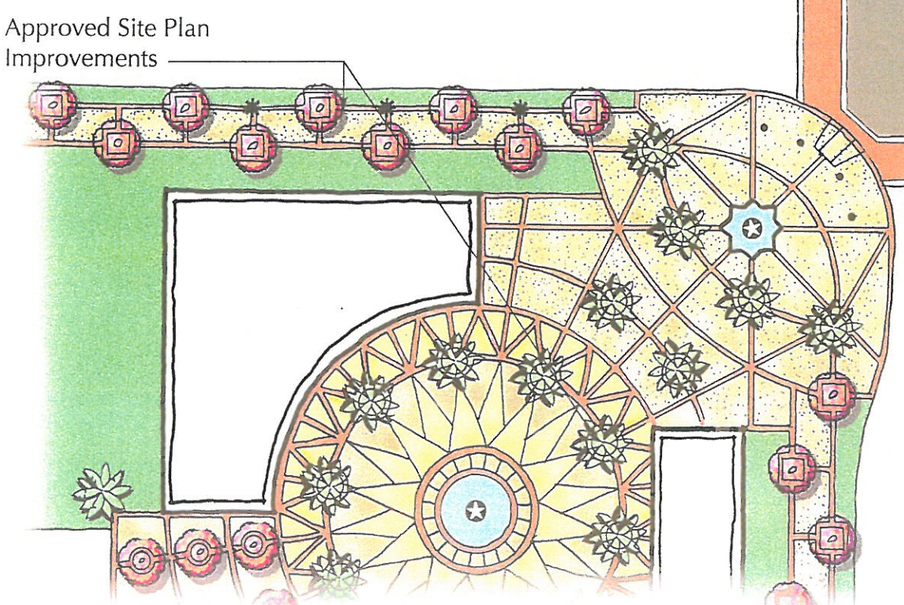
The interior of the intersection should be an accent paving material, gray toned color to match the gray bricks used in the medians.

See each individual activity center concept plan for details and specific variations. Placement and spacing of streetscape furniture and artwork will be discussed under Section D, Streetscape Furniture and Artwork/Icon Palette.

Foothill Boulevard - Historic Route 66







VINEYARD AVENUE ACTIVITY CENTER

Streetscape Unifying Elements

EXISTING ELEMENTS:

- River Rock Walls and Planters
- Brick Style Pavers on Corners
- Brick Style Paver Banding in Sidewalks
- Double (Alternating) Rows of Crape Myrtle
- Tree Grates
- Grape Arbors

ADDITIONAL ELEMENTS TO HELP UNIFY:

- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Route 66 Icons within Foothill Blvd Landscape / Sidewalk R.O.W.
- Special Artwork or District Identification at Four Corners
- Historic Pedestrian Level Light Poles
- Paint All Traffic Control Hardware and Streetscape Furniture Consistent Color
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetname signs
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palette for Choices of Icons, Street Furniture, Special Artwork Features and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

NORTH

SCALE IS APPROX: 1" = 40'

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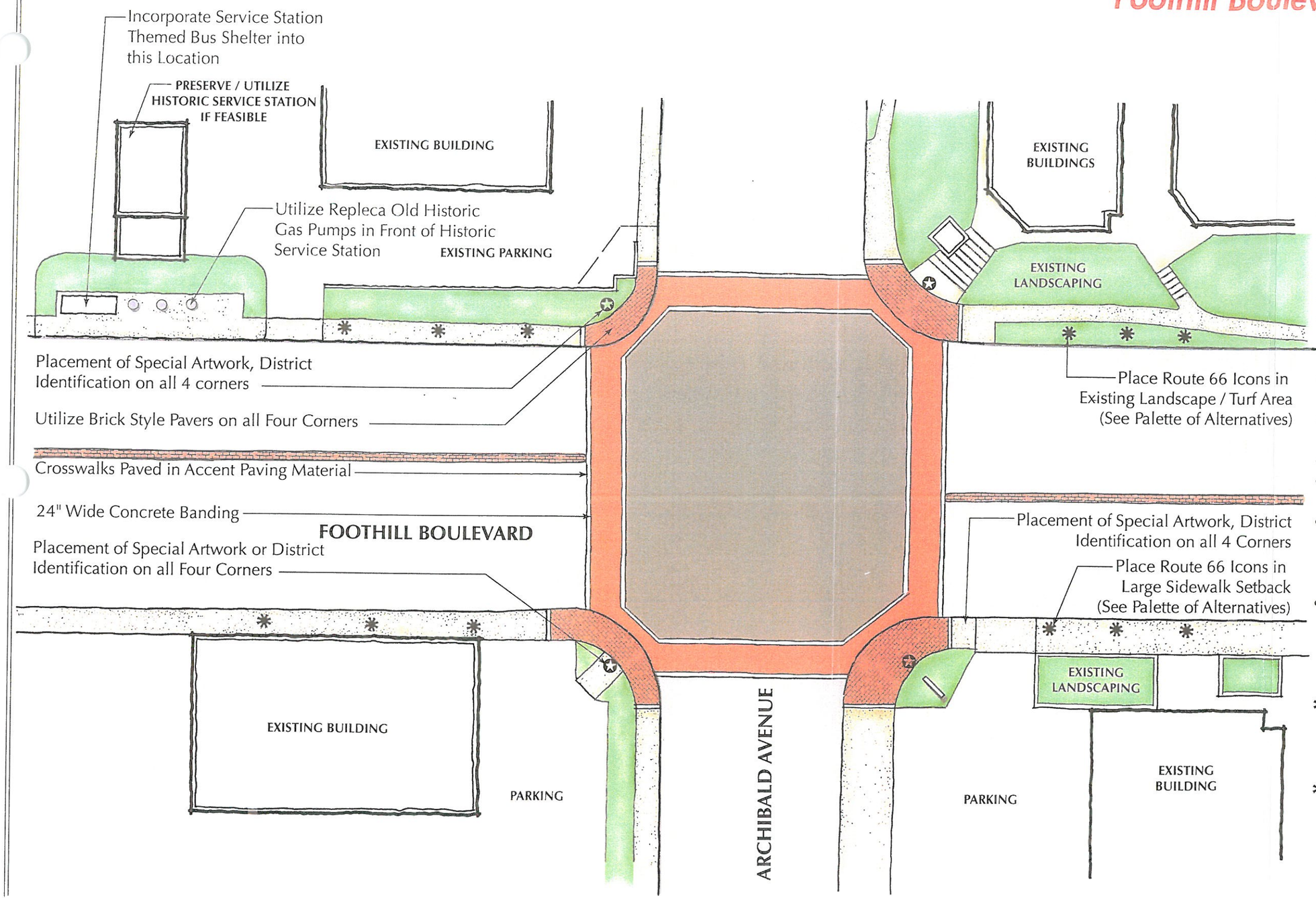
Exhibit F

Foothill Boulevard - Historic Route 66



ARCHIBALD AVENUE ACTIVITY CENTER - INTERIM DESIGN

Streetscape Unifying Elements

EXISTING ELEMENTS:

- Large Parkways with Turf or Planters
- Corner Access with Brick Pavers
- Historic Service Station Near N.W. Corner
- Neon Sign on Carl's Liquor
- Oak Barrel and Grape Arbor on Carl's Liquor

ADDITIONAL ELEMENTS TO HELP UNIFY:

- Pave Corners with Brick-Style Pavers
- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Route 66 Icons within Landscape / Sidewalk R.O.W.
- Special Artwork or District Identification at all 4 Corners
- Historic Pedestrian Level Light Poles
- Paint all Traffic Control Hardware and Streetscape Furniture a Consistent Color
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetnam signs
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palettes for Choices of Icons, Special Artwork Features , Street Furniture and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

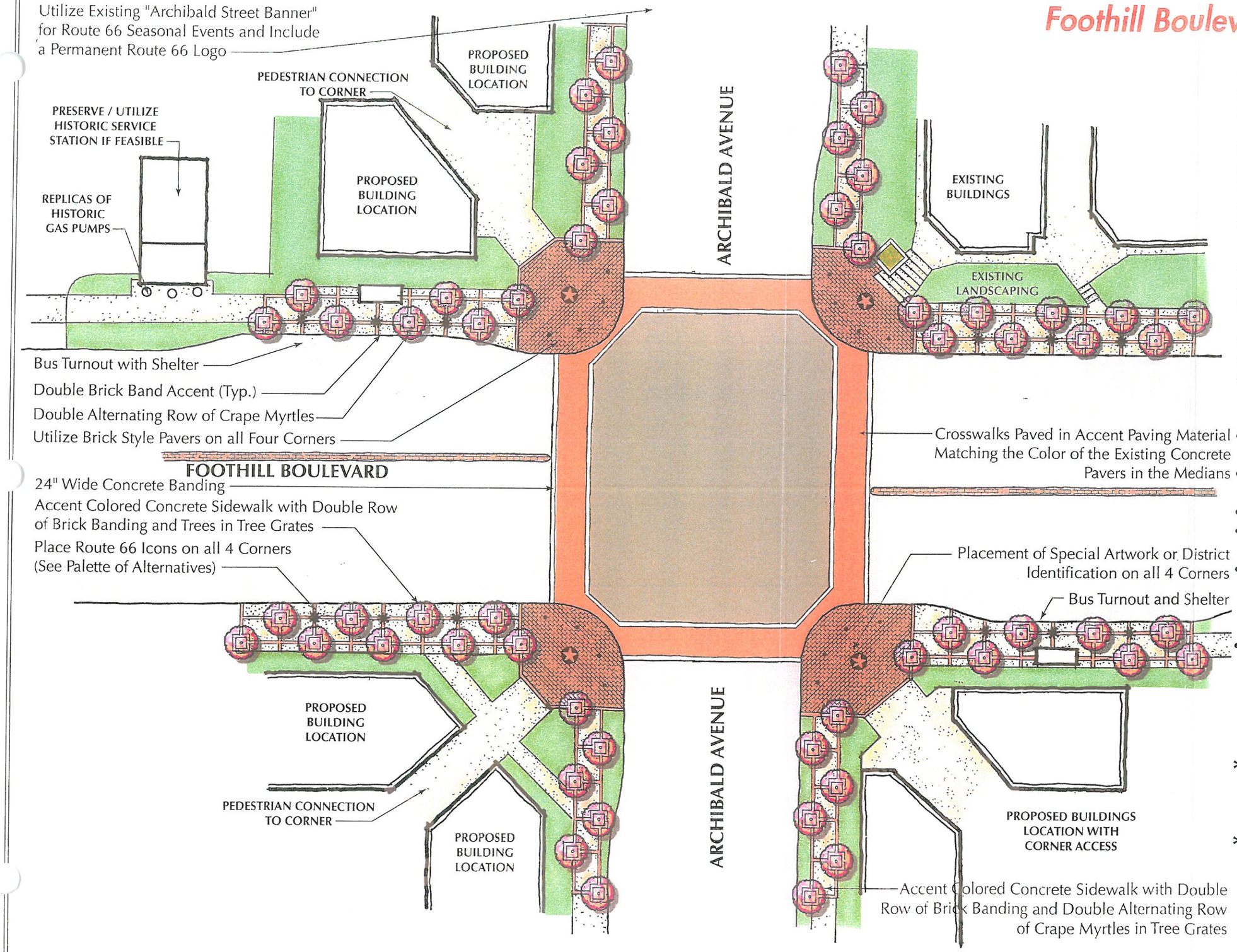
NORTH

SCALE IS APPROX. 1"=40'

urban design studio

Exhibit G

Foothill Boulevard - Historic Route 66



ARCHIBALD AVENUE ACTIVITY CENTER-ULTIMATE DESIGN CONCEPT

Streetscape Unifying Elements

EXISTING ELEMENTS ON NORTHEAST CORNER ONLY:

- Corner Access with Brick Pavers
- Buildings Oriented Corner
- Parkway and Setback Planting

PROPOSED CONCEPTS FOR REDEVELOPMENT OF 3 CORNERS:

- All Buildings Oriented to, or near, the Corners
- Corner Pedestrian Access
- Pave Corners with Brick Style Pavers
- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Route 66 Icons within Sidewalk or Landscape R.O.W.
- Special Artwork or District Identification at all 4 Corners
- Historic Pedestrian Level Light Poles
- Paint all Traffic Control Hardware and Streetscape Furniture a Consistent Color
- All North and South Bound Intersecting Streets Should Have Route 66 Icons and District Identification Incorporated into the Foothill Blvd. Street name Sign
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palette for Choices of Icons, Special Artwork Features, Streetscape Furniture and Accent Pavement

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

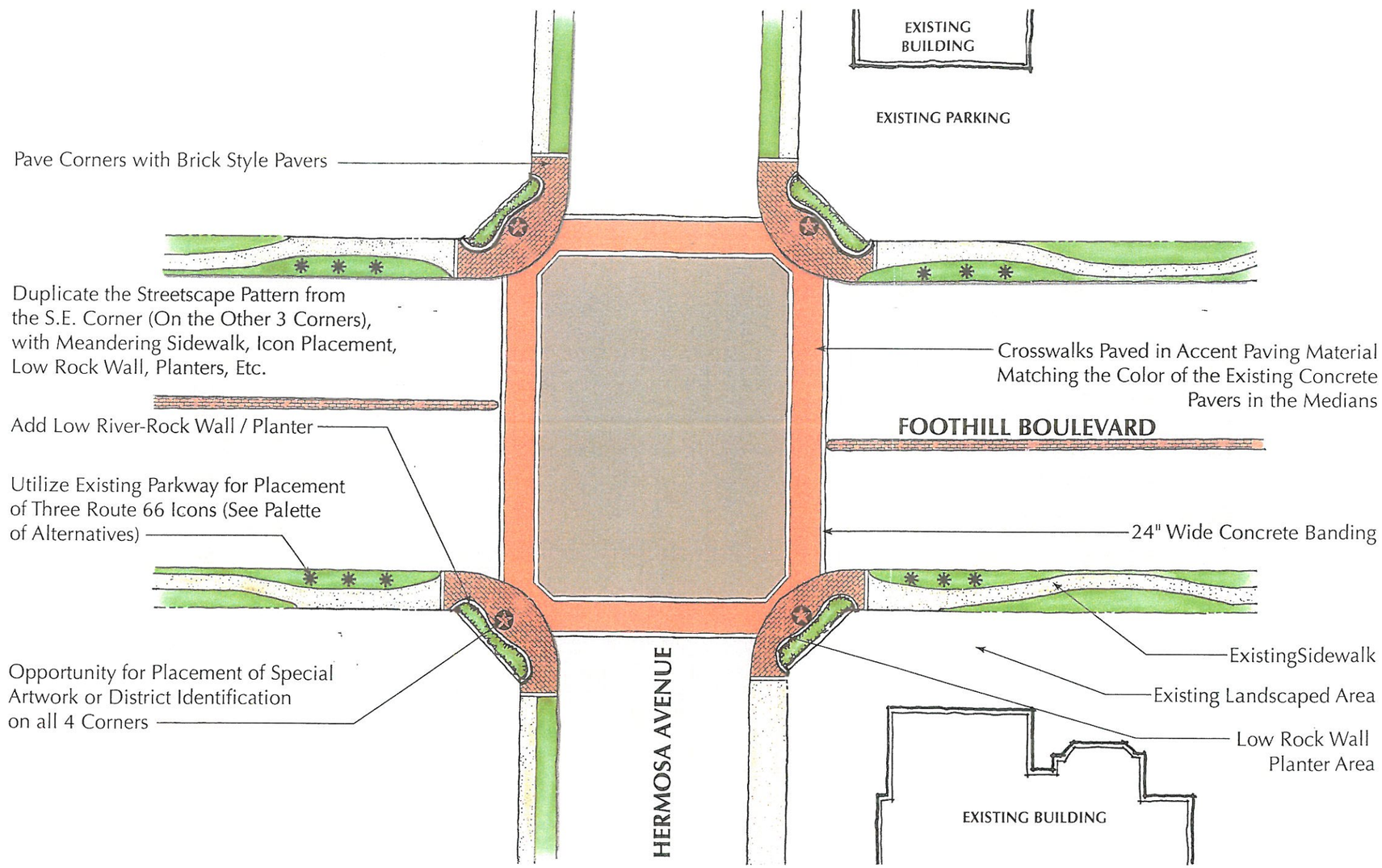
NORTH

SCALE IS APPROX. 1" = 40'

urban design studio

Exhibit H

Foothill Boulevard - Historic Route 66



HERMOSA AVENUE ACTIVITY CENTER

Streetscape Unifying Elements

EXISTING ELEMENTS:

- Large Parkways with Turf and Meandering Sidewalk
- Low Rock Wall / Planters in the Corner Setback

ADDITIONAL ELEMENTS TO HELP UNIFY:

- Large Parkways with Turf and Meandering Sidewalk
- Low Rock Wall / Planters in the Corner Setback
- Pave Corners with Brick-Style Pavers
- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Route 66 Icons within Landscape / Sidewalk R.O.W.
- Special Artwork or District Identification at all 4 corners
- Historic Pedestrian Level Light Poles
- Paint all Traffic Control Hardware and Streetscape Furniture a Consistent Color
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetname signs
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palette for Choices of Icons, Special Artwork Features, Street Furniture and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

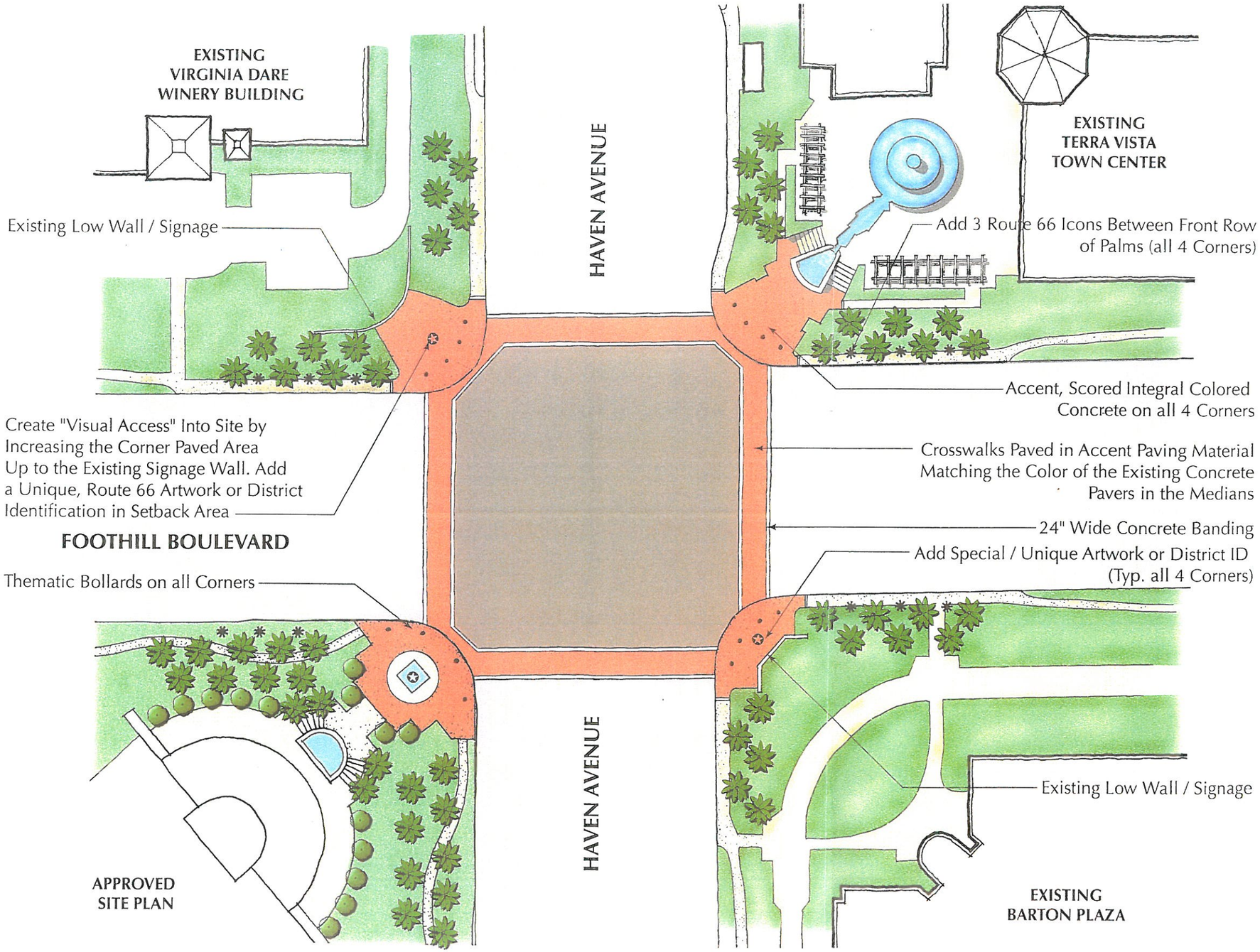
NORTH

SCALE IS APPROX: 1"=40'

urban design studio

Exhibit I

Foothill Boulevard - Historic Route 66



HAVEN AVENUE ACTIVITY CENTER

Streetscape Unifying Elements

EXISTING ELEMENTS:

- Large Setbacks with Double Rows of Palm Trees
- Corner Access with Accent / Art Features
- Grape Arbors
- Thematic Bollards

ADDITIONAL ELEMENTS TO HELP UNIFY:

- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Add Route 66 Icons in Parkways
- Add Special / Unique Artwork at Four Corners
- Historic Pedestrian Level Light Poles
- Consistent Color on Hardware and Furniture
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetname signs
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palette for Choices of Icons, Special Artwork Features, Street Furniture and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

* Use Palms for all Four Corners; Utilize Phoenix dactilifera (Date Palm); Minimum 20' BTH(brown trunk height)

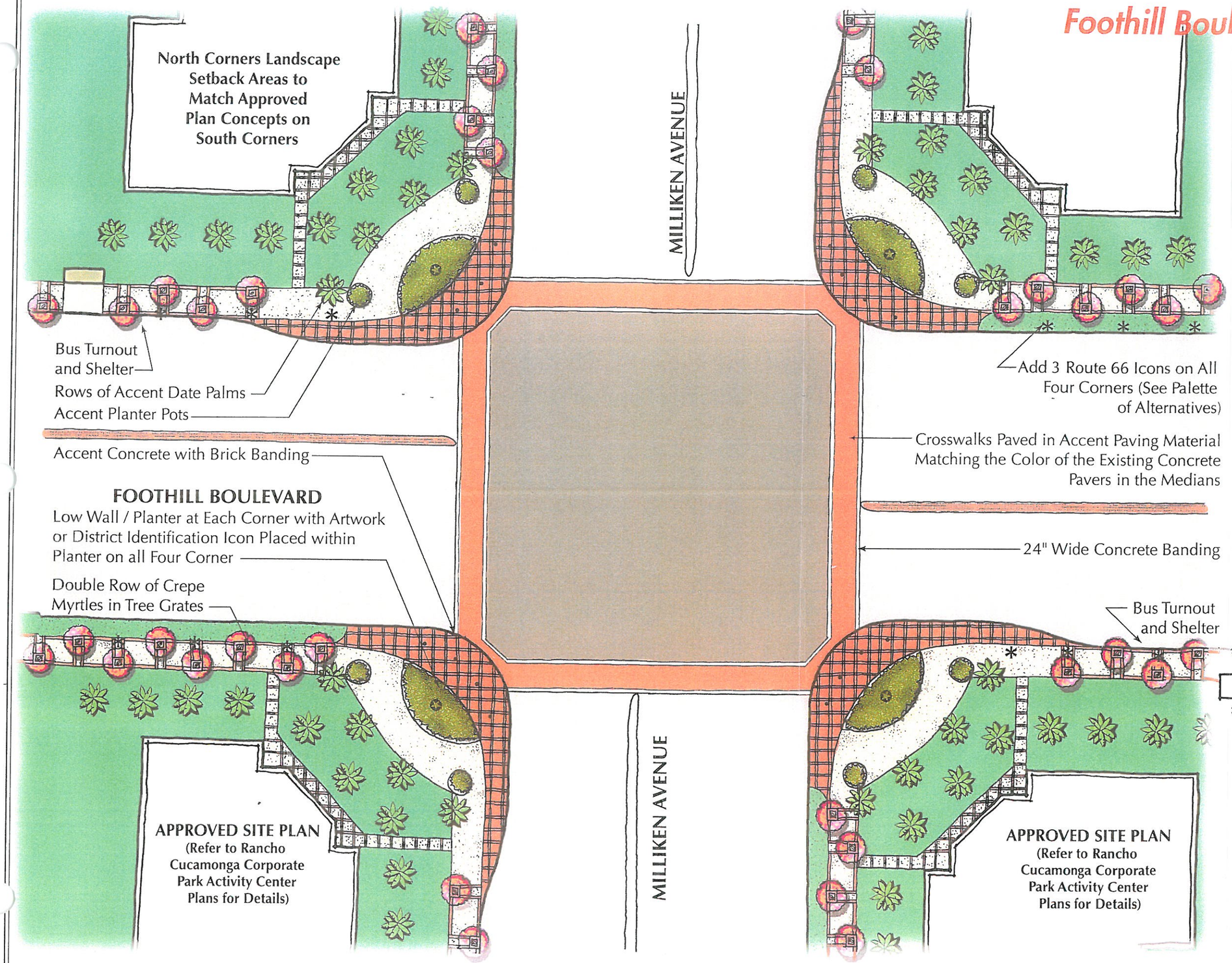
NORTH

SCALE IS APPROX: 1"=40

urban design studio

Exhibit J

Foothill Boulevard - Historic Route 66



MILLIKEN AVENUE ACTIVITY CENTER

Streetscape Unifying Elements

ELEMENTS TO HELP UNIFY:

- Double (Alternating) Row of Crape Myrtle in Tree Grates in Sidewalk
- Accent Rows of Date Palms behind Sidewalk
- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Special Accent Concrete with Brick Banding on the Sidewalks and Corners
- Special Accent Pavement Treatment in the Intersection to Match All Activity Center Intersections
- Low Wall / Planter at Each Corner Setback
- Placement of Artwork or District Identification in the Wall / Planters
- Three Route 66 Icons within Parkway or Sidewalk R.O.W. on Foothill Blvd. Frontage (all 4 Corners)
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetname signs
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palette for Choices of Icons, Special Artwork Features, Street Furniture and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

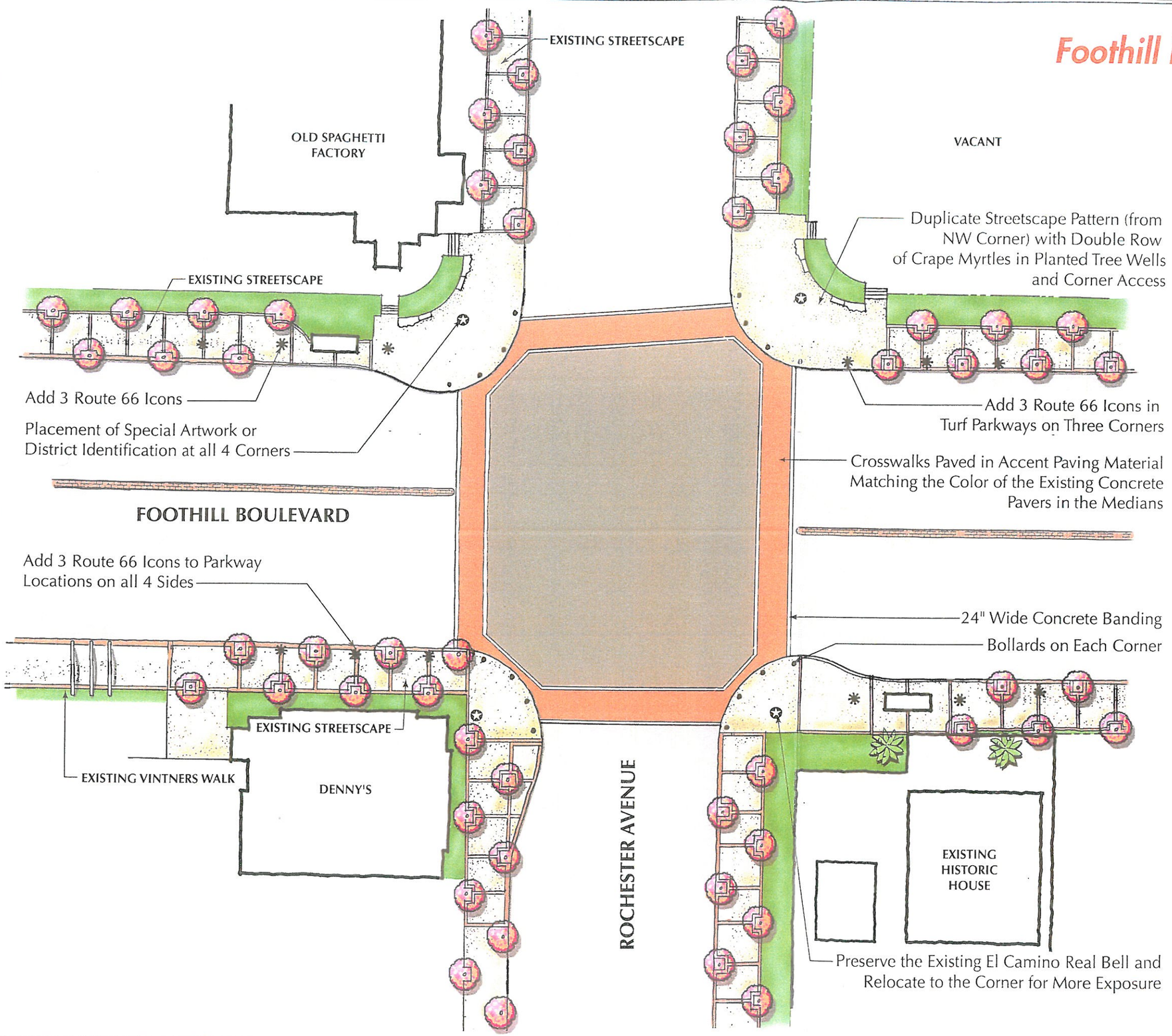
NORTH

SCALE IS APPROX: 1"=40'

urban design studio

Exhibit K

Foothill Boulevard - Historic Route 66



ROCHESTER AVENUE ACTIVITY CENTER

Streetscape Unifying Elements

EXISTING ELEMENTS:

- Double Row (Alternating) of Crape Myrtle in Planted Tree Wells
- 10'-12' Wide Concrete Sidewalks with Brick Banding Accent
- 4' Wide Turf Parkways Between Curb and Sidewalk

ADDITIONAL ELEMENTS TO HELP UNIFY:

- Repeat Sidewalk and Tree Patterns on the East Sides and Bring Sidewalk Out to Curb Adjacency
- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Route 66 Icons within the Planted Turf Parkways and on Either Side of Bus Shelter on Foothill Blvd
- Special Accent Pavement in the Intersection to Match all Activity Center Intersections
- Placement of Artwork or District Identification in all 4 Corners
- Historic Pedestrian Level Light Poles
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetname signs
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palette for Choices of Icons, Special Artwork Features, Street Furniture and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

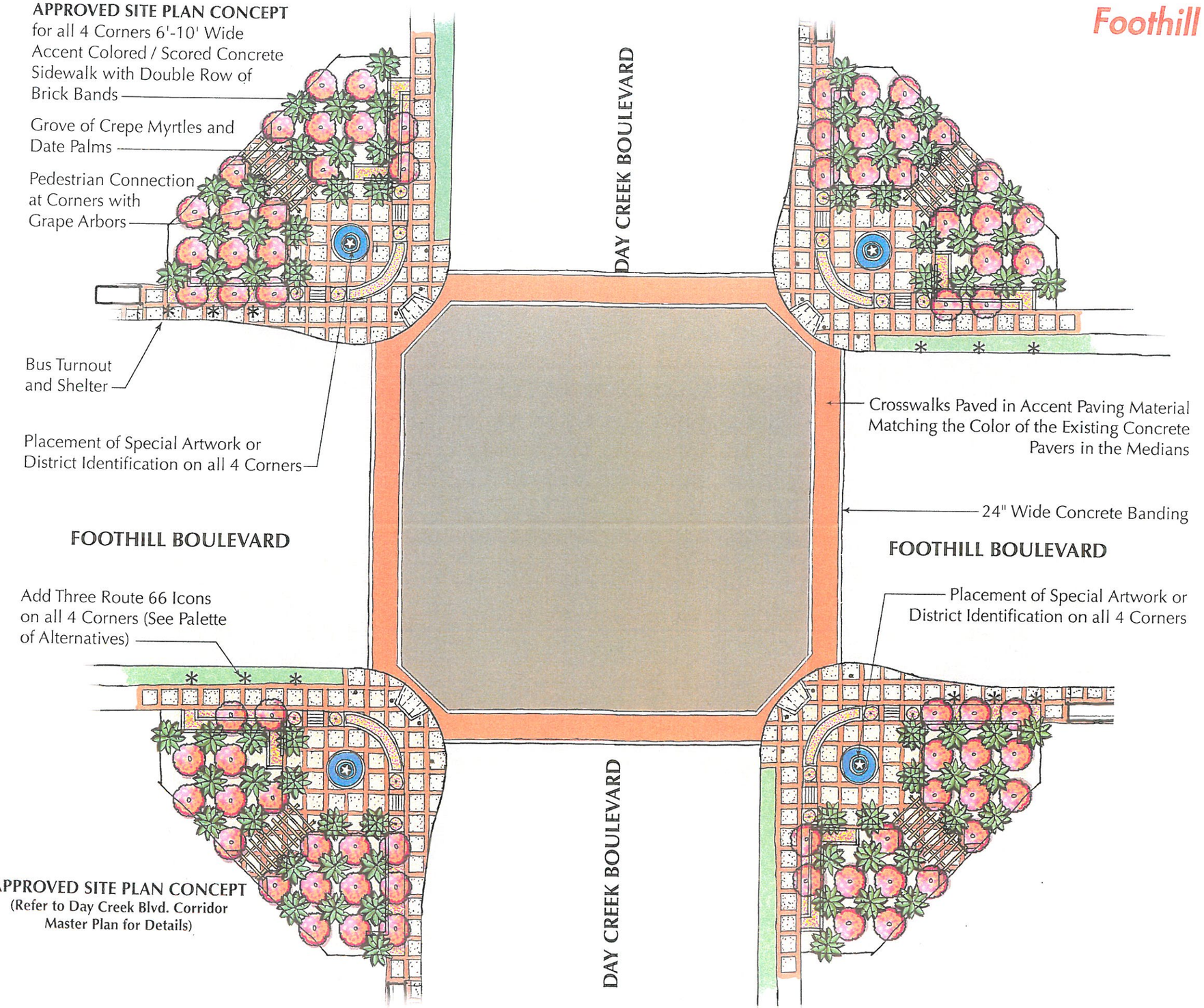
NORTH

SCALE IS APPROX: 1" = 10'

urban design studio

Exhibit L

Foothill Boulevard - Historic Route 66



DAY CREEK BOULEVARD ACTIVITY CENTER

Streetscape Unifying Elements

ELEMENTS TO HELP UNIFY:

- Accent Colored / Scored Concrete Sidewalk with Double row of Brick Bands
- Grove of Crape Myrtles and Date Palms
- Brick Style Paver Banding
- Three Route 66 Icons along Sidewalks on Foothill Blvd Frontage (See Palette of Alternatives)
- Placement of Special Artwork or District Identification on all 4 Corners
- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Special Accent Treatment to Intersection to Match all Eight Activity Center Intersections
- Historic Pedestrian Level Light Poles
- Paint All Traffic Control Hardware and Street Furniture a Consistent Color
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetname signs
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palette for Choices of Icons, Special Artwork Features, Street Furniture and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

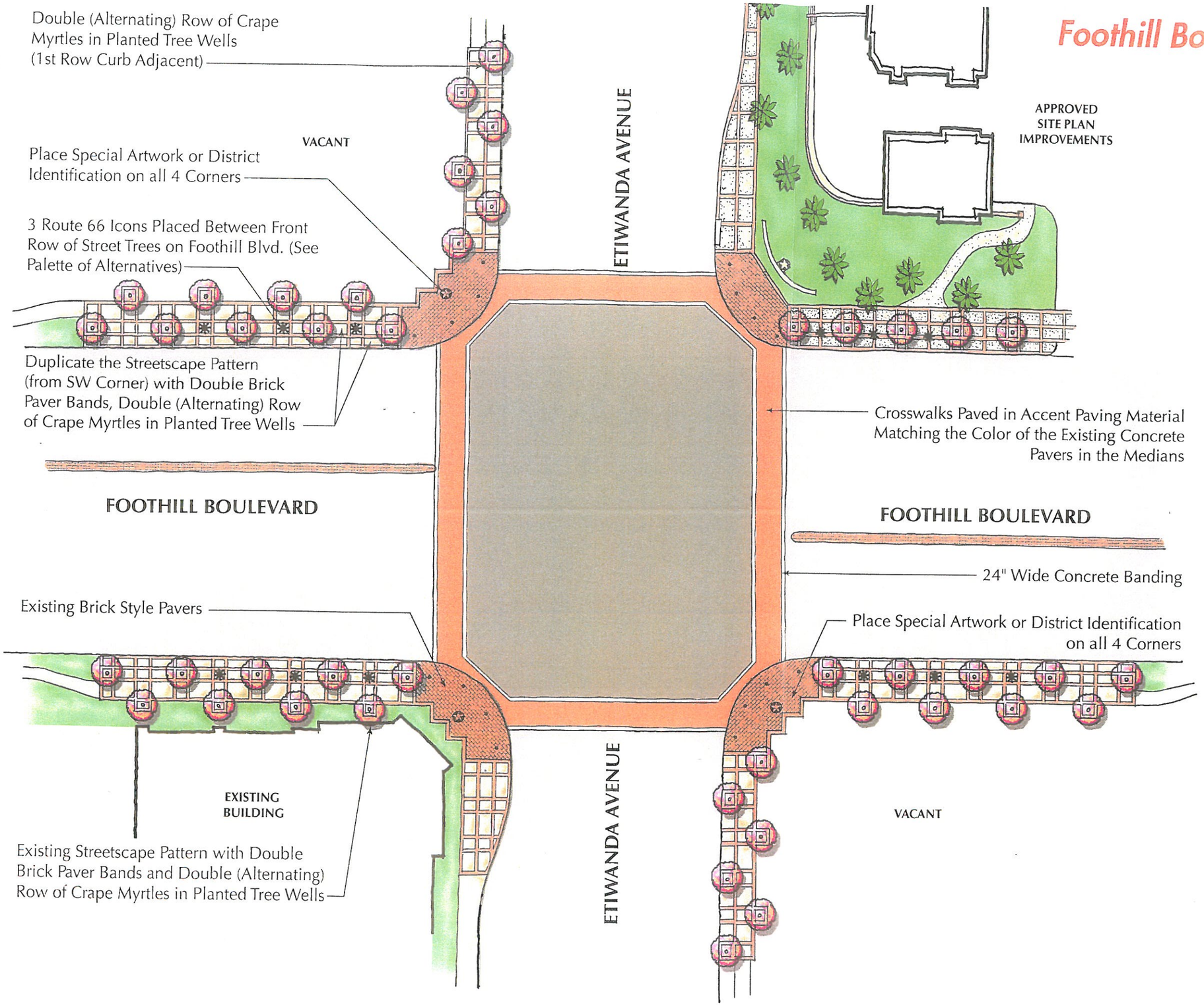
NORTH

SCALE IS APPROX: 1"=40

urban design studio

Exhibit M

Foothill Boulevard - Historic Route 66



ETIWANDA AVENUE ACTIVITY CENTER

Streetscape Unifying Elements

EXISTING ELEMENTS:

- Double Brick Paver Bands in Sidewalk
- Double (Alternating) Rows of Crape Myrtles in Planted Tree Wells
- Brick Style Pavers on Corners

ADDITIONAL ELEMENTS TO HELP UNIFY:

- Repeat Above Patterns on Remaining Corners
- Pave Crosswalks with Accent Paving Material Matching the Color of the Existing Concrete Pavers in the Medians
- Add 3 Route 66 Icons Between Front Row of Trees
- Place Special Artwork or District Identification on all 4 Corners
- Historic Pedestrian Level Light Poles
- Paint All Traffic Control Hardware and Streetscape Furniture a Consistent Color
- All North and South bound intersecting streets should have Route 66 and district identification incorporated on to the Foothill Blvd. streetname signs
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median
- Interior of Intersection Paved in Dark Colored Accent paving Material Matching the Herring Bone Pattern of the Concrete Pavers in the Median

* See Palette for Choices of Icons, Special Artwork Features, Street Furniture and Accent Paving

* Ultimate Right-of-Way and Traffic Lanes Shall Be Per City's General Plan Circulation Element

NORTH

SCALE IS APPROX: 1"=40'

urban design studio

Exhibit N

Rancho Cucamonga / Foothill Boulevard
Streetscape "Vision"
Typical Activity Center Design

Exhibit O

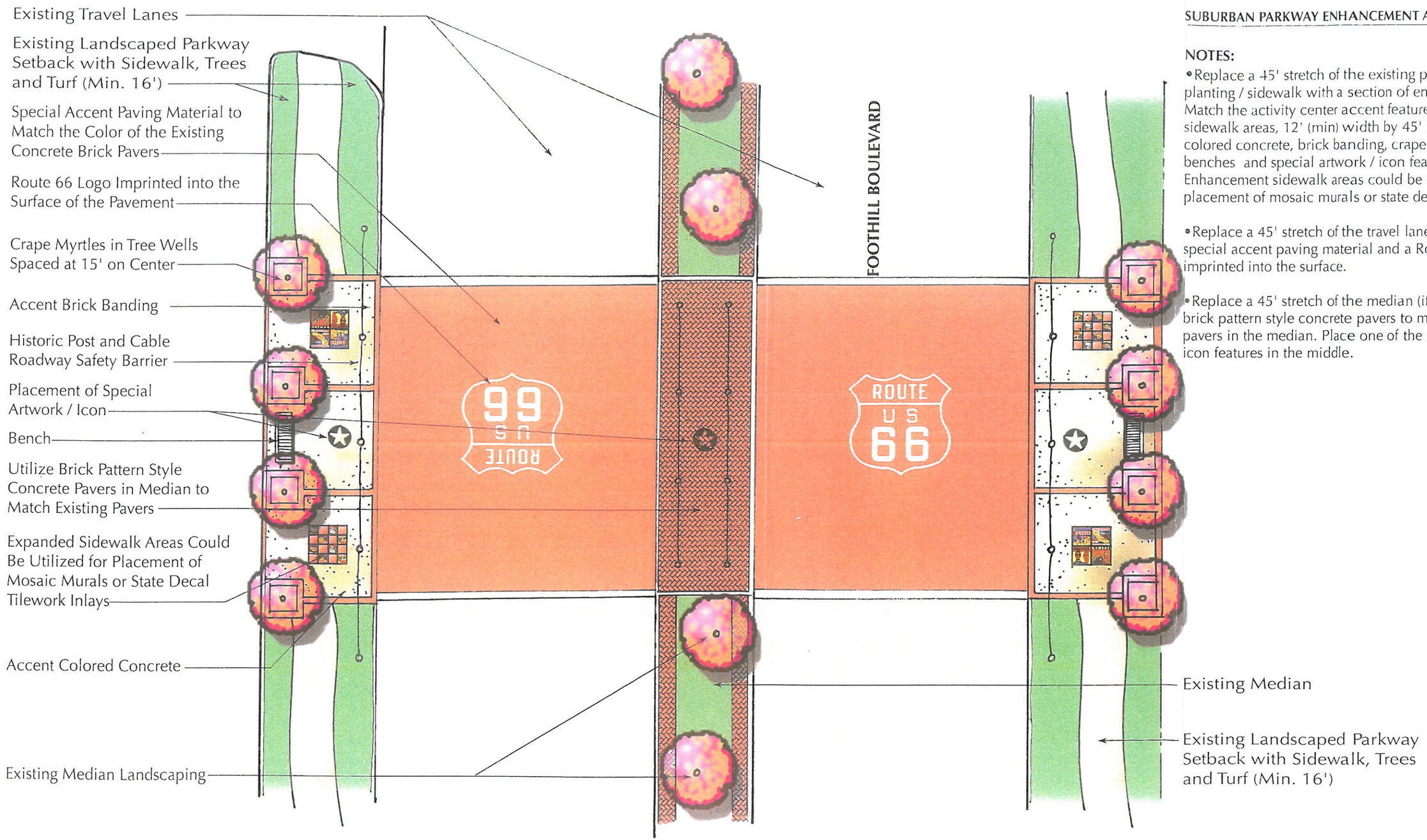
C. Suburban Parkways

The typical suburban parkway design for Foothill Boulevard should follow the guidelines set forth in the Foothill Boulevard Specific Plan. The parkway characteristics include rolling turf berms, meandering sidewalks, and informal drifts of London Planes, California Sycamores, and Purple Plum trees. (See the Typical Suburban Parkway Plan View and Elevation)

Located at various locations within the suburban parkways are many opportunities for enhancement areas that provide additional focal points to celebrate the Route 66 theme. The approximate locations for these proposed enhancement areas are shown on the location map, and should occur as part of any new development of vacant parcels, or redevelopment within the locations takes place.

The enhanced features of these areas include replacing a 45' section of the typical parkway planting/sidewalk area as well as the roadway pavement and median, with special treatments of pavement materials artwork/icon placement and accent tree plantings. All are shown in detail on the Suburban Parkway Enhancement Area Prototype Plan View and Elevation on the following pages.

Foothill Boulevard - Historic Route 66



SUBURBAN PARKWAY ENHANCEMENT AREA PROTOTYPE

NOTES:

- Replace a 45' stretch of the existing parkway planting / sidewalk with a section of enhanced features. Match the activity center accent features, with widened sidewalk areas, 12' (min) width by 45' length, accent colored concrete, brick banding, crape myrtle trees, benches and special artwork / icon features. Enhancement sidewalk areas could be utilized for placement of mosaic murals or state decal tiles.

- Replace a 45' stretch of the travel lane pavement with special accent paving material and a Route 66 logo imprinted into the surface.

- Replace a 45' stretch of the median (if one exists) with brick pattern style concrete pavers to match the existing pavers in the median. Place one of the special artwork / icon features in the middle.

Exhibit R NORTH

urban design studio

Foothill Boulevard - Historic Route 66

SUBURBAN PARKWAY ENHANCEMENT AREA PROTOTYPE

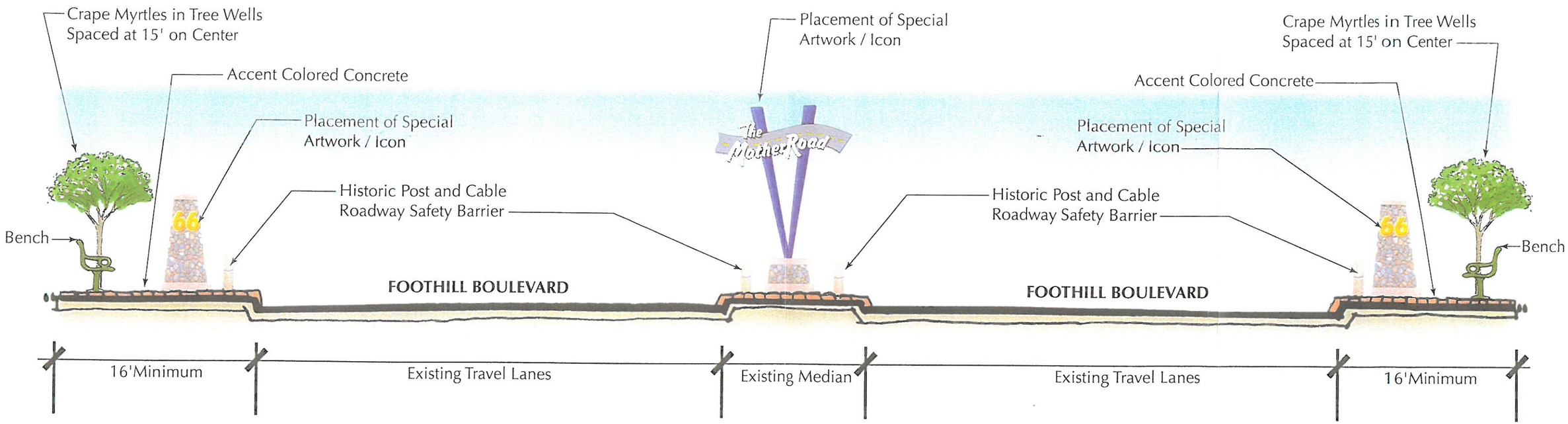


Exhibit S NORTH

urban design studio

Foothill Boulevard - Historic Route 66

Suburban Parkway Enhancement Area
Streetscape Simulation

After

Before

NOTE: The sculptural artwork/icons shown in this visual simulation are for illustrative purposes only.

Exhibit T

D. Streetscape Furniture and Artwork/Icon Palettes

One of the most important elements that cohesively ties an entire streetscape together is a uniform palette of furniture. The Streetscape Furniture Palette, as shown on the 11 x 17 color foldout, consists of thematic streetlights, benches, trash receptacles, pedestrian safety bollards, accent paving materials, newspaper racks, special accent clocks for focal points, and banners to be attached to the streetlight poles.

All metal or painted surfaces of the streetscape furniture should be dark green (or matching the Pantone PMS color 343). The following is a listing of the elements shown on the Streetscape Furniture Palette, with a suggested manufacturer and standards for placement.

Single Acorn Traditional Streetlight

K118 Washington Luminaire on 15' KM-15 Memphis pole by King Luminaire (800) 268-7809

The single globe acorn style lights should be placed in the parkway/sidewalk locations at a spacing of approximately 120' on center and approximately 2' from the curb. (Eventually replacing the existing cobra head style lighting where it exists as determined and approved by City Engineer.)

Double Teardrop-Style Streetlight

K205 Marquis luminaire on KA30-2 Scroll Arm, on a KCH-22 Classic style 22' pole by King Luminaire (800) 268-7809. The double teardrop style streetlights should be placed in medians, where feasible, at a spacing of approximately 120' on center, down the center of the median.

Benches

RB-28 6' Ribbon Series bench
By Victor Stanley (800) 368-2573

Each of the benches (paired with a matching trash receptacle) should be placed at 3 sets per block. One set should be located at or near each corner (or bus shelter location) and one set placed mid-block or within any Parkway Enhancement area location.

Trash Receptacles

SD-42 36 gallon Bethesda Series trash receptacle with side-opening doors
By Victor Stanley (800) 368-2573

Each of the trash receptacles (paired with benches) should be placed at 3 sets per block. One set should be located at or near each corner (or bus shelter location) and one set placed mid-block, or within any Parkway Enhancement area location.

Bollards

Alternative 1: Cast iron or aluminum bollard 1890 Bollard
By Canterbury International (800) 935-7111

Alternative 2: Concrete lighted bollard
CB12 R 38 Cutoff dome MSB
By Architectural Area Lighting (714) 994-2700

The 1890 bollards currently exist on the northeast corner of Haven and Foothill Boulevard. It is recommended that these be installed/implemented into the remaining 3 corners at this intersection. It is encouraged that bollards be installed at the busiest/largest of the eight Activity Center intersection corners. All four corners of any intersection should have the same style bollard for consistency. However, styles (Alternative 1 or 2) may change from intersection to intersection, depending on the character of the adjacent development.

Accent Paving Material

The paving material used within the corner setback areas should match the existing improved corners with a herringbone pattern of concrete brick pavers. These brick-shaped pavers are called Holland Stone, tri-color mix of Sunburst B-2, Red Brown Charcoal, and are provided by Olsen Pavingstone Inc. (949) 728-0415.

The paving material to be used in the crosswalks and intersection areas should be StreetPrint asphalt pavement. StreetPrint is a textured asphalt material that replicates the appearance of pavers. The pattern recommended is a herringbone to match the existing brick pavers. The color of the crosswalks should be terra cotta, and the intersections, sierra colors. It is intended that these colors match, as closely as possible, the colors used in the existing concrete brick pavers in medians and corners. StreetPrint Pavement Technology is provided by the Mark Company (714) 685-3462.

Newspaper Racks

Multi-unit concrete newspaper racks by Quick Crete Products (909) 737-6240. Newspaper racks on Foothill Boulevard should be grouped together in one unit, located at major pedestrian access points of the Activity Centers. The exact locations to be determined by the City. The material color should be a light terra cotta finish.

Clocks

Danbury Style, 12' overall height
By Canterbury International (800) 935-7111
Clocks are an optional item and may be used as the focal point or artwork/icon substitute in any Activity Center corner area.

Banners

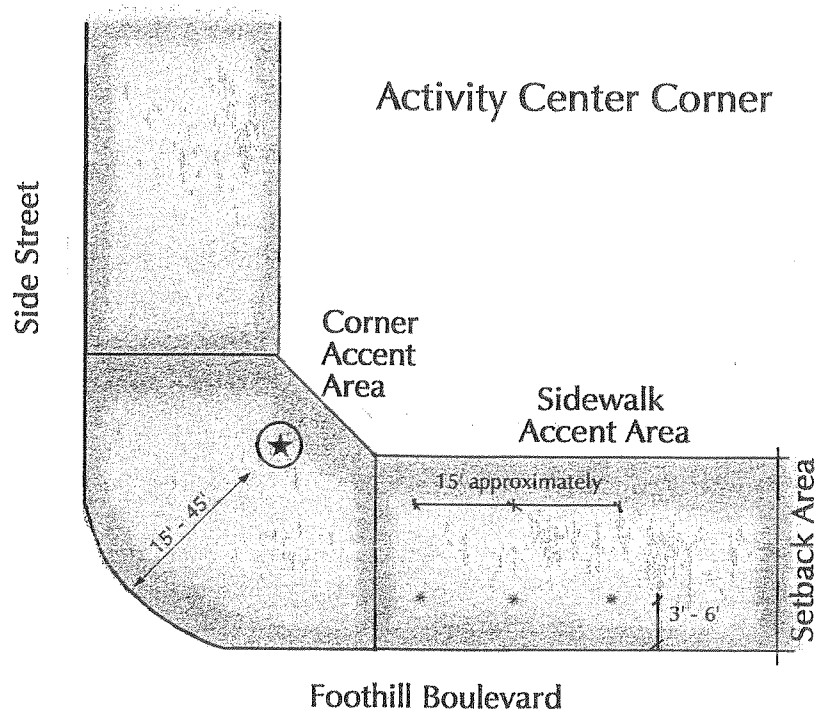
Custom design 30" x 60" synthetic fabric banners by KBW (Kalamazoo BannerWorks)
Sierra Display, Inc. (800) 388-5755
See Banner Program, IV-C, for details.

Artwork and Icon Placement Standards

The purpose of the Artwork and Icon program is to provide for opportunity to incorporate artistic representations of Historic Route 66, within the eight Activity Centers and various locations within the Suburban Parkways of Foothill Boulevard. Examples are shown on the Icon/Artwork Palettes, and may include sculptures, mosaics, murals, and other historic depictions of physical features on Route 66. This palette is intended as a guideline only to encourage future development of artist designs in the Route 66 theme.

The Icon/Artwork shall be placed, as shown on the Activity Center Plan Views, and as shown on the Suburban Parkway Enhancement area Plan Views, oriented equally toward motorists and pedestrians. Within the Activity Centers, the primary artwork depictions shall be placed within the corner setback areas of each of the Activity Centers, as a focal point for that corner, 15 feet minimum from curb, to no more than 45 feet from curb at corner. The secondary artwork/icon depictions shall be a series of similar pieces, 3 in a row, at approximately 15 feet on center, within the parkway setback accent areas, along Foothill Boulevard, 3 feet to 6 feet from curb edge.

Artwork/Icon depictions within the Suburban Parkway areas shall be approximately 3 feet to 6 feet from curb edge in parkways, and centered in medians of 14-foot width or more only.

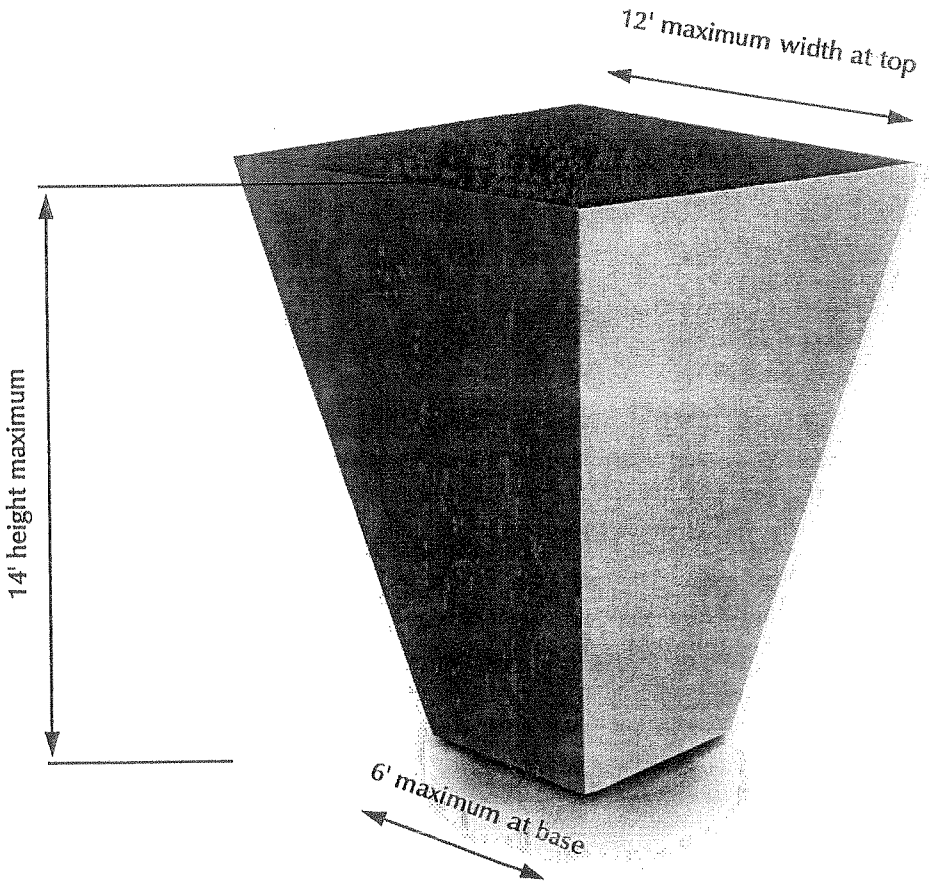


Artwork/Icons

Dimensions of the Artwork/Icons should be variable, but stay within the streetscape pattern provided by the existing parkway trees.

6' x 6' wide at the base (maximum)
30' maximum height
12' x 12' wide at the top (maximum)

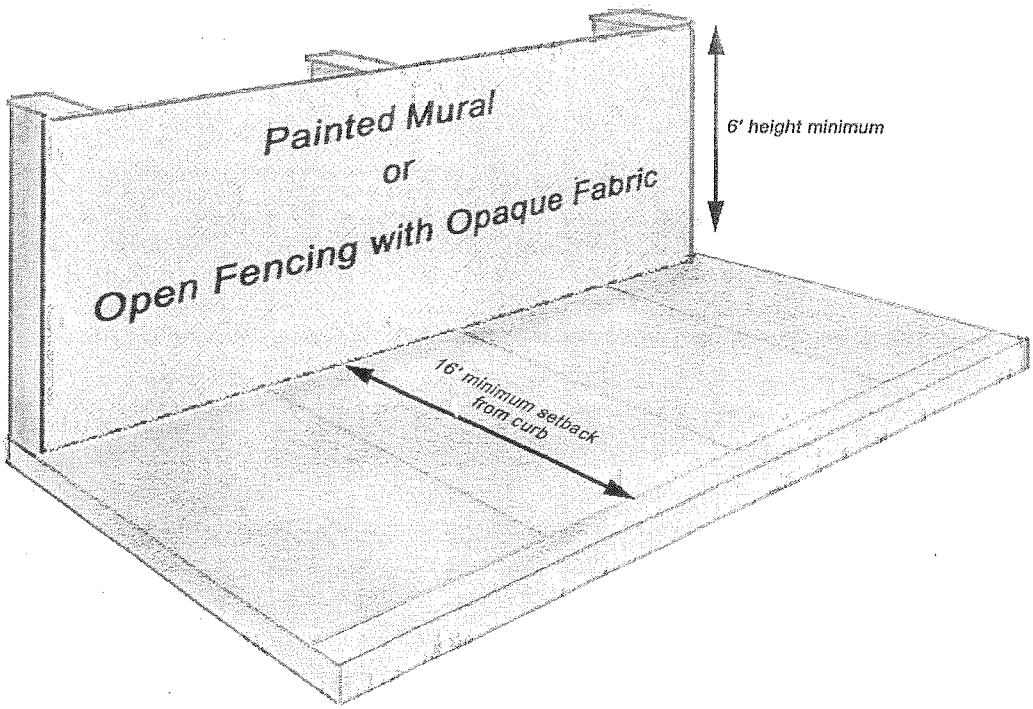
These standard dimensions are recommended and may vary upon review and approval by the City.



Temporary Screen Fencing of Private Developments

Temporary Fencing shall be provided to screen construction sites during site preparation and development on all projects with Foothill Boulevard street frontage.

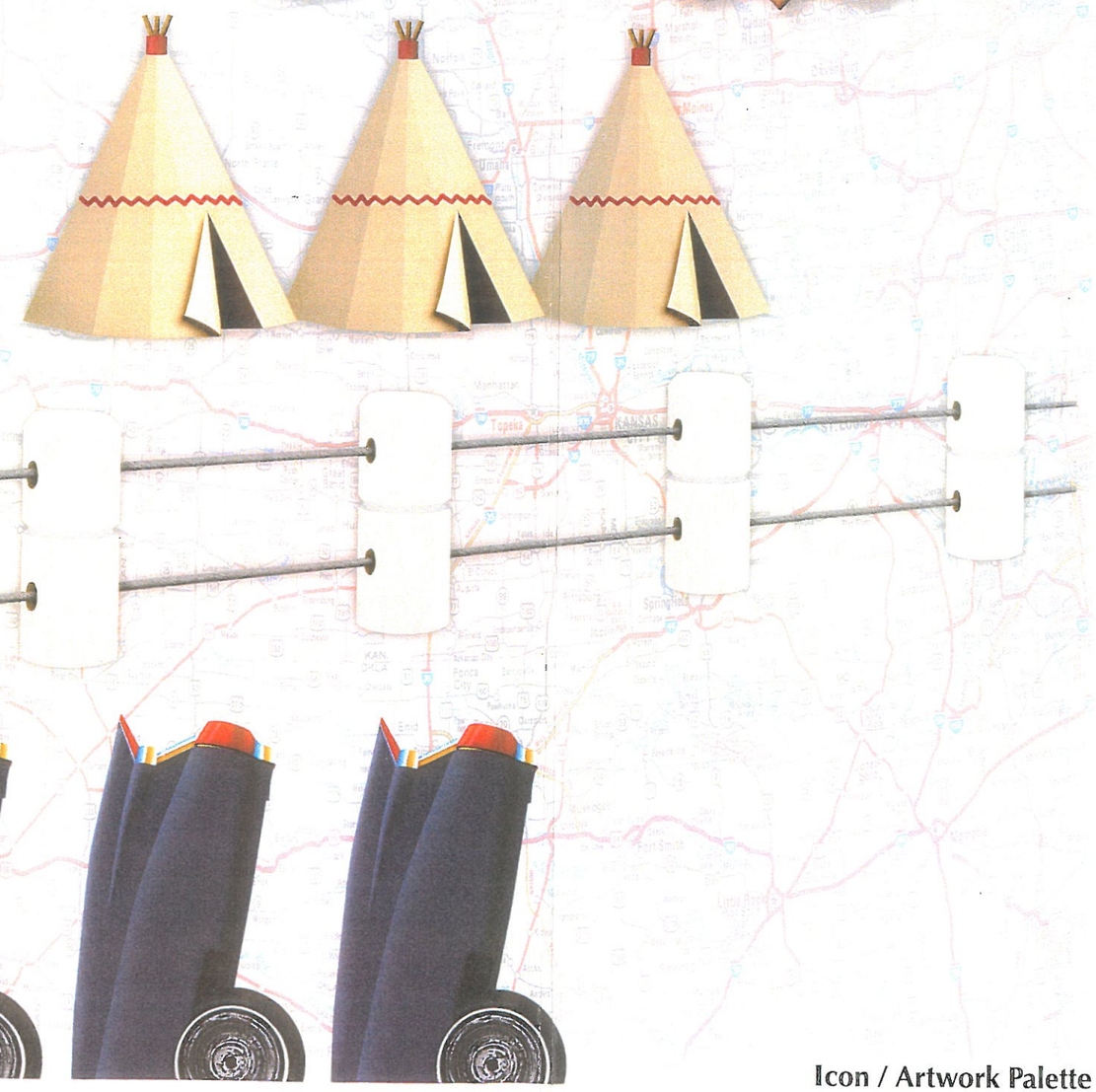
Fencing shall be solid painted murals for infill projects with frontage of 100 feet or less. See Screen Fencing Mural depiction on Artwork Palette for concept. For projects with more than 100 feet of street frontage, chain link fencing with decorative vinyl opaque fabric sheeting attached may be allowed. Screen fences shall be setback from curb a minimum of 16 feet and shall be a minimum of 6 feet in height. See City Standard drawings for fence and chain link construction details.



Foothill Boulevard - Historic Route 66

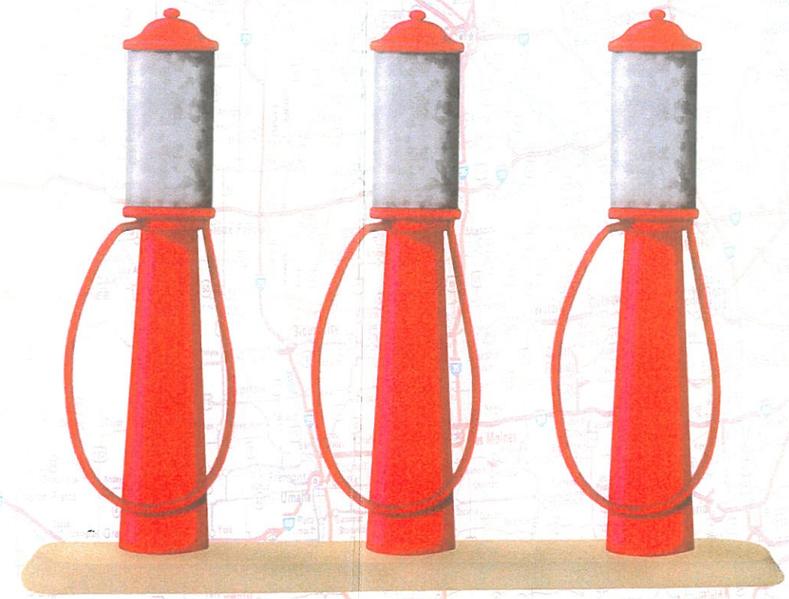
Streetscape Furniture Palette

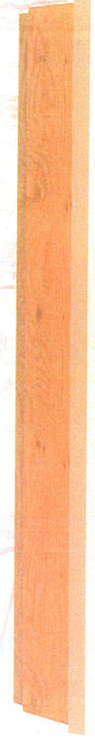
Exhibit U



Icon / Artwork Palette

Exhibit V





PRIVATE DEVELOPMENT SCREEN FENCING / MURAL

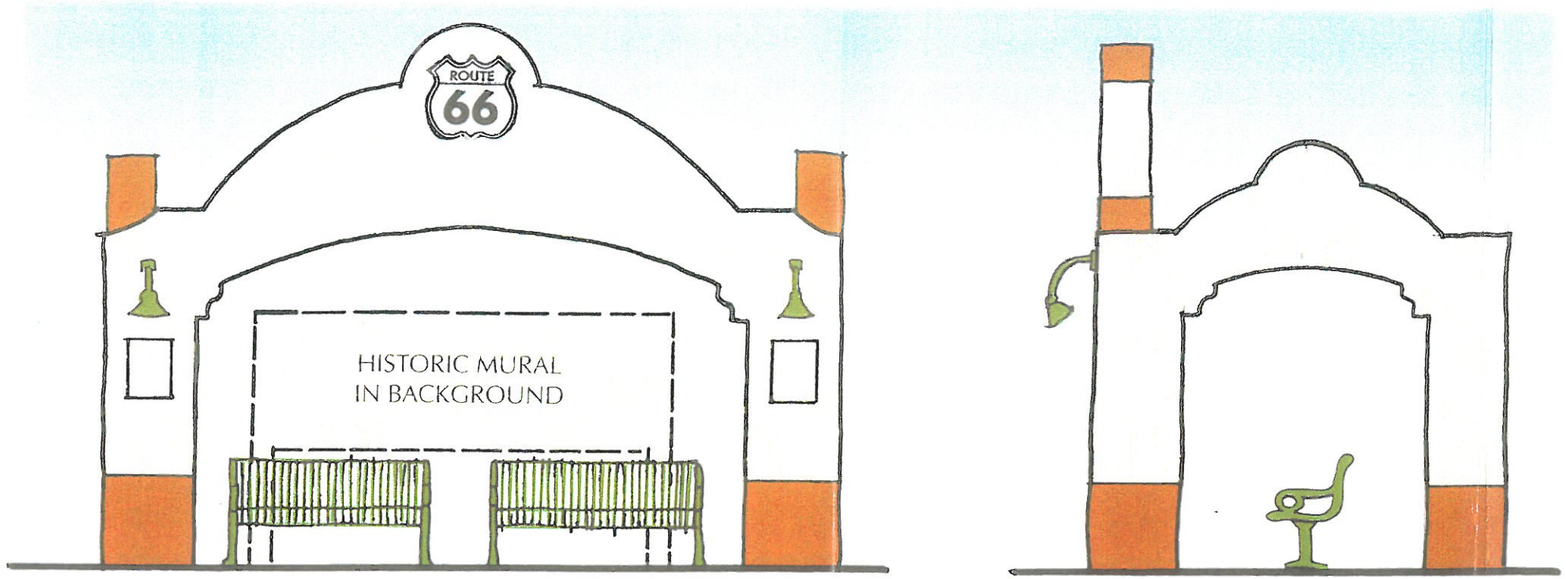
Icon / Artwork Palette

Exhibit W

Foothill Boulevard - Historic Route 66

BUS SHELTER CONCEPTS

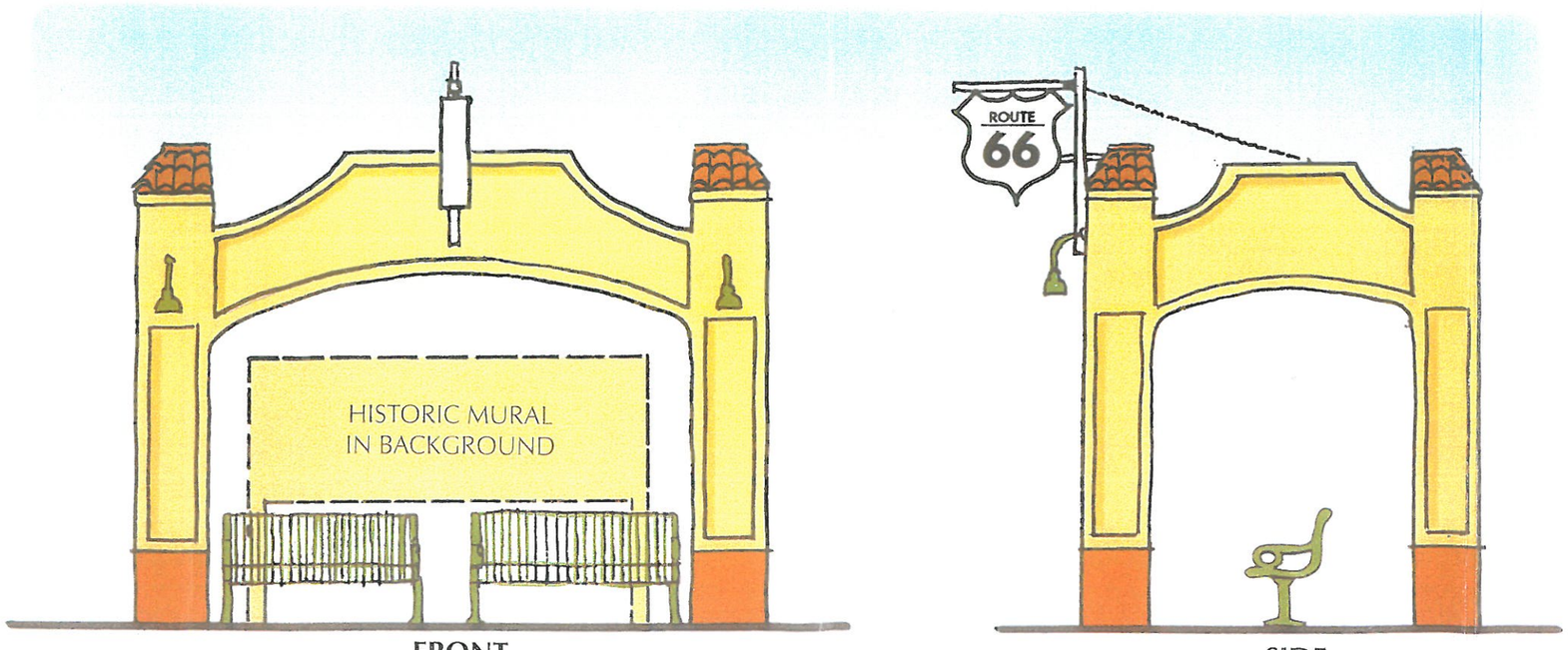
Both Alternative Concepts are Mission Style/Historic Service Station Motifs and Blend with the Existing Rancho Cucamonga Bus Shelters



FRONT

SIDE

ALTERNATIVE 1 BUS SHELTER



FRONT

SIDE

ALTERNATIVE 2 BUS SHELTER

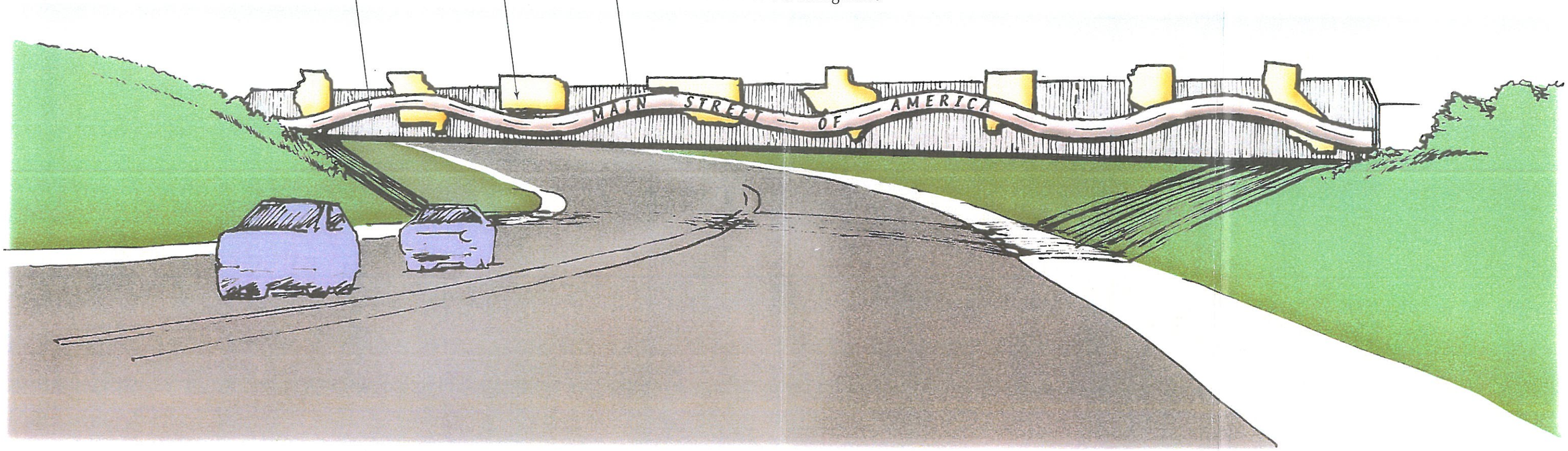
Exhibit X

urban design studio

Foothill Boulevard - Historic Route 66

RAILROAD OVERPASS MURAL CONCEPT

This is a Concept only to Illustrate the Opportunity to Utilize the Future Railroad Overpass as a Mural Depicting the Historic Length of Route 66 Across America



FOOTHILL BOULEVARD LOOKING EAST
PROPOSED FUTURE RAILROAD OVERPASS

Exhibit Y

Foothill Boulevard - Historic Route 66

Street Name Sign and Traffic Signal Hardware

Exhibit Z

IV. Implementation Program

Introduction

This chapter provides recommendations for the phasing, implementation, suggested leaders to carry out the implementation, and possible funding mechanisms that will effectively implement the Route 66 Visual Improvement Plan. It contains four parts; 1. Phasing Plan & Matrix, 2. Funding Mechanisms Resource Guide, 3. Banner Program, and 4. Grant Writing Recommendations.

The Grant Writing section provides recommendations and tips on effective and successful grant writing. This section is included to assist those interested in pursuing outside grants and technical assistance. Local organizations and groups are encouraged to apply for grants to implement the plan.

A. Phasing Plan & Matrix

This section provides a brief description of the three phases of the Implementation Program with general descriptions of the logical breakdown of all the design elements, followed by a matrix that will provide a quick reference for the Implementation/Phasing Timeline.

The Matrix is organized by a paraphrased description of all the design elements included in the plan, and the suggested leaders to carry out the implementation, as well as a Key Resources column. The Key Resources column is a checklist of the possible funding sources as referenced in the Funding Mechanism Resource Guide, which follows the matrix (Part 2)

1. Phase 1

Within 1-2 years, or while Foothill Boulevard is still under CalTrans jurisdiction, the following improvements should be given first priority:

Gateway Entry Areas:
- Corner accent paving, monument signs, and accent palm tree plantings.
- Sidewalk accent treatment, with enhanced concrete paving, brick banding, and Crape Myrtle trees

Activity Centers:
- Corner accent paving (if not existing)
- Corner focal artwork/icon installations
- Sidewalk accent treatments, with enhanced concrete paving, brick banding, and Crape Myrtle trees. (if not existing)
- Sidewalk area artwork icon installations

Street Furniture:
- Benches
- Trash receptacle
- Bollards
- Newspaper racks

Banner Program on existing cobra head light poles

Suburban Parkway Enhancement Areas:
- Sidewalk accent treatments with enhanced concrete paving, brick banding, Crape Myrtle trees, artwork and mosaic tiles

2. Phase 2.

Within 2-5 years, or soon after relinquishment of Foothill Boulevard from CalTrans to City jurisdiction, priority should be given to the implementation of the following aspects of the plan:

Gateway Entry Areas:
- Crosswalk accent paving
- Intersection accent paving

Activity Centers:
- Crosswalk accent paving
- Intersection accent paving

Suburban Parkway Enhancement Areas:
- Street section accent paving including Route 66 logo in pavement
- Median section accent paving
- Median artwork installation
- Post-and-cable barriers on the sidewalks and in the medians
- Additional benches and trash receptacles

Replace cobra head lights with single globe historic style street lights

Replace/retrofit thematic traffic signal poles and thematic street name signage. (may be done on an as-needed basis)

Additional thematic bus shelters

3. Phase 3

After 5 years every effort should be taken to ensure the implementation of the longer range, ultimate design elements, through public/private partnerships, fund-raising events, art in public places programs, as well as City programs. These features are, but not limited to, the following:

- Street-spanning entry arch with post-and-cable roadway barriers
- Railroad bridge overpass mural
- Wayfinding signage and identity program
- Additional or improved public art

4. Matrix

See 11 x 17 sheet

Route 66 Visual Improvement Program

Implementation Phasing Timeline

Elements of Design Concept (Paraphrased)	Phase 1 Year 1-2 Under CalTrans Jurisdiction	Phase 2 Year 2-5 Under City Jurisdiction	Phase 3 Year 5+ Ultimate Design Concepts	Leaders and Team Members (See Key at bottom of Table) City	RDA	CC	PP	CT	OT	Potential Costs (See detailed Cost Analysis after Furniture Palette)	KEY RESOURCES (Reference to Funding Mechanisms Resource Guide)
Gateway Entry Areas Corner Improvements Sidewalk Improvements				X	X	0	0	0		$295,400	L1, L2, L3, L4, L5, L6, L7, L9, L10 S2, S8, S9, S12, F5, F11, F12, F17, N4, N9, N11, P1, P16
Activity Centers Corner Improvements Sidewalk Improvements Street Furniture				X	X		0	0		$1,268,800 (8 Activity Centers)	L1, L2, L3, L4, L5, L6, L7, L8, L9, L10, S2, S8, S9, S12, F5, F11, F12, F15, F17, N4, N9, N11, P16
Artwork/Icon Program				X	0	0	0	0	X	$240,000	L2, L6, L7, L10, S8, F5, F6, F11, F17, N4, N7, P2, P8, P16
Banner Program				0	X	0	0	0	0	$60,000	
Suburban Parkway Enhancement Areas Sidewalk Improvements				X	X		0	0		$388,800 (16 @ 24,300)	L1, L2, L3, L4, L5, L6, L7, L8, L9, L10, S2, S3, S8, S9, S12, F11, F12, F15, F17, N4, N9, N11, P16
Gateways and Activity Center Crosswalk Paving Intersection Paving				X	X	0				$897,000	L1, L2, L3, L4, L5, L6, L7, L8, L9, L10, S3, F5, F12, F17, N9, P16
Suburban Parkway Enhancement Areas Street and Median Accent Paving Additional Street Furniture				X	X		0			$546,880 (16 @ $34,180)	L1, L2, L3, L4, L5, L6, L7, L8, L9, L10, F12, F17, N9, P16
Artwork/Icons Program in Medians				X		0			0	$480,000	L2, L6, L7, L10, S8, F5, F6, F11, F17, N4, N7, P2, P8, P16
New Thematic Streetlights				X	X					$780,000	L3, L4, L5, L6, L7, L8, L10
Replace/Retrofit Traffic Signals Thematic Street Name Signs				X	X					(as needed $6,500 ea)	L3, L4, L5, L6, L7, L8
Thematic Bus Shelters				X					X	$30,000 ea	L3, L4, L5, L6, L7, L8, F6, F12, F13, F15, N4
Street Spanning Arch				X	0	X			0	$220,000	L2, L3, L4, L6, L7, L10, S8, F2, F11, F12, F17, P16
Railroad Bridge Mural				X	0	0	0		0	$60,000	
Signage and Identity Program *This will be a future program intended to compliment the V.I.P. with a wayfinding and Identity Program*											

Leaders and Team Members Key:

Leaders X

Members 0

CITY
City of Rancho Cucamonga,

RDA
Redevelopment Agency of Rancho Cucamonga

CC
Chamber of Commerce

PP
Private Property Owners Developers

CT
CalTrans

OT
Others include:
Community Organizations, Service Clubs, Historic Preservation Organizations

Exhibit AA

Furniture Palette Estimate Costs

Single Acorn Traditional Streetlight
K118 Washington luminaire on 15' KM-15 Memphis pole
By King Luminaire (800) 268-7809
$1300.00 approximately

Double Teardrop Style Streetlight
K205 Marquis luminaire on KA30-2 Scroll arm, on a KCH-22 Classic style 22' pole
By King Luminaire (800) 268-7809
$3600.00 approximately

Benches
RB-28 6' Ribbon Series Bench
By Victor Stanley (800) 368-2573
$750.00 approximately

Trash Receptacle
SD-42 36 gallon Bethesda Series
With Side-Opening Door
By Victor Stanley (800) 368-2573
$720.00 approximately

Bollards
Alternative 1: 1890 Style cast iron or aluminum bollard
By Canterbury International (800) 935-7111
$600.00 approximately

Alternative 2: Concrete lighted bollard
CB12 R 38 cutoff dome MSB
By Architectural Area Lighting (714) 994-2700
$900.00 approximately

Accent Paving Material
StreetPrint Asphalt Pavement Texturing
By Mark Company (714) 685-3462
$6.50 s.f. (This is a rough estimate. The product, at 2.75 s.f., is coated on top of hot asphalt mix.)

Newspaper Racks
Multi-unit concrete rack
By QuickCrete Products (909) 737-6240
(No price at this time)

Clocks
Danbury Style 12' height
By Canterbury International (800) 935-7111
$13,900.00 approximately

Banners
Custom design 30" x 60" synthetic banners
By Kalamazoo Banner Works/Sierra Display (800) 388-5755
$90.00 each approximately

B. Funding Mechanisms Resource Guide

The following provides an overview of resources for the City of Rancho Cucamonga to put together a funding strategy for implementation. It looks at the various funding and technical assistance mechanisms available. This section does not impose a rigid approach to how the community shall fund the improvements along Foothill Boulevard. Rather, by describing the alternative sources and their potential for generating dollars, the City and other appropriate entities will be able to take the next step in the process, which is to enact the various sources. Partnerships with local organizations or agencies may be required or helpful. Additionally, the most successful approach to project funding will view project ideas and their positive impacts on Rancho Cucamonga in a broad sense and in a creative manner to access a variety of resources. This funding list is not intended to be exhaustive nor does not it attempt to work out the many details of final funding.

This listing is organized into five categories of resources: (L) Local, (S) State, (F) Federal, (N) Non-Profit, and (P) Private. This listing is not intended to exclude any other available funding source nor does it require the use of any source listed. These resources are referenced, as labeled on the left, in the Key Resources column of the matrix.

LOCAL RESOURCES

L1 General Taxes

DESCRIPTION: These taxes include excise taxes, utility user taxes, and property tax. Each of these taxes could be raised to generate revenue for Foothill Boulevard. However, the political realities in California Requires a 2/3-voter approval for property tax increases or a special tax.
AMOUNT: Variable
REQUIREMENTS: Contact source.
SOURCE: City / Taxpayers

L2 Transient Occupancy Tax

DESCRIPTION: Transient Occupancy Taxes (TOT) are frequently used for projects that service and bolster the tourism industry. An increase of the City's TOT by 1% could generate sufficient additional funds to help support downtown revitalization.
AMOUNT: Variable
REQUIREMENTS: Refer to California Revised Statutes
SOURCE: Hotel and Lodging facilities.

L3 Assessment-backed Debt
DESCRIPTION: Debt undertaken for public improvements wherein payback is tied to LIDs or BIAs.
AMOUNT: Variable
REQUIREMENTS: Contact source.
SOURCE: City coordinates assessment of property owners and/or businesses.

L4 Business Improvement Areas (BIA)
DESCRIPTION: Self-taxing business districts. Business and property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment. BIAs include Business Improvement Districts (BIDs), Local Improvement Districts (LIDs) and other such financial districts.
AMOUNT: Variable
REQUIREMENTS: BIAs can be controversial since taxation is involved. Considerable communication and consensus building should be conducted prior to launching a BIA creation program.
SOURCE: Individual businesses, coordinated through City government.

L5 City General Fund
DESCRIPTION: It is not uncommon for cities that are seeking to revitalize their downtown to commit a certain amount of the General Fund to the effort over a period of years. General revenue funding is recommended for those improvements or ongoing projects, which have general community-wide benefits.
AMOUNT: Variable
REQUIREMENTS: Contact source.
SOURCE: City or County. These funds could come from a Special Projects Fund or through the normal Capital Improvements budgeting process.

L6 Development Fees
DESCRIPTION: A system of fees on private development to address infrastructure impacts.
AMOUNT: Variable
REQUIREMENTS: A difficulty of establishing equitable fees: those which are fair and do not eliminate the viability of desirable new projects.
SOURCE: Developers.

L7 Development Incentive Programs

DESCRIPTION: Incentives encourage the private sector to provide the desired public improvements (incentives may include waived or reduced fees; increased density allowances, etc.).
AMOUNT: Variable
REQUIREMENTS: Contact source.
SOURCE: City.

L8 Tax Increment Financing

DESCRIPTION: Also known as revenue allocation financing. Most tax revenues from any increase in property values within the urban renewal area are dedicated to servicing the bonds.
AMOUNT: Funding dependent upon increased property values within revenue allocation area.
REQUIREMENTS: Facilities must be located within designated revenue allocation area boundaries and only within incorporated cities. Requires vote of city council to establish urban renewal area and dedicate any increased revenues to project.
SOURCE: City ordinance.

L9 General Obligation Bonds

DESCRIPTION: Tax-supported bonds used to finance governmental capital improvements such as public buildings, roads, infrastructure improvements, community centers, etc.
AMOUNT: Variable
REQUIREMENTS: This form of debt requires a public vote for approval.
SOURCE: Loan. Private banking industry.

L10 Adopt-a-"Light" Program

DESCRIPTION: As a unique method for paying for street lighting fixtures, a small projected plaque sign could be affixed to the light pole with the name or logo of the local merchant/business/ person/entity who purchased the fixtures. This program can also be applied to historic plaques, benches, trees, artwork, paving surfaces, banners, etc.
AMOUNT: Variable
REQUIREMENTS: Varies
SOURCE: Coordinated through City, Chamber, or local non-profit organizations.

L11 501 (c)(3) Bonds

DESCRIPTION: Nonprofit, 501 (c)(3) organizations may now borrow for land purchases, and financing, acquisition, design and/or improvement of facilities. Museums, performing arts, theaters, social services (e.g., teen centers), historical societies and others are included.
AMOUNT: Variable
REQUIREMENTS: Must be 501 (c)(3) organization.
SOURCE: Banks.

L12 Revenue Bonds

DESCRIPTION: Debt undertaken wherein payback is tied to specific revenue streams. This form of debt does not require a public vote. Common uses include industrial development, housing and social services.
AMOUNT: Variable
REQUIREMENTS: Requires local government support.
SOURCE: Private banking industry

STATE / REGIONAL GOVERNMENT RESOURCES

S1 Downtown Rebound Program (DRP)

DESCRIPTION: In November 2000, the California Department of Housing and Community Development (HCD) announced the availability of funding in the amount of $18.5 million for the adaptive reuse of existing structures and up to $2.3 million for the development of vacant land and transit-oriented mixed income and mixed use developments. Major emphasis is on adaptive reuse of existing commercial or industrial structures to residential units, infill development of vacant or soon to be vacant properties that demonstrate a reduction in infrastructure costs and environmental consequences.
AMOUNT: Contact source.
REQUIREMENTS: Projects generally must include some affordable housing component. For profit and not-for-profits eligible. Contact source for additional information.
SOURCE: California Department of Housing and Community Development (HCD); Contact 916-327-2881 or
agilroy@hcd.ca.gov www.hcd.ca.gov/ca/drp

S2 Environmental and Mitigation Fund

DESCRIPTION: The California State Department of Transportation (CALTRANS) has established this state fund for beautification improvements to roadsides to mitigate the effects of transportation projects.
AMOUNT: Typical grants range from $200,000 to $250,000.
REQUIREMENTS: Up to 25% local matching is usually required.
SOURCE: CALTRANS, www.dot.ca.gov

S3 Safe Routes to School Program

DESCRIPTION: On October 6, 1999, Governor Davis signed AB 1475 (Soto) which created a new traffic safety program in California. The goal is to demonstrate and evaluate the effectiveness of a "Safe Routes to School" program. This new act became effective January 1, 2000 and will remain in effect until January 1, 2002, unless a later enacted statute deletes or extends that date. Recent grants have funded the following types of infrastructure projects: installation of curbs, gutters, and sidewalks; crosswalk painting; raised crosswalks; traffic control devices; bicycle pedestrian paths; safety lighting.
AMOUNT: Varies – contact source
REQUIREMENTS: Contact source
SOURCE: California Department of Transportation - DISTRICT 5; Contact Jerry.Gibbs@dot.ca.gov or 805-542-4606
www.dot.ca.gov/hq/LocalPrograms/saferoute
Local.Programs@dot.ca.gov

S5 California Main Street

DESCRIPTION: As a member of the California Main Street program, technical assistance is available. Helping cities and towns revitalize their downtown or neighborhood commercial district. It organizes a district's comprehensive revitalization efforts into a four-point framework: organization,

promotion, design, and economic restructuring. This framework ensures the district's place as a vital economic, social and cultural center of the community.
AMOUNT: Non-monetary assistance
REQUIREMENTS: California Main Street's application requirements are designed to identify communities that will work effectively to revitalize their downtown and/or neighborhood commercial district. A desire to provide the greatest social, community and economic returns consistent with long-standing Main Street "guiding principles" and practices guide California Main Street's policies and criteria. On behalf of its downtown or neighborhood commercial district, any California community may apply to the California Trade and Commerce Agency to receive designation as a *Certified California Main Street Community*. A local government collaborates with a community organization such as a downtown business association, revitalization organization, chamber of commerce, or 501(c)(3) non-profit corporation to jointly complete the application process and submit an application fee.
SOURCE: California Trade and Commerce Agency - Main Street Program Manager, (916) 322-3536,
www.commerce.ca.gov/business/select/communities/mainstreet

S6 Office of Permit Assistance (OPA)
DESCRIPTION: The Office of Permit Assistance (OPA) is the only agency of its type mandated to act in a non-regulatory role to directly assist economic development in California. OPA advocates streamlining of all statewide and local environmental permitting processes from an economic development perspective, complying with state and federal law and regulations, and maintaining high environmental standards.
AMOUNT: Non-monetary
REQUIREMENT: Contact source
SOURCE: Office of Permit Assistance Manager, California Office of Permit Assistance
California Trade and Commerce Agency, 801 "K" Street, Suite 1700, Sacramento, CA 95814, (916) 322-4245,
www.commerce.ca.gov/business/permits_assist/index

S7 Certified Local Government (CLG)
DESCRIPTION: The CLG program is a national program designed to encourage the direct participation of a local government in the identification, registration, and preservation of historic properties located within the jurisdiction of the local government. Becoming a CLG can provide local staff and commissions the tools, technical training, and more meaningful leadership roles in the preservation of the community's heritage. Benefits of becoming a CLG include: 1) Eligibility for federal grants from the Historic Preservation Fund administered by the California Office of Historic Preservation. 2) Direct participation in the nomination of historic properties to the National Register of Historic Places. 3) Opportunity for enhanced responsibilities to review and comment on development projects compliance with federal environmental regulations, thereby expediting the review time. 4)

Special technical assistance and training for local preservation commission members and staff from the State Historic Preservation Office. 5) Potential for participation in the review of building rehabilitation plans for federal investment tax credits.
AMOUNT: Contact source
REQUIREMENTS: Local governments may be certified to participate in the CLG program by complying with the five minimum responsibilities of a CLG. Local governments must: 1) Enforce appropriate state and local legislation for the designation and protection of historic properties; 2) Establish an adequate and qualified historic preservation review commission by local law; 3) Maintain a system for the survey and inventory of historic properties; 4) Provide for adequate public participation in the local historic preservation, including the process of reviewing and recommending properties for nomination to the National Register of Historic Places; and 5) Satisfactorily perform the responsibilities delegated to it by the state.
SOURCE: Local Government Unit, Office of Historic Preservation, P.O. Box 942896, Sacramento, CA 94296-0001, phone (916) 653-6624, fax (916) 653-9824 http://www2.cr.nps.gov/clg or ohp.cal-parks.ca.gov/programs/local – California State Parks

S8 The California Division of Tourism (CalTour)
DESCRIPTION: The California Division of Tourism is designed to increase tourism to and within California. CalTour provides various programs supporting rural tourism development and promotion in order to help rural communities diversify their economies.
REQUIREMENTS: Contact source
SOURCE: California Division of Tourism, Contact the Rural Tourism Liasion at (916)-322-1266. www.gocalif.gov

S9 Urban Forestry Grant Program: Trees for the Millenium
DESCRIPTION: This program provides grants for local governments to purchase trees, which are environmentally tolerant and high quality. Trees must be on public property, and projects must be completed within 18 months of project award. The City can apply and receive awards for up to four years in a row.
AMOUNT: Variable, up to $50,000
REQUIREMENTS: Contact source
SOURCE: California Department of Forestry and Fire Protection, Urban Forestry Program. www.fire.ca.gov/ResourceManagement/UrbanForestry , 2524 Mulberry Street, Riverside CA 92501 (909-782-4140) (Morgan Hill office – 408-779-2121).

S10 Leaf-It-To-Us: Kid's Crusade for Trees!
DESCRIPTION: This tree planting grant program is a statewide campaign designed to provide opportunities to involve California's primary and secondary school students to become more knowledgeable in the benefits trees play in providing for livable communities, improving the global

environment, and making improvements to their local learning environment. The program provides funds for community tree planting projects initiated and undertaken by school kids in partnership with school volunteers for local governments to purchase trees, which are environmentally tolerant and high quality. Trees must be on public property, and projects must be completed within 18 months of project award. The City can apply and receive awards for up to four years in a row.
AMOUNT: Minimum request is $500; maximum request is $3,000
REQUIREMENTS: Local governments; Public and private non-profit schools with affiliated parent support organizations may apply; funds targeted for K-12th grades.
SOURCE: California Department of Forestry and Fire Protection, 2524 Mulberry Street, Riverside CA 92501 (909-782-4140).
Eric_oldar@fire.ca.gov; (Morgan Hill office: 408-779-2121)
www.fire.ca.gov/ResourceManagement/UrbanForestry

S11 California ReLeaf
DESCRIPTION: The California ReLeaf Network is a growing alliance of community-based organizations that share the common goals of planting and protecting trees, fostering an ethic of environmental stewardship, and promoting citizen involvement. The California ReLeaf Network was formed in 1991 to provide a forum for exchange, education and mutual support for community-based tree-planting and stewardship groups. Through membership in the network, groups build their organizational and technical skills; share their enthusiasm, experiences, and ideas; address issues of common concern; and work together to advance urban forestry throughout the state. Grants available to projects that plant large-crowning, environmentally tolerant trees on public property to provide shade and other benefits. The grants can be awarded to citizen groups and city affiliated volunteer entities.
AMOUNT: Variable, up to $5,000
REQUIREMENTS: Contact source
SOURCE: California Department of Forestry and Fire Protection; Contact the Trust for Public Land at: 116 New Montgomery St., 3rd Floor, San Francisco, CA 94105, (415) 495-5660 FAX (415) 495-0541, sla@tpl.org or MarthaOzonoff@tpl.org; www.tpl.org

S12 Environmental Enhancement and Mitigation Program (EEMP) Grants (Prop111)
DESCRIPTION: Three categories of projects are eligible, among them "highway landscaping and urban forestry." The City can pursue this for the purchase, installation, and maintenance of street trees. Projects must be designed to mitigate the environmental impacts of modified or new public transportation facilities but do not have to be within the road right-of-way.
AMOUNT: Variable, up to $500,000
REQUIREMENTS: Contact source
SOURCE: State of California Resources Agency, EEMP Coordinator (916-653-5656); ceres.ca.gov/cra

FEDERAL GOVERNMENT RESOURCES

F1 **Department of Housing & Urban Development (HUD): Community Development Block Grants (CDBG)**
DESCRIPTION: Provides partial funding for public infrastructure to support industrial and business expansion. Also downtown revitalization projects, low-income housing, physical infrastructure, low-income jobs, and reduction of blight.
AMOUNT: Variable, up to $500,000
REQUIREMENTS: Grants to cities and counties only, with sub-recipients (nonprofits) common. Project must benefit low and moderate-income households, maximum of $10,000 per new job.
SOURCE: Department of Housing and Urban Development (HUD); 202-708-3176; www.hud.gov

F2 **HUD: Community Development Block Grant (CDBG) Technical Assistance**
DESCRIPTION: To increase the effectiveness with which states and units of general local government plan, develop, and administer their Community Development Block Grant Programs.
AMOUNT: Variable, $2.5 million was awarded in FY99.
REQUIREMENTS: State and local governments, and public and private nonprofits.
SOURCE: Department of Housing and Urban Development (HUD); 202-708-3176; www.hud.gov

F3 ***HUD: Brownfields Economic Development Initiative***
DESCRIPTION: **To help public entities redevelop abandoned, idled, or under-used real property, where expansion or redevelopment is complicated by real or perceived contamination.**
AMOUNT: Variable, $25 million was awarded in FY99.
REQUIREMENTS: Any public entity eligible to apply for a Section 108 loan.
SOURCE: Department of Housing and Urban Development (HUD); 202-708-3176; www.hud.gov

F5 **Economic Development Administration (EDA) Rural Development Through Tourism**
DESCRIPTION: The EDA has provided strategy grants to perform regional and local studies for assessing the feasibility of tourism activities. EDA has also provided public works grants for local public infrastructure necessary to accommodate tourism activity.
AMOUNT: Variable
REQUIREMENTS: Contact source
SOURCE: Economic Development Administration; contact 888-693-1370.

F6 National Foundation on the Arts/National Endowment for the Arts (NEA) – Design Program

DESCRIPTION: To promote excellence in the design of cities, towns, buildings, and landscapes; and in graphic, interior, and product design. Projects are funded that create design awareness, produce new designs, develop design talent, and otherwise improve the practices and techniques of the design disciplines: architecture, landscape architecture, urban design and planning, historic preservation, graphic, industrial and product design, and interior design, costume and clothing design. The program's mission is to create a clearer understanding and recognition of good design, conserve design history and heritage, and invigorate informed discussion and criticism, and creativity in approaching design problems.

AMOUNT: Contact source

REQUIREMENTS: Grants may be used for a variety of activities. There are no funds for capital improvements and construction, general operating costs, school tuition, or debt elimination.

SOURCE: Director, Design Program, 1100 Pennsylvania Avenue, NW, Room 627, Washington, DC 20506 arts.endow.gov (202) 682-5437, (202) 682-5669 fax. For a great resource on available culture and arts funding opportunities, also visit arts.endow.gov/federal

F7 US Department of the Interior: Preservation Tax Incentives for Historic Buildings

DESCRIPTION: A part of the Tax Reform Act of 1986, this act establishes; (1) a 20% tax credit for the substantial rehabilitation of historic buildings for commercial, industrial and rental residential purposes, and a 10% tax credit for the substantial rehabilitation for nonresidential purposes of buildings built before 1936; (2) a straight-line depreciation period of 27.5 years for residential property and 31.5 years for nonresidential property for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claims.

AMOUNT: Variable

REQUIREMENTS: The 10% tax credit is not available for rehabilitation of certified historic structures, and owners who have properties within registered historic districts and who wish to elect this credit must obtain certification that their buildings are not historic.

SOURCE: U. S. Department of the Interior, National Park Service and National Conference of State Historic Preservation Offices.

F8 Small Business Administration (SBA) Guaranteed Loans (7a Program)

DESCRIPTION: To provide assistance to small businesses in obtaining financing for up to 90 percent of a loan made by a commercial lending institution. Projects might include: land and/or building purchases; new building construction and/or building renovation; machinery and equipment purchases; leasehold improvements; acquisition of inventory; financing of working capital; or reduction of trade debt. This program allows real estate loans of up to 25 years and working capital loans of up to 7 years. The rate for SBA 7(a) Guaranteed Loans may not exceed the prime rate by more than

2.75 percent. Loans may be either fixed or variable rate.
AMOUNT: Contact source
REQUIREMENTS: For-profit businesses meeting the following size limitations: 1) Retail and service: Sales do not exceed $3.5 million; 2) Wholesale: Employees do not exceed 100 people; 3) Manufacturing: Employees do not exceed 500 people; and 4) Construction: Sales average of less than $17.0 million for past 3 years.
SOURCE: U.S. Small Business Administration – www.sba.gov; San Francisco office is 415-744-6820. Private Banks are the ultimate source of loans.

F9 Environmental Protection Agency (EPA) Environmental Education Grants
DESCRIPTION: Funding for projects to meet one or more of the following objectives: to improve environmental education by enhancing environmental teaching skills; to facilitate communication, information exchange, and partnerships; to motivate the general public to be more environmentally conscious, resulting in informed decisions about the environment.
AMOUNT: Grants can range up to $250,000. EPA is encouraging requests for $5,000 or less, in keeping with the statutory requirement that 25% of all funds awarded must not be larger than that amount.
REQUIREMENTS: The project should also develop an environmental education practice, method, or technique that is new or significantly improved; may have wide application; addresses an environmental issue which is of a high priority. Individuals are not eligible for grants, only organizations.
SOURCE: Environmental Education Grants, U.S. Environmental Protection Agency, (800) 424-4372. www.epa.gov

F10 Environmental Protection Agency (EPA) Innovative Community Partnerships (ICP Grants)
DESCRIPTION: An EPA community grants initiative to support communities' efforts to solve their environmental problems and make their communities more livable places to live, work, raise families, and participate in community life. To promote smart growth (development that serves the economy, community, and the environment) and cleaner, more livable communities, EPA will use ICP grants as tools for encouraging local innovation, cross-media environmental approaches, and community partnerships working to achieve measurable results.
AMOUNT: Variable
REQUIREMENT: Priority consideration for: 1) restoration and protection of community watersheds and airsheds; 2) integrated community planning for environmental results; 3) environmentally responsible redevelopment and revitalization.
SOURCE: Environmental Protection Agency, 75 Hawthorne Street, San Francisco, CA 94105; www.epa.gov/region09, (415) 744-1305, Email: r9.info@epa.gov

F11 National Heritage Area Act
DESCRIPTION: Encourages local, state, and federal governments to develop heritage areas.
AMOUNT: None - indirect
REQUIREMENTS: Contact source.
SOURCE: National Park Service.

F12 Transportation Efficiency Act for the 21st Century (H.R. 2400)
DESCRIPTION: TEA-21 gives local governments unprecedented flexibility in developing a mix of highway corridor enhancements, with funds for such projects as public transit, bikeways, highway enhancements, recreation, historic preservation, scenic byways, and other alternatives to address transportation and community needs. Contact source for funding amounts. States and localities are permitted to use federal dollars (provided primarily from the gas tax) for more flexibly to meet their transportation needs. More comprehensive planning, taking into account such factors as desired land use patterns and environmental effects, is required as a prerequisite to federal funding.
AMOUNT: Variable
REQUIREMENTS: Visit www.dot.ca.gov/hq/TransEnhAct for details and application or call Marsha Mason @ 916-654-5275.
SOURCE: U.S. Dept. of Transportation - Federal Highway Administration; Caltrans

F13 Surface Transportation Program
DESCRIPTION: The STP provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects and intracity and intercity bus terminals and facilities.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: U.S. Dept. of Transportation - Federal Highway Administration; www.fhwa.dot.gov; Caltrans.

F14 Federal Transit Administration (FTA) Job Access Grants Program
***DESCRIPTION*: The main goals of the program are to:**

- Provide transportation services in urban, suburban, and rural areas to assist welfare recipients and other low-income individuals in accessing employment opportunities.
- Increase collaboration among regional transportation providers, human service agencies, employers, metropolitan planning organizations (MPOs), states, and affected communities and individuals.

Job Access projects will implement new or expanded transportation services to transport individuals to and from jobs and other employment-related

support services. Eligible activities for the Job Access component include: Adding late-night and weekend service, providing a guaranteed-ride-home service, providing shuttle service, extending fixed-route mass transit service, providing demand-responsive van service, sponsoring ridesharing and carpooling activities, and encouraging bicycling.
AMOUNT: Variable, total of $75 million
REQUIREMENTS: Local governments, states, metropolitan planning organizations, public transit agencies, tribal governments, nonprofit organizations, and designated recipients under other FTA programs.
SOURCE: For more information, visit **www.fta.dot.gov/wtw**. Or contact Doug Birnie, Office of Research Management, TRI-30, Federal Transit Administration, Room 9409, 400 7th St. SW, Washington, DC 20590; (202) 366-0176; fax (202) 366-3765; email douglas.birnie@fta.dot.gov

F15 Federal Transit Administration (FTA) Livable Communities Initiative
DESCRIPTION: The Federal Transit Administration initiated the Livable Communities Initiative to strengthen the link between transit and communities. Transit facilities and services that promote more livable communities are ones which are customer-friendly, community-oriented and well designed resulting from a planning and design process with active community involvement.
AMOUNT: Contact source
REQUIREMENTS: Threshold factors will include evidence that the project: 1) resulted from a community planning process and contains community endorsement; 2) increases access to jobs, educational opportunities, or social services; 3) incorporates community services or other transit and pedestrian-oriented mixed use developments, and; 4) provides opportunities for small or disadvantaged business participation in the planing, design, and implementation phases of the project.
SOURCE: Federal Transit Administration, 201 Mission Street, Suite 2210, San Francisco, CA 94105-1800, (415) 744-3133;
www.fta.dot.gov/library/planning/livbro

F17 U.S. Federal Highway Administration (FHWA) Transportation & Community and System Preservation Pilot Program (TCSP)
DESCRIPTION: To develop programs that demonstrate the short- and long-term environmental, economic, and social equity effects to help build sustainable communities. The Transportation and Community and System Preservation Pilot Program is a comprehensive initiative of research and grants to investigate the relationships between transportation and community and system preservation and private sector-based initiatives. States, local governments, and metropolitan planning organizations are eligible for discretionary grants to plan and implement strategies that improve the efficiency of the transportation system; reduce environmental impacts of transportation; reduce the need for costly future public infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine private sector development patterns and investments that support these goals.

AMOUNT: Variable. A total of $120 million is authorized for this program for 1999-2003.
REQUIREMENTS: State agencies, local governments, metropolitan planning organizations, transit agencies, school boards, air resource boards, park districts, and other public agencies.
SOURCE: Contact Susan Petty, (202) 366-0106 at the United States Federal Highway Administration, or visit www.fhwa.dot.gov/tcsp

F18 Millennium Trails Program
DESCRIPTION: Millennium Trails is a national program that will celebrate, recognize and be a catalyst for creating trails to "honor the past and imagine the future" as part of America's legacy for the year 2000.
AMOUNT: Non-monetary
REQUIREMENTS: Contact source
SOURCE: U.S. Department of Transportation, Office of the Secretary, S-3, 400 Seventh Street, SW, Washington, DC 20590; www.dot.gov/mtp

F19 National Park Service, Rivers & Trails
DESCRIPTION: The Rivers, Trails and Conservation Assistance (Rivers & Trails) program of the
National Park Service offers local groups two kinds of assistance with locally-led conservation projects: staff assistance and consultations.
AMOUNT: Non-monetary assistance.
REQUIREMENT: Staff assistance requires a written application. No written application is needed for a consultation; just call the nearest Rivers & Trails office and ask for an appointment.
SOURCE: Rivers, Trails and Conservation Assistance - National Park Service, 600 Harrison Street, Suite 600, San Francisco, CA 94107-1372 Fax (415) 744-4043, Barbara Rice: Barbara_Rice@nps.gov (415) 427-1449

F20 National Park Service Technical Assistance
DESCRIPTION: Provide technical assistance and/or staff to assist in historic preservation, interpretation, and/or recreation.
AMOUNT: Non-monetary assistance.
REQUIREMENTS: Contact source.
SOURCE: National Park Service; www.nps.gov/legacy/support

NOT-FOR-PROFIT/VOLUNTEER ORGANIZATIONS

N1 California Preservation Foundation

DESCRIPTION: The Foundation board members and staff offer a wide range of experience and skills -- from architecture, engineering and planning, to finance and preservation law. Board members volunteer their time and knowledge to work at the state and local level, promoting and encouraging a broad spectrum of preservation activities. Assisted in more that 100 preservation projects each year, helping local citizens and organizations preserve their historic buildings and protect their local landmarks.
AMOUNT: Contact source
REQUIREMENTS: Contact source
SOURCE: CPF, 1611 Telegraph, Suite 820, Oakland, CA 94612. 510/763-0972, e-mail office@californiapreservation.org

N2 The National Trust for Historic Preservation – Preservation Services Fund

DESCRIPTION: Provides matching grants to nonprofit organizations, universities, and public agencies to initiate preservation projects. Funds may be used to support consultants with professional expertise in areas such as architecture, law, planning, economics and graphic design; conferences that address subjects of particular importance to historic preservation.
AMOUNT: Variable, Grants range from $500 to $5,000.
REQUIREMENTS: Nonprofit organizations, government agencies
SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, D.C. 20036; 202-558-6054; comm_partners@nthp.org ; www.nationaltrust.org

N3 The National Trust for Historic Preservation – National Preservation Loan Fund (NPLF)

DESCRIPTION: Provides below-market-rate loans to help preserve properties listed in or eligible for the National Register of Historic Places. Funds may be used to create or expand local and statewide preservation revolving funds, for site acquisition or rehabilitation work, and to preserve National Historic Landmarks.
AMOUNT: Variable, up to $150,000
REQUIREMENTS: Tax-exempt nonprofit organizations and local governments.
SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, D.C. 20036; 202-588-6054; comm_partners@nthp.org ; www.nationaltrust.org

N4 The National Trust for Historic Preservation – The Johanna Favrot Fund
DESCRIPTION: Offers grants for projects that contribute to businesses and individuals for projects that contribute to the preservation or the recapture of an authentic sense of place. May be used to obtain professional expertise in areas such as architecture, planning, archeology or media relations; sponsoring preservation conferences and workshops; and designing and implementing innovative preservation education programs.
AMOUNT: Variable, from $2,000 to $25,000
REQUIREMENTS: Nonprofit organizations, government agencies, for-profit businesses and individuals.
SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, DC 20036 202-588-6054;
comm_partners@nthp.org ; www.nationaltrust.org

N5 The National Trust for Historic Preservation – "Banc" of America Historic Tax Credit Fund
DESCRIPTION: The Fund will seek to acquire an interest in historic properties that qualify for Federal and state historic tax credits and provide economic or community development benefits for the surrounding commercial or residential neighborhoods.
AMOUNT: Variable
REQUIREMENTS: Eligible projects include historic properties that will be rehabilitated for community development purposes, including: market-rate, mixed-income or affordable housing; mixed-use facilities; office and retail space; and nonprofit and government facilities.
SOURCE: Partnership with Bank of America. 1785 Massachusetts Avenue, NW Washington, DC, 20036; (202) 588-6000, fax (202) 588-6038,
www.nationaltrust.org

N6 The National Trust for Historic Preservation – Critical Issues Fund (CIF)
DESCRIPTION: The CIF was created to help local communities resolve major disputes involving historic preservation and urban development. CIF model project and research grants are intended to support studies or other activities that address widespread, pressing preservation problems. Competitive model projects range from $5,000 to $25,000 and must be matched on a "one to one" basis.
AMOUNT: Variable, $5,000 – $25,000
REQUIREMENTS: Contact source
SOURCE: The National Trust for Historic Preservation, 1785 Massachusetts Ave. NW Washington, DC 20036, Phone: 202-588-6000 Fax: 202-588-6038
www.nationaltrust.org

N7 Heritage Tourism Initiative

DESCRIPTION: Offers comprehensive technical assistance for heritage tourism development and marketing.
AMOUNT: Contact source
REQUIREMENTS: Contact source
SOURCE: National Trust for Historic Preservation. Call State Historic Preservation Office.

N8 Save America's Treasures Program

DESCRIPTION: A private / public partnership between White House Millennium Council and the National Trust for Historic Preservation. The funds are directed to support historic preservation and conservation project work on historic properties, artifacts, and collections. Funding is available for restoration/conservation work on historic places, properties, artifacts, collections, monuments and works of art. Recipient projects must be of national significance and must be threatened, endangered or demonstrate urgent need. Project work must also support some element of education, interpretation or training.
AMOUNT: Contact source
REQUIREMENT: Non-federal match is required at a 50:50 ratio.
SOURCE: Millennium Grants Coordinator, Heritage Preservation Services, 1849 C Street, NW – NC200, Washington, DC 20240, www.saveamericastreasures.org (202) 343-1146

N9 Community Reinvestment Fund (CRF)

DESCRIPTION: A nonprofit organization that purchases development loans from community-based development organizations and government agencies. This secondary market function makes it possible for local communities and nonprofit organizations to raise money for new projects by selling their existing loans. CRF purchases a variety of loan types. In addition, CRF also offers contract portfolio management, portfolio review, training, and capacity building.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: CRF, 2400 Foshay Tower, 821 Marquette Ave., Minneapolis, MN 55402; 612-338-3050; www.crfusa.com

N10 AmeriCorps

DESCRIPTION: The mission of the Corporation is to engage Americans of all ages and backgrounds in community based service. The Corporation for National Service fosters civic responsibility by providing educational opportunities for those who make a substantial commitment to service in a variety of areas related to the environment and community development. AmeriCorps programs provide members with a full or part-time service experience, a living stipend and education award from the Corporation for National Service Trust Fund.

AMOUNT: Americorps Members serving one full year of service provide 1,700 hours of volunteer time and part-time Members provide 900 volunteer hours.
REQUIREMENT: The Corporation requires a 15% cash match for AmeriCorps member support cost and 33% cash or in-kind match of the overall operating program costs. State commissions may add additional match requirements. A Member must have U.S. Citizenship or legal alien status in the U.S.; be 17 years of age or older; and must be a high school graduate or agree to achieve a GED prior to receiving education awards.
SOURCE: Charles Supple, Executive Director, 1110 K Street, Suite 210, Sacramento, CA 95814, (916) 323-7646 (916) 323-3227 fax, dmuraki@cilts.ca.gov; www.cns.gov

N11 BRICK Award for Community Leadership
DESCRIPTION: Founded in 1993, "Do Something" is a national nonprofit organization sponsoring several programs and grants that encourage/enable young people to serve as community leaders to effect positive change by providing funds for physical projects.
AMOUNT: Contact source
REQUIREMENTS: "Do Something's" BRICK Award is available to all individuals under the age of 30 who wish to improve their community "brick by brick".
SOURCE: www.dosomething.com

PRIVATE FOUNDATIONS

P1 America the Beautiful Fund

DESCRIPTION: To assist and encourage realistic grassroots efforts to improve community life, rescue and revive American cultural and historical sites and traditions and develop community self-reliance.

AMOUNT: Variable. Contact source.

REQUIREMENTS: Local projects to protect, enhance or restore a community that have broad-scale participation by a significant number of people and can be given an immediate try-out or testing period.

SOURCE: America the Beautiful Fund, 1511 K Street, N.W., Suite 611, Washington, DC 20005; contact Nanine Bilski, president, 202-638-1649.

P2 The David and Lucile Packard Foundation

DESCRIPTION: *Arts* - A funding area of the Packard Foundation includes the Arts. Funds are available for institutional support for nonprofit arts organizations, improving arts education, or upgrading or renovating arts facilities.

AMOUNT: Variable

REQUIREMENT: Funds must not be for direct benefit an individual or religious institution. Contact source for additional information.

SOURCE: 300 Second Street, Suite 200, Los Altos, CA 94022, (650) 948-7658; www.packfound.org

P3 Getty Grant Program (Architectural Conservation Grants)

DESCRIPTION: Architectural Conservation Grants are designed to support the preservation of buildings of outstanding architectural, historical, and cultural significance.

AMOUNT: Variable

REQUIREMENT: Nonprofit, charitable organizations are eligible to apply. Funding is available for the development of thorough research and documentation in preparation for a property's long-term preservation; support is also available on a highly selective basis for actual conservation intervention. Projects must focus on the historic structure and fabric of building(s), and should also address conservation issues related to the building's urban or rural settings.

SOURCE: John James Oddy, Program Officer, The Getty Grant Program, 1200 Getty Center Drive, Suite 800, Los Angeles, CA 90049-1685, (310) 440-7320, (310) 440-7703 fax; www.getty.edu/grant/gcons

P4 The Bay Foundation

DESCRIPTION: To preserve biological diversity; to support Native American cultural heritage preservation and economic development programs; to enhance children's services and educational programs; to reserve the cultural and natural history collections and training in museums, zoos, libraries, and botanical gardens.

AMOUNT: Contact source
REQUIREMENTS: Contact source
SOURCE: 17 West 94th Street, New York, NY 10025 (212) 663-1115

P5 Bretzlaff Foundation
DESCRIPTION: The Foundation supports ethnic & folk arts and resource conservation. Provides grants for project/program support and specializes in cultural resources and land-use planning.
AMOUNT: Contact source
REQUIREMENTS: Nonprofit organizations
SOURCE: President, 4700 Plumas Street, Reno, NV 89509; (702) 333-0300

P7 Butler Foundation
DESCRIPTION: Funding priorities include conservation, historic preservation, religion, youth, and women. Specialty areas include land acquisition/protection, cultural resources.
AMOUNT: Contact source
REQUIREMENTS: Grant use for Project/Program Support
SOURCE: c/o Charter Trust Company, PO Box 2530, Concord, NH 03302; (603) 224-1350

P8 Verizon Foundation
DESCRIPTION: Community performing and Visual Arts, Arts in Education Programs. Support for local communities, targeting organizations with a broad outreach for diverse populations serving in large urban cities to small rural towns.
AMOUNT: Contact source
REQUIREMENT: Contact source
SOURCE: Carolyn Henke, carol.henke@telops.gte.com

P9 The John D. and Catherine T. MacArthur Foundation
DESCRIPTION: Program supports efforts to; Generate new knowledge about community dynamics and community-building, and about the relationships between community characteristics and individual development. Enhance the capacity of community residents to organize, to mobilize their own resources, and to obtain and use external resources. Support, evaluate, and strengthen community-improvement initiatives, especially in education, public safety, economic opportunity, and recreation.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: The John D. and Catherine T. MacArthur Foundation, 140 South Dearborn Street, Suite 1100, Chicago, IL. 60603-5285. 312-920-6285.

P10 Aetna Foundation

DESCRIPTION: Provides funding in the following areas; Matching funds, employee matching gifts, employee-related scholarships, scholarship funds, special projects, annual campaigns, and renovation projects. Urban affairs, minorities, law and justice, youth, education, arts, community development, employment, AIDS, higher education, disadvantaged, housing, insurance education, leadership development, international affairs, literacy, performing arts, educational associations, and urban development.
AMOUNT: Contact source.
REQUIREMENTS: Giving limited to organizations in the U.S. No support for religious organizations for religious purposes, private secondary schools, political activities, or sporting events.
SOURCE: Aetna Foundation, 151 Farmington Avenue, Hartford, CT 06156-3180; 203-273-1932.

P11 The Nathan Cummings Foundation

DESCRIPTION: The Foundation seeks to build a society that values nature and protects ecological balance for future generations: promotes humane health care; and fosters **arts** to enrich communities.
AMOUNT: Grants range from $5,000 to $300,000.
REQUIREMENTS: Contact source.
SOURCE: The Nathan Cummings Foundation, 1926 Broadway, Suite 600, New York, NY 10023. 212-787-7300.

P12 The Rockefeller Foundation

DESCRIPTION: Supports groups and communities undertaking change that is culturally informed and builds on diversity. The Foundation identifies community-based, cooperative and culturally grounded initiatives that are building on diversity.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: The Rockefeller Foundation, 420 Fifth Avenue, New York, NY 10018.

P13 Bristol-Myers Squibb Civic and Community Services Grants

DESCRIPTION: In contributing to civic activities, the fund seeks to support organizations whose efforts are directed toward three specific objectives: to help strengthen economic and community development; to provide equal opportunity and job training for socially or economically disadvantaged groups; and to improve the operation of the US system of law and justice.
AMOUNT: Contact source.
REQUIREMENTS: Any nonprofit organization may submit a written request containing a brief statement of history, goals and accomplishments; statement of purpose for which the grant is requested; amount requested and list of current funding sources; current annual report and list of board members; copy of IRS tax-exempt letter; copy of organization's most recent income tax return; and current year's operating budget and most recent audited financial statements.

SOURCE: Bristol-Meyers Squibb Co Foundation, 345 Park Ave., Ste 4364, New York, NY 10154; contact Grants Administrator, 212-546-4331.

P14 Candle Foundation Grants

DESCRIPTION: The Foundation is the philanthropic arm of the Candle Corporation and funds education and cultural programs worldwide involved in community investment and redevelopment, education and information dissemination, preventive health care, medical research, and efforts to combat hunger and homelessness.
AMOUNT: $1000 - $10,000
REQUIREMENTS: 501 (c) (3) nonprofits are eligible for grant support.
SOURCE: Candle Foundation, 2425 Olympic Blvd., Santa Monica, CA 90404; contact Martha Mossawir, 310-829-5800, fax: 310-582-4208,

P16 Other Private Donations

DESCRIPTION: Private donations for a variety of different types of projects are generally available from foundations, institutions and corporations that have major interests in these areas.
AMOUNT: Variable
REQUIREMENTS: Varies
SOURCE: Varies

C. Banner Program

1. What is a Banner Program

A banner program is the plan that covers all aspects of establishing and maintaining the ongoing use of a municipal banner system. The program should be developed through a partnership of the City and a Banner Advisory Committee. A banner system consists of all the items included in the installation of banners, from hardware to fabric banners.

2. Purpose of a Banner Program

The use of banners is an immediate and inexpensive way of enhancing and promoting Historic Route 66. Banners accomplish the following:

- Enhances the aesthetic environment
- Unifies the appearance of the streetscape
- Introduces color and a sense of excitement to an area
- Communicates and promotes cultural and civic events
- Provides an alternative to typical seasonal displays

3. Implementation

It is recommended that a Banner Advisory Committee be formed to assist in the development and implementation of a Banner Program. This committee should be empowered through legislation by the City to govern the program. The Banner Advisory Committee should be authorized through city ordinance to develop and administer the Banner Program.

The Banner Advisory Committee, should be an appointed body determined by appropriate representatives. It should consist of five to ten individuals who represent local businesses, the city, non-profit organizations and concerned citizens. A committee member may serve a two-year term with the option for re-appointment. The Banner Advisory Committee should have the final vote on all issues, interpretation and rules governing the Banner Program.

4. Banner Program Responsibilities

Municipality:

- Provides use of street light poles
- Forms Banner Program, including the Banner Advisory Committee
- Through local ordinances, allows the Banner Advisory Committee overall control of the Banner Program
- Installs and maintains banners and mounting hardware
- Aids in fundraising and implementation

Banner Advisory Committee:

- Serves as overall Banner Program coordinator
- Determines banner locations
- Serves as liaison between sponsoring organizations
- Approves graphic concepts for all banners
- Provides marketing and fundraising

5. Product Description

A banner system consists of banners and mounting hardware. Because exterior banners are subjected to weather extremes it is recommended that the Banner Advisory Committee should develop its own list of requirements in selecting suppliers.

For greatest durability, banners should be made with synthetic (or synthetic blend) exterior fabrics which are warranted for their color fastness and durability. Vinyl coated fabric are suitable when less expensive and slightly durable banners are desired. Some caution is advised regarding strength. Other vinyl materials are available that are heavier in weight and durable. Less durable banners tend to be of nylon fabric. Nylon is an excellent, lightweight material for flags but is not as strong or as colorfast as other fabrics.

Mounting hardware is the most important part of a Banner Program. Without a strong and durable mounting bracket it doesn't matter how good your banners are. In selecting mounting brackets make sure to consider corrosion resistant materials. The use of fiberglass arms and tempered aluminum castings is recommended for maximum durability and weather resistance.

6. Historic Route 66 Banner Concept

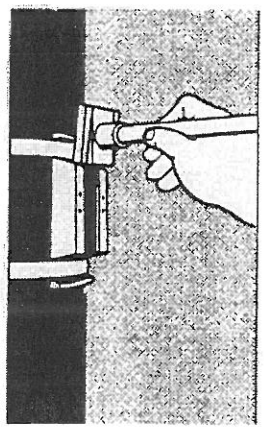
As part of the Foothill Boulevard/Route 66 Visual Improvement Program, it is intended that the initial or primary banner design be consistent with the Historic Route 66 theme. The following are initial recommendations only, and should be used as a guide for the Banner Advisory Committee.

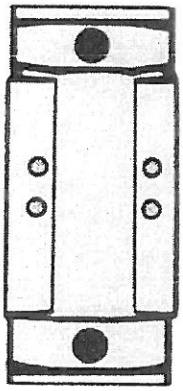
The custom banners should be attached to existing cobra head light poles, or to any new light poles as implemented with this program. The banners should be 30" by 60" (VFB) vertical format street banners, with a custom design as shown. (See Furniture Palette for color rendition)

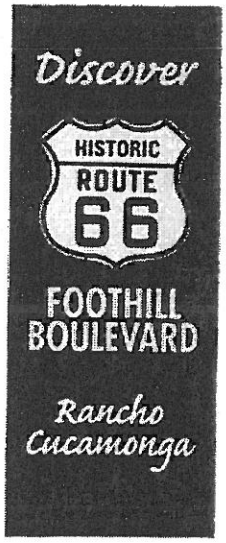
Recommended Bracket attachments:

BannerFlex Brackets by Kalamazoo Banner Works (or similar) with fiberglass arms that flex in extreme winds.

Custom Banner 30" x 60"
Fabric: KalBan 100% marine acrylic by Kalamazoo Banner Works (or similar)







7. Maintenance

Maintaining banners require minimal effort when banners and mounting hardware are of high quality and are properly installed. Occasionally banners and/or mounting hardware may be defective rather than improperly maintained. The City is encouraged to keep a close eye on banners during extreme weather conditions. Banners that are used during a long period of time may become soiled during natural weather conditions. It is recommended that banners be cleaned manually periodically.

8. Banner Placement/Distribution

Some areas to consider for banner placement are:

- Initial installation at Activity Centers
- First entire block at each Gateway entry area
- One block in each direction from the Interstate 15 freeway
- Eventually the entire length of Foothill Boulevard

The Banner Advisory Committee shall determine the distribution of the banners. They may decide that every light pole could have banners or that every other pole is better. The Banner Advisory Committee may also choose to place banners just on the four poles on corners of street intersections.

9. Financing a Banner Program

Various sources for funding a Banner Program may include:

- Assistance from the local chamber of commerce
- Downtown Business Association
- Local fund raising events
- Grants from federal and state agencies and local foundations
- Sponsorship by local businesses
- City's general fund for holiday decorations

The source of the information provided is from the Banner Program Guidebook prepared by Kalamazoo Banner Works, Fifth Edition, November 1997. Refer to this guidebook for more details.

D. Grant Writing

Competition for community and economic development resources is fierce. Nevertheless, there are hundreds of resources available that might be tapped for a wide variety of improvement projects. Generally, competitiveness depends upon four key traits:

1. Strategic rationale for the project as demonstrated in the Visual Improvement Plan.
2. Demonstrated broad public support for the project
3. Significant local matching funds and in-kind contributions (i.e., tangible local commitment)
4. Demonstrated organizational capacity to complete the project (and/or manage it, if appropriate)

The City of Rancho Cucamonga should ensure that each of these traits is addressed as it moves forward with the Route 66 Visual Improvement Plan. Then it should define those resources most needed to assist local establishments and public works. Important resources currently unavailable should be sought to build the network necessary to accomplish key programs and projects. A variety of resources are listed in Section 3.3 that may be used for implementation of the Plan. These resources include funding and technical assistance from federal, state, regional, local and private nonprofit entities. Keep in mind that all potential outside supporters will seriously consider local investment and fundraising efforts. The greater local commitment, the more competitive the community will be for outside assistance. Toward this end, the Chamber of Commerce, RDA, and coordination of volunteer labor may be particularly valuable.

*The following grant writing advice is borrowed from the Catalog of Federal Domestic Assistance web site (**www.cfda.gov/public/cat-writing**). Although the information is geared toward the preparation of federal government grant proposals, much of it also applies to non-profit and private sector grants and assistance and will be helpful when preparing grant applications to implement various aspects of the Visual Improvement Plan.*

PART ONE: DEVELOPING A GRANT PROPOSAL

Preparation

A successful grant proposal is one that is well-prepared, thoughtfully planned, and concisely packaged. The potential applicant should become familiar with all of the pertinent program criteria related to the Catalog program from which assistance is sought. Refer to the information contact person listed in the Catalog program description before developing a proposal to obtain information such as whether funding is available, when applicable deadlines occur, and the process used by the grantor agency for accepting applications. Applicants should remember that the basic requirements, application forms, information and procedures vary with the

Federal agency making the grant award.

Individuals without prior grant proposal writing experience may find it useful to attend a grantsmanship workshop. A workshop can amplify the basic information presented here. Applicants interested in additional readings on grantsmanship and proposal development should explore library resources.

INITIAL PROPOSAL DEVELOPMENT

Developing Ideas for the Proposal

When developing an idea for a proposal it is important to determine if the idea has been considered in the applicant's locality or State. A careful check should be made with legislators and area government agencies and related public and private agencies which may currently have grant awards or contracts to do similar work. If a similar program already exists, the applicant may need to reconsider submitting the proposed project, particularly if duplication of effort is perceived. If significant differences or improvements in the proposed project's goals can be clearly established, it may be worthwhile to pursue Federal assistance.

Community Support

Community support for most proposals is essential. Once proposal summary is developed, look for individuals or groups representing academic, political, professional, and lay organizations which may be willing to support the proposal in writing. The type and caliber of community support is critical in the initial and subsequent review phases. Numerous letters of support can be persuasive to a grantor agency. Do not overlook support from local government agencies and public officials. Letters of endorsement detailing exact areas of project sanction and commitment are often requested as part of a proposal to a Federal agency. Several months may be required to develop letters of endorsement since something of value (e.g., buildings, staff, services) is sometimes negotiated between the parties involved.

Many agencies require, in writing, affiliation agreements (a mutual agreement to share services between agencies) and building space commitments prior to either grant approval or award. A useful method of generating community support may be to hold meetings with the top decision makers in the community who would be concerned with the subject matter of the proposal. The forum for discussion may include a query into the merits of the proposal, development of a contract of support for the proposal, to generate data in support of the proposal, or development of a strategy to create proposal support from a large number of community groups.

Identification of a Funding Resource

A review of the Objectives and Uses and Use Restrictions sections of the Catalog program description can point out which programs might provide funding for an idea. Do not overlook the related programs as potential resources. Both the applicant and the grantor agency should have the same interests, intentions, and needs if a proposal is to be considered an acceptable candidate for funding.

Once a potential grantor agency is identified, call the contact telephone number identified in Information Contacts and ask for a grant application kit. Later, get to know some of the grantor agency personnel. Ask for suggestions, criticisms, and advice about the proposed project. In many cases, the more agency personnel know about the proposal, the better the chance of support and of an eventual favorable decision. Sometimes it is useful to send the proposal summary to a specific agency official in a separate cover letter, and ask for review and comment at the earliest possible convenience. Always check with the Federal agency to determine its preference if this approach is under consideration. If the review is unfavorable and differences cannot be resolved, ask the examining agency (official) to suggest another department or agency which may be interested in the proposal. A personal visit to the agency's regional office or headquarters is also important. A visit not only establishes face-to-face contact, but also may bring out some essential details about the proposal or help secure literature and references from the agency's library.

Federal agencies are required to report funding information as funds are approved, increased or decreased among projects within a given State depending on the type of required reporting. Also, consider reviewing the Federal Budget for the current and budget fiscal years to determine proposed dollar amounts for particular budget functions.

The applicant should carefully study the eligibility requirements for each Federal program under consideration (see the Applicant Eligibility section of the Catalog program description). The applicant may learn that he or she is required to provide services otherwise unintended such as a service to particular client groups, or involvement of specific institutions. It may necessitate the modification of the original concept in order for the project to be eligible for funding. Questions about eligibility should be discussed with the appropriate program officer.

Deadlines for submitting applications are often not negotiable. They are usually associated with strict timetables for agency review. Some programs have more than one application deadline during the fiscal year. Applicants should plan proposal development around the established deadlines.

Getting Organized to Write the Proposal

Throughout the proposal writing stage keep a notebook handy to write down ideas. Periodically, try to connect ideas by reviewing the notebook. Never throw away written ideas during the grant writing stage. Maintain a file labeled "Ideas" or by some other convenient title and review the ideas from time to time. The file should be easily accessible. The gathering of documents such as articles of incorporation, tax exemption certificates, and bylaws should be completed, if possible, before the writing begins.

REVIEW

Criticism - At some point, perhaps after the first or second draft is completed, seek out a neutral third party to review the proposal working draft for continuity, clarity and reasoning. Ask for constructive criticism at this point, rather than wait for the Federal

grantor agency to volunteer this information during the review cycle. For example, has the writer made unsupported assumptions or used jargon or excessive language in the proposal?

Signature - Most proposals are made to institutions rather than individuals. Often signatures of chief administrative officials are required. Check to make sure they are included in the proposal where appropriate.

Neatness - Proposals should be typed, collated, copied, and packaged correctly and neatly (according to agency instructions, if any). Each package should be inspected to ensure uniformity from cover to cover. Binding may require either clamps or hard covers. Check with the Federal agency to determine its preference. A neat, organized, and attractive proposal package can leave a positive impression with the reader about the proposal contents.

Mailing - A cover letter should always accompany a proposal. Standard U.S. Postal Service requirements apply unless otherwise indicated by the Federal agency. Make sure there is enough time for the proposals to reach their destinations. Otherwise, special arrangements may be necessary. Always coordinate such arrangements with the Federal grantor agency project office (the agency which will ultimately have the responsibility for the project), the grant office (the agency which will coordinate the grant review), and the contract office (the agency responsible for disbursement and grant award notices), if necessary.

PART TWO: WRITING THE GRANT PROPOSAL

The Basic Components of a Proposal

There are eight basic components to creating a solid proposal package: (1) the proposal summary; (2) introduction of organization; (3) the problem statement (or needs assessment); (4) project objectives; (5) project methods or design; (6) project evaluation; (7) future funding; and (8) the project budget. The following will provide an overview of these components.

The Proposal Summary: Outline of Project Goals

The proposal summary outlines the proposed project and should appear at the beginning of the proposal. It could be in the form of a cover letter or a separate page, but should definitely be brief -- no longer than two or three paragraphs. The summary would be most useful if it were prepared after the proposal has been developed in order to encompass all the key summary points necessary to communicate the objectives of the project. It is this document that becomes the cornerstone of your proposal, and the initial impression it gives will be critical to the success of your venture. In many cases, the summary will be the first part of the proposal package seen by agency officials and very possibly could be the only part of the package that is carefully reviewed before the decision is made to consider the project any further.

The applicant must select a fundable project that can be supported in view of the local need. Alternatives, in the absence of Federal support, should be pointed out. The influence of the project both during and after the project period should be explained. The consequences of the project as a result of funding should be highlighted.

Introduction: Presenting a Credible Applicant or Organization

The applicant should gather data about its organization from all available sources. Most proposals require a description of an applicant's organization to describe its past and present operations. Some features to consider are:

- A brief biography of board members and key staff members.
- The organization's goals, philosophy, track record with other grantors, and any success stories.
- The data should be relevant to the goals of the Federal grantor agency and should establish the applicant's credibility.

The Problem Statement: Stating the Purpose at Hand

The problem statement (or needs assessment) is a key element of a proposal that makes a clear, concise, and well-supported statement of the problem to be addressed. The best way to collect information about the problem is to conduct and document both a formal and informal needs assessment for a program in the target or service area. The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document are:

- The purpose for developing the proposal.
- The beneficiaries -- who are they and how will they benefit.
- The social and economic costs to be affected.
- The nature of the problem (provide as much hard evidence as possible).
- How the applicant organization came to realize the problem exists, and what is currently being done about the problem.
- The remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.
- Most importantly, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.

There is a considerable body of literature on the exact assessment techniques to be used. Any local, regional, or State government planning office, or local university offering course work in planning and evaluation techniques should be able to provide excellent background references. Types of data that may be collected include: historical, geographic, quantitative, factual, statistical, and philosophical information, as well as studies completed by colleges, and literature searches from public or university libraries. Local colleges or universities which have a department or section related to the proposal topic may help determine if there is interest in developing a

student or faculty project to conduct a needs assessment. It may be helpful to include examples of the findings for highlighting in the proposal.

Project Objectives: Goals and Desired Outcome

Program objectives refer to specific activities in a proposal. It is necessary to identify all objectives related to the goals to be reached, and the methods to be employed to achieve the stated objectives. Consider quantities or things measurable and refer to a problem statement and the outcome of proposed activities when developing a well-stated objective. The figures used should be verifiable. Remember, if the proposal is funded, the stated objectives will probably be used to evaluate program progress, so be realistic. There is literature available to help identify and write program objectives.

Program Methods and Program Design: A Plan of Action

The program design refers to how the project is expected to work and solve the stated problem. Sketch out the following:

- ☐ The activities to occur along with the related resources and staff needed to operate the project (inputs).
- ☐ A flow chart of the organizational features of the project. Describe how the parts interrelate, where personnel will be needed, and what they are expected to do. Identify the kinds of facilities, transportation, and support services required (throughputs).
- ☐ Explain what will be achieved through 1 and 2 above (outputs); i.e., plan for measurable results. Project staff may be required to produce evidence of program performance through an examination of stated objectives during either a site visit by the Federal grantor agency and or grant reviews that may involve peer review committees.
- ☐ It may be useful to devise a diagram of the program design. For example, draw a three-column block. Each column is headed by one of the parts (inputs, throughputs and outputs), and on the left (next to the first column) specific program features should be identified (i.e., implementation, staffing, procurement, and systems development). In the grid, specify something about the program design, for example, assume the first column is labeled inputs and the first row is labeled staff. On the grid one might specify under inputs five nurses to operate a child care unit. The throughput might be to maintain charts, counsel the children, and set up a daily routine; outputs might be to discharge 25 healthy children per week. This type of procedure will help to conceptualize both the scope and detail of the project.
- ☐ Wherever possible, justify in the narrative the course of action taken. The most economical method should be used that does not compromise or sacrifice project quality. The financial expenses associated with performance of the project will later become points of negotiation with the Federal program staff. If everything is not

carefully justified in writing in the proposal, after negotiation with the Federal grantor agencies, the approved project may resemble less of the original concept. Carefully consider the pressures of the proposed implementation, that is, the time and money needed to acquire each part of the plan. A Program Evaluation and Review Technique (PERT) chart could be useful and supportive in justifying some proposals.

- Highlight the innovative features of the proposal that could be considered distinct from other proposals under consideration.

- Whenever possible, use appendices to provide details, supplementary data, references, and information requiring in-depth analysis. These types of data, although supportive of the proposal, if included in the body of the design, could detract from its readability. Appendices provide the proposal reader with immediate access to details if and when clarification of an idea, sequence or conclusion is required. Time tables, work plans, schedules, activities, methodologies, legal papers, personal vitae, letters of support, and endorsements are examples of appendices.

Evaluation: Product and Process Analysis

The evaluation component is two-fold: (1) product evaluation; and (2) process evaluation. Product evaluation addresses results that can be attributed to the project, as well as the extent to which the project has satisfied its desired objectives. Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities within the plan.

Many agencies now require some form of program evaluation among grantees. The requirements of the proposed project should be explored carefully. Evaluations may be conducted by an internal staff member, an evaluation firm or both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Evaluation designs may start at the beginning, middle or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:

- Convincing evaluations require the collection of appropriate data before and during program operations; and,

- If the evaluation design cannot be prepared at the outset then a critical review of the program design may be advisable.

- Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not well defined and carefully analyzed for cause and effect relationships then a good evaluation design may be difficult to achieve. Sometimes a pilot study is needed to begin the identification

of facts and relationships. Often a thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among program decision makers (if known). Above all, the Federal grantor agency's requirements should be highlighted in the evaluation design. Also, Federal grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system) or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the Criteria For Selecting Proposals section of the Catalog program description to determine the exact evaluation methods to be required for the program if funded.

Future Funding: Long-Term Project Planning

Describe a plan for continuation beyond the grant period, and/or the availability of other resources necessary to implement the grant. Discuss maintenance and future program funding if program is for construction activity. Account for other needed expenditures if program includes purchase of equipment.

The Proposal Budget: Planning the Budget

Funding levels in assistance programs change yearly. It is useful to review the appropriations over the past several years to try to project future funding levels.

However, it is safer to never anticipate that the income from the grant will be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases.

Some vulnerable budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, insurance, and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information and accounting systems, and other long-term financial commitments.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are: (1) the salaries in the proposal in relation to those of the applicant organization should be similar; (2) if new staff persons are being hired, additional space and equipment should be considered, as necessary; (3) if the budget calls for an equipment purchase, it should be the type allowed by the grantor agency; (4) if additional space is rented, the increase in insurance should be supported; (5) if an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; and (6) if matching costs are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

It is very important to become familiar with Government-wide circular requirements. The Catalog identifies in the program description section (as information is provided from the agencies) the particular circulars applicable to a Federal program, and summarizes coordination of Executive Order 12372, "Intergovernmental Review of Programs" requirements in Appendix I. The applicant should thoroughly review the appropriate circulars since they are essential in determining items such as cost principles and conforming with Government guidelines for Federal domestic assistance.