**PROFESSIONAL CONSULTANT SERVICES AGREEMENT**

**WSP USA INC.**

General Plan Update and Climate Action and Adaptation Plan (RFP No. 2271)

THIS PROFESSIONAL CONSULTANT SERVICES AGREEMENT ("Agreement") is made and entered into this _____ day of _____, 2024 ("Effective Date"), by and between the CITY OF RIVERSIDE, a California charter city and municipal corporation ("City"), and WSP USA Inc., a New York corporation authorized to do business in California ("Consultant").

1. **Scope of Services**. City agrees to retain and does hereby retain Consultant and Consultant agrees to provide the services more particularly described in Exhibit "A," "Scope of Services" ("Services"), attached hereto and incorporated herein by reference, in conjunction with General Plan Update and Climate Action and Adaptation Plan (RFP No. 2271) ("Project").

2. **Term**. This Agreement shall be effective on the date first written above and shall remain in effect for three (3) years unless otherwise terminated pursuant to the provisions herein.

3. **Compensation/Payment**. Consultant shall perform the Services under this Agreement for the total sum not to exceed Four Million Five Hundred Twenty-Eight Thousand Four Hundred Forty-Six Dollars ($4,528,446.00) plus an additional fifteen percent (15%) contingency for a total amount not to exceed Five Million Two Hundred Seven Thousand Seven Hundred Twelve Dollars and Ninety Cents ($5,207,712.90) payable in accordance with the terms set forth in Exhibit "B." Said payment shall be made in accordance with City's usual accounting procedures upon receipt and approval of an itemized invoice setting forth the services performed. The invoices shall be delivered to City at the address set forth in Section 4 hereof.

4. **Notices**. Any notices required to be given, hereunder shall be in writing and shall be personally served or given by mail. Any notice given by mail shall be deemed given when deposited in the United States Mail, certified and postage prepaid, addressed to the party to be served as follows:

| To City | To Consultant |
|---|---|
| CEDD – Planning<br>City of Riverside<br>Attn: Matthew Taylor<br>3900 Main Street<br>Riverside, CA 92522 | WSP USA Inc.<br>Attn:<br>862 E. Hospitality Lane, Suite 350<br>San Bernardino, CA 92408 |

5. **Prevailing Wage**. If applicable, Consultant and all subcontractors are required to pay the general prevailing wage rates of per diem wages and overtime and holiday wages determined by the Director of the Department of Industrial Relations under Section 1720 et seq. of the California Labor Code and implemented by Resolution No. 13346 of the City Council of the City of Riverside. The Director's determination is available on-line at

www.dir.ca.gov/dlsr/DPreWageDetermination.htm and is referred to and made a part hereof; the wage rates therein ascertained, determined, and specified are referred to and made a part hereof as though fully set forth herein.

6. **Contract Administration.** A designee of the City will be appointed in writing by the City Manager or Department Director to administer this Agreement on behalf of City and shall be referred to herein as Contract Administrator.

7. **Standard of Performance.** While performing the Services, Consultant shall exercise the reasonable professional care and skill customarily exercised by reputable members of Consultant's profession practicing in the Metropolitan Southern California Area and shall use reasonable diligence, prudence and careful judgment while exercising its professional skill and duties under this Agreement.

8. **Personnel.** Consultant shall furnish all personnel necessary to perform the Services and shall be responsible for their performance and compensation. Consultant recognizes that the qualifications and experience of the personnel to be used are vital to professional and timely completion of the Services. The key personnel listed in Exhibit "C" attached hereto and incorporated herein by this reference and assigned to perform portions of the Services shall remain assigned through completion of the Services, unless otherwise mutually agreed by the parties in writing, or caused by hardship or resignation in which case substitutes shall be subject to City approval.

9. **Assignment and Subcontracting.** Neither party shall assign any right, interest, or obligation in or under this Agreement to any other entity without prior written consent of the other party. In any event, no assignment shall be made unless the assignee expressly assumes the obligations of assignor under this Agreement, in a writing satisfactory to the parties. Consultant acknowledges that any assignment may, at the City's sole discretion, require City Manager and/or City Council approval. Consultant shall not subcontract any portion of the work required by this Agreement without prior written approval by the responsible City Contract Administrator. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement, including without limitation, the insurance obligations set forth in Section 12. The Consultant acknowledges and agrees that the City is an intended beneficiary of any work performed by any subcontractor for purposes of establishing a duty of care between any subcontractor and the City.

10. **Independent Contractor.** In the performance of this Agreement, Consultant, and Consultant's employees, subcontractors and agents, shall act in an independent capacity as independent contractors, and not as officers or employees of the City of Riverside. Consultant acknowledges and agrees that the City has no obligation to pay or withhold state or federal taxes or to provide workers' compensation or unemployment insurance to Consultant, or to Consultant's employees, subcontractors and agents. Consultant, as an independent contractor, shall be responsible for any and all taxes that apply to Consultant as an employer.

11. **Indemnification.**

11.1 **Design Professional Defined.** For purposes of this Agreement, "Design Professional" includes the following:

A. An individual licensed as an architect pursuant to Chapter 3 (commencing with Section 5500) of Division 3 of the Business and Professions Code, and a business entity offering architectural services in accordance with that chapter.

B. An individual licensed as a landscape architect pursuant to Chapter 3.5 (commencing with Section 5615) of Division 3 of the Business and Professions Code, and a business entity offering landscape architectural services in accordance with that chapter.

C. An individual registered as a professional engineer pursuant to Chapter 7 (commencing with Section 6700) of Division 3 of the Business and Professions Code, and a business entity offering professional engineering services in accordance with that chapter.

D. An individual licensed as a professional land surveyor pursuant to Chapter 15 (commencing with Section 8700) of Division 3 of the Business and Professions Code, and a business entity offering professional land surveying services in accordance with that chapter.

11.2 **Defense Obligation For Design Professional Liability**. Consultant agrees, at its cost and expense, to promptly defend the City, and the City's employees, officers, managers, agents and council members (collectively the "Parties to be Defended") from and against any and all claims, allegations, lawsuits, arbitration proceedings, administrative proceedings, regulatory proceedings, or other legal proceedings to the extent the same arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of Consultant, or anyone employed by or working under the Consultant or for services rendered to the Consultant in the performance of the Agreement, notwithstanding that the City may have benefited from its work or services and whether or not caused in part by the negligence of an Indemnified Party. Consultant agrees to provide this defense immediately upon written notice from the City, and with well qualified, adequately insured and experienced legal counsel acceptable to City. Consultant will reimburse City for reasonable defense costs for claims arising out of Consultant's professional negligence based on the percentage of Consultant's liability. This obligation to defend as set forth herein is binding on the successors, assigns and heirs of Consultant and shall survive the termination of Consultant's Services under this Agreement.

11.3 **Indemnity For Design Professional Liability**. When the law establishes a professional standard of care for Consultant's services, to the fullest extent permitted by law, Consultant shall indemnify, protect and hold harmless the City and the City's employees, officers, managers, agents, and Council Members ("Indemnified Parties") from and against any and all claim for damage, charge, lawsuit, action, judicial, administrative, regulatory or arbitration proceeding, damage, cost, expense (including counsel and expert fees), judgment, civil fines and penalties, liabilities or losses of any kind or nature whatsoever to the extent the same arise out of, pertain to, or

relate to the negligence, recklessness or willful misconduct of Consultant, or anyone employed by or working under the Consultant or for services rendered to the Consultant in the performance of the Agreement, notwithstanding that the City may have benefited from its work or services and whether or not caused in part by the negligence of an Indemnified Party.

11.4 **Defense Obligation For Other Than Design Professional Liability**. Consultant agrees, at its cost and expense, to promptly defend the City, and the City's employees, officers, managers, agents and council members (collectively the "Parties to be Defended") from and against any and all claims, allegations, lawsuits, arbitration proceedings, administrative proceedings, regulatory proceedings, or other legal proceedings which allege personal injury or property damage claims and arise out of, or relate to, or are in any way connected with: 1) Consultant's wrongful performance of the Services, work, activities, operations, or duties of the Consultant, or of anyone employed by or working under the Consultant, or 2) any breach of the Agreement by the Consultant. This duty to defend shall apply whether or not such claims, allegations, lawsuits or proceedings have merit or are meritless, or which involve claims or allegations that any or all of the Parties to be Defended were actively, passively, or concurrently negligent, or which otherwise assert that the Parties to be Defended are responsible, in part, for any loss, damage or injury. Consultant agrees to provide this defense immediately upon written notice from the City, and with well qualified, adequately insured and experienced legal counsel acceptable to City. This obligation to defend as set forth herein is binding on the successors, assigns and heirs of Consultant and shall survive the termination of Consultant's Services under this Agreement.

11.5 **Indemnity For Other Than Design Professional Liability**. Except as to the sole negligence or willful misconduct of the City, Consultant agrees to indemnify, protect and hold harmless the Indemnified Parties from and against any claim for damage, charge, lawsuit, action, judicial, administrative, regulatory or arbitration proceeding, damage, cost, expense (including counsel and expert fees), judgment, civil fine and penalties, liabilities or losses of any kind or nature whatsoever whether actual, threatened or alleged, founded on personal injury or property damage claims and arise out of, pertain to, or relate to, or are a consequence of, or are attributable to, or are in any manner connected with the wrongful performance of the Services, work, activities, operations or duties of the Consultant, or anyone employed by or working under the Consultant or for services rendered to Consultant in the performance of this Agreement, notwithstanding that the City may have benefited from its work or services. This indemnification provision shall apply to any wrongful acts, omissions, negligence, recklessness, or willful misconduct, whether active or passive, on the part of the Consultant or anyone employed or working under the Consultant.

12. **Insurance**.

12.1 **General Provisions**. Prior to the City's execution of this Agreement, Consultant shall provide satisfactory evidence of, and shall thereafter maintain during the term of this Agreement, such insurance policies and coverages in the types, limits, forms and ratings required herein. The rating and required insurance policies and coverages may be modified in writing by the City's Risk Manager or City Attorney, or a designee, unless such modification is prohibited by law.

12.1.1 **Limitations**. These minimum amounts of coverage shall not constitute any limitation or cap on Consultant's indemnification obligations under Section 11 hereof.

12.1.2 **Ratings**. Any insurance policy or coverage provided by Consultant or subcontractors as required by this Agreement shall be deemed inadequate and a material breach of this Agreement, unless such policy or coverage is issued by insurance companies authorized to transact insurance business in the State of California with a policy holder's rating of A or higher and a Financial Class of VII or higher.

12.1.3 **Cancellation**. The policies shall not be canceled unless thirty (30) days' prior written notification of intended cancellation has been given to City by certified or registered mail, postage prepaid.

12.1.4 **Adequacy**. The City, its officers, employees and agents make no representation that the types or limits of insurance specified to be carried by Consultant pursuant to this Agreement are adequate to protect Consultant. If Consultant believes that any required insurance coverage is inadequate, Consultant will obtain such additional insurance coverage as Consultant deems adequate, at Consultant's sole expense.

12.2 **Workers' Compensation Insurance**. By executing this Agreement, Consultant certifies that Consultant is aware of and will comply with Section 3700 of the Labor Code of the State of California requiring every employer to be insured against liability for workers' compensation, or to undertake self-insurance before commencing any of the work. Consultant shall carry the insurance or provide for self-insurance required by California law to protect said Consultant from claims under the Workers' Compensation Act. Prior to City's execution of this Agreement, Consultant shall file with City either 1) a certificate of insurance showing that such insurance is in effect, or that Consultant is self-insured for such coverage, or 2) a certified statement that Consultant has no employees, and acknowledging that if Consultant does employ any person, the necessary certificate of insurance will immediately be filed with City. Any certificate filed with City shall provide that City will be given ten (10) days' prior written notice before modification or cancellation thereof.

12.3 **Commercial General Liability and Automobile Insurance**. Prior to City's execution of this Agreement, Consultant shall obtain, and shall thereafter maintain during the term of this Agreement, commercial general liability insurance and automobile liability insurance as required to insure Consultant against damages for personal injury, including accidental death, as well as from claims for property damage, which may arise from or which may concern operations by anyone directly or indirectly employed by, connected with, or acting for or on behalf of Consultant. The City, and its officers, employees and agents, shall be added as additional insureds under the Consultant's insurance policies, solely for the work done by and on behalf of the named insured for the City of Riverside.

12.3.1 Consultant's commercial general liability insurance policy shall cover both bodily injury (including death) and property damage (including, but not limited to, premises operations liability, products-completed operations liability, independent contractor's liability, personal injury liability, and contractual liability) in an amount not less than $1,000,000 per occurrence and a general aggregate limit in the amount of not less than $2,000,000.

12.3.2 Consultant's automobile liability policy shall cover both bodily injury and property damage in an amount not less than $1,000,000 per occurrence and an aggregate limit of not less than $1,000,000. All of Consultant's automobile and/or commercial general liability insurance policies shall cover all vehicles used in connection with Consultant's performance of this Agreement, which vehicles shall include, but are not limited to, Consultant owned vehicles, Consultant leased vehicles, Consultant's employee vehicles, non-Consultant owned vehicles and hired vehicles.

12.3.3 Prior to City's execution of this Agreement, copies of insurance policies or original certificates along with additional insured endorsements acceptable to the City evidencing the coverage required by this Agreement, for both commercial general and automobile liability insurance, shall be filed with City and shall include the City and its officers, employees and agents, as additional insureds. Said policies shall be in the usual form of commercial general and automobile liability insurance policies, but shall include the following provisions:

> It is agreed that the City of Riverside, and its officers, employees and agents, are added as additional insureds under this policy, solely for work done by and on behalf of the named insured for the City of Riverside.

12.3.4 The insurance policy or policies shall also comply with the following provisions:

a. The policy shall be endorsed to waive any right of subrogation against the City and its sub-consultants, employees, officers and agents for services performed under this Agreement.

b. If the policy is written on a claims-made basis, the certificate should so specify and the policy must continue in force for one year after completion of the services. The retroactive date of coverage must also be listed.

c. The policy shall specify that the insurance provided by Consultant will be considered primary and not contributory to any other insurance available to the City and Endorsement No. CG 20010413 shall be provided to the City.

12.4 **Errors and Omissions Insurance**. Prior to City's execution of this Agreement, Consultant shall obtain, and shall thereafter maintain during the term of this Agreement, errors and omissions professional liability insurance in the minimum amount of $1,000,000 to protect the City from claims resulting from the Consultant's activities.

12.5 **Subcontractors' Insurance**. Consultant shall require all of its subcontractors to carry insurance, in an amount sufficient to cover the risk of injury, damage or loss that may be caused by the subcontractors' scope of work and activities provided in furtherance of this Agreement, including, but without limitation, the following coverages: Workers Compensation, Commercial General Liability, Errors and Omissions, and Automobile liability. Upon City's

request, Consultant shall provide City with satisfactory evidence that Subcontractors have obtained insurance policies and coverages required by this section.

13. **Business Tax**. Consultant understands that the Services performed under this Agreement constitutes doing business in the City of Riverside, and Consultant agrees that Consultant will register for and pay a business tax pursuant to Chapter 5.04 of the Riverside Municipal Code and keep such tax certificate current during the term of this Agreement.

14. **Time of Essence**. Time is of the essence for each and every provision of this Agreement.

15. **City's Right to Employ Other Consultants**. City reserves the right to employ other Consultants in connection with the Project. If the City is required to employ another consultant to complete Consultant's work, due to the failure of the Consultant to perform, or due to the breach of any of the provisions of this Agreement, the City reserves the right to seek reimbursement from Consultant.

16. **Accounting Records**. Consultant shall maintain complete and accurate records with respect to costs incurred under this Agreement. All such records shall be clearly identifiable. Consultant shall allow a representative of City during normal business hours to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

17. **Confidentiality**. All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input record data, written information, and other materials either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidential by Consultant, except as otherwise directed by City's Contract Administrator. Nothing furnished to Consultant which is otherwise known to the Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use City's name or insignia, photographs of the Project, or any publicity pertaining to the Services or the Project in any magazine, trade paper, newspaper, television or radio production, website, or other similar medium without the prior written consent of the City.

18. **Ownership of Documents**. All reports, maps, drawings and other contract deliverables prepared under this Agreement by Consultant shall be and remain the property of City. Consultant shall not release to others information furnished by City without prior express written approval of City.

19. **Copyrights.** Consultant agrees that any work prepared for City which is eligible for copyright protection in the United States or elsewhere shall be a work made for hire. If any such work is deemed for any reason not to be a work made for hire, Consultant assigns all right, title and interest in the copyright in such work, and all extensions and renewals thereof, to City, and agrees to provide all assistance reasonably requested by City in the establishment, preservation and enforcement of its copyright in such work, such assistance to be provided at City's expense but without any additional compensation to Consultant. Consultant agrees to waive all moral rights

relating to the work developed or produced, including without limitation any and all rights of identification of authorship and any and all rights of approval, restriction or limitation on use or subsequent modifications.

20. **Conflict of Interest**. Consultant, for itself and on behalf of the individuals listed in Exhibit "C," represents and warrants that by the execution of this Agreement, they have no interest, present or contemplated, in the Project affected by the above-described Services. Consultant further warrants that neither Consultant, nor the individuals listed in Exhibit "C" have any real property, business interests or income interests that will be affected by this project or, alternatively, that Consultant will file with the City an affidavit disclosing any such interest.

21. **Solicitation**. Consultant warrants that Consultant has not employed or retained any person or agency to solicit or secure this Agreement, nor has it entered into any agreement or understanding for a commission, percentage, brokerage, or contingent fee to be paid to secure this Agreement. For breach of this warranty, City shall have the right to terminate this Agreement without liability and pay Consultant only for the value of work Consultant has actually performed, or, in its sole discretion, to deduct from the Agreement price or otherwise recover from Consultant the full amount of such commission, percentage, brokerage or commission fee. The remedies specified in this section shall be in addition to and not in lieu of those remedies otherwise specified in this Agreement.

22. **General Compliance With Laws**. Consultant shall keep fully informed of federal, state and local laws and ordinances and regulations which in any manner affect those employed by Consultant, or in any way affect the performance of services by Consultant pursuant to this Agreement. Consultant shall at all times observe and comply with all such laws, ordinances and regulations, and shall be solely responsible for any failure to comply with all applicable laws, ordinances and regulations. Consultant represents and warrants that Consultant has obtained all necessary licenses to perform the Scope of Services and that such licenses are in good standing. Consultant further represents and warrants that the services provided herein shall conform to all ordinances, policies and practices of the City of Riverside.

23. **Waiver**. No action or failure to act by the City shall constitute a waiver of any right or duty afforded City under this Agreement, nor shall any such action or failure to act constitute approval of or acquiescence in any breach thereunder, except as may be specifically, provided in this Agreement or as may be otherwise agreed in writing.

24. **Amendments**. This Agreement may be modified or amended only by a written agreement and/or change order executed by the Consultant and City.

25. **Termination**. City, by notifying Consultant in writing, shall have the right to terminate any or all of Consultant's services and work covered by this Agreement at any time. In the event of such termination, Consultant may submit Consultant's final written statement of the amount of Consultant's services as of the date of such termination based upon the ratio that the work completed bears to the total work required to make the report complete, subject to the City's rights under Sections 15 and 26 hereof. In ascertaining the work actually rendered through the termination date, City shall consider completed work, work in progress and complete and incomplete reports and other documents only after delivered to City.

25.1 Other than as stated below, City shall give Consultant thirty (30) days' prior written notice prior to termination.

25.2 City may terminate this Agreement upon fifteen (15) days' written notice to Consultant, in the event:

25.2.1 Consultant substantially fails to perform or materially breaches the Agreement; or

25.2.2 City decides to abandon or postpone the Project.

26. **Offsets**. Consultant acknowledges and agrees that with respect to any business tax or penalties thereon, utility charges, invoiced fee or other debt which Consultant owes or may owe to the City, City reserves the right to withhold and offset said amounts from payments or refunds or reimbursements owed by City to Consultant. Notice of such withholding and offset, shall promptly be given to Consultant by City in writing. In the event of a dispute as to the amount owed or whether such amount is owed to the City, City will hold such disputed amount until either the appropriate appeal process has been completed or until the dispute has been resolved.

27. **Successors and Assigns**. This Agreement shall be binding upon City and its successors and assigns, and upon Consultant and its permitted successors and assigns, and shall not be assigned by Consultant, either in whole or in part, except as otherwise provided in paragraph 9 of this Agreement.

28. **Venue.** Any action at law or in equity brought by either of the parties hereto for the purpose of enforcing a right or rights provided for by this Agreement shall be tried in the Superior Court, County of Riverside, State of California, and the parties hereby waive all provisions of law providing for a change of venue in such proceedings to any other county. In the event either party hereto shall bring suit to enforce any term of this Agreement or to recover any damages for and on account of the breach of any term or condition of this Agreement, it is mutually agreed that each party will bear their own attorney's fees and costs.

29. **Nondiscrimination**. During Consultant's performance of this Agreement, Consultant shall not discriminate on the grounds of race, religious creed, color, national origin, ancestry, age, physical disability, mental disability, medical condition, including the medical condition of Acquired Immune Deficiency Syndrome (AIDS) or any condition related thereto, marital status, sex, genetic information, gender, gender identity, gender expression, or sexual orientation, military and veteran status, in the selection and retention of employees and subcontractors and the procurement of materials and equipment, except as provided in Section 12940 of the California Government Code. Further, Consultant agrees to conform to the requirements of the Americans with Disabilities Act in the performance of this Agreement.

30. **Severability**. Each provision, term, condition, covenant and/or restriction, in whole and in part, of this Agreement shall be considered severable. In the event any provision, term, condition, covenant and/or restriction, in whole and/or in part, of this Agreement is declared invalid, unconstitutional, or void for any reason, such provision or part thereof shall be severed from this

Agreement and shall not affect any other provision, term, condition, covenant and/or restriction of this Agreement, and the remainder of the Agreement shall continue in full force and effect.

31. **Authority**. The individuals executing this Agreement and the instruments referenced herein on behalf of Consultant each represent and warrant that they have the legal power, right and actual authority to bind Consultant to the terms and conditions hereof and thereof.

32. **Entire Agreement**. This Agreement constitutes the final, complete, and exclusive statement of the terms of the agreement between the parties pertaining to the subject matter of this Agreement and supersedes all prior and contemporaneous understandings or agreements of the parties. Neither party has been induced to enter into this Agreement by and neither party is relying on, any representation or warranty outside those expressly set forth in this Agreement.

33. **Digital and Counterpart Signatures**. Each party to this Agreement intends and agrees to the use of digital signatures that meet the requirements of the California Uniform Electronic Transactions Act (Civil Code §§ 1633.1, et seq.), California Government Code § 16.5, and California Code of Regulations Title 2 Division 7 Chapter 10, to execute this Agreement. The parties further agree that the digital signatures of the parties included in this Agreement are intended to authenticate this writing and to have the same force and effect as manual signatures for purposes of validity, enforceability, and admissibility. For purposes of this section, a "digital signature" is defined in subdivision (d) of Section 16.5 of the Government Code and is a type of "electronic signature" as defined in subdivision (h) of Section 1633.2 of the Civil Code. This Agreement may be executed in any number of counterparts, each of which will be an original, but all of which together will constitute one instrument. Each certified or authenticated electronic copy of an encrypted digital signature shall be deemed a duplicate original, constituting one and the same instrument and shall be binding on the parties hereto.

34. **Interpretation**. City and Consultant acknowledge and agree that this Agreement is the product of mutual arms-length negotiations and accordingly, the rule of construction, which provides that the ambiguities in a document shall be construed against the drafter of that document, shall have no application to the interpretation and enforcement of this Agreement.

34.1 Titles and captions are for convenience of reference only and do not define, describe or limit the scope or the intent of the Agreement or any of its terms. Reference to section numbers, are to sections in the Agreement unless expressly stated otherwise.

34.2 This Agreement shall be governed by and construed in accordance with the laws of the State of California in effect at the time of the execution of this Agreement.

34.3 In the event of a conflict between the body of this Agreement and Exhibit "A" - Scope of Services hereto, the terms contained in Exhibit "A" shall be controlling.

35. **Exhibits**. The following exhibits attached hereto are incorporated herein to this Agreement by this reference:

Exhibit "A" - Scope of Services
Exhibit "B" - Compensation
Exhibit "C" - Key Personnel

**[SIGNATURES ON THE FOLLOWING PAGE]**

IN WITNESS WHEREOF, City and Consultant have caused this Professional Consultant Services Agreement to be duly executed the day and year first above written.

CITY OF RIVERSIDE, a California charter city and municipal corporation

By: _____
Mike Futrell
City Manager

Attest: _____
Donesia Gause
City Clerk

Certified as to Availability of Funds:

By: _____
Chief Financial Officer

Approved as to Form:

By: Beaumon, Anthony (Mar 7, 2024 11:34 PST)
Anthony L. Beaumon
Senior Deputy City Attorney

WSP USA Inc., a New York corporation authorized to do business in California

By: Helen devery (Mar 6, 2024 13:42 PST)
Print Name: Helen Devery
Title: Senior Vice President

**and**

By: Hillary Jassey (Mar 6, 2024 17:27 EST)
Print Name: Hillary Jasssey
Title: Corporate Secretary

CA #24-0078 ALB/jv 01/19/2024
\\rc-citylaw\cycom\WPDOCS\D019\P040\00780159.docx

# EXHIBIT "A"

# SCOPE OF SERVICES

# RIVERSIDE GENERAL PLAN UPDATE SCOPE OF WORK

## TASK 1: PROJECT START-UP

*TASK 1.1 KICK-OFF MEETING AND TOUR*

The kick-off meeting is a key opportunity to achieve consensus on protocols and expectations right from the start. Once the notice to proceed (NTP) is confirmed, the Consultant will convene a kick-off meeting within one (1) week of the NTP, bringing together the City's project manager, City staff, and our key Consultant team members. The Consultant recommends that representatives from all City departments participate in the kick-off meeting. Tara Lake will serve as a general facilitator and provide support to review and achieve consensus over the Project Charter. The kick-off meeting will also be used to confirm expectations for the formation of the public involvement plan. Following the meeting, the team will take a tour of the city to discuss key issues and opportunities.

WSP will provide a project overview, including a schedule for completing the Project, with clear deadlines and specific action items identified for each task and phase. In addition to refining/confirming the timeline, the Consultant anticipates a discussion of the following:

- Confirm/finalize project scope of work and schedule for both the General Plan Update and the Climate Action and Adaptation Plan (CAAP)
- Define the relationship between the Phase 2 General Plan Update and the CAAP
- Determine preferences for point of contact, method of communication, and meeting and workshop responsibilities
- Discuss community outreach approach, including Community Workshops, focus group topics and participants, and identification of stakeholders
- Provide data request for relevant background information (GIS data, adopted documents, reports, and studies)

DELIVERABLES:

- Project Charter highlighting: Desired project goals and outcomes; final project schedule/timeline; protocols for monthly status reports and biweekly team meetings; and preferred communication protocols
- Project timeline in Gantt Chart form (or similar) highlighting task steps and key project milestones
- Kick-off meeting and supporting content (agenda, draft Project Charter, presentation materials, and summary notes)

*Task 1.2 GIS Mapping and Base Map*

Led by our in-house GIS specialists, the Consultant will coordinate with City staff to create a base map template that informs and evaluates project opportunities. The Consultant will use Esri products, such as ArcMap, ArcGIS Pro, and ArcGIS Online, to facilitate the easy sharing of spatial data, map documents, and templates between our team and City staff. Our GIS team has extensive experience integrating various Esri file formats and navigating software versions, ensuring a smooth transition of GIS deliverables into the City's GIS system.

In addition to creating a useful template and base map information for staff, the Consultant will design content that can be quickly exported to generate supporting diagrams for the General Plan. These diagrams will effectively communicate findings and recommendations to elected officials, key stakeholders, and the general public.

As a guiding document for overall communication and team protocols, the Consultant will include data

transfer protocols within the Project Charter. This approach consolidates all protocols in one central area. Moreover, the Consultant will employ an Esri map package solution, which allows maps and data to be shared as a single file while preserving data links.

DELIVERABLES:

- Base map and graphic templates (with standards set by City staff)
- Data transfer protocols memorandum
- Maps and exhibits for zoning ordinance and technical studies

ASSUMPTIONS:

- The City will provide all base-map data in its possession.

  Consultant will assume Esri license cost at its expense for the Consultant work to produce the deliverables. Any Esri licenses needed for the City for this task, during the Project or after, will be at the cost of the City.

*TASK 1.3 BIWEEKLY MEETINGS AND INVOICING*

The success of projects relies on collaboration and communication at every stage. This entails maintaining open lines of communication and conducting regular check-in meetings with the City's team. It is crucial to involve key decision-makers and stakeholders from the outset, engage with the community in a consistent and meaningful manner, adopt a forward-looking and future-ready approach, and ensure the Project remains on track.

The Consultant will conduct virtual biweekly check-in meetings until the end of the Project, as designated in the timeline of this scope.

DELIVERABLES:

- Biweekly virtual meetings for a total of 66 meetings
- Meeting agenda and notes
- Monthly invoices, including progress reports

## TASK 2: AUDIT OF EXISTING GENERAL PLAN AND SPECIFIC PLANS

Phase 2 of the General Plan Update builds upon the previous work accomplished by the City during the Phase 1 Update, along with contributions from other City departments. In this phase, a comprehensive review of the following policy documents will be undertaken:

- **2025 General Plan:** The Consultant will conduct an assessment of its goals, policies, and implementation actions.
- **Existing Specific Plans:** An audit of the City's 19 existing specific plans with recommendations for the future disposition of each plan; outline which portions can be incorporated into the General Plan and Zoning Code versus what will need to be updated independently
- **Infrastructure Policy:** A review of existing City policy documents such as the Sewer Collection Master Plan, Focused Water Master Plan, and Non-Potable/Recycled Water Master Plan
- **A summary of State legislation** requiring compliance for every Element of the General Plan

DELIVERABLES:

- Draft Existing Policy Framework Memorandum
- Final Existing Policy Framework Memorandum
- Matrices highlighting all existing policy relationships and conflicts

## TASK 3: COMMUNITY OUTREACH AND ENGAGEMENT PLAN

### *TASK 3.1. PUBLIC INVOLVEMENT PLAN AND STAKEHOLDER DATABASE*

*Outreach and Engagement Plan*

The Consultant will develop a comprehensive and flexible Outreach and Engagement Plan (OEP) that identifies and describes all outreach notification tactics, essential collateral materials, engagement activities, and the timing and format for all public workshops. The OEP aims to emphasize strategies to achieve inclusive and meaningful engagement and active participation with a variety of stakeholder groups, particularly those who are typically not involved in planning processes. Targeted groups will include historically underrepresented communities, youth, seniors, and residents in affordable housing communities. The OEP will include a community profile focusing on identifying the locations of these targeted populations throughout the city, enabling targeted outreach efforts. The OEP will outline specific strategies while remaining flexible to accommodate the evolving needs of the project as the process unfolds.

*Stakeholder Database*

To ensure stakeholders are informed and aware of opportunities to participate, the Consultant will build a stakeholder database by using the Phase 1 General Plan database, existing City contact lists, the Riverside Housing Element database, and collection of stakeholder contacts throughout the Project's duration. The Consultant will collaborate with City staff to review and consolidate existing contact lists into one comprehensive database. The Consultant will ensure the inclusion of various community groups such as organizations with a focus on arts/culture, business, education, government, and nonprofits, with a particular emphasis on those with a focus on transportation, mobility, and sustainability. The database will be organized by stakeholder type, creating an efficient system for targeted outreach throughout the Project. The Consultant will maintain the database throughout the Project and facilitate an ongoing opt-in campaign to continuously expand our robust database of interested parties. At the Project's conclusion, the Consultant will package and deliver the database, providing the City with a tool to engage stakeholders during the implementation years.

DELIVERABLES:

- Outreach and Engagement Plan
- Stakeholder Database and Maintenance

ASSUMPTIONS:

- City will share existing contact lists

### *TASK 3.2 COMMUNICATIONS STRATEGY AND MARKETING PLAN*

To promote active engagement throughout the Project, the Consultant recommends using a multi-faceted communications strategy that embraces a combination of traditional and digital techniques. The selected tools will be used to reach the general public, but some methods will be geared to target stakeholders who are often not involved in the planning process and/or have been historically marginalized. The Consultant will coordinate with the City's Office of Communications during development of the OEP to better understand all City communication platforms and ensure the strategy proactively develops the necessary materials for these paths of communication. To effectively implement the marketing plan, the Consultant will develop a communications matrix that serves as the marketing plan and describes all of the various marketing platforms, timeline for publication, task

leads, and the copy and graphics to be included. This matrix will be shared in a cloud-based document with the City's Office of Communications to ensure efficient and timely delivery of all communications. The Consultant will also be prepared to meet monthly with the City communications team to coordinate needs and deadlines related to publication. The Consultant will develop a communications matrix for each round of outreach notification. Specific outreach notification will be identified in the Outreach and Engagement Plan and will include up to the following:

- **Canvassing:** Distribution of flyers at areas of interest within each ward
- **Direct Mail:** Distribution to every household and business in the city
- **Door Hangers:** Distribution to affordable housing units
- **Newspaper and Magazine Display Ads:** Local English and Spanish publications
- **Press Releases:** Local English and Spanish media relations
- **Eblasts and City Newsletters:** Distribution to the project database contacts and City mailing lists
- **Extended Outreach Toolkit:** Toolkit with project resources and messaging designed for key stakeholders and community-based organizations to share with their networks
- **Phone Outreach:** Telephone outreach to key stakeholders within project database to encourage participation and public meeting attendance
- **Pop-Up Events:** Promoting community workshops at pop-up or tabling events in each ward
- **Public Signage:** Street banners, bus shelter ads, lawn signs, posters, billboards, and bus signage
- **Radio Ads:** Local or regional English and Spanish radio stations
- **SMS Campaign:** Text alerts to phone list of stakeholders who have opted-in
- **Social Media Campaign:** Facebook, Instagram, Twitter, and Nextdoor platforms using City accounts
- **Webpage Content:** General project overview, ways to engage , and downloadable resources
- **Other City-Led Communications:** Riverside Cable Access Channel 3, City of Riverside newsletters, Explore Riverside, Riverside Monthly video segments, and Community Corner

*Project Branding*

The Consultant will develop an eye-catching and tailored project brand that will serve as a visual representation of the Project and will be used across all materials, including collateral and notification. The brand will include a color scheme and logo that will represent the theme of the Project while tying in the City's general branding standards for immediate recognition. A cohesive branding effort will build synergy to generate interest and participation. The Consultant will also provide a style guide complete with colors, fonts, logos, and heading styles to be used by the technical team in the development of the final General Plan documents.

*Collateral Materials*

The Consultant will create outreach collateral to create project awareness and explain the process and opportunities for engagement. Collateral materials will have the project branding and will be made available in print and digital versions, where appropriate. Collateral will include a PowerPoint template to be used at all public meetings and additional collateral pieces to support the outreach notification and public engagement process. All public-facing outreach collateral will be translated into Spanish. Specific collateral pieces will be identified during the development of the Outreach and Engagement Plan and may include:

- Fact Sheets
- Event Flyers
- Glossary of Terms
- FAQ Document

- Informational Brochures
- Social Media Widgets
- Park Banners
- Yard Signs
- Bus Shelter Ads
- Door Hangers
- Postcards
- Project Business Cards
- Posters
- Activity Boards

The Consultant recommends that outreach notification and collateral materials include interactive elements such as QR codes or text message prompts that lead to surveys, activities, or contests to provide the continuous feedback loop. Additional details about interactive tools are included in **Task 3.5.**

DELIVERABLES:

- Communications Matrix/Marketing Plan (1 per round of outreach for up to 5 total)
- Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan
- Implementation of all communication platforms not managed by the City
- Project branding and style guide
- Collateral materials in printed and digital format
- Design of mailer for distribution to every household and business in the city
- Design of door hangers for distribution to affordable housing units and other target areas identified by Community-Based Organizations (CBOs)
- Copy, graphics, and coordination for newspaper and magazine display ads in local English and Spanish publications
- Copy and coordination for press releases in local English and Spanish local publications
- Copy for eblasts and City newsletters for distribution to the project database contacts and City email lists
- Copy and graphics for extended outreach toolkit with project resources and messaging designed for key stakeholders and CBOs to share with their networks
- Telephone outreach to key stakeholders within project database to encourage participation and public meeting attendance
- Design and printing of public signage
- Copy and coordination of radio ads for local English and Spanish radio stations
- Copy, coordination, and implementation of SMS campaign
- Copy and graphics for posting on City webpage
- Copy and coordination for other City-led communications identified in the communications matrix

ASSUMPTIONS:

- Office of Communications to implement City-managed platforms (social media, newsletters, City publications, etc.)
- City to post copy and content to City webpage dedicated to General Plan Update
- City will cover postage costs for citywide mailers
- The installation of signage at public facilities such as park and library banners, city-owned

billboards, and bus shelters/benches will be a combination of the City, CBOs, and the Consultant

*Public Relations*

The General Plan is a massive undertaking and, ideally, involves participants from throughout the community. An important component for raising awareness and increasing public involvement is public relations and communication with the press. The Consultant will draft six press releases to share with the press at key milestones throughout the Project. The Consultant will also collaborate with the press, if desired by the City, on any stories or news features.

DELIVERABLES:

- 6 Press Releases

*TASK 3.3 BOARDS AND BRIEFINGS*

The support of Riverside's City Council and internal departments is crucial to the success of the General Plan process and the successful adoption of the CAAP, Environmental Impact Report (EIR), and specific plan and zoning code updates. To keep the City Council, Planning Department, and City departments informed and engaged throughout the process, the Consultant will assist with up to 15 study sessions. These study sessions could include joint sessions of the City Council and Planning Commission or involve key City staff from departments such as Public Works, Fire, or Parks and Recreation.

The Consultant will participate in Planning Commission Workshops, City Council briefings, and other necessary presentations. To support these efforts, the Consultant will collaborate with the Project Team to develop appropriate presentation materials, attend and take notes, and co-facilitate as needed.

DELIVERABLES:

- Attendance at up to six (6) Planning Commission Workshops – up to five (5) would be virtual and up to one (1) would be in-person
- Attendance at up to eight (8) City Council meetings – up to six (6) would be virtual and up to two (2) would be in-person
- Attendance at up to four (4) special briefings – up to three (3) would be virtual and up to one (1) would be in-person
- Outreach-related presentation materials for the forementioned eighteen (18 meetings
- Summary notes for the aforementioned eighteen (18) meetings

*TASK 3.4 GENERAL PLAN ADVISORY COMMITTEE*

To encourage a community-driven process that reflects the values and priorities of a wide range of community stakeholders, the Consultant will assist with the formation of a General Plan Advisory Committee (GPAC) that would meet throughout the Project. The GPAC will provide guidance related to the policies and programs proposed for the updated General Plan and also serve as key outreach partners to extend outreach efforts to the communities they represent. Outreach toolkits with approved project messaging and graphics will be provided to GPAC members, which can be easily used in their newsletters, eblasts, social media, websites, and other platforms. In this role, they will serve as project ambassadors to the community, fostering greater community trust and ownership of the General Plan. GPAC ambassadors will help educate the public about the Project, raise awareness about upcoming events, and encourage community participation in workshops and other activities.

In collaboration with City staff, the Consultant will assist in identifying and recruiting members to

serve on the GPAC. The GPAC membership should include representatives from all wards and encompass a variety of perspectives. It is recommended to include representatives from CBOs, industry experts, business leaders, academic institutions, and key City staff and representatives.

The specific approach to onboarding GPAC members will be detailed in the Outreach and Engagement Plan. Additionally, the Consultant will collaborate with the Project Team to develop a GPAC Handbook that outlines the specific responsibilities, expectations, procedures, and limitations for GPAC members, ensuring a clear understanding of their roles. The Handbook will also include a schedule of meeting topics and dates. While the specific schedule will be determined during the development of the Handbook and Outreach and Engagement Plan, it is recommended that the GPAC convene at least five times, once per round of outreach, and no more than ten times. The Consultant will host all GPAC meetings in a virtual format and will be prepared to lead logistics and hosting of these meetings. The Consultant will be available to present any outreach-related content, lead interactive elements, and take summary notes.

Participants will receive a white paper outlining background information and potential trade-offs prior to each GPAC meeting to facilitate informed discussions. The initial work plan anticipates up to ten meetings that may cover topics such as:

- Community vision/priorities
- Public Safety, Noise
- Land Use and Urban Design (GPAC meeting)
- Economic Development and Innovation (GPAC meeting)
- Mobility and Circulation (GPAC meeting)
- Housing; Arts, Culture, and Historic Preservation
- Land Use Map Alternatives Discussion
- Conservation; Open Space, Parks, and Recreation
- Environmental Justice, Air Quality, Health and Education
- Review of Draft General Plan Elements

DELIVERABLES:

- Identification and onboarding of GPAC members
- GPAC Handbook
- Attendance and logistics for up to ten (10) GPAC meetings
- Develop and facilitate activities to gather feedback, as needed
- Develop outreach-related presentation materials, as needed
- Summary notes for each GPAC

ASSUMPTIONS:

- The Consultant will prepare GPAC meeting content and relevant activities
- The Consultant will lead facilitation
- The GPAC meetings will be hosted virtually. An optional fee has been provided to host these in-person.

*TASK 3.5 TECHNOLOGY AND INNOVATION*

The intersection of pop-up outreach, live polling, vison boards, and modern survey methodology through the use of technology, innovation, and equitable access are embedded in all outreach and engagement strategies designed by our team. The following section provides initial recommendations for using technology to share information, raise project awareness, and gather community input.

*Statistically Valid Surveys*

The Consultant will conduct three bilingual, dual-mode (telephone and online) statistically valid surveys. These surveys will play a crucial role in gathering accurate and representative data from residents across the seven wards of Riverside, helping to develop a project vision, confirm direction, and validate outcomes. Each survey will target a sample of 700 residents, with 100 residents per ward. The Consultant will develop the specific approach and survey questions, ensuring alignment with the goals and objectives of each phase. Initial recommendations for survey themes are noted below:

1. The first survey will focus on evaluating the utility and effectiveness of existing conditions, covering key elements such as land use, Housing Element, economic development, noise, and more. This survey will serve as a foundation for identifying areas of improvement and setting a clear vision for the Project's future.
2. The second survey, conducted during the **Task 6** Visioning phase, will help narrow the focus areas based on community input. It will seek residents' opinions and preferences to refine the project's direction, ensuring alignment with their expectations and aspirations.
3. The third survey will be conducted to support **Task 7** and will include questions on each alternative preference, allowing residents to provide feedback and prioritize their preferences. This survey will play a vital role in shaping the Project's outcomes and ensuring they resonate with the community's desires.

*Survey Methodology*

In designing a survey questionnaire for the City, the Consultant will draw from its knowledge of public opinion survey methodology, conducting a comprehensive review of the City's past survey research (including tracking past questions when appropriate), considering current and future objectives and needs, and leveraging the Consultant's extensive library of research on General Plan Updates.

The Consultant will then construct a sample by randomly selecting a subset of addresses from a list of all residential addresses in the City. Each invitation will be tied to a specific address to ensure that only one respondent per address can participate. Based on the final sample specifications, the Consultant will set a target number of online interviews to be completed. The Consultant will then mail postcard invitations to everyone in the sample, while simultaneously sending out email invitations to those with valid email addresses.

Within several days of the initial invitation distribution, the Consultant will examine the demographic and geographic characteristics of the online completes. The Consultant will begin conducting telephone interviews to balance out the sample and target underrepresented subgroups. Additionally, the Consultant will send out a number of text invitations to help reach the overall target number of online completes and complement the other contact methods.

Once the survey is complete, the Consultant will generate a detailed report of the survey results in a PowerPoint presentation. This report will include demographic breakouts and summaries of key findings. Typically, these results are presented in draft format to the Project Team and refined based on feedback. The Consultant will also develop a version of this presentation suitable for presenting to the GPAC, City Council, Planning Commission, or other appropriate public forums.

Upon conclusion of the survey project, the City will receive the following documents:

- Final survey questionnaire
- Topline survey results
- Verbatim answers to any open-ended questions
- PowerPoint presentation (including key findings, results, conclusions, and actionable recommendations)
- Presentations of results to staff, board members, or other Stakeholders, up to five

presentations

*ArcGIS Hub*

The Consultant will develop a dedicated project website using ArcGIS Hub software. The website will prioritize accessibility and Americans with Disabilities Act compliance to ensure inclusivity for all users. It will serve as a comprehensive repository of information, providing a centralized location for both project efforts and offering a variety of resources, collateral, and engagement activities. The website will be designed to facilitate easy navigation, enabling stakeholders to understand the project process, milestones, and upcoming engagement opportunities.

*Interactive Elements*

When gathering public input, it is important to design activities that are fun, interesting, and easy for community members of all abilities to understand and interact with. It is also valuable to use tools that can be implemented at in-person events or accessed digitally, both in virtual workshops and independently. The following section presents a toolbox of potential tools and strategies to implement interactive exercises, contests, and interactive media to raise project awareness, build excitement for the Project, and collect community input. The specific tools to be used for this effort will be identified during the development of the OEP. Tools will be selected strategically to best fit the desired input.

*Live Polling, Digital Vision Boards, and Questionnaires*

Digital tools that show instant results can be effective in maintaining participant excitement and validating that the collected input has been heard. Tools that have been effective in providing this instant feedback include Mentimeter, Miro Board, Mural, Jamboard, and Zoom Polling. These interactive tools can be incorporated during stakeholder briefings, public workshops, or GPAC meetings and offer visually appealing and dynamic platforms for participants to share their thoughts and ideas. Mentimeter and Zoom provide live polling capabilities that participants can access through web browsers or mobile devices. This allows stakeholders to actively participate in real-time by answering poll questions or rating different options.

Platforms such as Miro Board, Mural, and Jamboard offer virtual collaboration spaces where participants can contribute ideas and provide feedback. These digital whiteboards or vision boards offer the flexibility to brainstorm, organize thoughts, and visually represent concepts using sticky notes, drawings, and other interactive elements. This visual approach encourages creativity and collaboration and makes it easier to grasp complex ideas and identify patterns in stakeholder feedback. All of these tools can be used in virtual meetings or at in-person workshops by using QR codes to provide mobile access or set up tech stations fully equipped with laptops or tablets as well as staff to help engage with the tools.

Questionnaires can be very effective when seeking to collect answers to specific questions, using simple and familiar platforms. Questionnaires can be easily shared in eblasts, newsletters, and other platforms by using hyperlinks or QR codes, and can be replicated in a paper-based format, providing digital and analog options for communities to engage. SurveyMonkey, Typeform, or Survey123 will be used to gather community input.

Interactive Mapping and Gamification

Social Pinpoint is a multi-functional digital engagement tool that facilitates activities such as interactive mapping, surveying, discussion forums, vision boards, and participatory budgeting to communicate complex data in an easy-to-understand and engaging manner. This tool allows stakeholders to share geographic and issue-based comments on maps that show the project area and relevant conditions. For example, the tool could include a map showing the findings from the existing conditions analysis, allowing the public to vet and comment on the technical study findings.

Alternatively, stakeholders could use the mapping tool to identify where they want particular amenities, where they have safety concerns, or areas well-suited for future development. The tool also accommodates discussion forums and vision boards that can help create open and transparent dialogue on pre-determined topics or general vision statements related to a variety of topics. Both the vision boards and mapping activities allow participants to upload photos to provide additional context for their input. Additionally, Social Pinpoint can facilitate a participatory budgeting game that would allow stakeholders to understand the budget implications and prioritize implementation.

The Consultant will work with the City to identify the most appropriate tools and activities. These interactive elements can be made available on a rolling basis through online platforms, used in real-time at public workshops, and offered at in-person events using on-site tablets and devices. Additionally, many of these activities can be replicated using printed materials to provide non-digital ways for stakeholders to engage.

Contests

Competitive games and contests encourage participation in a creative and innovative manner. To incorporate a sense of friendly competition throughout the course of the Project, the Consultant recommends offering raffle prizes for community members who engage with activities. For recent projects, the Consultant has raffled bicycles, skateboards, helmets, bus passes, gas cards, and grocery gift cards. Our team uses automated selection software to randomly choose from the pool of participants after each round of engagement. Additionally, the Consultant recommends a highly interactive visioning activity that encourages community members to submit pieces of art accompanied by a vision statement. Although all submissions will inform the City's greater vision, community members could vote on their favorite piece of art, leading to a community-selected winner who could win a prize and receive recognition at City-sponsored events. More details on the proposed visioning activity are included in **Task 6.**

DELIVERABLES:

- Survey questions for three (3) statistically valid surveys
- Summary reporting for three (3) statistically valid surveys
- Presentation of survey findings to boards, commissions, and staff, up to five (5)
- Website content and graphics for ArcGIS Hub
- Development of interactive elements for each round of outreach
- Facilitation of interactive elements at workshops and online platforms
- Summary results from activities
- Raffle prize winner selection and coordination

ASSUMPTIONS:

- Up to five (5) rounds of updates for ArcGIS Hub

*TASK 3.6 SOCIAL MEDIA STRATEGY*

As described in **Task 3.2**, the Consultant will implement the social media strategies described below.

*Social Media Presence and Content*

To enhance the Project's social media presence and ensure consistent messaging across all City social media platforms, the Consultant will lead the development of a social media toolkit as part of the overall marketing plan and communications matrix. The matrix will serve as a reference guide for social media posts, providing clear guidelines on the types of content to be shared and the

appropriate messaging for each platform. Additionally, the toolkit will include a production timeline outlining the expected timing for content creation, graphic design, and post-scheduling. This schedule will help the outreach team and City communications department stay organized and ensure a consistent flow of engaging content. The Consultant will also provide a suggested posting schedule, recommending the timing for posts to maximize reach and engagement with the target audience. Furthermore, an extended outreach toolkit with GPAC members and CBOs will be shared, encouraging them to share on their own social media platforms.

*Video Mini-Series*

As described below, in **Task 3.7**, the Consultant will create a robust educational video series to introduce the Planning 101 content and to educate stakeholders on the General Plan Update and CAAP process. Full-length feature videos will be hosted on the project website, while shorter clips of these videos will be used as promotional pieces and shared through City social media platforms. They will also be included in the extended outreach toolkit shared with GPAC members and other key stakeholders in the project database. In addition to sharing clips of the video series, animated GIFs will provide a dynamic and visually appealing way to convey quick facts and encourage social media sharing.

DELIVERABLES:

- Social media toolkit with copy, graphics, and posting schedule (updated for up to 5 rounds)
- Abbreviated video clips from Planning 101 educational series

ASSUMPTIONS:

- City will use social media toolkit to post and manage all social media content

*TASK 3.7 COMMUNITY ENGAGEMENT*

Community engagement will capture the perspective of the people the Comprehensive Plan will serve. Input collected through the engagement strategies outlined below will directly inform project deliverables, namely the existing conditions report (Task 5.2) and its equity framework described in that section. The equity team will coordinate closely with the public engagement team to ensure equity communities are included and heard.

*Community Meetings*

Community meetings provide an opportunity to educate community members on the General Plan Update process and gather their input to develop a community-driven Plan. All workshops will have educational elements and interactive activities to support two-way communication and provide opportunities for the Project Team and community members to learn from one another. The Consultant will host seven rounds of in-person workshops. This approach seeks to maximize participation by providing flexibility and the freedom to choose a preferred engagement style. Each workshop per round would present the same content and activities, and in-person workshops would rotate locations around the City to avoid any given community having greater access than others. Simultaneous Spanish interpretation and American Sign Language (ASL) interpretation will be provided at all community meetings.

The Consultant will lead the coordination of meeting logistics, including venue selection, scheduling, and dry-run rehearsals. The planning for multilingual staffing and co-facilitation, workshop materials, activities, and post-workshop summaries will be led by the Consultant. The summary will include metrics on attendance, topics presented, and ideas heard. To reduce meeting fatigue, the Consultant will hold joint meetings for the General Plan and CAAP, where appropriate and feasible. The Outreach and Engagement Plan will outline the meeting timeframe, topics, potential locations for in-person meetings, activities, and anticipated outcomes.

DELIVERABLES:

- Plan, organize, and attend up to seven (7) in-person community workshops
- Lead the development and facilitation of engagement activities
- Present content related to housekeeping, agenda, and outreach
- Provide simultaneous interpretation in Spanish and ASL
- Prepare summary documentation for each workshop

ASSUMPTIONS:

- City will assist securing low or no-cost City-owned venues and will coordinate reservations
- ASL interpretation will be provided by the Consultant
- City staff will attend workshops to provide a welcome and answer questions as needed

*Community Kick-off: Visioning Campaign*

To ensure active participation throughout the course of the Project, it is essential to create excitement and interest at the onset. To achieve this, the Consultant will host a large-scale "Visioning Campaign" centered on a Mosaic Mural Program. For this effort, community members will be invited to submit artwork that depicts their vision for the city. The Consultant will provide guiding prompts to ensure the artwork is grounded in the various elements of the General Plan. Along with the artwork, community members will be invited to submit an artist statement that verbally describes their vision. Once all artwork is received, the Consultant will use the individual art submissions as mosaic tiles and create a cohesive mural that reflects the community's overall vision. This final mural can be displayed in a central gathering place in the city, serving as a visual reminder of the community's contribution to the city's vision. Additionally, the Consultant will create a digital video showcasing the individual artwork and the final mural. This video can be released on social media, through eblasts and in newsletters. As previously described, the Consultant will set up a voting activity to invite community members to vote for their favorite artwork, creating a friendly competition and incentivizing participation.

In addition to the visual element of this activity, the Consultant will collect written artist statements that serve as individual vision statements for the City. The Consultant will analyze the verbal input received and provide quantified data to help inform the development of a community-driven vision statement for the General Plan Update.

To implement the Visioning Campaign, the Consultant will host one large-scale kick-off event at the onset of the Project, once the GPAC is established. This event will introduce the General Plan Update and explain the process for submitting artwork and a vision statement. Ideally, this kick-off event will be hosted at an existing community event or festival, depending on the overall project schedule and timing of relevant events. To continue the Visioning Campaign, the Consultant recommends hosting three additional events that aim to engage youth and young adults in the campaign. These events may take place at youth-oriented clubs such as the Boys & Girls Club, YMCA, YWCA, or at local schools and universities, including Cal Baptist, University of California, Riverside, Riverside Community College, and La Sierra University. The Consultant will also connect with the existing Riverside Youth Council and request its support as youth ambassadors for the Visioning Campaign. The GPAC members will also serve as critical ambassadors and will be tasked with encouraging participation. The Visioning Campaign will be promoted on social media and through eblasts. The Consultant recommends that the campaign remain open for at least four weeks to allow time for outreach and art submissions.

DELIVERABLES:

- In-person kick-off event and up to three additional events at youth-focused venues
- Digital video showcasing the individual artwork and the final mural
- Cohesive mural
- Voting activity to invite community members to vote for their favorite artwork

ASSUMPTIONS:

- City will assist securing low or no-cost City-owned venues and will coordinate reservations

*Planning 101 Series*

To educate the public on the fundamentals of general planning concepts, the Consultant will create a Planning 101 educational video series. This video web series can use a combination of Project Team interviews, animated graphics, expert testimonials, presentation content, and voiceover to provide entertaining education related to General Plan fundamentals and can even serve to share what was heard from the community. The specific video topics will be identified during the development of the OEP but may include the following themes:

- What is Land Use?
- How Does Climate Action and Adaptation Planning Affect My Community?
- A Community's Perspective: Circulation and Mobility Conditions
- Introduction to Riverside's General Plan Focus Areas
- Tools for Economic Opportunities

The video series will be hosted on the project website/ArcGIS Hub and will be promoted through the marketing plan using social media, eblasts, newsletters, and other appropriate methods.

DELIVERABLES:

- Production of Planning 101 educational video series (script writing, storyboard development, production, voiceover, and editing) (up to 8 videos)

ASSUMPTIONS:

- City staff will be available for on-camera video interviews

*Pop-Up Events*

Pop-up events add value by meeting stakeholders where they are and interacting with individuals who may not otherwise be interested in participating in public engagement processes. For this effort, the Consultant will conduct a series of pop-up events in each of the City's seven wards. These events will be strategically coordinated to occur before each round of community workshops and will serve to raise general project awareness and encourage attendance at upcoming workshops and ongoing activities. The Consultant will also focus on distributing fact sheets, flyers, and FAQs, as well as encouraging residents to opt-in to receive project updates. Opportunities will be explored to collaborate with existing neighborhood and community events, leveraging established gatherings to maximize community engagement.

DELIVERABLES:

- Planning and attendance at up to thirty-five (35) pop-up events (assumes 1 pop-up event per ward for each round of outreach

ASSUMPTIONS:

- City may help secure no or low-cost booth space for City-sponsored events

*Movable Exhibits*

The Consultant will develop movable exhibits to be showcased at special events and community functions throughout the Project's duration, totaling 24 events. These exhibits will prominently feature pull-up banners displaying the Project's name, branding, and a QR code activity prompt. The QR code prompt will be periodically updated to align with project milestones. In collaboration with City staff, the Consultant will identify events and strategically position the exhibits at these gatherings to ensure maximum visibility and engagement with the target audiences.

DELIVERABLES:

- Design and printing of five (5) sets of movable exhibits
- Identification of and placement at 24 community events

ASSUMPTIONS:

- City will assist in identifying opportunities for exhibit placement

*Stakeholder Briefings*

The Consultant will collaborate with the Project Team to plan four stakeholder briefings per quarter, totaling up to 40 briefings. City staff will deliver presentations during pre-existing meetings with various community groups, neighborhood gatherings, and business organizations. These may include chambers of commerce, trade associations, unions, parent-teacher associations, CBOs, and other key stakeholder groups. The Consultant will identify potential groups and lead communications to arrange staff attendance.

DELIVERABLES:

- Planning and coordination for up to 40 stakeholder briefings
- Develop presentation content

ASSUMPTIONS:

- The City will facilitate and lead presentations
- The Consultant will not attend briefings
- The total of 40 briefings assumes briefings will not occur in the first two quarters as the Project ramps up

*Neighborhood Canvassing*

Neighborhood canvassing is an effective method for reaching historically underrepresented populations who may not typically receive City-related news. The Consultant will implement a strategic neighborhood canvassing initiative to enhance information sharing and raise awareness of the Project. This effort will involve one round of targeted canvassing in the 14 focus areas identified through the visioning process (2 areas per ward). The canvassing will specifically target underrepresented populations residing in or near the focus areas. The primary goal is to increase outreach to disadvantaged communities and raise awareness about the Project, encouraging community members to sign up for email updates and participate in engagement activities. As part of the canvassing efforts, households will receive door hangers containing concise project information and contact details. To ensure effective outreach and engagement, it is recommended that partnerships with CBOs be established to assist with implementing the canvassing activities. This collaboration will leverage the expertise and local connections of the CBOs to maximize the impact of the campaign. The CBOs will be compensated for their services.

DELIVERABLES:

- Planning and coordination of targeted canvassing in up to 14 focus areas

ASSUMPTIONS:

- Canvassing is not intended to cover the entire Focus Area and will target the most disadvantaged and underrepresented communities within each Focus Area
- CBO partners will carry out the canvassing

*Student Involvement*

Riverside is home to three universities, a community college, and multiple K-12 school districts. One key objective is to involve as many members of the community as possible. Given that a general plan develops policies that can last 10 to 20 years, an 18-year-old high school or college student could be 28 to 38 when the plan is next updated. This gives special importance to involving young people whose lives, careers, and housing options will be directly impacted by the policies of the General Plan. It is with this in mind that the Consultant recommends a special focus on student involvement. This would take the form of a resource toolkit to be shared with educators.

DELIVERABLES:

- Youth activity stations at workshops
- Mural activity will have heavy emphasis on youth

- Workshops will include locations such as Boys & Girls Clubs and the YMCA, to encourage families, including youth

*TASK 3.8 ENGAGEMENT SUMMARY*

As described throughout this scope of work, the Consultant will develop summary reports for all engagement activities conducted throughout the Project. The summaries will include the number of participants and key organizations in attendance, an overview of the content presented, and summaries of feedback received. Depending on the tool used to gather input, the summaries may also include graphs and charts for visual representation of the data. These summaries will be developed immediately following each milestone and shared with the Project Team for review and incorporation into technical analysis. These individual summaries are included in the deliverables for each respective task.

*Comment Log*

For this effort, the Consultant recommends the use of an intuitive digital comment card tool called Smart Comment to capture general open-ended comments throughout the course of the Project. Smart Comment provides simple comment cards in a digital format that are user-friendly, and it has a sophisticated back-end system that allows the team to delineate and categorize comments based on topics. Comments can then be exported and easily analyzed based on their various themes. If desired, the platform also offers a response mechanism that allows reviewers to assign comments to specific team members and request a response from them. The Consultant will log any print comment cards received during community events on the digital tool to ensure all comments are accounted for. The Consultant will also log comments received by email or through other means that were not otherwise captured by a specific activity received by email or not otherwise captured by a specific activity.

*Final Engagement Summary Report*

The Consultant will develop a final engagement summary report that provides detailed documentation of all outreach efforts and notification tactics, describes the outreach activities conducted, summarizes key stakeholder groups that were engaged, and includes a detailed appendix containing all milestone summary reports, outreach collateral, event photos, and raw input from all activities. The final summary will be made available to the public and decision-makers during the plan adoption process.

DELIVERABLES:

- Develop and maintain digital comment log
- Final Engagement Summary Report

ASSUMPTIONS:

- Access to Smart Comment is included

## TASK 4: INTEGRATION OF A CITYWIDE SUSTAINABILITY AND RESILIENCY FRAMEWORK

The Consultant team brings together experts in the sustainability and resilience subject areas, including natural resources, water, wastewater, energy efficiency, renewable energy, carbon management, climate and disaster risk, transportation and land use planning, healthy communities, and economic development.

The Consultant will evaluate the utility and effectiveness of sustainability and resilience policies, priorities, and action items in the Envision Riverside 2025 Strategic Plan and Operational Work Plan. The analysis will be organized around the six strategic priorities and the associated indicators and goals, identifying city-specific best practices, successes, opportunities for improvement, and potential resource gaps. The Consultant will provide recommendations for incorporating a

sustainable and resilient philosophy through its evaluation of the City's policies, plans, and programs, and leverage the expertise of the Project Team to provide best practice case studies from similar communities.

As part of this process, the Consultant will build on City staff's experience with the adopted 2025 Strategic Plan and Operational Work Plan to understand its strengths and limitations, viability of actions, and appropriateness of indicators. The Consultant will work closely with City staff as the Consultant initiates tasks, test ideas, and develop recommendations. To begin, the Consultant will hold small-group meetings with City staff and monthly calls with City staff leading the task, as well as conduct a final workshop as the principal vehicle to move the Project forward in an effective and coordinated way.

DELIVERABLES:

- Kick-Off Meeting, including agenda and meeting notes
- Small-Group Meetings, up to four (4), with staff representing various agencies across City government
- Assessment Memo and Matrix
- Recommendations Memorandum
- Staff Workshop
- Sustainability and Resiliency Framework
- Four (4) formal public meetings – assumes one (1) Planning Commission Workshop and one (1) City Council Workshop and one (1) Planning Commission Adoption Hearing and one (1) City Council Adoption Hearing. Three (3) of these meetings will be virtual and one (1) will be in-person.

ASSUMPTIONS:

- One round of comments from the City and revisions by the Consultant
- City staff will be responsible for:
    - Providing digital copies and/or links to all relevant policies, plans, and programs for assessment
    - Consolidating and resolving conflicting staff feedback on the memos and the Framework
    - Soliciting interest from stakeholders for the small-group meetings and staff workshop
    - Providing stakeholder emails for participation in meetings and staff workshop

## TASK 5: EXISTING CONDITIONS DATA COLLECTION AND ANALYSIS

*TASK 5.1 BEST PRACTICES*

Understanding best practices as well as regional examples are key to implementing emerging policies. In this task, the Consultant will create a Best Practices Memorandum that builds on the Existing Policy Framework Memorandum and highlights the following:

- Best practices and emerging tools for general/comprehensive plans, both domestically and internationally
- Innovative and unique elements that can be applied to the City
- Evaluation of applicability and recommendations

DELIVERABLES:

- Best Practices Memorandum

*TASK 5.2 EXISTING CONDITIONS REPORT*

To effectively implement a General Plan Update, it is crucial to thoroughly understand and analyze

the current circumstances. This initial step paves the way for a seamless EIR process and lays the groundwork for an all-encompassing update that accurately addresses real-world conditions. The Existing Conditions Report will serve as a significant point of reference for the General Plan Advisory Committee, City Council, Planning Commission, City staff, and the Project Team as they formulate goals, policies, and prepare the EIR. Experience has shown that the early development of an exhaustive Existing Conditions Report offers clear insights into the challenges the City faces to the entire team and promotes a profound comprehension of critical issues that need to be tackled from various perspectives throughout the Project.

DELIVERABLES:

- Existing Conditions Report

The Consultant will collect and analyze data for the following elements:

*Equity Framework*

The Existing Conditions Report will include three actionable resources that will guide the integration of equity into Task 6 Visioning, Task 7 Planning, and Task 10 Implementation: Neighborhood Needs Assessment, Community Asset Map, and Equity Goals. The equity communities can have unique needs as a result of underinvestment, underrepresentation, and other legacy impacts. The distance between the baseline and vision for the future of equity communities can be greater, and their priorities for the future may require a tailored approach. First, the equity team will conduct data analysis to identify equity communities using a cross section of data sources such as the Justice40 data tool, the Transit Disadvantaged Communities Tool, and the Climate and Economic Justice Screening Tool.

The equity team will coordinate with the engagement team on a neighborhood-level approach that will engage equity communities, residents, and community organization to understand the current baseline and vision across key areas such as housing, mobility, economic development, and more. This qualitative data will be compiled into Neighborhood Needs Assessments. The Community Map will leverage input from this engagement and additional desktop research to show assets that foster quality of life, such as community centers, places of worship, schools, green spaces, and more. The map may identify hubs that can be enhanced with more connected infrastructure and spaces to preserve to achieve development without displacement. The map may also reveal disparities in public investments, such as the number of green spaces in some communities compared to others. Finally, input from the community, in addition to a brief literature review for best practices, will also inform a set of Equity Goals.

*Land Use and Urban Design Element*

The Consultant will conduct a land use analysis to inform the preparation and evaluation of land use scenarios. The analysis will include an overview of land use trends over the past 20 years, the existing land use makeup throughout the city and Sphere of Influence, and the performance and function of existing commercial, office, and industrial development. In addition to its diverse mix of neighborhoods and communities, the city possesses a wide range of assets, including universities, government institutions, major medical facilities, the downtown area, historic areas, and conservation areas. These assets present both challenges and opportunities that will be identified in the land use analysis. The analysis will be used to evaluate land use scenarios and develop recommendations for the General Plan Update. The following will be considered:

- Key corridors and activity centers
- Visual components, such as vistas, sight lines, and landmarks
- Land use patterns and any mismatches with zoning code land uses
- Coordination with adjacent cities on future plans and compatibility

*Housing Element*

The recent update of the Housing Element as well as the City's Prohousing Designation means that the Consultant's analysis will primarily focus on consistency and alignment of the Housing Element with other elements such as mobility. As part of this analysis, the Consultant will:

- Assess Housing Element policies, programs, and actions and align with Phase 2 of the General Plan Update
- Align land use and mobility policy with RHNA sites inventory
- Develop strategies to increase housing production at all affordability levels
- Identify any 6th Cycle Housing Element program implementation items that can be accomplished as part of Phase 2 of the General Plan Update

*Mobility and Circulation Element*

The City will compile all relevant public and private plans, projects, and multimodal transportation studies and transmit to the Consultant to conduct a literature review. The Consultant will conduct the literature review and prepare a summary memo that lists all sources reviewed, summarizes proposed mobility and circulation goals, policies, and projects, and compiles all available observed vehicular data. This literature review will support the Transportation Model calibration and development as discussed below.

The mobility and circulation element existing conditions review will serve as the foundation for a full assessment of the existing circulation and mobility within the City. The assessment will include documentation of roadway classifications, active transportation networks, complete streets elements, transit infrastructure, policies, volume-to-capacity analysis, and baseline vehicle miles traveled (VMT). The consultant, utilizing baseline and projection traffic volumes, and data from the City's Pavement Management Program, will develop a comprehensive update to the City's Traffic Index Map in order to select appropriate pavement depths for future capital improvement projects.

*Transportation Model*

The Consultant will commence with the Western Riverside Council of Governments (WRCOG) RIVCOM model version 3.5.1 and conduct a detailed review of the previous model validation for the City. The City had one of the most successful City-level validations in the current version of RIVCOM, but it is crucial to assess how different districts within the city compare to observed data regarding counts and travel patterns. The Consultant will update the validation process with new data collected during General Plan Phase 1 and identify additional data needs during this period for collection. If deemed necessary after the review, the Consultant will perform additional calibration of the RIVCOM model to refine travel behavior specific to the City of Riverside. Proposed calibration and validation targets will be presented to the City for acceptance during this task. During this process, careful consideration will be given to reviewing the influence of the pandemic on travel behavior. No-build model runs for the current and horizon years will provide information on constrained network locations and travel patterns to be addressed during the alternative analysis in **Task 7.**

Once calibration is completed, the Consultant's modeling staff will conduct RIVCOM model training for City staff, spanning either two days or an equivalent duration spread over several days/weeks to accommodate their obligations. The training will cover all aspects of model input data, including networks and socioeconomic data, as well as how to run the model, interpret output data metrics, and utilize specialized processes to address other technical inquiries.

**Mobility Step 1: Understanding Goals, Land Use, and Context**

In collaboration with the Land Use Element, the Consultant will analyze existing and planned land uses and major activity centers to understand where people are and where they need to go. This also includes consideration of the city's wide variety of land use contexts and densities, which span a

continuum from urban to suburban to rural. This important first step provides a deep understanding of the surrounding conditions and context that create the demand for mobility.

**Mobility Step 2: Identifying Functions and Users**
The Consultant will examine the street network—including classifications, volumes, and overall performance—to understand the types of trips and users that the mobility network must accommodate. Some streets may be suitable for longer-distance automobile trips, while other streets are excellent candidates for multimodal applications. This includes a planning-level right-of-way analysis to document the city's many street classifications and their varying widths. From this, the team can identify opportunity areas where additional right-of-way may allow the City to increase or reallocate capacity. This also allows the team to begin building a multimodal street typology upon which the future networks will be based.

**Mobility Step 3: Highlighting Special Priorities and Focus Areas**
After analyzing the base mobility network, the Consultant will draw upon data and stakeholder input to look closer at specific locations and modes that could warrant additional priority treatments. This includes safe routes to schools for special pedestrian/bicycle safety features; commercial activity centers for dynamic curb management or parking strategies; goods movement routes; public transit priority routes; electric vehicle infrastructure; or micromobility hubs. These establish a foundation for potential overlays that the City may consider for the Mobility Element. They also present an opportunity to begin updating the City's multimodal design standards.

*Economic Development and Innovation Element*
Economic development and innovation play a vital role in the growth and prosperity of Riverside. As a city that values progress, Riverside places significant emphasis on creating an environment that fosters entrepreneurship, technological advancements, and modern business practices. Economic development aims to establish a stable and diversified economy, providing opportunities for business growth and job creation. Meanwhile, innovation promotes the adaptation and evolution of industries, fostering resilience and competitiveness. Together, these form the foundation of the City's vision for a sustainable, inclusive, and vibrant future, enhancing the quality of life for all residents. The Consultant will:

- Examine and assess trends and data in the real estate market
- Investigate and appraise local economic and business patterns, including emerging sectors, trends in business and retail, office activities, hospitality and tourism, industrial operations, institutional sector, and competitive advantages
- Scrutinize labor force data and workforce development information
- Collaborate with the impending Economic Development Action Plan
- Evaluate the fiscal health of the City and assess capacity to successfully execute projects and programs
- Review and align with the potential planning process for the River District Public Realm Plan

**Economic Development Task 1: Demographic, Socioeconomic, and Market Conditions and Trends**
The Consultant will assess the existing demographic, socioeconomic, and real estate market conditions and trends that influence land use and economic development potential in Riverside. This analysis will consider trends in Riverside and various competitive trade areas to identify the city's position within the region and the long-term implications for economic development opportunities.

Socioeconomic and demographic measures will include local population growth rates, income distribution, educational attainment, housing and labor force characteristics, and commute patterns. The market analysis will encompass several components, including a review of real estate market supply and demand conditions and historical trends for various land uses, local business and labor market conditions and trends, local and regional retail spending, and an analysis of employment nodes and commute trends. The Consultant will utilize a variety of primary and secondary source

materials for this assessment, including data from the Bureau of Labor Statistics, Census, American Community Survey, California Employment Development Department, California Department of Finance proprietary data from vendors such as Esri, CoStar, JobsEQ, broker reports, and insights gathered from interviews with area land use professionals and stakeholders.

The Consultant will use these analyses to identify the city's core strengths, emerging niches, and underserved markets, which will inform the goals and strategies outlined in the Economic Development and Innovation Element. Additionally, the Consultant will collaborate with the teams working on the City's Economic Development Action Plan and Rivers District Public Realm Plan and incorporate the findings of those efforts as appropriate.

**Economic Development Task 2: Fiscal Conditions Analysis**

The City's ability to provide high-quality public services, such as public safety and community facilities (e.g., parks, recreation, library), as well as basic government functions (e.g., code enforcement, planning, administration), depends on generating adequate General Fund revenues and managing costs effectively. In this task, the Consultant will evaluate the City's historic, current, and projected fiscal conditions and identify strengths and weaknesses that will impact the City's fiscal sustainability in the future. The report will be based on a review of the City's current and historical budgets and key revenue and cost drivers. The primary goal will be to determine the relative fiscal contribution of various land uses and how they may be affected by the scale, location, and type of development. For example, the analysis will identify the net fiscal impact of different land uses and their potential implications for the City's overall fiscal health. The Consultant will also assess the City's revenue-generation capacity, expenditure patterns, debt obligations, and financial reserves to provide a comprehensive understanding of the City's fiscal conditions.

*Arts, Culture, And Historic Preservation Element*

Arts, culture, and historic preservation are of crucial importance to the City. Riverside is a community that is rich in history and cultural diversity, and these elements form the foundation of its unique identity. The local arts scene serves as a vibrant platform for creative expression, fostering a sense of community and driving economic development. Historic preservation plays a vital role in maintaining the city's legacy, providing a tangible connection to Riverside's past while shaping its character for future generations. The combined efforts in arts, culture, and historic preservation make a significant contribution to Riverside's quality of life, creating a city that is dynamic, diverse, and deeply rooted in its history. As part of the scope of work, the Consultant will undertake the following tasks:

- Collaborate with ongoing initiatives aimed at cataloging present and prospective arts and cultural resources across the city
- Participate in the process of identifying, establishing, and assessing the viability of a possible Arts and Cultural District
- Undertake an examination and valuation of historic resources
- Investigate and appraise Native American and paleontological resources

Arts and Culture

Riverside prides itself as the City of Arts and Innovation, boasting a thriving arts and cultural environment. It has a rich presence of individual artists, a growing creative economy, and a strong connection to its history. The city is home to notable cultural facilities such as the Fox Performing Arts Center, Riverside Municipal Auditorium, the Box, and multiple museums. Throughout the year, Riverside hosts a range of arts, cultural, and community festivals and events. The City supports the arts through grants, a public art program, and various events and initiatives. With the General Plan Update, there is a significant opportunity to align Riverside's cultural policy with its goals for economic development, transportation, community development, and other civic priorities, leveraging its authentic and unique urban environment.

The Consultant will develop an element in the General Plan specifically focusing on arts and culture. The Consultant will conduct a feasibility study for a potential arts and cultural district. The initial phase involves a comprehensive review of existing City plans and policies to align this element accordingly. The Consultant will document and map the city's current cultural assets and programs, identifying any gaps in the arts and cultural system. Additionally, the Consultant will review and assess current and potential future City arts and cultural programs and policies. Stakeholder engagement targeted at the arts and culture sector will be a crucial part of the research process. The Consultant will review past and current ideas for an arts and culture district, interview key stakeholders, and explore development options for such a district.

Moreover, in consultation with the City and planning team, the Consultant will design creative engagement sessions facilitated by one to two Riverside artists. These artist-led engagements can focus on the arts and culture element or be more broadly centered around community engagement. By involving artists in the planning process, these sessions can broaden the reach of urban planning engagement, engage specific communities, and produce documentation or artistic outputs to showcase in the planning documents. The selection of artists will be done in collaboration with City arts and culture staff, and potentially in partnership with the Riverside Arts Council and/or Arts Connection.

### Historic Preservation

The Consultant will closely collaborate with City staff to catalog all the historic resource surveys and contexts. This includes surveys and contexts that have been formally adopted by the City, those currently in progress, and those completed but not yet formally adopted. The research process may involve reviewing City archives such as Cultural Heritage Board and City Council minutes, the City's Historic Resources Inventory Database (HRID), address files, the current Historic Preservation Element, available information on the City's website, and front counter handouts. A quick reference table will be created and will include reference information for each report, completion dates, funding sources (if known), and status (adopted, in progress, not adopted). If data are available, survey and context information may be mapped to visually identify areas that have been studied, concentrations of resources related to specific contexts, and areas that have not been studied.

The Consultant will also catalog all properties that have received formal designations such as Historic Districts, Neighborhood Conservation Areas, Landmarks, or Structures of Merit. Feasibly, properties that have been surveyed but not designated and those evaluated as not significant will also be included in the catalog. The majority of this information is anticipated to be obtained from the City's HRID, and the properties will be mapped using color-coding to differentiate among the various designations.

Finally, the Consultant and City staff will review the collected data collaboratively, identifying gaps and redundancies, the most productive funding sources, and opportunities for improvement and future efforts. Consideration will be given to preservation's role in sustainability and environmental justice.

### *Environmental Justice, Air Quality, Health, and Education Element*

Environmental justice, air quality, health, and education play pivotal roles in ensuring the sustainable growth of Riverside. Environmental justice aims to achieve an equitable distribution of environmental benefits and burdens, fostering a harmonious community. Optimal air quality directly impacts the health and well-being of Riverside's residents, contributing to an overall high quality of life. Education is critical for the well-being and development of all residents, from pre-school students through K-12, university, community college, and adult learners. It is a key driver of innovation and economic growth. Collectively, these factors underscore Riverside's commitment to creating a city where every citizen has the opportunity to thrive in a healthy, educated, and equitable community. The Consultant will:

- Conduct an extensive evaluation and record of air quality metrics and greenhouse gas emissions, collaborating with the CAAP Project Team
- Monitor and assess indicators related to environmental justice and health in line with the guidelines provided by the State SB 1000 toolkit
- Review the Environmental Justice Policies developed during the Phase 1 General Plan Update, identifying areas that may require further refinement or development
- Catalog community assets such as schools, libraries, hospitals, and other essential community services

*Noise Element*

The Noise Element within the City's General Plan is designed to prioritize residential tranquility, enhance quality of life, and safeguard the well-being of its citizens, thereby contributing to a more livable community. The objective of the Noise Element is to establish noise-compatible land uses and adopt an integrated approach to managing noise pollution. Recognizing the interconnectedness of the Noise Element with land use, housing, circulation, and open space, a comprehensive approach to noise management is necessary. This comprehensive approach is crucial for effectively managing noise exposure, addressing noise-related issues, and enforcing noise regulations. In this task, the Consultant will undertake the following activities:

- Evaluate noise conditions, including new noise measurements sufficient for the General Plan and Program EIR (PEIR)
- Identify major noise generators and community-based noise sources
- Define noise contours for identified noise sources, expressed in terms of community noise equivalent level (CNEL) or day-night average level (Ldn)
- Gather operational and activity data to supplement noise measurements for predicting noise exposure and future values
- Determine locations of noise-sensitive land uses and community noise problems for subsequent application of noise ordinances
- Establish noise-control and abatement efforts to minimize community exposure to excessive noise

*Conservation Element*

Conservation plays a pivotal role in shaping Riverside's future by safeguarding natural resources and preserving the city's unique ecological diversity. This commitment extends beyond environmental preservation; it also supports a sustainable economy, fosters healthier communities, and ensures a city that can thrive for generations to come. Through responsible conservation practices, Riverside can strike a balance between growth and the imperative to protect natural habitats, minimize waste, promote water and energy efficiency, and address the challenges posed by climate change. This approach guarantees a sustainable and resilient future for all residents. As part of this task, the Consultant will:

- Conduct a comprehensive analysis of the city's natural biological resources, including land, water, and air quality, to identify areas of concern and opportunities for conservation that are present in the city
- Collect and critically examine information pertaining to geology and soil characteristics
- Evaluate hydrological data and water quality parameters
- Undertake a comprehensive survey and mapping of the Arroyo
- Review the City's involvement in and adherence to established habitat conservation plans, including aligning with California's 30x30 pathways in accordance with the Envision Riverside 2025 Strategic Plan Goal 4.5
- Work with City departments and community stakeholders to implement the conservation plan, including developing policies and regulations to support conservation efforts.

### Arroyo Survey and Mapping

Prior to Mapping the Arroyos, a kick-off meeting will be held with the City to discuss the purpose of the mapping effort and determine the specific data collection requirements. During this meeting, the boundaries of the mapping effort will be defined, ensuring that all necessary arroyos and any additional buffer areas are included for mapping. Following the meeting, an extensive literature review will be conducted, examining background studies, biological resource studies, and previous arroyo mapping efforts (e.g., from the previous General Plan) to document past site conditions.

The collected data will be used to create detailed maps of the arroyos, capturing information about their boundaries, physical characteristics, and ecological features. These maps will serve as valuable resources for future planning and conservation initiatives, enabling the identification of areas of concern that may necessitate additional protective or restoration measures.

Throughout the mapping process, close collaboration will be maintained between the Project Team and the City to ensure that the resulting maps are practical and relevant for the City's planning and conservation endeavors. Moreover, community stakeholders will be actively engaged to incorporate their perspectives and address their concerns during the mapping process.

### *Open Space, Parks, and Recreation Element*

High-quality community parks, open space, and recreation systems typically offer a variety of passive and active recreation opportunities, as well as organized and consistent recreation programs. A strong parks and recreation system can enhance quality of life for residents by providing space and opportunities for exercise, fresh air, wellness, and social interaction. The system also contributes to the city's ecological health by preserving and supplementing natural habitats, supporting native pollinators, and improving air quality. This Element supports the existing Park and Trail Master Plan by aligning with its objectives to expand and maintain a diverse range of open spaces, recreational facilities, and programs. By doing so, it promotes physical well-being, fosters community cohesion, and safeguards the city's natural beauty for future generations. As part of this task, the Consultant will:

- Conduct a comprehensive inventory of parks, recreational services, and associated facilities
- Review the Parks Master Plan, assessing its relevance and applicability in the context of the General Plan Update
- Clearly categorize existing park facilities and classification system to identify all current recreational facilities and their amenities
- Carry out a detailed inventory of existing trails by critically evaluating the Trails Master Plan, considering its alignment with the broader objectives of the General Plan
- Assess the quality of park programs, partnerships, and opportunities to meet the current and future needs of the community
- Incorporate an inclusive assessment to all existing programs, facilities, and opportunities to help guide current and future needs for accessibility and inclusivity to people of all abilities, ages, genders, ethnicity, and backgrounds
- Analyze and suggest potential updates to existing City policies, aiming to effectively identify goals and policies to guide future park facilities and program implementation

### *Public Safety Element*

The Public Safety Element is a critical framework to visioning and realizing a more resilient city. In concert with the CAAP, the Consultant will provide draft and final adaptation strategies and actions that the City can undertake to address community vulnerabilities and build resiliency. Since the Public Safety Element was recently updated as part of Phase I of the General Plan Update, the Consultant will focus efforts on filling any missing gaps and completing the following:

- Conduct a Climate Vulnerability Assessment, ensuring full compliance with SB 379

- Undertake a comprehensive review of and implement necessary updates to the Phase 1 Public Safety Element
- Evaluate hazardous materials, their storage locations, and waste sites within the city
- Compile an inventory of natural hazards including, but not limited to, wildfire, earthquake, and flooding risks
- Identify, document, and evaluate potential aviation hazards in the area

To achieve this, the Consultant will conduct a desk review of the City's Public Safety Element, hazard mitigation plan, and related city-specific materials to identify co-benefits and ensure continuity. The Consultant will also review materials from adjacent communities, regionally, and at the state and national level for potential best practices. As part of the review and recommendation process, the Consultant will hold two small-group workshops with City-identified stakeholders to review hazards and draft strategies in concert with the CAAP's climate vulnerability analysis.

*Public Facilities and Infrastructure Element*

As Riverside grows, it is critical that it addresses the provision of public facilities and infrastructure. As part of this task, the Consultant will:

- Compile a detailed inventory of utilities and related public services, which includes water and sewage systems, drainage facilities, telecommunications infrastructure, and solid waste management facilities
- Carry out a thorough evaluation of energy usage, identify emerging trends, and assess available resources

DELIVERABLES:

- Draft Existing Conditions Report
- Final Existing Conditions Report

ASSUMPTIONS:

- The City will provide all necessary GIS information at the parcel level. If the data provided is incomplete or requires compilation outside the scope of the General Plan Update, then WSP will provide a list of data gaps to the City along with a recommendation for addressing the gaps.

## TASK 6: VISIONING

*TASK 6.1 IDENTIFICATION OF FOCUS AREAS*

In conjunction with robust community outreach, the Consultant will work with the City and community to identify 14 focus areas (two in each of the seven City Council wards) to prioritize for enhanced community engagement and urban design concepts. These focus areas could be prioritized for a number of reasons, including social equity, lack of parks and open space, potential for additional development or redevelopment, issues of public safety such as dangerous intersections or lack of pedestrian amenities, economic development potential, or a number of other variables. This analysis will be delivered as a Focus Area Report and will include:

- Maps of each focus area
- A brief discussion of why that area was selected
- An analysis of the focus area (physical and demographic)
- An evaluation of the walkability of each focus area

DELIVERABLES:

- Draft Focus Area Report
- The Final Focus Area Report will be folded into the Community Atlas and Visioning Document

*TASK 6.2 ISSUES AND OPPORTUNITIES*

Part of the visioning process is working with the community to identify the values and priorities that they feel are most important to address during the General Plan Update. As part of this task, the Consultant will work with the community to achieve the following:

- Identify issues and trends shaping the City and the region
- Identify strengths, weaknesses, opportunities, and threats to the City's future
- Assess the community's opinion on the status of planning efforts, including the current General Plan, specific plans, and other planning efforts
- Feedback on General Plan topics, including mobility and circulation, land use, housing, and conservation and open space

The analysis from this stage will directly inform the deliverables in Task 6.3.

*TASK 6.3 COMMUNITY ATLAS AND VISIONING DOCUMENT*

As a result of the community outreach conducted during the visioning process, the Consultant will synthesize information from the community, the analysis conducted during the existing conditions stage, and recommendations from the Consultant and City in order to develop the Community Atlas and Visioning Document. The Community Atlas and Visioning Document will include:

- Guiding principles and long-term goals for sustainability, growth, resiliency and climate adaptation, preservation, conservation, and mobility
- Long-term goals
- General Plan Vision Statement
- Discussion on the focus areas
- A community profile, including population and demographic data to inform the Plan's equity focus, as well as an outline of the historical context and past actions that have led to inequities and disproportionate impacts

DELIVERABLES:

- Draft Community Atlas and Visioning Document
- Final Community Atlas and Visioning Document

## TASK 7: PLAN ALTERNATIVES AND UPDATE OF GENERAL PLAN ELEMENTS

*TASK 7.1 LAND USE ALTERNATIVES REPORT*

*Land Use Alternative Development*

Building on the Existing Conditions Report, the first step in developing the Land Use Alternatives is a discussion with the City, community, and stakeholders to identify areas where change is necessary or desired, potential options for change areas, and General Plan land use categories. This discussion will lead to the development of the three land use scenarios or alternatives. Once the three alternatives are identified, each alternative will be analyzed to determine potential growth effects and the alternative's consistency with the community's vision in categories such as land use, mobility, equity, provision of city services, economic and fiscal, and sustainability and environment. Since transportation and land use go hand-in-hand, alternative transportation concepts and facilities—such as new multimodal routes, services, or the potential Overlook Parkway connection—will be considered in conjunction with alternative land use patterns.

To assist in evaluating the Land Use Alternatives and refining a Preferred Alternative, the Consultant will analyze the fiscal impacts of proposed land use programs (up to four alternatives) on General Fund revenues and costs. This planning-level analysis will utilize the Fiscal Conditions Analysis, which will include an evaluation of the City's budget and estimates related to primary revenue generators (for example, property and sales tax). For quantifying fiscal revenue impacts, the Consultant will employ a per-capita methodology, supplemented where necessary with case studies of specific budget categories, to estimate increases in General Fund revenues attributable to new

development. For quantifying public service cost impacts resulting from the Proposed Plan, the Consultant will use an average cost methodology for forecasting increases in service demand and associated expenditures by land use category. (Note: this analysis will be conducted after program alternatives have been developed.)

The Land Use Alternatives Report will provide a summary of community input related to land use changes and three land use map alternatives. This document will serve as the primary tool to aid the City in determining the appropriate future strategic growth areas for the General Plan Update.

*Mobility Network Development by Typology and Modal Priorities*

The Consultant will develop up to three mobility network alternatives that complement the Land Use Alternatives being developed in parallel. Each network alternative will integrate multiple modes, and will be based on a customized street typology that defines Riverside's many street types, including a tailored hierarchy of modal priorities for each. The Consultant will review and propose revisions to the current roadway classification system to incorporate these customized street typologies. The Consultant will develop a typology of up to 20 roadway types that can support a variety of needs, including areas that may support increases in transit use, biking, and walking. The Consultant will develop up to 20 cross-sections for these roadway types that show street treatments, striping, parking, streetscape elements, and expected users.

This network development process is based on a combination of input, including the City's mobility goals, findings from the existing conditions analysis, results from the initial modeling described above, and a wide variety of input from stakeholders. Additionally, the Mobility Element will incorporate a range of adopted plans and policies from the City and other important stakeholder agencies, including:

- Local active transportation and complete streets plans, such as the City's integrated PACT plans
- Regional and State plans for highways, public transit, and other modes published by key stakeholders such as the California Department of Transportation, the Southern California Association of Governments, Riverside County Transportation Commission, and WRCOG.

*Integrated, Iterative Analysis Process Driven by RIVCOM*

As a primary developer of RIVCOM and a modeling group with decades of Southern California travel model application experience, the Consultant is positioned to deliver successful and efficient transportation analysis. The Consultant will work closely with WRCOG as needed on all elements of the modeling process, from inputs and assumptions to analysis and post-processing. Building off the model calibration work in Task 5 and using a City-focused version of RIVCOM, the Consultant will begin by conducting a series of sensitivity runs, testing several horizon-year scenarios in sequence to understand how the existing network performs. These initial model runs will allow the team to identify several important elements:

- Potential High-Benefit Areas: Where the greatest benefits to VMT/mode share can be achieved
- Potential High-Impact Areas: Where the network is heavily constrained and performs poorest
- Overlook Parkway: Effects of the potential Overlook Parkway link on travel behavior and overall network performance

These sensitivity runs and supporting analyses will provide feedback to both the land use and mobility teams, thus beginning an integrated, iterative process to refine the General Plan's land uses, mobility networks, and supporting policies.

Working closely with City staff, the Consultant will evaluate each network alternative across a variety of multimodal metrics, including key measures needed to support the CAAP, SB 743 policy, and the

environmental review process. This will allow City staff and decision-makers to make an informed assessment of each alternative.

*Fiscal Conditions Analysis*

To assist in evaluating the Land Use Alternatives and refining a Preferred Alternative, the Consultant will analyze the fiscal impacts of proposed land use programs on General Fund revenues and costs. This planning-level analysis will utilize the Fiscal Conditions Analysis, which will include an evaluation of the City's budget and estimates related to primary revenue generators (for example, property and sales tax). For quantifying fiscal revenue impacts, the Consultant will employ a per-capita methodology, supplemented where necessary with case studies of specific budget categories, to estimate increases in General Fund revenues attributable to new development. For quantifying public service cost impacts resulting from the Proposed Plan, the Consultant will use an average cost methodology for forecasting increases in service demand and associated expenditures by land use category. (Note: this analysis will be conducted after program alternatives have been developed.)

The Land Use Alternatives Report will provide a summary of community input related to land use changes and three land use map alternatives. This document will serve as the primary tool to aid the City in determining the appropriate future strategic growth areas for the General Plan Update.

DELIVERABLES:

- Draft Land Use Alternatives Report
- Final Land Use Alternatives Report

ASSUMPTIONS:

- Two rounds of City review
- Three land use map alternatives
- One preferred alternative

*TASK 7.2 URBAN DESIGN SCENARIOS (14 FOCUS AREAS)*

In this task, the Consultant will work with the community to develop and test some urban design scenarios for each of the 14 focus areas. The input received at the pop-up events and the workshops will inform the development of the Urban Design Scenarios. This will be a fact sheet style report that articulates the vision and future development potential for each of the 14 focus areas.

DELIVERABLE:

- Urban Design Scenarios for the 14 focus areas

*TASK 7.3 SELECTION OF PREFERRED ALTERNATIVE*

The Consultant will present the Land Use Alternatives Report for public review, along with the General Plan Advisory Council, Planning Commission, and City Council, inviting their insights and suggestions. Guided by the feedback obtained, the Consultant will devise a Preferred Land Use Plan and carry out requisite analysis to shape a project description for the EIR. The Consultant anticipates the Preferred Plan will embody aspects from multiple alternatives, since no single alternative is likely to be perfect. Once the Preferred Plan is set, the Consultant will finalize demographic information and calculate growth by traffic analysis zone for modeling. The Consultant will update the transportation modeling of the preferred land use alternative.

The Consultant will modify the fiscal model to estimate the Plan's net fiscal implications. Furthermore, the Consultant will draft a supplementary fiscal analysis memorandum to convey the outcomes of the analysis for the Preferred Plan and, if needed, propose fiscal mitigation strategies to ensure the fiscal viability of the ratified General Plan. These strategies can be integrated into the General Plan's Economic Development and Innovation Element.

DELIVERABLES:

- Preferred alternative and associated build-out summary information, fiscal and traffic analysis

ASSUMPTIONS:

- One round of City review

*TASK 7.4 UPDATE OF THE GENERAL PLAN ELEMENTS*

As part of this task, the Consultant will update all of the General Plan elements, including updates from the Phase I update. The Draft General Plan will include the elements described below.

*Land Use And Urban Design Element*

As one of the key components of the General Plan, the Land Use and Urban Design Element will begin with setting the context for land use and urban design in relation to the other elements and city and regional trends. Riverside has a large and diverse set of communities and land uses that will require extensive stakeholder input and technical complexity. Working closely with City staff and stakeholders, the element will be structured around a set of goals and policies, both citywide and neighborhood-specific, building on Tasks 5.2, 6.3 ,7.2, and 7.3, the Preferred Land Use Plan. Land use classifications and maps from the Preferred Land Use Plan will be included in the element in addition to all requirements set by State law. The Element will include an implementation program, per Task 8.2, outlining implementation actions, timeframes, responsibilities, and key performance indicators.

*Housing Element*

Through permit streamlining, zoning updates, and community partnerships, the City has been actively improving the feasibility of building well-planned housing. While the Housing Element is relatively new, it will be modified for consistency and aligned with the other updated elements, particularly Land Use and Urban Design, and Mobility and Circulation. The Housing Element's policies, programs, and actions will also be updated based on the City's past two years of active implementation.

*Mobility And Circulation Element*

Based on input from the community and stakeholders and the evaluation of each network alternative across a variety of multimodal metrics described above, the Consultant will submit recommendations to the City for selection of the preferred network. The Consultant will then prepare the Circulation Element document reflecting the findings and results of the project. This will include:

- Draft and Final Existing Conditions Report with included maps
- Screening Analysis Results
- Draft and Preferred Circulation/Mobility Plan, including up to 20 cross-sections
- Draft and Final Circulation/Mobility Element Goals and Policies as developed in Task 8

*Economic Development and Innovation Element*

The Economic Development and Innovation Element will provide necessary guidance to foster a strong, sound, and forward-looking local economy, including goals and policies relating to employment, retention of existing businesses, and creation of new high-quality job opportunities. The element will include policies designed to retain and attract business types that reflect the City's values, complement existing land use patterns, and facilitate commercial and professional business development along key corridors. The goals and policies will focus on maintaining a high quality of life that supports the City's role in the Inland Empire subregional and Southern California regional economies, while promoting employment and revenue opportunities necessary to meet the needs of City residents and businesses.

The Consultant will prepare the Economic and Innovation Development Element in two stages. In the first stage, the Consultant will synthesize the findings from Task 1, as well as from discussions with City staff and local stakeholders, to identify the City's strengths and weaknesses as well as emerging opportunities and potential threats from an economic development perspective. This effort will be highly iterative, incorporating both technical inputs from other members of the Consultant Team, policy guidance from the City, and further community/stakeholder input. This process will lead to a refinement of the Element's goals and objectives.

In the second stage, the Consultant will draft the Economic Development Element for the General Plan. This element will define the key economic goals and objectives, as well as associated policies and implementation measures that will guide the City's economic development efforts over the next 20 years. The Element will be prepared in a format and structure consistent with other General Plan documents, as appropriate.

*Arts, Culture, and Historic Preservation Element*

Arts and Culture

Informed by a comprehensive Arts and Culture Existing Conditions Report for Riverside, the Consultant will develop general plan level policies and recommendations and provide context and rationale for each recommendation. These policies and recommendations will be vetted with lead arts and culture staff and other client representatives. The proposed policies and recommendations will be accompanied by strategies related to cultural governance, public art, funding support, arts and culture programming, and potential partnerships.

Historic Preservation

The Consultant will work closely with City staff to develop the Historic Preservation component of the Arts, Culture, and Historic Preservation Element. Together, the Consultant and City staff will carefully review the current Historic Preservation Element to identify what works, what needs to be updated with more current information, and what should be eliminated. The Consultant will review Preservation Elements developed by other jurisdictions for concepts and goals that the City may want to incorporate into its updated element. Conversations with representatives from other jurisdictions may also be scheduled to get a better idea of what has worked well and what has not.

In addition, it is anticipated that input from the Cultural Heritage Board and the public will be solicited as part of the Riverside General Plan Update team's outreach program. It is also anticipated that Consultant and City staff will reach out to local preservation groups such as The Old Riverside Foundation, the Riverside Historical Society, and residents of various historic districts. In developing the Historic Preservation component of this element, special consideration will be given to incorporating sustainability and environmental justice concerns into the objectives and policies.

*Environmental Justice, Air Quality, Health, and Education Element*

With research from the existing conditions phase and in coordination with the CAAP team, the Consultant will create an updated environmental justice, air quality, health, and education element that responds to current State legislation, addresses inequities, and lays the foundation for prioritizing health and wellness for all Riverside residents. Environmental Justice policies from the Phase 1 Update will be refined or further developed.

*Noise Element*

The updated Noise Element will provide a systematic approach to identifying and appraising noise problems in the community. The updated Noise Element will quantify existing and projected noise levels in the City and will assist in managing noise exposure, solving noise problems, and enforcing

noise regulations. The goals, plans, and policies will reflect the concerns and priorities of the Riverside community.

*Conservation Element*

The updated conservation element will provide change to existing policies and programs for the preservation and management of the city's natural resources to reflect new information, new challenges, or changing priorities. This is done to help the City meet its sustainability goals and ensure that its natural resources are conserved and protected for future generations.
The Consultant will help the City balance growth and the need to protect natural habitats, reduce waste, promote water and energy efficiency, and respond to climate change. This requires a comprehensive and integrated approach that considers the social, economic, and environmental impacts of development. An inclusive analysis of the city's natural biological resources and systematic evaluation of the city's land, water, and air quality will be conducted to identify areas of concern and opportunities for conservation.

The Consultant will identify the specific natural biological resources that will be evaluated, such as wildlife habitat, water quality, air quality, and soil health; determine the geographic boundaries of the analysis, such as the city limits or specific watersheds; and collect data on the natural biological resources being evaluated that may include existing reports, maps, and datasets, and new data collected through field surveys or monitoring programs. The Consultant will then use statistical and spatial analysis techniques to identify patterns and trends in the data, such as areas of high biodiversity or pollution hotspots. Based on the analysis, the Consultant with work with the City to outline specific actions that can be taken to protect and enhance natural biological resources. The plan will include goals, objectives, and strategies for achieving conservation outcomes.

Once the data has been gathered and analyzed and a plan has been developed, the last step will be to engage with stakeholders, such as community members, conservation organizations, and government agencies, to gather input and feedback on the conservation plan. Stakeholder input will then be incorporated into the plan as appropriate. With the comprehensive analysis of the city's natural biological resources, the City will be able to use the information to identify areas of concern and opportunities for conservation that are present in the city.

Arroyo Survey and Mapping

A systematic approach to mapping the arroyo will be prepared and submitted to the City for review prior to completing any field work or mapping exercise. Prior to conducting the field work, the biologists will work with the City to determine if there are any access issues such as locked gates, fences, or other barriers that would not allow 100 percent cover of the entire arroyo area.

Once the approach has been approved by the City, the mapping will begin. As a standard practice, recent aerial photographs will be required to start the mapping process. These Geo-Rectified aerial photos can be purchased through a third-party vendor that supplies stock photos of the area, can be a custom flown aerial photograph by a reputable aerial photographer, or can be flown by a drone. All positives and negatives of each data source will be discussed with the City prior to obtaining the aerial photograph. Once the aerial photograph has been obtained, a GIS technician experienced with vegetation mapping will create a GIS shapefile for mapping purposes. The shapefile is sliced into numerous polygons based on any observed changes in vegetation cover and will be mapped at a tenth-of-an-acre minimum mapping scale. Once the initial shapefile is created, it will be field verified by a qualified biologist. Each individual polygon will be classified based on the naming convention designated by the City. The polygons will be placed into a GIS Based Field Survey Application. The biologist will collect real-time GIS data in the application. Pre-made field forms will be generated to provide drop-down menus for habitat mapping purposes based on previous mapping efforts. This will speed up the mapping process and provide more accurate identification. Once data have been collected and verified, a preliminary map will be prepared and submitted to the City for review.

The Consultant will work to get property access approval prior to conducting field work. In areas not accessible, field verification can be completed with binoculars. Notes will be taken to document where arroyos come from prior to entering the city and where they go after they leave the city to provide conservation context for each arroyo. Following the mapping exercise, the data collected during the mapping effort will be analyzed to determine if any significant biological resources are present. Additional recommendations will be made regarding any sensitive biological resources present within the arroyos.

An assessment will be completed to document where any significant changes have occurred within the arroyo areas. This includes significant changes in vegetation communities or even changes in the extent of the arroyo itself. If significant changes are discovered, a separate meeting will be scheduled with the City to walk through all significant changes to the arroyo or adjacent buffer areas. Following the City's approval, refined maps will be created based on the updated GIS shapefiles.

Following the assessment, a report will be prepared documenting the current arroyo mapping effort. Any significant changes in the proposed boundary or additional surveys for impacted properties will be included in the report. An electronic version of the document will be submitted to the City for review. Following one round of review comments, a final document will be prepared.

*Open Space, Parks, and Recreation Element*

The updated Open Space, Parks, and Recreation Element will support the existing Park and Trail Master Plan by aligning with its objectives to expand and maintain a diverse range of open spaces and recreational facilities. It will include a focus on equity that promotes access to open space for all people and will work in coordination with the CAAP and the City's sustainability goals.

The Consultant will conduct a comprehensive analysis of existing parks, open spaces, and recreation facilities to identify how the City's parks and recreation facilities compare to the current recommendations of the American Planning Association (APA) Standards for Outdoor Recreational Areas. The Consultant will also study the demographic data for the city and available historic recreation facility usage statistics to identify any opportunities or trends that might influence future recreation offerings and will provide a summary of parks and recreation facility and program options to consider for future resident services.

The APA Standards note that a consensus of recreation specialists identify "adequate" outdoor park or playground recreation space in a city as 1 acre per 100 residents plus another acre of large city or regional park space at the perimeter of the city for more extensive recreational use. Recreation standards are also affected by the population's cultural background, age, and socioeconomic status. Per APA Standards, it is considered "adequate" for most cities to have 25 to 50 percent of their open space and recreation facilities developed for neighborhood use, with the remaining acreage developed in greenbelt, community, citywide, or regional facilities. The Consultant will evaluate all existing recreational facilities and will categorize them into neighborhood use, greenbelts, reservation recreation, citywide use, and regional facilities throughout the city. The Consultant will present the findings to the City, identifying potential areas of improvement, future needs, and potential impacts.

The Consultant will also conduct community engagement activities to ensure that the needs and preferences of residents are heard and considered in the planning and design of new parks and open spaces as well as upgrades for existing facilities that may not meet current community needs. Public engagement may include hosting public meetings and conducting surveys with community organizations and stakeholders to gather input and feedback.

In addition to evaluating existing parks and recreational facilities, the Consultant will assess the potential impact of new development areas and the future recreational needs for continued city growth. This may include incorporating parks and open spaces into new development projects or developing strategies to protect existing parks and open spaces from encroachment or other negative impacts.

Overall, the Consultant will work closely with the City and its residents to ensure that its parks and recreational facilities meet the needs of the community, promote physical well-being and community cohesion, and support the City's broader sustainability goals.

The goal is to provide an updated open space, parks, and recreation plan that will help guide future development and identify methods to ensure adequate space is set aside to serve neighborhood park and recreation needs. WSP will work with the City to develop clear objectives and goals to meet the standards for its parks and recreation system. A strong park and recreation system in Riverside will enhance the quality of life for residents, may attract new residents and businesses, and may help promote a sustainable and resilient future for all its inhabitants.

*Public Safety Element*

The Public Safety Element will be developed in coordination with the CAAP and will reflect best practices for maintaining a safe and inviting environment. The Consultant will cover any gaps not addressed in the latest Public Safety Element Update making sure that the policies included will address methods to minimize risks and ways to minimize economic disruption and recovery following an incident. Special consideration will be given to those with "access and functional needs," such as seniors, children, people with disabilities, those with limited English proficiency, and the transportation disadvantaged, since these populations are typically disproportionately affected in a disaster.

Working closely with City staff, the update will also include a review of the implementation measures discussed in the CAAP Update, and preparing a Safety Element-specific list of feasible implementation measures appropriate for the General Plan. At a minimum, the Safety Element Update must address risks associated with:

- Slope instability
- Subsidence and liquefaction
- Seismic risks
- Dam failure (if applicable)
- Flooding
- Drought
- Wildland and urban fires
- Climate change adaptation and resilience

Maps to accompany the discussion and illustrate the risks identified above will be presented in the element.

*Public Facilities and Infrastructure Element*

The updated Public Facilities and Infrastructure Element will set priorities for maintaining critical infrastructure throughout the City, including utilities and related public services, water and sewage systems, drainage facilities, telecommunications infrastructure, and solid waste management facilities. It will be aligned with the CAAP to promote sustainable and environmentally sustainable practices while being fiscally responsible.

DELIVERABLES:

- Working Draft 1

- Working Draft 2
- Administrative Draft
- Public Review Draft
- Revised Draft and Final Draft

ASSUMPTIONS:

- One round of City comments for Working Draft 1
- One round of City comments for Working Draft 2
- One round of City comments for Administrative Draft
- One round of City comments for Public Review Draft
- Revised Draft and Final Draft

## TASK 8: NEW AND REVISED GOALS, POLICIES, PROGRAMS, AND MAPS

A key component of the General Plan will be the updated goals, policies, and actions. In this task, the Consultant will synthesize the information gathered from both the outreach process as well as the technical reports. The Consultant will develop a set of comprehensive and cohesive goals with the supporting policies and implementing actions to support them. This will include coordination with the existing Strategic Plan as well as identifying key indicators for each element. The Consultant will identify needed updates to existing specific plans. It will also include an update to the General Plan maps and exhibits, as well as the final document outline and format.

DELIVERABLES:

- General Plan Goals, Policies, Actions, and Key Indicators
- Identification of needed updates to Specific Plans
- General Plan maps and exhibits
- General Plan outline and document format

## TASK 9: GENERAL PLAN AND SPECIFIC PLAN UPDATE

*TASK 9.1 FOCUS AREA URBAN DESIGN CONCEPTS*

For this task, the 14 urban design concepts conceptualized earlier will be fully rendered in conjunction with the feedback received from the community and the direction of City staff. The designs for the 14 focus areas will be incorporated into the Draft General Plan.

*TASK 9.2 DRAFT GENERAL PLAN*

The final steps to producing a high-quality General Plan are the visuals, graphics, and overall format of the document. The Consultant will produce the final General Plan document in both traditional and digital formats. The Consultant anticipates that both formats of the General Plan will be graphics-rich and filled with diagrams, photos, and infographics to explain the key components.

*Traditional Format (Print/PDF)*

The Print/PDF of the General Plan will be as user-friendly and accessible as possible. Part of accessibility means being easy to read and easy to understand. It will be succinct, relying heavily on graphics and diagrams. The longer policy discussions are still important, but much of the research and analysis will be in the appendices to keep the General Plan document brief and as user-friendly for the community as possible.

*Digital Version (Webpage)*

The digital version could take many formats—but the Consultant suggests a webpage. The City of Riverside already hosts a webpage, and the Consultant will create interactive components such as

animated diagrams, video, or audio to make the General Plan educational, interactive, and engaging.

DELIVERABLES:

- Administrative Draft General Plan
- Public Review Draft General Plan

ASSUMPTIONS:

- Two rounds of City review

*TASK 9.3 UPDATED SPECIFIC PLANS*

As part of this task, the Consultant will also make focused updates to specific plans for those areas where additional guidance on land use outcomes is necessary. The Consultant will undertake the following steps:

- Prioritization List—A list of recommendations for focused updates to be made to specific plans. Recommendations may also include adding actions under Task 14 for repealing or incorporating specific plans into the General Plan or zoning regulations.
- Updates of up to six (6) specific plans in alignment with the prioritization list

DELIVERABLES:

- Administrative Draft Specific Plans
- Public Review Draft Specific Plan

ASSUMPTIONS:

- Two rounds of City review

## TASK 10: IMPLEMENTATION PLAN AND TOOLS

The Consultant will conduct a comprehensive update to the Action Plan established during the first phase of the General Plan Update. That update will follow the same outline and structure as the current Action Plan, including establishing methods to measure the General Plan's effectiveness and track progress on implementation, identifying agency responsibilities, and developing plan monitoring and reporting systems.

DELIVERABLES:

- Draft Action Plan
- Final Action Plan

ASSUMPTIONS:

- One round of City review

## TASK 11: ZONING CODE UPDATE

*TASK 11.1 REVIEW, ORGANIZATION, AND STRUCTURE*

The Consultant will evaluate the existing Zoning Code (Code) to prepare for a comprehensive update of the Code. The team will develop a Preliminary Recommendations Memorandum that includes a proposed reorganization and format of Title 19 with the goals of making the Code simpler, easier to navigate and more design focused. The memorandum will also identify specific plans that can be integrated into the Code and sets goals for updates to development and use standards and permitting requirements and procedures.

DELIVERABLES:

- Draft Preliminary Recommendations Memorandum
- Final Preliminary Recommendations Memorandum

ASSUMPTIONS:

- Two rounds of City review

*TASK 11.2 INNOVATION DISTRICT AND OVERLAY ZONES*

For this task, the Consultant will look at the Innovation District and develop creative options to foster development and business enterprise in the area. This will include ensuring that current regulations allow enough flexibility to account for changes in technology, economic trends, and lifestyle changes. For this task, the Consultant will work with the City to identify or make adjustments to existing districts and overlay zones.

DELIVERABLES:

- Draft Updates to the Innovation District
- Final Updates to the Innovation District

ASSUMPTIONS:

- One round of City review

*TASK 11.3 OBJECTIVE DESIGN STANDARDS*

For this task, the Consultant will work to develop design standards that are graphics-heavy, clear, and easy to understand. Based on experience with creating objective design standards, the Consultant has learned that objective design standards should avoid creating additional burdens to both City staff and the design/development community; present a focused set of standards that already work well for the community; and continue to support design excellence.

The Consultant will work with City staff to craft objective design standards that complement existing guidelines and standards that staff feel work well for achieving a high level of design quality. Objective design standards will be concise, tackle the important points, and are easy to interpret by both staff and the design/development community.

DELIVERABLES:

- Draft Objective Design Standards
- Final Objective Design Standards

ASSUMPTIONS:

- One round of City review

*TASK 11.4 MAPS AND GRAPHICS*

Updating, improving, and adding to maps and graphics will be a key part of a successful zoning code update. Many standards can be difficult to understand with written descriptions alone. "A picture is worth a thousand words" when it comes to explaining complex topics. For this task the Consultant will create diagrams, graphics, photos, and maps to update and supplement current imagery. The Consultant will work with the City Clerk to comply with the requirements of the online Municipal Code.

DELIVERABLES:

- Draft maps and graphics for the Zoning Code
- Final maps and graphics for the Zoning Code

ASSUMPTIONS:

- One round of City review

*TASK 11.5 COMPREHENSIVE ZONING CODE UPDATE*

For this task, the Consultant will prepare a comprehensive update of the Zoning Code that is simpler and more design focused than the existing Zoning Code, fitting to contemporary uses and flexible for the

future, and easier to administer and navigate. The Zoning Code will include all the previous work efforts in Task 11, including the updates to the Innovation District, objective design standards, and additional maps and graphics. The Code will include incorporating select specific plans, updated development/use standards, updated and streamlined definitions, updated administrative procedures and permit requirements, additional graphics and illustrations within the standard formatting of an online Municipal Code library, and revised standards for special uses and activities.

DELIVERABLES:

- Admin Draft Zoning Regulations
- Public Review Draft Zoning Regulations
- Final Zoning Regulations

ASSUMPTIONS:

- Two rounds of City review

*TASK 11.6 OTHER MUNICIPAL CODE PROVISIONS*

The Consultant will work with the City to update other sections of the Municipal Code to ensure consistency with the General Plan. The first step will be to identify needed changes. Next, the Consultant will work through the priority list to make changes to other sections, including Subdivision Regulations (Title 18), Building Code (Title 16), Grading Regulations (Title 17), Noise Control Regulations (Title 7), and Cultural Resource Regulations (Title 20).

DELIVERABLES:

- Draft Other Municipal Code revisions
- Final Other Municipal Code revisions

ASSUMPTIONS:

- The current zoning code has already implemented relevant State legislation from 2021 and earlier.
- The City will work with the Consultant to identify other sections of the Municipal Code (outside of the zoning code) that may need to be addressed in order to align with the new zoning regulations and the General Plan. The Consultant will work to address inconsistencies to the extent that the budget allows, but cannot review the entire Municipal Code without City assistance.
- Two rounds of City review

## TASK 12: OTHER REGULATORY UPDATES

*TASK 12.1 CITYWIDE DESIGN AND SIGN GUIDELINES*

For this task, the Consultant will work with the City to make needed updates to the Citywide Design and Sign Guidelines. The Consultant will work through the guidelines to identify:

- What currently does and does not work (with feedback from City)
- Subjective standards in need of updating
- Excessive, overly restrictive, or unrealistic standards
- Contradictory, complex, or confusing language or instructions
- Areas where greater clarity, flexibility, or brevity would enhance opportunities for adaptability or future development
- Areas in which the current sign code needs to be updated whether due to legal or legislative reasons

After working through these initial questions, the Consultant will draft objective design standards that respond to the needs of the community. The Consultant will put a special emphasis on providing guidance for different land use types, streamlining the provision of housing and other

priority areas for the City.

DELIVERABLES:

- Draft Design and Sign Guidelines
- Final Design and Sign Guidelines

ASSUMPTIONS:

- One round of City review

*TASK 12.2 GUIDELINES FOR RESIDENTIAL HISTORIC DISTRICTS*

Based on the Request for Proposal, the primary goals are to update the existing Residential Historic District Design Guidelines to be more objective and user and development-friendly while still protecting the City's important historic resources. This applies to the citywide guidelines as well as guidelines for specific
historic districts. The first task will be to review each set of guidelines to identify the following: subjective language, confusing or overly complex language, unrealistic and/or infeasible standards, contradictory language and/or standards, and outdated information. The Consultant will also informally rate each set of guidelines in terms of user-friendliness and graphic quality. Together, the Consultant and City staff will determine what should be rewritten, eliminated, and improved. The Consultant will review design guidelines from other jurisdictions and provide City staff with a variety of formats, graphics, and approaches to assist in the improvement of the guidelines. It is anticipated that the updated guidelines may be consolidated into one document that includes citywide guidelines and guidelines that are unique to specific districts. For purposes of efficiency, as much as possible, outreach and input solicitation for the residential guidelines will be conducted in tandem with outreach for the updated Arts, Culture, and Historic Preservation Element. It is also anticipated that the preliminary draft guidelines will be submitted to various groups for review prior to beginning the formal public meeting/hearing process. This scope includes 40 hours for responses to comments.

DELIVERABLES:

- Draft Residential Historic District Guidelines
- Final Residential Historic District Guidelines

ASSUMPTIONS:

- One round of City review

## TASK 13: ENVIRONMENTAL REVIEW/CEQA

The Consultant will provide a detailed programmatic analysis of all relevant California Environmental Quality Act (CEQA) issue areas building from the PEIR adopted in conjunction with the last General Plan Update (2007). The adopted General Plan CEQA document will be incorporated by reference to provide a more streamlined environmental document and will provide efficiency and cost savings to the overall effort. The overall approach is to prepare two PEIRs, one for the General Plan Update (GPU PEIR) and one for the updated CAAP (CAAP PEIR). A PEIR provides analysis and a mitigation framework that allows for all future development, consistent with the General Plan and Zoning, to tier from the analysis in the PEIR. This approach would allow for more streamlined environmental analysis for future development in the City and would support the City's priority to implement the 2025 Strategic Plan and to achieve carbon neutrality by 2040.

*TECHNICAL STUDIES*

*TASK 13.1 AIR QUALITY/GHG*

An Air Quality Technical Memo will be prepared to address potential air quality and greenhouse gas

(GHG) impacts of the General Plan Update. As detailed project and construction information is not expected to be available, example projects (e.g., residential developments, mixed-use corridors) will be modeled using CalEEMod, and the resultant emissions will be compared to applicable thresholds. For operations, a regional emissions and GHG analysis will be conducted using either CalEEMod or EMFAC2017, depending upon the nature of the emissions sources and the development of project-generated VMT. Resultant emissions from this regional analysis will be compared to applicable thresholds. A CO screening analysis will also be conducted on affected intersections; it is expected that all intersections will pass the screening and that detailed CO modeling will not be required. The potential odor impacts of the Project will be qualitatively discussed. The air quality analysis will be mindful of the recent court decisions of the Newhall Ranch Case and the Friant Ranch Case; as such, the potential local health impacts of criteria pollutants, as well as the criteria pollutant and GHG emissions associated with the regional impacts of General Plan Update, will be discussed.

DELIVERABLES:

- Draft and Final Air Quality/GHG Technical Memo

ASSUMPTIONS:

- Due to the programmatic approach, quantitative health risk analysis will not be required as part of this analysis.
- One round of City review

*TASK 13.2 NOISE*

The Consultant will complete a technical analysis related to noise within the PEIR, not as a stand-alone technical report, to provide a more efficient and streamlined process. Noise contours will be developed for major circulation corridors and, similar to air quality, example projects (e.g., residential developments, mixed-use corridors) will be modeled for noise impacts. Noise modeling outputs will be included as an appendix to the PEIR with results of the modeling provided in the PEIR.

DELIVERABLES:

- Noise Modeling Appendix

*TASK 13.3 TRANSPORTATION IMPACT ANALYSIS*

Pursuant to CEQA Guidelines, the Consultant will conduct a Transportation Impact Study (TIS) in which VMT will be the metric of analysis for transportation impacts. The TIS also will include an analysis of impacts to transit, roadway, bicycle, and pedestrian facilities. Per CEQA Guidelines in accordance with SB 743, level of service (LOS) analyses are no longer required. For disclosure purposes, the TIS will include an analysis of any changes to vehicular LOS for selected intersections and roadway segments using a volume-to-capacity analysis based on model output and available count data. Working with our modeling team that is intimately familiar with RIVCOM and building off the model runs performed in Task 7 using the City of Riverside RIVCOM model version, the Consultant will generate key metrics such as average weekday traffic, volume-to-capacity ratios, VMT, GHG emissions, and mode share to help determine the intersections and roadway segments to be analyzed. Many of the City's key growth areas and opportunity corridors may be candidates for more detailed LOS analyses. Following these analyses, the Project Team will prepare the TIS document and supporting appendices per CEQA Guidelines as part of the documentation compiled with the General Plan and EIR.

DELIVERABLES:

- Draft and Final Transportation Impact Study

ASSUMPTIONS:

- One round of City review

*TASK 13.4 NOTICE OF PREPARATION*

The Consultant will develop a project description and prepare the Notice of Preparation (NOP). This includes attendance at one public scoping meeting. The Consultant will support a public meeting by attending the meeting, assisting with interpretation of technical data, making a presentation, and answering questions related to the environmental process.

DELIVERABLES:

- Notice of Preparation (draft and final)
- Posting of the NOP/legal ad in a local newspaper
- Developing a local distribution list for the NOP
- Distributing the NOP to up to 100 recipients via hard copy mailing
- Posting with the City/County Clerk
- Submittal of the NOP to the State Clearinghouse for a 30-day public review period required by State agencies
- Assist the City with SB 18 and AB 52 consultations through preparing and mailing letters to any tribes requesting notification

ASSUMPTIONS:

- No CEQA Initial Study Checklist will be prepared
- The City will be responsible for payment of fees for legal ad, City/County Clerk, and State Clearinghouse postings
- One round of City review

*Program Environmental Impact Report*

The Consultant will prepare a PEIR for the GPU PEIR and a PEIR for the CAAP (CAAP PEIR), consistent with CEQA Guidelines Section 15168. Both PEIRs will be supported by the technical analysis described above. The Consultant anticipates two administrative drafts of the PEIRs prior to public review. Preparation of the PEIRs will include the items described below.

*TASK 13.5 EXISTING CONDITIONS/REGULATORY FRAMEWORK*

The existing conditions and regulatory framework for the PEIR will be sourced from the PEIR for the 2007 General Plan Update and supplemented with new background reports and technical studies prepared in conjunction with the Project.

*TASK 13.6 PROJECT DESCRIPTION*

The Consultant anticipates incorporating the General Plan Update—all elements—as well as the updated CAAP and any rezone actions or code amendments, as the "proposed project" for purposes of the CEQA documents. This approach will streamline the environmental review process yet allow the CEQA documents to address the ultimate project chosen by decision-makers.

*TASK 13.7 PREPARE ISSUE ANALYSES*

Analysis for the PEIRs will be conducted concurrently with review of the General Plan Update and CAAP, to the extent feasible. The PEIR will address build-out of the preferred land use and mobility networks for the General Plan Update, along with any ancillary actions needed to facilitate implementation. The CAAP PEIR will address implementation of the CAAP and any newly proposed or amended development standards, design guidelines, and policies to be included in the plans/elements as a means of mitigating potential impacts. Where additional mitigation measures are needed beyond existing standards, policy, and regulations, the mitigation will be developed in a way that can be feasibly implemented by future-specific projects associated with build-out of the General Plan.

*TASK 13.8 CUMULATIVE IMPACT ANALYSIS*

The cumulative impact analysis will consider impacts associated with currently approved and reasonably anticipated projects within and surrounding the City, along with a discussion of potential impacts and mitigation associated with cumulative projects. The list of projects to be included in the cumulative analysis along with the discussion of potential impacts will be developed in consultation with City staff.

*TASK 13.9 ALTERNATIVES*

The Consultant will work closely with City staff and the Consultant team to develop alternatives, keeping in mind the goal of selecting alternatives capable of reducing impacts associated with the proposed General Plan Update and CAAP. An alternative that reduces proposed development intensity could be included. Along with identifying an environmentally superior alternative, this section will include a comparative analysis table to facilitate the reader's understanding of the project alternatives and environmental issues evaluated.

*TASK 13.10 MANDATORY CEQA TOPICS*

For a complete and defensible PEIR, the documents will include an executive summary, introduction, project description, growth inducement, significant irreversible and unavoidable changes, effects found not to be significant, and a list of organizations and persons consulted.

**DELIVERABLES (for Tasks 13.5 – 13.10:**

- Two PEIR Working Drafts
- PEIR Administrative Draft #1
- PEIR Administrative Draft #2 (Final)

**ASSUMPTIONS:**

- One round of City review

*TASK 13.11 MMRP*

The Consultant will prepare a Mitigation Monitoring and Reporting Program (MMRP), which contains a list of the mitigation measures and monitoring programs required for each identified significant environmental issue for each PEIR. The MMRP will be tailored to address development within key rezone areas, as well as the city overall. This will facilitate a streamlined review of future projects.

Preparation for CEQA Public Review: The Consultant will prepare the Notice of Availability (NOA) and Notice of Completion (NOC) for the City to review and send to the State Clearinghouse for public review.

**DELIVERABLES:**

- Public Review Draft PEIR
- Notice of Availability (NOA)
- Notice of Completion (NOC)

**ASSUMPTIONS:**

- Coordination with the California Department of Fish and Wildlife (CDFW) to attain a Finding of No Effect letter for filing of the NOD post-public review, and no fees will be required by CDFW. If it is determined that payment of fees to CDFW is required, the City will be responsible for such payment
- The City will be responsible for noticing and distribution of the PEIR. The Consultant will be responsible for preparing the notices, printing required hard copies (if the City engages the Consultant as an additional service per the unit cost indicated in the budget ), and submitting them to the State Clearinghouse for CEQA Public Review.

- One round of City review

*TASK 13.12 FINAL PROGRAMMATIC ENVIRONMENTAL IMPACT REPORT (PEIR)*

Response to Public Review Comments: Public review comments will be organized and bracketed to identify distinct comments. The Consultant will work closely with City staff to prepare and revise the responses to comments. The scope assumes up to 85 individual comment letters to be responded to and is based on two rounds of City comments.

CEQA Findings/Statement of Overriding Considerations: The Consultant will prepare applicable CEQA findings and provide edits based on two rounds of City comments. Information needed to support the Findings/Statement of Overriding Considerations will be developed with City staff.

Final PEIR/MMRP: Based on the review by the City, the Consultant will revise the responses to comments and produce the Final PEIR.

Notice of Determination: Once a decision is made on the Project, the Consultant will assist the City with preparation of a draft Notice of Determination and the City will file the notice at the County Clerk.

DELIVERABLES:

- Draft and Final Responses to Comments
- MMRP
- Findings/Statement of Overriding Considerations
- Draft and Final PEIR
- Notice of Determination

ASSUMPTIONS:

- One round of City review

## TASK 14: PLAN ADOPTION

The Consultant will work closely with the City throughout the life of the Project, including the General Plan Update, Specific Plan updates, Zoning Code updates, Historic District Guidelines, and Design and Sign Guidelines. While the Consultant will meet with the City Council and Planning Commission throughout the lifespan of the Project, other meetings, including workshops, are covered in Task 3.3 Boards and Briefings. This task focuses on final review and plan adoption of the various policy documents. (This task does not include Consultant participation in meetings for the CAAP—those will be part of other tasks.) The Consultant team, including Project Managers, Deputy Project Managers, and Technical Experts, will be available to meet with City leadership, including the Planning Commission and City Council. As partners with City staff in this endeavor, the Consultant will assist in preparing reports, presentations, and presenting before the City Council, the Planning Commission, and various committees.

DELIVERABLES:

- Final files, including all source files for the General Plan, Zoning Code Update, Specific Plan Updates, Historic District, and other work products
- Final General Plan (as adopted)
- Final Specific Plan(s) (as adopted)

*TASK 14.1 GENERAL PLAN UPDATE – CC/PC*

The Consultant will prepare for and attend a City Council and a Planning Commission meeting.

DELIVERABLES:

- Presentations and attendance at one (1) City Council and one (1) Planning Commission hearing

*TASK 14.2 ZONING CODE UPDATE – CC/PC*

The Consultant will prepare for and attend a City Council and a Planning Commission meeting.

**DELIVERABLES:**

- Presentations and attendance at one (1) City Council and one (1) Planning Commission hearing

*TASK 14.3 SPECIFIC PLAN UPDATE – CC/PC*

The Consultant will prepare for and attend a City Council and a Planning Commission meeting.

**DELIVERABLES:**

- Presentations and attendance at one (1) City Council and one (1) Planning Commission hearing

*TASK 14.4 HISTORIC DISTRICT UPDATE – CC/PC*

The Consultant will prepare for and attend a Cultural Heritage Board meeting.

**DELIVERABLES:**

- Presentations and attendance at one (1) City Council and one (1) Planning Commission hearing

*TASK 14.5 PROGRAM EIR – CC/PC*

The Consultant will prepare for and attend a City Council and a Planning Commission meeting.

**DELIVERABLES:**

- Presentations and attendance at one (1) City Council and one (1) Planning Commission hearing

# CLIMATE ACTION AND ADAPTATION PLAN AND PEIR

The Consultant understands that the City prepared the Restorative Growth Footprint (RGF) (including a Climate Action Plan) in 2016. The General Plan Update will entail updating several of the City's existing General Plan elements, resulting in the need to develop an updated CAAP that accounts for new General Plan build-out, provides a pathway to carbon neutrality by 2040, and creates a CEQA streamlining mechanism for future development and public works projects within the city. The CAAP will account for new policies stemming from the General Plan Update that are expected to expand the City's housing capacity and implement mobility improvements. Updates to the Land Use and Circulation elements are expected to yield revised projected VMT estimates, which will result in new GHG emissions projections and reductions from transportation sources included in the current RGF.

*GOALS OF THE TASK*

- Implement the Envision Riverside 2025 Strategic Plan goals related to climate change and those more refined policies within the Sustainability Framework (Task 4)
- Update the City's baseline (2007 and 2010) Emissions Inventories using the ClearPath program
- Conduct a citywide vulnerability assessment as part of the existing conditions tasks in order to inform land use, circulation, and facilities planning

- Develop "business as usual," "legislative adjusted," and "mitigated" or "adjusted business as usual" GHG emissions projections for the City to account for the following: goals and policies of the General Plan Update; adopted federal and State legislative actions, and revised CAAP measures and updated VMT projections for the City
- Create new GHG emissions targets based on the State and City carbon neutrality target of 2040
- Develop GHG reduction measures, implementation mechanisms, and a monitoring program
- Develop qualified CAAP and PEIR on which to base future CEQA documents, providing streamlining and eliminating the need for project-by-project analysis and ad-hoc mitigation.

## TASK 1: PROJECT START-UP

Kick-Off Meetings will be conducted immediately after NTP with the GPU team, various City departments, and key stakeholders. This will include a coordination strategy for work efforts with the GPU team. Next, the Consultant will commence data collection and will request and review relevant plans, GIS files, maps, past inventory data, etc. Key issues will then be identified for the update, and the Consultant will vet the structure and organization for the CAAP document with staff and stakeholders. Together with the City and General Plan Team, the Consultant will develop a project schedule linking the CAAP's key milestones to the GPU schedule, including CEQA timelines and outreach dates.

DELIVERABLES:

- Project Schedule
- Draft CAAP Outline

## TASK 2: PAST PLAN AUDITS

The CAAP team will review the RGF, Green Action Plan, past GHG inventories, etc. in consultation with City staff of various departments to understand the extent of implementation, what has been done, where successes have occurred, and any shortcomings on past implementation. The Consultant understands the importance of interdepartmental coordination relative to CAAP implementation. The Consultant is aware that CAAP implementation may be decentralized and may involve numerous City departments, from public works and transportation officials to fire and water—and potentially external partners (such as UC Riverside). Engaging with all internal departments and other stakeholders will be key to identifying what has worked well relative to CAAP implementation and where the City could find opportunities for improvement.

*Task 2.1*

Review the RGF, Green Action Plan, past GHG inventories, etc. in consultation with City staff of various departments to understand the extent of implementation, what has been done, where successes have occurred, and any shortcomings on past implementation.

DELIVERABLE:

- Implementation status matrix

*Task 2.2*

WSP will review the prior GHG emissions inventory and targets and identify updates needed to align with current State protocols and targets and the City's target of 2040 for carbon neutrality. Since the time of preparation of the 2016 inventory, new tools have been developed, including the ICLEI ClearPath software, which is endorsed by the Office of Planning and Research. The Consultant will evaluate the most efficient and user-friendly tools based on those currently available.

DELIVERABLE:

- Memorandum that outlines methodology for inventory and target setting in alignment with current best practices

*Task 2.3*

Finally, the Consultant will conduct an audit of other relevant plans for emissions reduction strategies and synergies with CAAP actions. The Consultant wants to allow the City to build on other policies and plans completed to date as the CAAP is developed, as these can help inform and refine actions proposed in the CAAP.

DELIVERABLE:

- Matrix of policy relationships

## TASK 3: COMMUNITY OUTREACH AND ENGAGEMENT

Community members play an important role in helping to reduce local GHG emissions. Therefore, it is crucial to conduct public outreach and engagement activities during the development of the CAAP Update. Public outreach assists the City in both providing timely information to, as well as receiving input from, local residents, stakeholders, and/or other interested parties. The CAAP team will coordinate with the GPU team regarding outreach efforts to ensure that outreach for the CAAP is conducted in a timely, effective, and equitable manner. For further information, refer to Task 3.

## TASK 4: UPDATED GHG EMISSIONS INVENTORY, PROJECTIONS, TARGETS, AND GAP ANALYSIS

*4.1 CAAP ASSUMPTIONS AND METHODOLOGY REVIEW*

The Consultant will review the adopted 2016 CAAP's methodology and all assumptions used to calculate "business as usual" (BAU) and "adjusted business as usual" (ABAU) GHG forecasts. The Consultant will recommend any revisions to the methodology and assumptions used in the 2016 CAAP and document these in a memo to staff. At a minimum, the updated CAAP will need to address projected growth in population, employment, and VMT attributed to the GPU.

DELIVERABLE:

- Technical memorandum documenting CAAP methodology and assumptions review, reporting any revisions to be applied to CAAP Update based on GPU

*4.2 GHG INVENTORY, FORECAST, AND TARGET UPDATES*

The Consultant team will develop an updated communitywide GHG emissions inventory and municipal inventory. The most time-intensive task in developing a GHG inventory is the data collection phase. This is also a critical component to ensure a reliable base for long-term performance management through subsequent re-inventories and analysis. The Consultant has performed some initial research to scope this effort and understands the local context and possible sources of data. The Consultant will develop new GHG emissions targets that meet State and City policy timeframes, and then will revise the BAU, Adjusted Legislative and ABAU GHG emissions forecasts to account for revisions to growth projections used in the GPU. The principal expected change to growth projections is expected to be in projected VMT. The Consultant will use the most recent Regional Growth Forecast to generate projected VMT. VMT projections from the GPU transportation analysis will be used to update the ClearPath tool, which will provide revised GHG forecasts for 2030, 2040, and 2050 (consistent with State targets and the City target for carbon neutrality). The inventories, projections, and targets will account for emissions from all sectors, including the unique land uses and businesses present in the City, as well as direct, and where possible, life cycle GHG emissions. The CAAP team will identify and document the gross and per-capita emissions reductions that must be achieved to close the gap between BAU forecasts and targets.

ClearPath features are designed to facilitate long-term management of emissions data and periodic re-inventory. As a cloud-based software, all data from this inventory is stored safely with daily backups made. Without spreadsheets to lose, future inventory efforts will be moved seamlessly into

re-inventory. ClearPath also allows for past inventories to be updated as additional Intergovernmental Panel on Climate Change Assessments of GHGs are released, providing a more complete comparison of inventories. WSP will apply the US Community GHG inventory protocol and use ClearPath to complete the communitywide GHG emissions inventory.

DELIVERABLES:

- Draft and Final Technical Memorandum with Updated Municipal and Communitywide GHG Emissions Inventories; 2030, 2040, and 2050 Gross and Per-Capita emissions reduction targets and BAU forecasts; and gap analysis. Memorandum will include a technical appendix with details of methodology and supporting assumptions for forecasting
- A tracking and reporting tool for GHG emissions to be used by City staff

ASSUMPTIONS:

- The City attains and provides access to the ClearPath model.

## TASK 5: 2016 CAAP MEASURES AND PREPARE NEW CAAP GHG REDUCTION MEASURES EVALUATION

The Consultant will build on work done previously for the 2016 CAAP and will look to improve measures where implementation has fallen short. Furthermore, the Consultant will leverage our national bench of climate planning subject matter experts to develop innovative, regionally appropriate, and implementable reduction measures for achieving the City's 2040 goal. The Consultant will look to CAAPs developed throughout the Country for emissions reduction solutions and best practices that can be leveraged based on the unique context in Riverside. The Consultant understands the City's unique context and desire to include sectors such as agriculture.

Based on the results of the updated Land Use and Circulation elements, the Consultant will further refine projected VMT reductions from transportation measures quantified in the current CAAP and draft Transportation Element Update, including Smart Growth Policies, Electric Vehicle Promotion, and Transportation Demand Programs. The Consultant will use the resulting revised VMT reductions projections to calculate ABAU GHG emissions forecasts for 2030, 2040, and 2050 using the ClearPath tool.

Furthermore, the Consultant will assess reductions available for all quantifiable reduction measures identified in the updated CAAP (e.g., reductions in energy use, water conservation). These projected reductions will also inform the ABAU forecast. If additional measures are required to meet GHG reduction targets, WSP will identify opportunities for further reductions based on feedback from public outreach. ClearPath's dynamic graphic interface allows for comparison of multiple reduction scenarios to determine the combination of measures that will achieve the reduction targets.

The Consultant will conduct a climate vulnerability analysis and adaptation actions consistent with the requirements of the Safety Element of the General Plan. The climate vulnerability analysis and development of adaptation actions will be qualitatively informed by Task 2 – Past Plan Audits and Task 3 – Community Outreach and Engagement, and quantitatively by running a geospatial analysis. The geospatial analysis enables identification of exposure and vulnerability to each climate-specific hazard for each planning year. This allows for identification of locations of risks and opportunities for intervention for each climate hazard and for socially vulnerable populations, critical infrastructures and facilities, property, and the environment and areas for recreation. Once areas for adaptation intervention are identified and prioritized, WSP will identify areas where they overlap with climate change mitigation interventions to ensure co-benefits receive the greatest priority.

The Consultant assumes all outreach for CAAP reduction measures will be in concert with GPU public outreach; no separate public outreach effort has been scoped for the CAAP Update.

DELIVERABLES:

- 2016 CAAP Progress Assessment (based on work done under Task 1) and 2016 Measures Forecast
- Draft CAAP Reduction Measures
- ABAU for 2030, 2040, and 2050 for revised reduction measures
- Climate vulnerability analysis
- Adaptation actions

ASSUMPTIONS:

- Climate vulnerability analysis will be conducted using existing secondary source data; no new data will be created
- City will provide off-the-shelf data such as building footprints, economic/property value, critical infrastructure
- The Consultant will source climate hazard and other data, such as, but not limited to, US Census data, projected climate change data, and heat risk data from state, federal, and nonprofit / institutional providers

## TASK 6: CAAP UPDATE, APPENDICES AND TECHNICAL INFORMATION

Finally, the Consultant will compile all information generated in Tasks 1 through 5 to update the City's adopted CAAP document. This will include updating the regulatory context, as necessary, targets and BAU forecasts, and updating the reduction measures, adjusted legislative and ABAU forecasts. Updates to specific implementation actions will be done in concert with City staff. Finally, the Consultant will identify and update the quantitative and qualitative metrics that support the collection and monitoring of implementation data.

The Consultant assumes one administrative draft CAAP for review by staff and a Final CAAP for public review.

DELIVERABLES:

Draft and final versions of the revised CAAP document, including: GHG inventory, targets, GHG emissions reductions measures, and climate adaptation strategies and actions.

- Two (2) reviews of the Draft CAAP Update document
- Revisions of the Draft CAAP based on staff feedback and preparation of public review draft
- Executive Summary and other collateral documents
- CAAP consistency review checklist
- CAAP implementation cost report
- CAAP cost effectiveness analysis

## TASK 7: CAAP IMPLEMENTATION AND MONITORING PROCEDURES

The Consultant will develop a clear and transparent procedures guidance manual and identify tools to help the City track its progress toward carbon neutrality goals and targets, including annual reporting tool identification, benchmarks and data collection guidance, budgeting, and resource requirements. The document will facilitate CAAP implementation by identifying near, medium, and long-range priorities, responsible parties, and potential funding sources.

DELIVERABLES:

- Implementation, monitoring, and reporting guidance manual, including reporting tool
- Online public dashboard development (to be updated and maintained by the City)

## TASK 8: CAAP PROGRAM ENVIRONMENTAL IMPACT REPORT

The Consultant will work closely with the GPU team on coordination of CEQA efforts. Key metrics for both EIRs will be developed through the GPU process—specifically, GPU build-out will be used to

model VMT data that is necessary for inputs into Air Quality and GHG modeling. GPU VMT also will be a key input into the ClearPath model for modeling the ABAU forecast. Therefore, these technical analyses will need to be closely aligned. The Consultant anticipates one set of technical studies will inform both EIRs. The projects will be by definition "cumulative" to each other and, therefore, alignment of all analyses and stakeholder outreach is critical to the defensibility of each. The CAAP EIR will be programmatic pursuant to CEQA Guidelines Section 15168. The EIR for the CAAP will include the same fundamental steps as identified for the GPU.

DELIVERABLES:

- See Programmatic EIR Scope under the GPU

## TASK 9: PLAN ADOPTION

The Consultant will assist staff with preparation and attend hearings on the CAAP adoption and PEIR certification.

DELIVERABLES:

- Preparation of briefing materials; attendance at pre-hearing meetings; preparation of meeting materials, including PowerPoint presentations, handouts, and other preparatory materials; and preparation of meeting summaries. (Includes attendance of up to 2 CAAP staff at each 4 public hearings)

Section 12.3.3 of the Agreement is hereby amended by changing:

"It is agreed that the City of Riverside, and its officers, employees and agents, are **added** as additional insureds under this policy, solely for work done by and on behalf of the named insured for the City of Riverside."

To

"It is agreed that the City of Riverside, and its officers, employees and agents, are **included** as additional insureds under this policy, solely for work done by and on behalf of the named insured for the City of Riverside."

Section 26, "Offset" of the Agreement is hereby amended to acknowledge that the offset amounts set forth in that Section shall only apply to such amounts owed by Consultant under this Agreement and not any other Agreement that the Consultant has with the City.

# EXHIBIT "B"

# COMPENSATION

| General Plan and CAAP Summary Table | |
|---|---|
| General Plan Task | Total Cost |
| Task 1: Project Start-Up | $197,165 |
| Task 2: Audit of Existing General Plan and Specific Plans | $25,660 |
| Task 3: Community Outreach and Engagement Plan | $1,168,493 |
| Task 4: Integration of a Citywide Sustainability and Resiliency Framework | $85,252 |
| Task 5: Existing Conditions Data Collection and Analysis | $622,199 |
| Task 6: Visioning | $82,086 |
| Task 7: Plan Options and Updates to General Plan Elements | $702,202 |
| Task 8: New and Revised Policies, Programs, and Maps | $25,569 |
| Task 9: General Plan and Specific Plan Update | $146,936 |
| Task 10: Implementation Plan and Tools | $29,477 |
| Task 11: Zoning Code Update | $157,547 |
| Task 12: Other Regulatory Updates | $80,316 |
| Task 13: Program Environmental Impact Report | $491,064 |
| Task 14: Plan Adoption | $53,989 |
| General Plan and EIR Subtotal | $3,867,955 |

| CAAP Task | Total Cost |
|---|---|
| Task 1: Project Start Up | $14,813 |
| Task 2: Past Plan Audits | $27,816 |
| Task 3: Public Outreach and Communication | $15,242 |
| Task 4: Updated GHG Emissions Inventory, Projections, Targets, and GAP Analysis | $54,600 |
| Task 5: 2016 CAP Measures and Prepare New CAAP GHG Redution Measures Evaluation | $100,508 |
| Task 6: CAAP Update, Appendices and Technical Information | $20,712 |
| Task 7: CAAP Implementation and Monitoring Procedures | $44,572 |
| Task 8: CAAP Program Environmental Impact Report | $369,739 |
| Task 9: Plan Adoption | $12,489 |
| CAAP and EIR Subtotal | $660,491 |

| General Plan, EIRs, and CAAP Total | $4,528,446 |
|---|---|

| # | General Plan Task | Brief Deliverable Description | Format | Draft or Final | Percent Complete | Cost per Deliverable | Total Cost |
|---|---|---|---|---|---|---|---|
| Deliverable | Task 1: Project Start-Up | | | | | | $197,165 |
| 1 | Task 1.1: Kick-Off Meeting and Tour | Project Charter<br>Project timeline in Gantt Chart form highlighting task steps and key project milestones<br>In-person kick-off meeting and supporting content (agenda, draft Project Charter, presentation materials, and summary notes) | In-Person Kick-off; PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $20,851<br>$5,213 | $26,064 |
| 2 | Task 1.2: GIS Mapping and Basemap | Basemap and graphic templates (with standards set by City staff)<br>Data transfer protocols memorandum<br>Maps and exhibits for zoning ordinance and technical studies | PDF, GIS | Draft<br>Final | 80%<br>100% (Final 20%) | $12,829<br>$3,207 | $16,036 |
| NA | Task 1.3: Biweekly Meetings and Invoicing | Biweekly virtual meetings<br>Meeting agenda and notes<br>Monthly invoices including progress report | Virtual Meetings, PDF | Biweekly meetings; Monthly invoicing | Monthly | $4,699 | $155,065 |
| | Task 2: Audit of Existing General Plan and Specific Plans | | | | | | $25,660 |
| 3 | Task 2.1 Audit of Existing Plans | Existing Policy Framework Memorandum<br>Matrices highlighting all existing policy relationships and conflicts | Word doc., PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $20,528<br>$5,132 | $25,660 |
| | Task 3: Community Outreach and Engagement Plan | | | | | | $1,168,493 |
| 4 | Task 3.1 Outreach and Engagement Plan and Stakeholder Database | Outreach and Engagement Plan<br>Stakeholder Database<br>Stakeholder Database- Maintenance | Word, Excel | Draft<br><br>Final | 80%<br><br>100% (Final 20%) | $23,436<br><br>$5,859 | $29,295 |
| 5 | Task 3.2 Communications Strategy and Marketing Plan | Communications Matrix/Marketing Plan<br>Project branding and style guide | Excel, Word, PDF, Powerpoint, JPEGs | Draft<br>Final | 80%<br>100% (Final 20%) | $13,998<br>$3,500 | $17,498 |
| 6 | Task 3.2 Communications Strategy and Marketing Plan | Materials for Round 1:<br>Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan<br>Implementation of all communication platforms not managed by the City<br>Collateral materials in printed and digital format<br>Press Releases | Excel, Word, PDF, Powerpoint, JPEGs | Draft<br><br><br>Final | 80%<br><br><br>100% (Final 20%) | $13,998<br><br><br>$3,500 | $17,498 |
| 7 | Task 3.2 Communications Strategy and Marketing Plan | Materials for Round 2:<br>Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan<br>Implementation of all communication platforms not managed by the City | Excel, Word, PDF, Powerpoint, JPEGs | Draft | 80% | $13,998 | $17,498 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Implementation of all communication platforms not managed by the City<br>Collateral materials in printed and digital format<br>Press Releases | | Final | 100% (Final 20%) | $3,500 | $17,498 |
| 8 | Task 3.2 Communications Strategy and Marketing Plan | Materials for Round 3:<br>Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan<br>Implementation of all communication platforms not managed by the City<br>Collateral materials in printed and digital format<br>Press Releases | Excel, Word, PDF, Powerpoint, JPEGs | Draft<br>Final | 80%<br>100% (Final 20%) | $13,998<br>$3,500 | $17,498 |
| 9 | Task 3.2 Communications Strategy and Marketing Plan | Materials for Round 4:<br>Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan<br>Implementation of all communication platforms not managed by the City<br>Collateral materials in printed and digital format<br>Press Releases | Excel, Word, PDF, Powerpoint, JPEGs | Draft<br>Final | 80%<br>100% (Final 20%) | $13,998<br>$3,500 | $17,498 |
| 10 | Task 3.2 Communications Strategy and Marketing Plan | Materials for Round 5:<br>Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan<br>Implementation of all communication platforms not managed by the City<br>Collateral materials in printed and digital format<br>Press Releases | Excel, Word, PDF, Powerpoint, JPEGs | Draft<br>Final | 80%<br>100% (Final 20%) | $13,998<br>$3,500 | $17,498 |
| 11 | Task 3.3 Boards and Briefings | Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- Jan.-June 2024 [1] | Various including: Word, PDF, Powerpoint | Draft<br>Final | 80%<br>100% (Final 20%) | $11,000<br>$2,750 | $13,750 |
| 12 | Task 3.3 Boards and Briefings | Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- July-Dec. 2024 [1] | Various including: Word, PDF, Powerpoint | Draft<br>Final | 80%<br>100% (Final 20%) | $11,000<br>$2,750 | $13,750 |
| 13 | Task 3.3 Boards and Briefings | Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- Jan.-June 2025 [1] | Various including: Word, PDF, Powerpoint | Draft<br>Final | 80%<br>100% (Final 20%) | $11,000<br>$2,750 | $13,750 |
| 14 | Task 3.3 Boards and Briefings | Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- July-December 2025 [1] | Various including: Word, PDF, Powerpoint | Draft<br>Final | 80%<br>100% (Final 20%) | $11,000<br>$2,750 | $13,750 |
| NA | Task 3.4 General Plan Advisory Council | Identification and onboarding of GPAC members<br>GPAC Handbook<br>Facilitation and logistics for up to ten (10) GPAC meetings<br>Outreach-related presentation materials and summary notes for each GPAC [2] | Word, PDF, Meetings | 10 meetings | Cost per GPAC meeting | $6,678 | $66,777 |
| NA | Task 3.5 Technology and Innovation | Survey questions for three (3) statistically valid surveys<br>Summary reporting for three (3) statistically valid surveys | Surveys | 3 rounds | Cost per survey | $58,530 | $175,589 |
| 15 | Task 3.5 Technology and Innovation | Materials for Round 1:<br>Website content and graphics<br>Development of interactive elements for each round of outreach<br>Facilitation of interactive elements at workshops and online platforms<br>Summary results from activities | Graphics, Word, PDF, Website content | Draft<br>Final | 80%<br>100% (Final 20%) | $13,088<br>$3,272 | $16,360 |
| 16 | Task 3.5 Technology and Innovation | Materials for Round 2:<br>Website content and graphics<br>Development of interactive elements for each round of outreach | Graphics, Word, PDF, Website content | Draft | 80% | $13,088 | $16,360 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 16 | | Facilitation of interactive elements at workshops and online platforms<br>Summary results from activities | | Final | 100% (Final 20%) | $3,272 | $16,360 |
| 17 | Task 3.5 Technology and Innovation | Materials for Round 3:<br>Website content and graphics<br>Development of interactive elements for each round of outreach<br>Facilitation of interactive elements at workshops and online platforms<br>Summary results from activities | Graphics, Word, PDF, Website content | Draft<br>Final | 80%<br>100% (Final 20%) | $13,088<br>$3,272 | $16,360 |
| 18 | Task 3.5 Technology and Innovation | Materials for Round 4:<br>Website content and graphics<br>Development of interactive elements for each round of outreach<br>Facilitation of interactive elements at workshops and online platforms<br>Summary results from activities | Graphics, Word, PDF, Website content | Draft<br>Final | 80%<br>100% (Final 20%) | $13,088<br>$3,272 | $16,360 |
| 19 | Task 3.5 Technology and Innovation | Materials for Round 5:<br>Website content and graphics<br>Development of interactive elements for each round of outreach<br>Facilitation of interactive elements at workshops and online platforms<br>Summary results from activities | Graphics, Word, PDF, Website content | Draft<br>Final | 80%<br>100% (Final 20%) | $13,088<br>$3,272 | $16,360 |
| 20 | Task 3.6 Social Media Strategy | Round 1: Social media toolkit with copy, graphics, and posting schedule | Word, graphics | Final | 100% | $3,638 | $3,638 |
| 21 | Task 3.6 Social Media Strategy | Round 2: Social media toolkit with copy, graphics, and posting schedule | Word, graphics | Final | 100% | $3,638 | $3,638 |
| 22 | Task 3.6 Social Media Strategy | Round 3: Social media toolkit with copy, graphics, and posting schedule | Word, graphics | Final | 100% | $3,638 | $3,638 |
| 23 | Task 3.6 Social Media Strategy | Round 4: Social media toolkit with copy, graphics, and posting schedule | Word, graphics | Final | 100% | $3,638 | $3,638 |
| 24 | Task 3.6 Social Media Strategy | Round 5: Social media toolkit with copy, graphics, and posting schedule | Word, graphics | Final | 100% | $3,602 | $3,638 |
| 25 | Task 3.6 Social Media Strategy | Abbreviated video clips from Planning 101 educational series | Videos | Draft<br>Final | 80%<br>100% (Final 20%) | $14,553<br>$3,638 | $18,191 |
| 26 | Task 3.7 Community Engagement | Round 1: Community engagement meetings, activities, and materials<br>Two workshops, seven pop-ups (one per ward)<br>Simultaneous interpretation in Spanish and ASL<br>Outreach exhibits, toolkits, and presentation | Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs | Draft<br>Final | 80%<br>100% (Final 20%) | $125,700<br>$31,425 | $157,125 |
| 27 | Task 3.7 Community Engagement | Round 2: Community engagement meetings, activities, and materials<br>Two workshops, seven pop-ups (one per ward)<br>Simultaneous interpretation in Spanish and ASL<br>Outreach exhibits, toolkits, and presentation | Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs | Draft<br>Final | 80%<br>100% (Final 20%) | $125,700<br>$31,425 | $157,125 |
| 28 | Task 3.7 Community Engagement | Round 3: Community engagement meetings, activities, and materials<br>Two workshops, seven pop-ups (one per ward)<br>Simultaneous interpretation in Spanish and ASL<br>Outreach exhibits, toolkits, and presentation | Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs | Draft<br>Final | 80%<br>100% (Final 20%) | $125,700<br>$31,425 | $157,125 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 29 | Task 3.7 Community Engagement | Round 4: Community engagement meetings, activities, and materials<br>Two workshops, seven pop-ups (one per ward)<br>Simultaneous interpretation in Spanish and ASL<br>Outreach exhibits, toolkits, and presentation | Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs | Draft | 80% | $125,700 | $157,125 |
| | | | | Final | 100% (Final 20%) | $31,425 | |
| 30 | Task 3.7 Community Engagement | Round 5: Community engagement meetings, activities, and materials<br>Two workshops, seven pop-ups (one per ward)<br>Simultaneous interpretation in Spanish and ASL<br>Outreach exhibits, toolkits, and presentation | Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs | Draft | 80% | $125,700 | $157,125 |
| | | | | Final | 100% (Final 20%) | $31,425 | |
| 31 | Task 3.8 Engagement Summary | Develop and maintain digital comment log<br>Final Engagement Summary Report | Excel, Word, PDF | Final | 100% | $10,232 | $10,232 |
| | **Task 4: Integration of a Citywide Sustainability and Resiliency Framework** | | | | | | **$85,252** |
| 32 | Task 4.1: Review and Assessment of Existing Policies | Task kick-off meeting with staff<br>Review of the 2025 Strategic Plan and Operational Work Plan, and other key policies, plans, and programs | Word doc., PDF | Draft | 80% | $6,289 | $7,861 |
| | | | Word doc., PDF | Final | 100% (Final 20%) | $1,572 | |
| 33 | Task 4.2: Conduct Small Group Meetings | Four small group meetings with staff representing various agencies across city government | Meeting and meeting materials; agenda, presentation | Draft | 80% | $11,120 | $13,900 |
| | | | | Final | 100% (Final 20%) | $2,780 | |
| 34 | Task 4.3: Assessment Memo and Matrix | Assessment Memo and Matrix | Excel, Word doc., PDF | Draft | 80% | $8,968 | $11,210 |
| | | | Excel, Word doc., PDF | Final | 100% (Final 20%) | $2,242 | |
| 35 | Task 4.4: Recommendations | Recommendations | Word doc., PDF | Draft | 80% | $8,968 | $11,210 |
| | | | Word doc., PDF | Final | 100% (Final 20%) | $2,242 | |
| 36 | Task 4.5: Staff Workshop | Staff workshop | Meeting and meeting materials; agenda, presentation | Draft | 80% | $5,930 | $7,412 |
| | | | | Final | 100% (Final 20%) | $1,482 | |
| 37 | Task 4.6: Sustainability and Resiliency Framework | Sustainability and Resiliency Framework | Word doc., PDF | Draft | 80% | $10,974 | $13,718 |
| | | | Word doc., PDF, InDesign | Final | 100% (Final 20%) | $2,744 | |
| 38 | Task 4.7 Planning Commission and City Council Workshops and Adoption Hearings | Planning Commission and City Council Workshops and Adoption Hearings | Meeting and meeting materials; agenda, presentation | Draft | 80% | $15,953 | $19,941 |
| | | | | Final | 100% (Final 20%) | $3,988 | |
| | **Task 5: Existing Conditions Data Collection and Analysis** | | | | | | **$622,199** |
| 39 | Task 5.1: Best Practices | Best Practices Memorandum | Word doc., PDF | Draft | 80% | $15,655 | $19,569 |
| | | | InDesign, PDF | Final | 100% (Final 20%) | $3,914 | |
| 40 | Task 5.2: Existing Conditions Report | Existing Conditions Report- Working Draft #1 | Word doc., PDF | Final | 100% | $150,477 | $150,477 |
| 41 | Task 5.2: Existing Conditions Report | Existing Conditions Report- Working Draft #2 | Word doc., PDF | Final | 100% | $150,477 | $150,477 |
| 42 | Task 5.2: Existing Conditions Report | Existing Conditions Report- Administrative Draft | Word doc., PDF | Final | 100% | $150,477 | $150,477 |
| 43 | Task 5.2: Existing Conditions Report | Existing Conditions Report- Public Review Draft & Final Deliverable | InDesign, PDF | Draft | 80% | $120,959 | $151,199 |
| | | | InDesign, PDF | Final | 100% (Final 20%) | $30,240 | |
| | **Task 6: Visioning** | | | | | | **$82,086** |
| 44 | Task 6.1: Identification of Focus Areas | Focus Area Report | Word doc., PDF | Draft | 80% | $25,413 | $31,766 |
| | | | Word doc., PDF, InDesign | Final | 100% (Final 20%) | $6,353 | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 45 | Task 6.2: Issues and Opportunities | Issues and Opportunities Analysis | Word | Draft | 80% | $19,848 | $24,810 |
| | | | | Final | 100% (Final 20%) | $4,962 | |
| 46 | Task 6.3: Community Atlas and Visioning Document | Community Atlas and Visioning Document | Word doc., PDF | Draft | 80% | $20,408 | $25,510 |
| | | | Word doc., PDF, InDesign | Final | 100% (Final 20%) | $5,102 | |
| | **Task 7: Plan Options and Updates to General Plan Elements** | | | | | | **$702,202** |
| 47 | Task 7.1: Land Use & Mobility Alternatives Development | Land Use Alternatives Report | PDF, InDesign | Draft | 80% | $149,378 | $186,723 |
| | | | | Final | 100% (Final 20%) | $37,345 | |
| 48 | Task 7.2: Urban Design Scenarios | Urban Design Scenarios for the 14 Focus Areas | PDF, InDesign | Draft | 80% | $29,114 | $36,392 |
| | | | | Final | 100% (Final 20%) | $7,278 | |
| 49 | Task 7.3: Selection of Preferred Alternative | Preferred Land Use Plan and analysis | PDF, InDesign | Draft | 80% | $20,736 | $25,920 |
| | | | | Final | 100% (Final 20%) | $5,184 | |
| 50 | Task 7.4: Update of the General Plan Elements | Draft General Plan Elements- Working Draft #1 | Word, PDF | Final | 100% | $90,642 | $90,642 |
| 51 | Task 7.4: Update of the General Plan Elements | Draft General Plan Elements- Working Draft #2 | Word, PDF | Final | 100% | $90,642 | $90,642 |
| 52 | Task 7.4: Update of the General Plan Elements | Draft General Plan Elements- Administrative Draft | Word, PDF | Final | 100% | $90,642 | $90,642 |
| 53 | Task 7.4: Update of the General Plan Elements | Draft General Plan Elements- Public Review Draft | InDesign, PDF | Final | 100% | $90,642 | $90,642 |
| 54 | Task 7.4: Update of the General Plan Elements | Draft General Plan Elements- Revised Draft and Final Draft | InDesign, PDF | Draft | 80% | $72,479 | $90,599 |
| | | | | Final | 100% (Final 20%) | $18,120 | |
| | **Task 8: New and Revised Policies, Programs, and Maps** | | | | | | **$25,569** |
| 55 | Task 8.1: New and Revised Policies, Programs, and Maps | General Plan Goals, Policies, Actions, and Key Indicators | Word | Draft | 80% | $20,455 | $25,569 |
| | | | Word, PDF, InDesign | Final | 100% (Final 20%) | $5,114 | |
| | **Task 9: General Plan and Specific Plan Update** | | | | | | **$146,936** |
| 56 | Task 9.1: Focus Area Urban Design Concepts | Urban Design Concepts | PDF, InDesign | Draft | 80% | $21,442 | $26,802 |
| | | | | Final | 100% (Final 20%) | $5,360 | |
| 57 | Task 9.2: Draft General Plan | Administrative Draft General Plan | PDF, InDesign, Website | Draft | 80% | $45,214 | $56,517 |
| | | Public Review Draft General Plan | | Final | 100% (Final 20%) | $11,303 | |
| 58 | Task 9.3: Updated Specific Plans | Administrative Draft Specific Plans | Word, PDF | Draft | 80% | $50,894 | $63,617 |
| | | Public Review Draft Specific Plans | | Final | 100% (Final 20%) | $12,723 | |
| | **Task 10: Implementation Plan and Tools** | | | | | | **$29,477** |
| 59 | Task 10.1: Implementation Plan and Tools | Action Plan | Word, PDF, InDesign | Draft | 80% | $23,582 | $29,477 |
| | | | | Final | 100% (Final 20%) | $5,895 | |
| | **Task 11: Zoning Code Update** | | | | | | **$157,547** |
| 60 | Task 11.1: Review, Organization, and Structure | Preliminary Recommendations Memo | Word, Excel, PDF | Draft | 80% | $10,634 | $13,293 |
| | | | | Final | 100% (Final 20%) | $2,659 | |
| 61 | Task 11.2: Innovation District and Overlay Zones | Updates to the Innovation District | Word, Excel, PDF | Draft | 80% | $11,643 | $14,554 |
| | | | | Final | 100% (Final 20%) | $2,911 | |
| 62 | Task 11.3: Objective Design Standards | Objective Design Standards | Word, Excel, PDF | Draft | 80% | $9,229 | $11,536 |
| | | | | Final | 100% (Final 20%) | $2,307 | |
| 63 | Task 11.4: Maps and Graphics | Maps and graphics | JPG, PDF, vector and raster images | Draft | 80% | $31,803 | $39,754 |
| | | | | Final | 100% (Final 20%) | $7,951 | |
| 64 | Task 11.5: Update Zoning Code | Administrative Draft Zoning Regulations | Word, Excel, PDF | Draft | 80% | $32,585 | $40,731 |
| | | Public Review Draft Zoning Regulations | | Final | 100% (Final 20%) | $8,146 | |
| 65 | Task 11.7: Other Municipal Code Provisions | Other municipal code provisions | Word, Excel, PDF | Draft | 80% | $30,143 | $37,679 |
| | | | | Final | 100% (Final 20%) | $7,536 | |
| | **Task 12: Other Regulatory Updates** | | | | | | **$80,316** |
| 66 | Task 12.1: Citywide Design and Sign Guidelines | Design and Sign Guidelines | Word, PDF | Draft | 80% | $25,365 | $31,706 |
| | | | | Final | 100% (Final 20%) | $6,341 | |
| 67 | Task 12.2: Guidelines for Residential Historic Districts | Residential Historic District Guidelines | Word, PDF | Draft | 80% | $38,888 | $48,610 |
| | | | | Final | 100% (Final 20%) | $9,722 | |
| | **Task 13: Program Environmental Impact Report** | | | | | | **$491,064** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 68 | Task 13.1 Air Quality/GHG | Air Quality/GHG Report | Word, PDF | Draft | 80% | $13,934 | $17,417 |
| | | | | Final | 100% (Final 20%) | $3,483 | |
| 69 | Task 13.2 Noise | Noise Impact Report | Word, PDF | Draft | 80% | $12,597 | $15,746 |
| | | | | Final | 100% (Final 20%) | $3,149 | |
| 70 | Task 13.3 Transportation Impact Analysis | Transportation Impact Study | Word, PDF | Draft | 80% | $70,441 | $88,051 |
| | | | | Final | 100% (Final 20%) | $17,610 | |
| 71 | Task 13.4 Notice of Preparation | Notice of Preparation<br>Posting of the NOP/legal ad in a local newspaper<br>Developing a local distribution list for the NOP<br>Distribution of the NOP to up to 100 recipients via hard copy mailing<br>Posting with the City/County Clerk<br>Submittal of the NOP to the State Clearinghouse for a 30-day public review period required by State Agencies<br>Assist the City with AB 52 consultation through preparing and mailing letters to any tribes requesting notification | Word, PDF, Other as listed | Draft | 80% | $15,070 | $18,837 |
| | | | | Final | 100% (Final 20%) | $3,767 | |
| 72 | Task 13.5 Existing Conditions/Regulatory Framework<br>Task 13.6 Project Description | PEIR Working Draft #1 | Word doc., PDF | Final | 100% | $90,965 | $90,965 |
| 73 | Task 13.7 Prepare Issue Analyses<br>Task 13.8 Cumulative Impact Analysis | PEIR Working Draft #2 | Word doc., PDF | Final | 100% | $90,965 | $90,965 |
| 74 | Task 13.9 Alternatives<br>Task 13.10 Mandatory CEQA Topics | PEIR Administrative Draft #1 (Draft) and Administrative Draft #2 (Final) | Word, PDF | Draft | 80% | $72,772 | $90,965 |
| | | | | Final | 100% (Final 20%) | $18,193 | |
| 75 | Task 13.11 MMRP | Public Review Draft PEIR (Final)<br>Notice of Availability<br>Noticing and distribution to the State Clearinghouse | Word, PDF | Draft | 80% | $12,931 | $16,164 |
| | | | | Final | 100% (Final 20%) | $3,233 | |
| 76 | Task 13.12 Final Programmatic Environmental Impact Report (PEIR) | Draft and Final Responses to Comments, MMRP and Findings/Statement of Overriding Considerations | Word, PDF | Draft | 80% | $24,782 | $30,977 |
| | | | | Final | 100% (Final 20%) | $6,195 | |
| 77 | Task 13.12 Final Programmatic Environmental Impact Report (PEIR) [3] | Final PEIR<br>Notice of Determination | Word, PDF | Draft | 80% | $24,782 | $30,977 |
| | | | | Final | 100% (Final 20%) | $6,195 | |
| | **Task 14- Plan Adoption** | | | | | | **$53,989** |
| 78 | Task 14.1 General Plan Update- CC/PC [4] | Up to two meetings with City Council/Planning Commission | Presentation materials | Final | 100% | $33,365 | $33,365 |
| 79 | Task 14.2 Zoning Code Update- CC/PC | Up to two meetings with City Council/Planning Commission | Presentation materials | Final | 100% | $3,473 | $3,473 |
| 80 | Task 14.3 Specific Plan Update- CC/PC | Up to three meetings with City Council/Planning Commission | Presentation materials | Final | 100% | $3,473 | $3,473 |
| 81 | Task 14.4 Historic District Update- CC/PC | Up to two meetings with City Council/Planning Commission | Presentation materials | Final | 100% | $1,736 | $1,736 |
| 82 | Task 14.5 Program EIR- CC/PC [3] | Up to two meetings with City Council/Planning Commission | Presentation materials | Final | 100% | $11,942 | $11,942 |
| | **General Plan and EIR Subtotal** | | | | | | **$3,867,955** |

[1] Price to convert one (1) virtual Board and Briefings workshop to an in-person meeting is an additional $7,958. This is not included in the total budget amount.

[2] Price to convert one (1) virtual GPAC meeting to an in-person meeting is an additional $5,141 (per meeting). This is not included in the total budget amount.

[3] Price to print and bind one (1) copy of the EIR and appendices is $400. This is not included in the total budget amount.

[4] Price to print and bind one (1) copy of the General Plan and appendices is $800. This is not included in the total budget amount.

| # | CAAP Task | Brief Deliverable Description | Format | Draft or Final | Percent Complete | Cost per Deliverable | Total Cost |
|---|---|---|---|---|---|---|---|

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Task 1: Project Start Up** | | | | | | **$14,813** |
| 83 | Task 1: Project Start Up | Project Schedule<br>Draft CAAP Outline | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $11,850<br>$2,963 | $14,813 |
| | **Task 2: Past Plan Audits** | | | | | | **$27,816** |
| 84 | Task 2: Past Plan Audits | Implementation status matrix<br>Identification of needed updates and tools<br>Memo that outlines methodology for inventory, target setting in alignment with current best practices<br>Audit of other relevant plans and reports | Excel, Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $22,253<br>$5,563 | $27,816 |
| | **Task 3: Public Outreach and Communication** | | | | | | **$15,242** |
| 85 | Task 3: Public Outreach and Communication | Implementation status matrix<br>Identification of needed updates and tools<br>Memo that outlines methodology for inventory, target setting in alignment with current best practices<br>Audit of other relevant plans and reports | Excel, Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $12,194<br>$3,048 | $15,242 |
| | **Task 4: Updated GHG Emissions Inventory, Projections, Targets, and GAP Analysis** | | | | | | **$54,600** |
| 86 | Task 4.1: CAP Assumptions and Methodology Review | Technical memorandum documenting CAP methodology and assumptions review | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $14,560<br>$3,640 | $18,200 |
| 87 | Task 4.2: GHG Inventory, Forecast, and Target Updates | Draft and Final Technical Memorandum | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $14,560<br>$3,640 | $18,200 |
| 88 | Task 4.2: GHG Inventory, Forecast, and Target Updates | A tracking and reporting tool for GHG emissions to be used by City Staff | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $14,560<br>$3,640 | $18,200 |
| | **Task 5: 2016 CAP Measures and Prepare New CAAP GHG Redution Measures Evaluation** | | | | | | **$100,508** |
| 89 | Task 5: 2016 CAP Measures and Prepare New CAAP GHG Redution Measures Evaluation | 2016 CAP Progress Assessment (based on work done under Task 1) and 2016 Measures Forecast<br>Draft CAAP Reduction Measures<br>ABAU for 2030, 2040 and 2050 for revised reduction measures<br>Climate vulnerability analysis | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $80,406<br>$20,102 | $100,508 |
| | **Task 6: CAAP Update, Appendices and Technical Information** | | | | | | **$20,712** |
| 90 | Task 6: CAAP Update, Appendices and Technical Information | GHG inventory, targets, GHG emissions reductions measures, and climate adaptation strategies and actions<br>Two (2) reviews of the Draft CAAP update document<br>Revisions of the Draft CAAP based on staff feedback and preparation of public review draft | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $5,523<br>$1,381 | $6,904 |
| 91 | Task 6: CAAP Update, Appendices and Technical Information | CAAP Executive Summary | PDF, InDesign | Draft<br>Final | 80%<br>100% (Final 20%) | $5,523<br>$1,381 | $6,904 |
| 92 | Task 6: CAAP Update, Appendices and Technical Information | CAAP Consistency review checklist<br>CAAP Implementation cost report<br>CAAP Cost effectiveness analysis | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $5,523<br>$1,381 | $6,904 |
| | **Task 7: CAAP Implementation and Monitoring Procedures** | | | | | | **$44,572** |
| 93 | Task 7: CAAP Implementation and Monitoring Procedures | Implementation, monitoring, and reporting guidance manual including reporting tool<br>Online public dashboard development (to be updated and maintained by the city) | Website, Word | Draft<br>Final | 80%<br>100% (Final 20%) | $35,658<br>$8,914 | $44,572 |
| | **Task 8: CAAP Program Environmental Impact Report** | | | | | | **$369,739** |
| | Task 8.1 Notice of Preparation/Scoping | Notice of Preparation | Word, PDF | Draft | 80% | $10,354 | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 94 | | Posting of the NOP/legal ad in a local newspaper<br>Developing a local distribution list for the NOP<br>Distribution of the NOP to up to 100 recipients via hard copy mailing<br>Posting with the City/County Clerk<br>Submittal of the NOP to the State Clearinghouse for a 30-day public review period required by State Agencies<br>Assist the City with AB 52 consultation through preparing and mailing letters to any tribes requesting notification | | Final | 100% (Final 20%) | $2,589 | $12,943 |
| 95 | Task 8.2 Administrative Draft PEIR | Administrative Draft PEIR | Word, PDF | Final | 100% | $110,854 | $138,568 |
| 96 | Task 8.3 PEIR | Second draft PEIR Administrative Draft (Draft)<br>Public Review Draft PEIR (Final)<br>Notice of Availability<br>Noticing and distribution to the State Clearinghouse | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $27,714<br>$69,954 | $69,954 |
| 97 | Task 8.4 Final PEIR, MMRP | Draft and Final Responses to Comments, MMRP and Findings/Statement of Overriding Considerations | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $61,479<br>$15,370 | $76,849 |
| 98 | Task 8.4 Final PEIR, MMRP | Final PEIR<br>Notice of Determination | Word, PDF | Draft<br>Final | 80%<br>100% (Final 20%) | $57,140<br>$14,285 | $71,425 |
| | **Task 9: Plan Adoption** | | | | | | **$12,489** |
| 99 | Task 9: Plan Adoption | Plan adoption- City Council/Planning Commission | Meetings, presentations, notes | Final | 100% | $12,489 | $12,489 |
| | **CAAP and EIR Subtotal** | | | | | | **$660,491** |

[2] Price to convert a virtual GPAC meeting to an in-person meeting is an additional $5,141 (per meeting). This is not included in the current total budget amount.

# EXHIBIT "C"

# KEY PERSONNEL

# STAFFING PROPOSAL

## Overall Organization Chart

The WSP team is committed to providing the best team, not just the available individuals, for the City of Riverside. Our team offers proven project management, technical expertise, and professional staff to specialize in General Plan Update and Climate Action and Adaptation Plan. *The depth and breadth of our team extends to over 775 professionals and technical staff in our Southern California offices, as well as our national network of 12,000+ resources.* We will ensure that the right individuals with the appropriate expertise, professional registrations, and commitment are assigned to this contract.

Our team brings essential local expertise that will contribute to comprehensive policy and planning. Tara Lake will assume the role of the overall project manager and the project manager for Phase 2 of the General Plan. She will also serve as the primary contact person for the City. Stephanie Whitmore will serve as the project manager for the CAAP, overseeing task leads. Our highly skilled key personnel, selected based on their technical proficiency and local knowledge, will collaborate closely with Tara and Stephanie to ensure efficient execution of the work. Additionally, the roles and responsibilities of all personnel, including those of the Consultant and each Subconsultant, are clearly defined and assigned for the project.


**Contact Information:** Tara Lake, (858) 361-4783, tara.lake@wsp.com, 11870 Pierce St. Suite 160, Riverside, CA 92505

**Organization Entity:** Corporation

**Website:** www.wsp.com


**Principal-in-Charge**
Helen Devery

**Project Manager**
Tara Lake

**GP Project Manager**
Tara Lake

**CAAP Project Manager**
Stephanie Whitmore

**Deputy Project Manager**
David Suls

**Deputy Project Manager**
Trevor Clifford

### GENERAL PLAN

*Land Use and Urban Design*
David Suls
Juan Alberto Bonilla
Bryan Robinson

*Housing*
David Suls
Jennie Noble

*Mobility and Circulation*
Ryan Whipple
Vamshi Akkinepally

*Economic Development and Innovation*
Jason Moody (EPS)
Julie Cooper (EPS)

*Arts, Culture, and Historic Preservation*
Victoria Plettner-Saunders (AWACC)
David Plettner-Saunders (CPG)
Casey Tibbet (LSA)

*Environmental Justice, Air Quality, Health, and Education*
David Suls
Jorge Nozot

*Conservation*
Scott Crawford
Ryan Weston

*Open Space, Parks and Recreation*
Marcy Millet

*Equity*
Gabi Brazzil
Fabian Campos

*Modeling*
Rick Curry

### CEQA

*CEQA Project Director*
Kristin Blackson

*Senior Project Manager*
Theresa Dickerson
Erika Leachman

*Analyst*
Alana Flaherty
Melissa Symmes
Wesley Tam

*Technical Editor*
Sharon Henderson
Jeff Crisafulli

*Aesthetics/Visual Impact Analysis*
Ryan Weston
Marcy Millet

*Air Quality/Greenhouse Gas/ Energy*
Rebecca Frohning
Elias Menniger

*Biological Resources*
Jeremy Paris

*Cultural Resources*
David Woodward

*Historical Resources*
Camilla McDonald

*Geology and Soils*
Meggy Gidula

*Hazards and Hazardous Materials*
Sarah Hoffman
Krystle Rayos

*Hydrology and Water Quality*
Veronica Seyde (Water Quality)
Rick Bottcher (Hydrology)

*Land Use and Planning/ Population and Housing*
David Suls

*Noise*
Michael Lieu

*Public Services/Utilities and Service Systems*
Karen Kosup

*Recreation*
Lawrence Spurgeon
Anne Broache

*Transportation*
Ryan Whipple
Vamshi Akkinepally

### CAAP

*Emissions Inventory*
Rebecca Frohning

*Adaptation*
Trevor Clifford
Alana Flaherty

*Climate Policy*
Angie Xiong

*Climate Planner*
Elias Menninger

### COMMUNITY OUTREACH

Nicholas Robles
Jessica Harleaux (AA)
Jennifer Velazquez (AA)

**LEGEND**

Arellano Associates (AA)
The Arts at Work & Art Career Cafe (AWACC)
Cultural Planning Group (CPG)
Economic & Planning Systems (EPS)
LSA Associates (LSA)
Key Staff