



E

SCHEDULE PROPOSAL

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Schedule Proposal

WSP is committed to providing strong project management, and keeping the General Plan, EIR, and CAAP Update on schedule. WSP Project Managers are trained to think about roadblocks before they occur. This includes effective internal and external communication, and the development of a Project Management Plan, Quality Plan, Risk Management Plan, and Safety Plan. These important steps ensure that we address any risks to the City and the project's success.

As part of this process, our team will go through the following steps:

Communication with Team One of the big benefits of working with WSP, is that all major facets of the project management team (General Plan including land use and urban design; mobility and circulation; and open space, parks, and recreation, CAAP, and EIR) are WSP professionals. This makes internal coordination and communication seamless and removes many of the common hurdles to effectively managing a large team. The internal team, led by the overall and General Plan project manager, Megan Thorne, and consisting of the CAAP project manager, task leads, pertinent supporting staff, and subconsultants will be meeting bi-weekly to coordinate work on deliverables, ensure that the tasks are staying on schedule and budget, and brainstorm challenges before they arise and develop solutions. The staff for these internal meetings will depend on the tasks in order to be efficient with the budget.

Communication with City- The success of the General Plan and CAAP update, require frequent and clear communication between the consultant team and the City. WSP will lead biweekly check-in meetings throughout the life of the project, to keep it on schedule and work with the City as a real partner every step of the way.

Project Management Plan The project management plan addresses the management of the project including providing strategies for how WSP and the City of Riverside can work together most effectively, while avoiding any common or foreseeable obstacles to the projects' successful adoption.

Quality Plan

WSP prides itself on producing quality work. Our PM team will develop an internal quality plan prior to the start of the project to ensure that deliverables go through our internal QA/QC process. As part of the General Plan and CAAP update, we have budgeted for quality assurance as well as ADA compliance to make sure that all final deliverables meet the highest professional standards.

Risk Management Plan Sometimes unforeseen obstacles arise during the course of a project, but many times these obstacles can be foreseen and avoided. WSP develops a Risk Management Plan for every one of its projects to anticipate and prevent avoidable challenges.

Safety Plan While most planning projects are relatively safe, every project's ultimate goal is for our entire WSP and City team to go home safe at the end of each day. This means preparing for and accounting for common safety concerns such as field workers' safety during traffic counts or making sure the public and project team remain safe during engagement activities or public events.

INTEGRATION OF THE GENERAL PLAN AND CAAP

There will be close coordination between the General Plan and CAAP throughout the project. In addition to project management and coordination, here are some of the additional ways the two projects will be integrated:

TASK 4: INTEGRATION OF A CITYWIDE SUSTAINABILITY AND RESILIENCY FRAMEWORK

WSP's team brings together experts in 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. We propose bringing the General Plan and CAAP team together to address the topic of sustainability and resiliency holistically. Our analysis will be organized around the six strategic priorities and the associated indicators and goals, identifying city-specific best practices and success as well as opportunities for improvement and potential resource gaps. The findings from this task will then inform

the development of both the General Plan update and the CAAP update.

TASK 3: COMMUNITY OUTREACH AND ENGAGEMENT

The outreach and engagement plan is integrated to incorporate activities and strategies for both the General Plan as well as the CAAP. This integrated plan includes outreach for the CAAP at key milestones (as illustrated on page 19). This will include workshops to discuss visioning, reduction and adaptation measures, and the inclusion of survey questions related to the CAAP. There are significant benefits to the CAAP by integrating the engagement approach such as higher visibility, access to a larger audience, and the ability to discuss the future of Riverside in a more complete manner.

TASK 13: ENVIRONMENTAL REVIEW (EIR)

The Environmental Review is one of the most obvious and important ways in which the two projects are integrated. There are efficiencies to using one set of technical reports to develop the EIRs. The City has additional options for integration that the WSP team is confident can improve the streamlining of the environmental review and lead to more integrated outcomes.



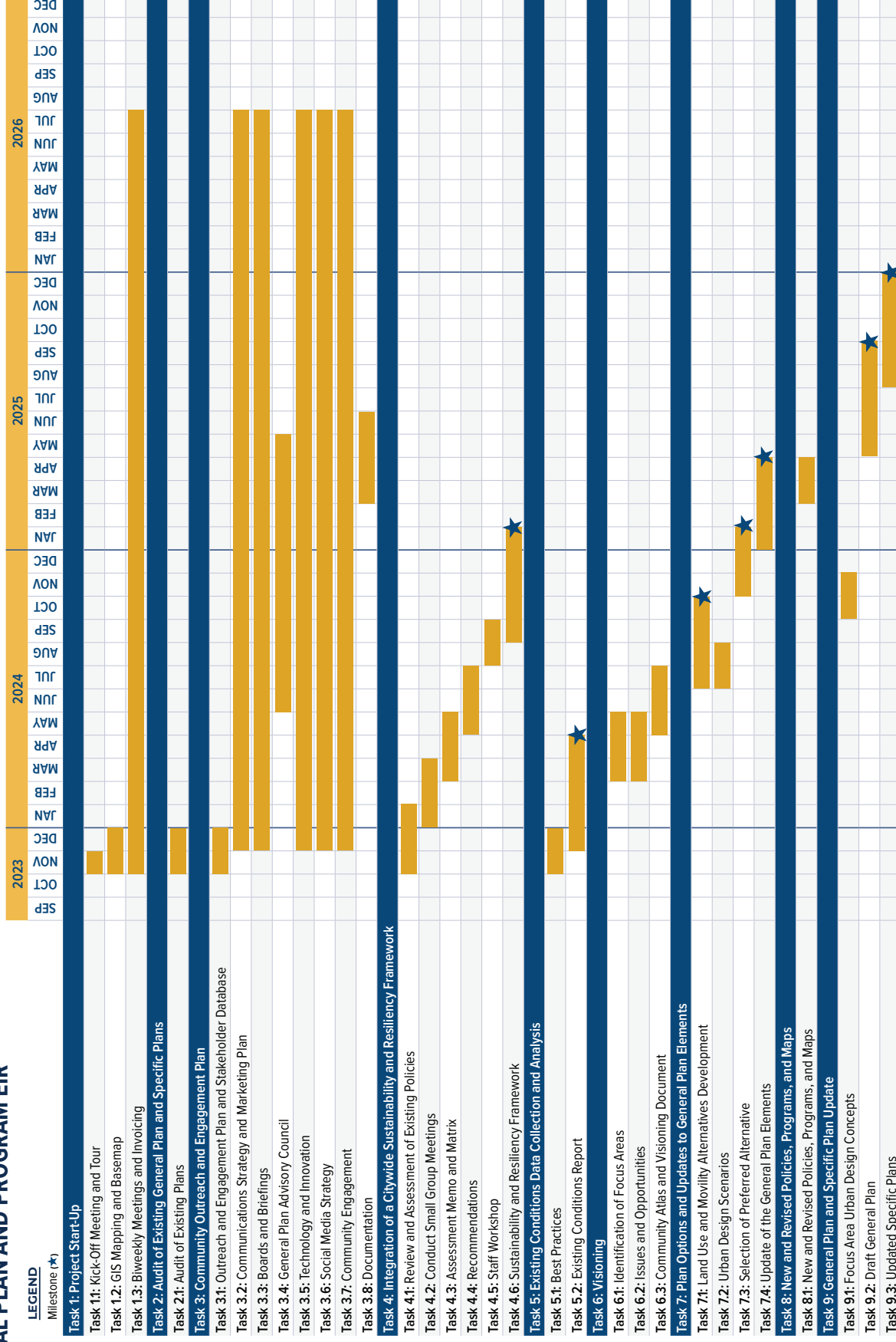
Fairmount Park

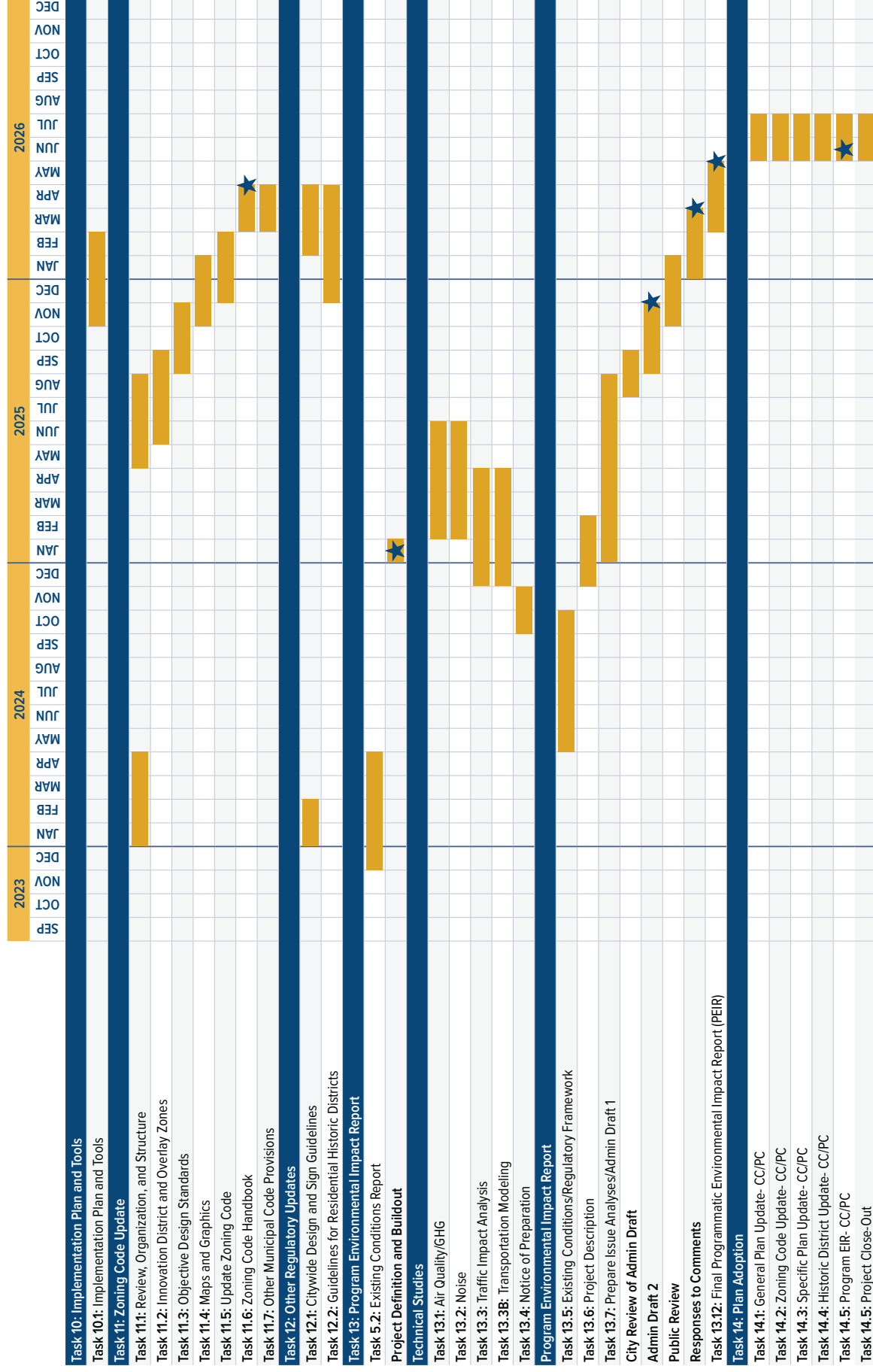


GENERAL PLAN AND PROGRAM EIR

LEGEND

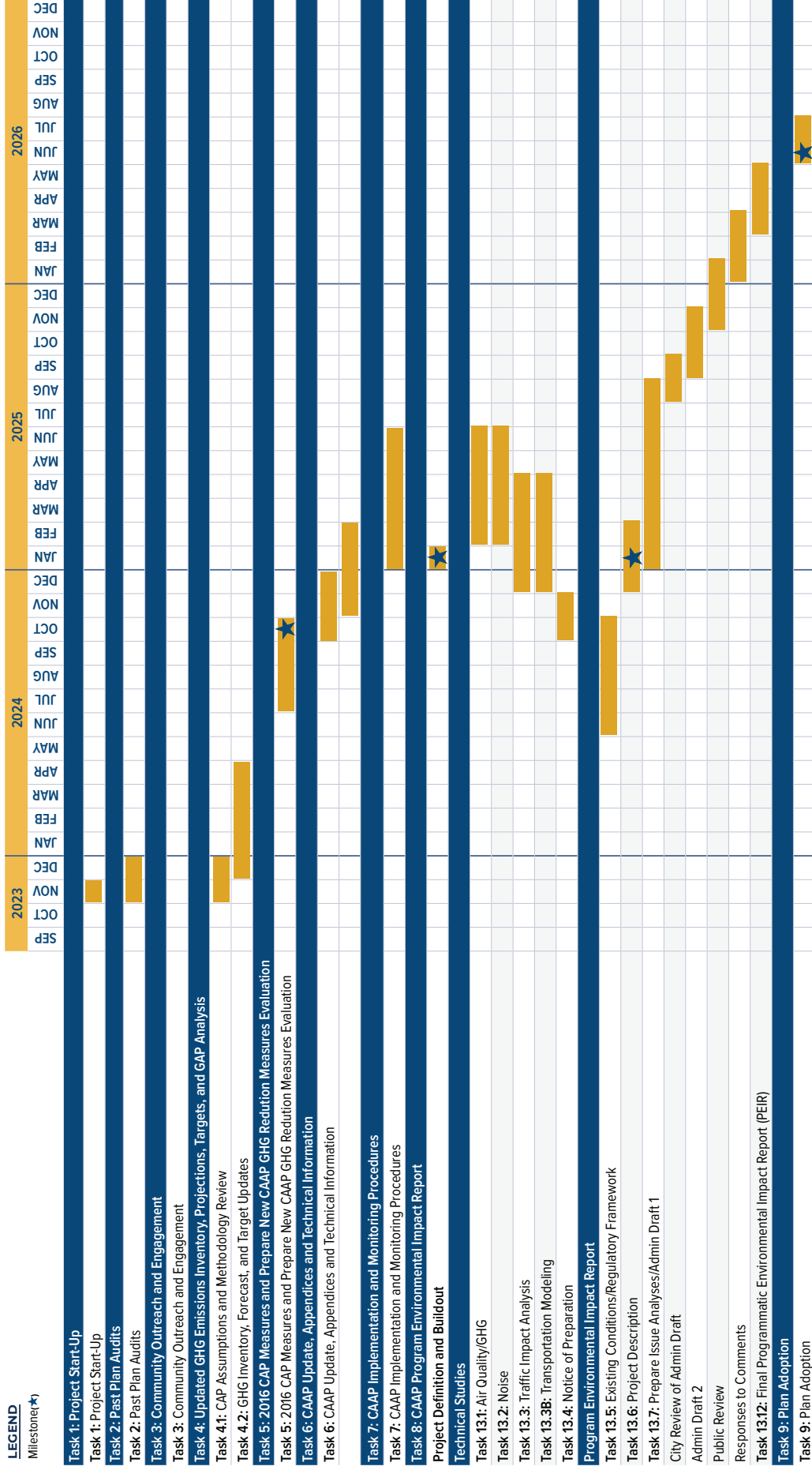
Milestone (*)







CLIMATE ACTION AND ADAPTATION PLAN AND PROGRAM EIR





Staff Schedule: CAAP

Task No./Firm	CAAP Task/Title	Staff	Hours	Rough Order of Magnitude-	Percent of Total Budget
Task No.	Task 1: Project Start Up				0.34%
1	Task 1: Project Start Up				
	CAAP PM	Stephanie Whitmore	24		
	CAAP/ Adaptation	Trevor Clifford	24		
	CAAP	Rebecca Frohning	24		
	Task Subtotal		72		
Task No.	Task 2: Past Plan Audits				0.72%
2	Task 2: Past Plan Audits				
	CAAP PM	Stephanie Whitmore	24		
	CAAP/ Adaptation	Trevor Clifford	24		
	CAAP	Angie Xiong	40		
	CAAP	Elias Menninger	80		
	Task Subtotal		168		
Task No.	Task 3: Public Outreach and Communication				0.38%
3	Task 3: Public Outreach and Communication				
	CAAP PM	Stephanie Whitmore	16		
	CAAP/ Adaptation	Trevor Clifford	16		
	CAAP	Elias Menninger	60		
	Task Subtotal		92		
Task No.	Task 4: Updated GHG Emissions Inventory, Projections, Targets, and GAP Analysis				1.41%
4	Task 4: Updated GHG Emissions Inventory, Projections, Targets, and GAP Analysis				
	CAAP PM	Stephanie Whitmore	24		
	CAAP	Alice Lovegrove	8		
	CAAP	Elizabeth Schwing	100		
	CAAP	Khamini Persaud	100		
	CAAP	Rebecca Frohning	80		
	Task Subtotal		312		
Task No.	Task 5: 2016 CAP Measures and Prepare New CAAP GHG Reduction Measures Evaluation				2.56%
5	Task 5: 2016 CAP Measures and Prepare New CAAP GHG Reduction Measures Evaluation				
	CAAP PM	Stephanie Whitmore	60		
	CAAP/ Adaptation	Trevor Clifford	120		
	CAAP	Angie Xiong	100		
	CAAP	Elias Menninger	200		
	CAAP	Khamini Persaud	40		



Task No./Firm	CAAP Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	CAAP	Rebecca Frohning	72	
	Task Subtotal		592	
Task No.	Task 6: CAAP Update, Appendices and Technical Information			0.54%
6	Task 6: CAAP Update, Appendices and Technical Information			
	CAAP PM	Stephanie Whitmore	40	
	CAAP/ Adaptation	Trevor Clifford	40	
	CAAP	Alice Lovegrove	8	
	Task Subtotal		88	
Task No.	Task 7: CAAP Implementation and Monitoring Procedures			0.87%
7	Task 7: CAAP Implementation and Monitoring Procedures			
	CAAP PM	Stephanie Whitmore	24	
	CAAP/ Adaptation	Trevor Clifford	10	
	CAAP	Angie Xiong	60	
	CAAP	Elias Menninger	120	
	Task Subtotal		214	
Task No.	Task 8: CAAP Program Environmental Impact Report			9.41%
8.1	Task 8.1 Notice of Preparation/Scoping			
	CEQA PM- Director	Kristin Blackson	24	
	CEQA Analyst	Melissa Symmes	40	
	CAAP PM	Stephanie Whitmore	8	
	Task Subtotal		72	
8.2	Task 8.2 Administrative Draft PEIR			
	CEQA PM- Director	Kristin Blackson	100	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	400	
	CEQA Analyst	Melissa Symmes	400	
	Technical Editor	Sharon Henderson	60	
	CAAP PM	Stephanie Whitmore	24	
	Task Subtotal		984	
8.3	Task 8.3 PEIR			
	CEQA PM- Director	Kristin Blackson	80	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	150	
	CEQA Analyst	Melissa Symmes	150	
	Technical Editor	Sharon Henderson	50	
	CAAP PM	Stephanie Whitmore	12	
	Task Subtotal		442	



Task No./Firm	CAAP Task/Title	Staff	Hours	Rough Order of Magnitude-	Percent of Total Budget
8.3	Task 8.3 PEIR				
	CEQA PM- Director	Kristin Blackson	80		
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	150		
	CEQA Analyst	Melissa Symmes	150		
	Technical Editor	Sharon Henderson	50		
	CAAP PM	Stephanie Whitmore	12		
	Task Subtotal		442		
Task No.	Task 9: Plan Adoption			0.31%	
9	Task 9: Plan Adoption				
	CAAP PM	Stephanie Whitmore	40		
	CAAP/ Adaptation	Trevor Clifford	5		
	Task Subtotal		45		



Staff Schedule: General Plan

Task No./Firm	General Plan Task/Title		Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
Task No.	Task 1: Project Start-Up				3.57%
1.1	Task 1.1: Kick-Off Meeting and Tour				
WSP	Principal in Charge	Tara Lake	4		
	Project Manager	Megan Thorne	16		
	Deputy Project Manager	Juan Alberto Bonilla	24		
	GIS/Planner	Jorge Nozot	8		
	CPI Support	Nicholas Robles	8		
	Equity Lead	Fabian Campos	8		
	CEQA PM- Director	Kristin Blackson	8		
	CAAP PM	Stephanie Whitmore	8		
	CAAP/ Adaptation	Trevor Clifford	8		
	Project Accountant	Cynthia Cavazos	12		
	Project Manager	Jessica Harleaux	6		
	Senior Project Coordinator	Jennifer Velazquez	4		
	Task Subtotal		114		
1.2	Task 1.2: GIS Mapping and Basemap				
WSP	Project Manager	Megan Thorne	8		
	Deputy Project Manager	Juan Alberto Bonilla	16		
	GIS/Planner	Jorge Nozot	40		
	Equity Lead	Fabian Campos	8		
	Task Subtotal		72		
1.3	Task 1.3: Biweekly Meetings and Invoicing				
WSP	Principal in Charge	Tara Lake	20		
	Project Manager	Megan Thorne	165		
	Deputy Project Manager	Juan Alberto Bonilla	165		
	Land Use Lead	David Suls	96		
	GIS/Planner	Jorge Nozot	12		
	Assistant Planner	Jennie Noble	12		
	CAAP/ Adaptation	Trevor Clifford	72		
	Project Accountant	Cynthia Cavazos	78		
	Project Manager	Jessica Harleaux	51		
	Senior Project Coordinator	Jennifer Velazquez	51		
	Task Subtotal		722		

Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
Task No.	Task 2: Audit of Existing General Plan and Specific Plans			0.68%
2.1	Task 2.1 Audit of Existing Plans			
WSP	Principal in Charge	Tara Lake	8	
	Project Manager	Megan Thorne	24	
	Deputy Project Manager	Juan Alberto Bonilla	48	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	12	
	Assistant Planner	Jennie Noble	40	
	Parks and Open Space Lead	Marcy Millet	4	
	Conservation Lead/ Aesthetics/ Visual Impact Analysis	Ryan Weston	4	
	Conservation	Rachel Hill	6	
	Equity Lead	Fabian Campos	12	
	Equity/CPI Support	Gabi Brazzil	8	
	Equity Support	Katie O'Sullivan	16	
	Task Subtotal		194	
Task No.	Task 3: Community Outreach and Engagement Plan			26.02%
3.1	Task 3.1 Outreach and Engagement Plan and Stakeholder Database			
WSP	Project Manager	Megan Thorne	4	
	Deputy Project Manager	Juan Alberto Bonilla	4	
	CPI Lead	Reed Alvarado	36	
	CPI Support	Nicholas Robles	44	
	Equity Lead	Fabian Campos	4	
	Equity/CPI Support	Gabi Brazzil	2	
Arellano Associates	Project Manager	Jessica Harleaux	18	
	Senior Project Coordinator	Jennifer Velazquez	32	
	Tech Coordinator	Sasha Cheechov	12	
	Project Coordinator	Rachael Potts	60	
	Task Subtotal		216	
3.2	Task 3.2 Communications Strategy and Marketing Plan			
WSP	Project Manager	Megan Thorne	8	
	Deputy Project Manager	Juan Alberto Bonilla	8	
	CPI Lead	Reed Alvarado	4	
	CPI Support	Nicholas Robles	4	
	Equity Lead	Fabian Campos	4	
	Equity/CPI Support	Gabi Brazzil	2	
Arellano Associates	Project Manager	Jessica Harleaux	74	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	Senior Project Coordinator	Jennifer Velazquez	210	
	Creative Lead	Kyle Santiago	180	
	Project Coordinator	Rachael Potts	295	
	Asst. Project Coordinator	Allison Crook	240	
	Task Subtotal		1021	
3.3	Task 3.3 Boards and Briefings			
WSP	Project Manager	Megan Thorne	90	
	Deputy Project Manager	Juan Alberto Bonilla	72	
	Parks and Open Space Lead	Marcy Millet	8	
	CPI Lead	Reed Alvarado	4	
	CPI Support	Nicholas Robles	4	
	Equity Lead	Fabian Campos	4	
	Equity/CPI Support	Gabi Brazzil	2	
Arellano Associates	Project Manager	Jessica Harleaux	36	
	Senior Project Coordinator	Jennifer Velazquez	36	
	Project Coordinator	Rachael Potts	30	
	Asst. Project Coordinator	Allison Crook	30	
	Task Subtotal		316	
3.4	Task 3.4 General Plan Advisory Council			
WSP	Project Manager	Megan Thorne	90	
	Deputy Project Manager	Juan Alberto Bonilla	72	
	Land Use Lead	David Suls	32	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	80	
	Open Space, Parks, and Recreation	Eric Kobal	8	
	CPI Lead	Reed Alvarado	4	
	CPI Support	Nicholas Robles	4	
	Equity Lead	Fabian Campos	4	
	Equity/CPI Support	Gabi Brazzil	2	
Arellano Associates	Project Manager	Jessica Harleaux	40	
	Senior Project Coordinator	Jennifer Velazquez	40	
	Project Coordinator	Rachael Potts	30	
	Asst. Project Coordinator	Allison Crook	30	
	Task Subtotal		460	
3.5	Task 3.5 Technology and Innovation			
WSP	Project Manager	Megan Thorne	24	
	Deputy Project Manager	Juan Alberto Bonilla	24	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	GIS/Planner	Jorge Nozot	24	
	Open Space, Parks, and Recreation	Eric Kobal	8	
	Parks and Open Space Lead	Marcy Millet	8	
	CPI Lead	Reed Alvarado	4	
	CPI Support	Nicholas Robles	4	
	Equity Lead	Fabian Campos	4	
	Equity/CPI Support	Gabi Brazzil	2	
Arellano Associates	Project Manager	Jessica Harleaux	89	
	Senior Project Coordinator	Jennifer Velazquez	134	
	Creative Lead	Kyle Santiago	42	
	Tech Coordinator	Sasha Cheechov	140	
	Project Coordinator	Rachael Potts	140	
	Asst. Project Coordinator	Allison Crook	120	
	Task Subtotal		767	
3.6	Task 3.6 Social Media Strategy			
WSP	Project Manager	Megan Thorne	40	
	Deputy Project Manager	Juan Alberto Bonilla	12	
	GIS/Planner	Jorge Nozot	12	
	CPI Lead	Reed Alvarado	4	
	CPI Support	Nicholas Robles	4	
	Equity Lead	Fabian Campos	4	
	Equity/CPI Support	Gabi Brazzil	2	
Arellano Associates	Project Manager	Jessica Harleaux	15	
	Senior Project Coordinator	Jennifer Velazquez	50	
	Creative Lead	Kyle Santiago	25	
	Sr. Creative Coordinator	Dan Oberle	60	
	Project Coordinator	Rachael Potts	20	
	Asst. Project Coordinator	Allison Crook	40	
	Task Subtotal		288	
3.7	Task 3.7 Community Engagement			
WSP	Principal in Charge	Tara Lake	32	
	Project Manager	Megan Thorne	80	
	Deputy Project Manager	Juan Alberto Bonilla	96	
	Land Use Lead	David Suls	16	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	24	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	Urban Design Lead	Bryan Robinson	8	
	Urban Design/Planner	Callan Roemer	16	
	Open Space, Parks, and Recreation	Eric Kobal	12	
	Parks and Open Space Lead	Marcy Millet	12	
	CPI Lead	Reed Alvarado	4	
	CPI Support	Nicholas Robles	4	
	Equity Lead	Fabian Campos	4	
	Equity/CPI Support	Gabi Brazzil	2	
Arellano Associates	Project Manager	Jessica Harleaux	301	
	Senior Project Coordinator	Jennifer Velazquez	546	
	Creative Lead	Kyle Santiago	20	
	Sr. Creative Coordinator	Dan Oberle	320	
	Project Coordinator	Rachael Potts	576	
	Asst. Project Coordinator	Allison Crook	505	
The Arts at Work	Arts & Culture Lead	Victoria Plettner-Saunders	5	
Task Subtotal			2607	
3.8	Task 3.8 Engagement Summary			
WSP	Project Manager	Megan Thorne	4	
	Deputy Project Manager	Juan Alberto Bonilla	8	
	CPI Support	Nicholas Robles	4	
	Equity Lead	Fabian Campos	4	
Arellano Associates	Project Manager	Jessica Harleaux	6	
	Senior Project Coordinator	Jennifer Velazquez	8	
	Project Coordinator	Rachael Potts	40	
	Asst. Project Coordinator	Allison Crook	30	
Task Subtotal			104	
Task No.	Task 4: Integration of a Citywide Sustainability and Resiliency Framework			
4.1	Task 4.1: Review and Assessment of Existing Policies			
WSP	Principal in Charge	Tara Lake	8	
	Project Manager	Megan Thorne	4	
	CAAP/ Adaptation	Trevor Clifford	24	
Task Subtotal			36	
4.2	Task 4.2: Conduct Small Group Meetings			
WSP	Project Manager	Megan Thorne	12	
	Deputy Project Manager	Juan Alberto Bonilla	16	
	Land Use Lead	David Suls	8	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	CAAP/ Adaptation	Trevor Clifford	40	
	Task Subtotal		76	
4.3	Task 4.3: Assessment Memo and Matrix			
WSP	CAAP/ Adaptation	Trevor Clifford	60	
	Task Subtotal		60	
4.4	Task 4.4: Recommendations			
WSP	CAAP/ Adaptation	Trevor Clifford	60	
	Task Subtotal		60	
4.5	Task 4.5: Staff Workshop			
WSP	CAAP/ Adaptation	Trevor Clifford	40	
	Task Subtotal		40	
4.6	Task 4.6: Sustainability and Resiliency Framework			
WSP	Project Manager	Megan Thorne	4	
	Deputy Project Manager	Juan Alberto Bonilla	16	
	GIS/Planner	Jorge Nozot	16	
	CAAP/ Adaptation	Trevor Clifford	48	
	Task Subtotal		84	
Task No.	Task 5: Existing Conditions Data Collection and Analysis			12.50%
5.1	Task 5.1: Best Practices			
WSP	Principal in Charge	Tara Lake	2	
	Project Manager	Megan Thorne	24	
	Deputy Project Manager	Juan Alberto Bonilla	40	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	12	
	Assistant Planner	Jennie Noble	24	
	Task Subtotal		114	
5.2	Task 5.2: Existing Conditions Report			
WSP	Principal in Charge	Tara Lake	28	
	Project Manager	Megan Thorne	80	
	Deputy Project Manager	Juan Alberto Bonilla	180	
	Land Use Lead	David Suls	136	
	GIS/Planner	Jorge Nozot	48	
	Assistant Planner	Jennie Noble	120	
	Urban Design Lead	Bryan Robinson	8	
	Urban Design/Planner	Callan Roemer	8	
	Open Space, Parks, and Recreation	Eric Kobal	72	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	Open Space, Parks, and Recreation	Gayle Croghan	64	
	Open Space, Parks, and Recreation	Todd Teuscher	16	
	Parks and Open Space Lead	Marcy Millet	72	
	Conservation Lead/ Aesthetics/ Visual Impact Analysis	Ryan Weston	146	
	Conservation	Rachel Hill	100	
	Mobility- Modeling Lead	Rick Curry	52	
	Mobility- Modeling Support	Jielin Sun	60	
	Mobility-Modeling Support	Raghuprasad Sidharthan	100	
	Mobility-Modeling Support	Xianting "Alice" Huang	116	
	Mobility- Planning Lead	Pete Ruscitti	40	
	Mobility- Planning Support	Eric Jordan Serre	80	
	Mobility- Traffic/ Engineering Lead	Ryan Whipple	40	
	Mobility- Traffic/ Engineering Support	Clive Lara	60	
	CEQA PM Senior PM	Theresa Dickerson	4	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	8	
	Noise	Michael Lieu	16	
	Public Services/ Utilities and Service Systems	Karen Kosup	32	
	Arroyos/ Biology	Scott Crawford	40	
	CAAP/ Adaptation	Trevor Clifford	136	
	CAAP	Elias Menninger	112	
	CAAP	Khamini Persaud	40	
	CAAP	Rebecca Frohning	60	
The Arts at Work	Arts & Culture Lead	Victoria Plettner-Saunders	29	
	Arts & Culture	David Plettner-Saunders	14	
LSA	Architectural Historian	Casey Tibbet	96	
	Field Crew Photographer	Dennis Lechner	10	
	GIS/Planner	Meredith Canterbury	18	
	Architectural Historian/ Document Management	Eugene Heck	8	
EPS	Managing Principal	Jason Moody	28	
	Executive VP	Julie Cooper	50	
	Technical Associate	Roderick Hall	110	
Task Subtotal			2437	
Task No.	Task 6: Visioning			1.68%
6.1	Task 6.1: Identification of Focus Areas			
WSP	Principal in Charge	Tara Lake	10	
	Project Manager	Megan Thorne	16	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	Deputy Project Manager	Juan Alberto Bonilla	40	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	8	
	Urban Design Lead	Bryan Robinson	16	
	Urban Design/Planner	Callan Roemer	24	
	Equity Lead	Fabian Campos	8	
	Equity/CPI Support	Gabi Brazzil	4	
	Equity Support	Katie O'Sullivan	8	
	Equity Support	Sean Scott	8	
	Task Subtotal		178	
6.2	Task 6.2: Issues and Opportunities			
WSP	Project Manager	Megan Thorne	24	
	Deputy Project Manager	Juan Alberto Bonilla	32	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	16	
	Urban Design Lead	Bryan Robinson	4	
	Urban Design/Planner	Callan Roemer	8	
	Equity Lead	Fabian Campos	8	
	Equity/CPI Support	Gabi Brazzil	4	
	Equity Support	Katie O'Sullivan	8	
	Equity Support	Sean Scott	8	
	Task Subtotal		148	
6.3	Task 6.3: Community Atlas and Visioning Document			
WSP	Project Manager	Megan Thorne	20	
	Deputy Project Manager	Juan Alberto Bonilla	50	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	16	
	Equity Lead	Fabian Campos	8	
	Equity/CPI Support	Gabi Brazzil	4	
	Equity Support	Katie O'Sullivan	8	
	Equity Support	Sean Scott	8	
	Task Subtotal		150	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
Task No.	Task 7: Plan Options and Updates to General Plan Elements			15.23%
7.1	Task 7.1: Land Use & Mobility Alternatives Development			
WSP	Project Manager	Megan Thorne	48	
	Deputy Project Manager	Juan Alberto Bonilla	100	
	Land Use Lead	David Suls	90	
	GIS/Planner	Jorge Nozot	60	
	Assistant Planner	Jennie Noble	100	
	Mobility- Modeling Lead	Rick Curry	4	
	Mobility- Modeling Support	Jielin Sun	6	
	Mobility-Modeling Support	Xianting "Alice" Huang	6	
	Mobility- Planning Lead	Pete Ruscitti	100	
	Mobility- Planning Support	Eric Jordan Serre	140	
	Mobility- Traffic/ Engineering Lead	Ryan Whipple	120	
	Mobility- Traffic/ Engineering Support	Clive Lara	232	
The Arts at Work	Arts & Culture Lead	Victoria Plettner-Saunders	4	
	Arts & Culture	David Plettner-Saunders	1	
EPS	Managing Principal	Jason Moody	16	
	Executive VP	Julie Cooper	30	
	Technical Associate	Roderick Hall	24	
	Task Subtotal		1081	
7.2	Task 7.2: Urban Design Scenarios			
WSP	Project Manager	Megan Thorne	12	
	Deputy Project Manager	Juan Alberto Bonilla	120	
	Land Use Lead	David Suls	8	
	GIS/Planner	Jorge Nozot	24	
	Urban Design Lead	Bryan Robinson	24	
	Urban Design/Planner	Callan Roemer	40	
	Task Subtotal		228	
7.3	Task 7.3: Selection of Preferred Alternative			
WSP	Project Manager	Megan Thorne	40	
	Deputy Project Manager	Juan Alberto Bonilla	40	
	Land Use Lead	David Suls	40	
	GIS/Planner	Jorge Nozot	16	
	Assistant Planner	Jennie Noble	16	
	Task Subtotal		152	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
7.4	Task 7.4: Update of the General Plan Elements			
WSP	Principal in Charge	Tara Lake	36	
	Project Manager	Megan Thorne	104	
	Deputy Project Manager	Juan Alberto Bonilla	228	
	Land Use Lead	David Suls	48	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	40	
	Urban Design Lead	Bryan Robinson	4	
	Urban Design/Planner	Callan Roemer	8	
	Open Space, Parks, and Recreation	Eric Kobal	80	
	Open Space, Parks, and Recreation	Gayle Croghan	40	
	Open Space, Parks, and Recreation	Todd Teuscher	20	
	Parks and Open Space Lead	Marcy Millet	120	
	Conservation Lead/ Aesthetics/ Visual Impact Analysis	Ryan Weston	168	
	Conservation	Rachel Hill	80	
	Mobility- Modeling Lead	Rick Curry	120	
	Mobility- Modeling Support	Jielin Sun	172	
	Mobility-Modeling Support	Raghuprasad Sidharthan	100	
	Mobility-Modeling Support	Xianting "Alice" Huang	620	
	Mobility- Planning Lead	Pete Ruscitti	40	
	Mobility- Planning Support	Eric Jordan Serre	100	
	Mobility- Traffic/ Engineering Lead	Ryan Whipple	20	
	Mobility- Traffic/ Engineering Support	Clive Lara	40	
	CEQA PM- Director	Kristin Blackson	4	
	CEQA PM Senior PM	Theresa Dickerson	8	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	16	
	Noise	Michael Lieu	32	
	Public Services/ Utilities and Service Systems	Karen Kosup	24	
	Arroyos/ Biology	Scott Crawford	40	
	CAAP/ Adaptation	Trevor Clifford	32	
	CAAP	Elias Menninger	72	
	CAAP	Khamini Persaud	20	
	CAAP	Rebecca Frohning	32	
The Arts at Work	Arts & Culture Lead	Victoria Plettner-Saunders	11	
	Arts & Culture	David Plettner-Saunders	4	
LSA	Historic Resources	Casey Tibbet	110	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
EPS	Managing Principal	Jason Moody	12	
	Executive VP	Julie Cooper	32	
	Technical Associate	Roderick Hall	40	
Task Subtotal				2701
Task No.	Task 8: New and Revised Policies, Programs, and Maps			0.51%
8.1	Task 8.1: New and Revised Policies, Programs, and Maps			
WSP	Principal in Charge	Tara Lake	6	
	Project Manager	Megan Thorne	24	
	Deputy Project Manager	Juan Alberto Bonilla	40	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	36	
	Assistant Planner	Jennie Noble	24	
Task Subtotal				142
Task No.	Task 9: General Plan and Specific Plan Update			3.61%
9.1	Task 9.1: Focus Area Urban Design Concepts			
WSP	Principal in Charge	Tara Lake	8	
	Project Manager	Megan Thorne	16	
	Deputy Project Manager	Juan Alberto Bonilla	90	
	Land Use Lead	David Suls	12	
	Urban Design Lead	Bryan Robinson	16	
	Urban Design/Planner	Callan Roemer	24	
Task Subtotal				166
9.2	Task 9.2: Draft General Plan			
WSP	Principal in Charge	Tara Lake	4	
	Project Manager	Megan Thorne	16	
	Deputy Project Manager	Juan Alberto Bonilla	64	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	16	
	UI/UX Designer	Kathryn DeForrest	40	
	Senior Front End Developer	Ben Rudolph	24	
	Junior Front End Developer	Kristen Andersen	80	
	Senior Graphic Designer	Rebecca Holzwarth	110	
	Technical Editor	Michael Babin	40	
	Technical Editor	Alana Randol	20	
Task Subtotal				426



Task No./Firm	General Plan Task/Title		Staff	Hours	Rough Order of Magnitude- Percent of Total Budget	
9.3	Task 9.3: Updated Specific Plans					
WSP	Principal in Charge	Tara Lake	8			
	Project Manager	Megan Thorne	60			
	Deputy Project Manager	Juan Alberto Bonilla	132			
	Land Use Lead	David Suls	50			
	GIS/Planner	Jorge Nozot	60			
	Assistant Planner	Jennie Noble	180			
	Task Subtotal		490			
Task No.	Task 10: Implementation Plan and Tools				0.63%	
10.1	Task 10.1: Implementation Plan and Tools					
WSP	Principal in Charge	Tara Lake	8			
	Project Manager	Megan Thorne	24			
	Deputy Project Manager	Juan Alberto Bonilla	40			
	Land Use Lead	David Suls	16			
	GIS/Planner	Jorge Nozot	16			
	Assistant Planner	Jennie Noble	40			
	CAAP PM	Stephanie Whitmore	8			
	CAAP/ Adaptation	Trevor Clifford	16			
	Task Subtotal		168			
Task No.	Task 11: Zoning Code Update				2.37%	
11.1	Task 11.1: Review, Organization, and Structure					
WSP	Project Manager	Megan Thorne	12			
	Deputy Project Manager	Juan Alberto Bonilla	16			
	Assistant Planner	Jennie Noble	24			
	Task Subtotal		52			
11.2	Task 11.2: Innovation District and Overlay Zones					
WSP	Project Manager	Megan Thorne	12			
	Deputy Project Manager	Juan Alberto Bonilla	24			
	Land Use Lead	David Suls	12			
	Task Subtotal		48			
11.3	Task 11.3: Objective Design Standards					
WSP	Principal in Charge	Tara Lake	12			
	Project Manager	Megan Thorne	8			
	Deputy Project Manager	Juan Alberto Bonilla	48			
	Land Use Lead	David Suls	12			
	Task Subtotal		80			



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
11.4	Task 11.4: Maps and Graphics			
WSP	Project Manager	Megan Thorne	16	
	Deputy Project Manager	Juan Alberto Bonilla	40	
	GIS/Planner	Jorge Nozot	40	
	Task Subtotal		96	
11.5	Task 11.5: Update Zoning Code			
WSP	Project Manager	Megan Thorne	16	
	Deputy Project Manager	Juan Alberto Bonilla	48	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	40	
	Assistant Planner	Jennie Noble	60	
	Task Subtotal		176	
11.6	Task 11.6: Zoning Code Handbook			
WSP	Project Manager	Megan Thorne	16	
	Deputy Project Manager	Juan Alberto Bonilla	60	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	24	
	Task Subtotal		124	
11.7	Task 11.7: Other Municipal Code Provisions			
WSP	Project Manager	Megan Thorne	16	
	Deputy Project Manager	Juan Alberto Bonilla	24	
	Land Use Lead	David Suls	12	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	48	
	Task Subtotal		124	
Task No.	Task 12: Other Regulatory Updates			1.65%
12.1	Task 12.1: Citywide Design and Sign Guidelines			
WSP	Principal in Charge	Tara Lake	12	
	Project Manager	Megan Thorne	24	
	Deputy Project Manager	Juan Alberto Bonilla	60	
	Land Use Lead	David Suls	8	
	GIS/Planner	Jorge Nozot	24	
	Assistant Planner	Jennie Noble	36	
	Urban Design Lead	Bryan Robinson	4	
	Urban Design/Planner	Callan Roemer	8	
	Task Subtotal		176	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
12.2	Task 12.2: Guidelines for Residential Historic Districts			
WSP	Project Manager	Megan Thorne	4	
	Deputy Project Manager	Juan Alberto Bonilla	12	
LSA	Architectural Historian	Casey Tibbet	161	
	GIS/Planner	Meredith Canterbury	28	
	Architectural Historian/ Document Management	Eugene Heck	36	
Task Subtotal			241	
Task No.	Task 13: Program Environmental Impact Report			15.02%
13.1	Task 13.1 Air Quality/GHG			
WSP	Principal in Charge	Tara Lake	8	
	Project Manager	Megan Thorne	8	
	CEQA PM- Director	Kristin Blackson	2	
	CEQA PM Senior PM	Theresa Dickerson	4	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	4	
	CEQA PM- Senior PM	Erika Leachman	4	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	4	
	Technical Editor	Sharon Henderson	8	
	Air Quality/GHG	Jeff Crisafulli	60	
Task Subtotal			102	
13.2	Task 13.2 Noise			
WSP	CEQA PM- Director	Kristin Blackson	2	
	CEQA PM Senior PM	Theresa Dickerson	4	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	4	
	CEQA PM- Senior PM	Erika Leachman	4	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	4	
	Technical Editor	Sharon Henderson	8	
	Noise	Michael Lieu	60	
Task Subtotal			86	
13.3	Task 13.3 Transportation Impact Analysis			
WSP	Mobility- Modeling Lead	Rick Curry	28	
	Mobility- Modeling Support	Jielin Sun	40	
	Mobility-Modeling Support	Raghuprasad Sidharthan	16	
	Mobility-Modeling Support	Xianting "Alice" Huang	60	
	Mobility- Traffic/ Engineering Lead	Ryan Whipple	50	
	Mobility- Traffic/ Engineering Support	Clive Lara	150	
	Traffic Impact Analysis/ Parking	Vamshi Akkinapally	100	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	CEQA PM- Director	Kristin Blackson	8	
	CEQA PM Senior PM	Theresa Dickerson	8	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	8	
	CEQA PM- Senior PM	Erika Leachman	8	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	8	
	Technical Editor	Sharon Henderson	16	
	Task Subtotal		500	
13.4	Task 13.4 Notice of Preparation			
WSP	CEQA PM- Director	Kristin Blackson	4	
	CEQA PM Senior PM	Theresa Dickerson	8	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	16	
	CEQA Analyst	Melissa Symmes	32	
	CEQA PM- Senior PM	Erika Leachman	8	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	16	
	CEQA Analyst	Wesley Tam	32	
	Technical Editor	Sharon Henderson	8	
	Task Subtotal		124	
13.5	Task 13.5 Existing Conditions/Regulatory Framework			
WSP	Principal in Charge	Tara Lake	8	
	Project Manager	Megan Thorne	8	
	CEQA PM- Director	Kristin Blackson	8	
	CEQA PM Senior PM	Theresa Dickerson	16	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	16	
	CEQA Analyst	Melissa Symmes	24	
	CEQA PM- Senior PM	Erika Leachman	16	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	16	
	CEQA Analyst	Wesley Tam	24	
	Technical Editor	Sharon Henderson	16	
	Biological Resources	Jeremy Paris	26	
	Cultural Resources	David Woodward	14	
	Cultural Resources	Camilla McDonald	14	
	Geology & Soils	Meggy Gidula	16	
	Geology & Soils	Sarah Hoffman	16	
	Hazards and Hazardous Materials	Krystle Rayos	16	
	Water Quality	Veronica Seyde	16	
	Hydrology and Water Quality	Rick Bottcher	16	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	Noise	Michael Lieu	16	
	Public Services/ Utilities and Service Systems	Karen Kosup	16	
	Recreation	Lawrence Spurgeon	16	
	Arroyos/ Biology	Scott Crawford	8	
	Task Subtotal		342	
13.6	Task 13.6 Project Description			
WSP	CEQA PM- Director	Kristin Blackson	2	
	CEQA PM Senior PM	Theresa Dickerson	8	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	16	
	CEQA Analyst	Melissa Symmes	16	
	CEQA PM- Senior PM	Erika Leachman	8	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	16	
	CEQA Analyst	Wesley Tam	16	
	Technical Editor	Sharon Henderson	8	
	Task Subtotal		90	
13.7	Task 13.7 Prepare Issue Analyses			
WSP	CEQA PM- Director	Kristin Blackson	24	
	CEQA PM Senior PM	Theresa Dickerson	40	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	80	
	CEQA Analyst	Melissa Symmes	116	
	CEQA PM- Senior PM	Erika Leachman	40	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	80	
	CEQA Analyst	Wesley Tam	116	
	Technical Editor	Sharon Henderson	40	
	Biological Resources	Jeremy Paris	40	
	Cultural Resources	David Woodward	20	
	Cultural Resources	Camilla McDonald	20	
	Geology & Soils	Meggy Gidula	20	
	Geology & Soils	Sarah Hoffman	32	
	Hazards and Hazardous Materials	Krystle Rayos	32	
	Water Quality	Veronica Seyde	32	
	Hydrology and Water Quality	Rick Bottcher	32	
	Noise	Michael Lieu	40	
	Public Services/ Utilities and Service Systems	Karen Kosup	32	
	Recreation	Lawrence Spurgeon	32	
	Environmental	Anne Broache	20	



Task No./Firm	General Plan Task/Title	Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	Arroyos/ Biology	Scott Crawford	16	
	Task Subtotal		904	
13.8	Task 13.8 Cumulative Impact Analysis			
WSP	CEQA PM- Director	Kristin Blackson	12	
	CEQA PM Senior PM	Theresa Dickerson	20	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	40	
	CEQA Analyst	Melissa Symmes	60	
	CEQA PM- Senior PM	Erika Leachman	20	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	40	
	CEQA Analyst	Wesley Tam	60	
	Technical Editor	Sharon Henderson	16	
	Biological Resources	Jeremy Paris	20	
	Cultural Resources	David Woodward	20	
	Cultural Resources	Camilla McDonald	20	
	Geology & Soils	Meggy Gidula	20	
	Geology & Soils	Sarah Hoffman	16	
	Hazards and Hazardous Materials	Krystle Rayos	16	
	Water Quality	Veronica Seyde	16	
	Hydrology and Water Quality	Rick Bottcher	16	
	Noise	Michael Lieu	20	
	Public Services/ Utilities and Service Systems	Karen Kosup	16	
	Recreation	Lawrence Spurgeon	16	
	Environmental	Anne Broache	20	
	Arroyos/ Biology	Scott Crawford	8	
	Task Subtotal		492	
13.9	Task 13.9 Alternatives			
WSP	CEQA PM- Director	Kristin Blackson	12	
	CEQA PM Senior PM	Theresa Dickerson	20	
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	40	
	CEQA Analyst	Melissa Symmes	60	
	CEQA PM- Senior PM	Erika Leachman	20	
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	40	
	CEQA Analyst	Wesley Tam	60	
	Technical Editor	Sharon Henderson	16	
	Task Subtotal		268	



Task No./Firm	General Plan Task/Title		Staff	Hours	Rough Order of Magnitude- Percent of Total Budget	
13.10	Task 13.10 Mandatory CEQA Topics					
WSP	CEQA PM- Director	Kristin Blackson	12			
	CEQA PM Senior PM	Theresa Dickerson	20			
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	40			
	CEQA Analyst	Melissa Symmes	60			
	CEQA PM- Senior PM	Erika Leachman	20			
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	40			
	CEQA Analyst	Wesley Tam	60			
	Technical Editor	Sharon Henderson	16			
	Task Subtotal		268			
13.11	Task 13.11 MMRP					
WSP	CEQA PM- Director	Kristin Blackson	4			
	CEQA PM Senior PM	Theresa Dickerson	12			
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	24			
	CEQA Analyst	Melissa Symmes	24			
	CEQA PM- Senior PM	Erika Leachman	12			
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	24			
	CEQA Analyst	Wesley Tam	24			
	Technical Editor	Sharon Henderson	16			
	Task Subtotal		140			
13.12	Task 13.12 Final Programmatic Environmental Impact Report (PEIR)					
WSP	CEQA PM- Director	Kristin Blackson	24			
	CEQA PM Senior PM	Theresa Dickerson	40			
	CEQA PM- Deputy PM/CEQA Analyst	Alana Flaherty	80			
	CEQA Analyst	Melissa Symmes	116			
	CEQA PM- Senior PM	Erika Leachman	40			
	CEQA PM- Deputy PM/CEQA Analyst	Chris Diwa	80			
	CEQA Analyst	Wesley Tam	116			
	Technical Editor	Sharon Henderson	60			
	Task Subtotal		556			
Task No.	Task 14: Plan Adoption					0.84%
14.1	Task 14.1 General Plan Update- CC/PC					
WSP	Principal in Charge	Tara Lake	8			
	Project Manager	Megan Thorne	16			
EPS	Managing Principal	Jason Moody	12			



Task No./Firm	General Plan Task/Title		Staff	Hours	Rough Order of Magnitude- Percent of Total Budget
	Executive VP		Julie Cooper	26	
	Technical Associate		Roderick Hall	16	
	Task Subtotal			78	
14.2	Task 14.2 Zoning Code Update- CC/PC				
WSP	Project Manager		Megan Thorne	12	
	Task Subtotal			12	
14.3	Task 14.3 Specific Plan Update- CC/PC				
WSP	Project Manager		Megan Thorne	12	
	Task Subtotal			12	
14.4	Task 14.4 Historic District Update- CC/PC				
WSP	Project Manager		Megan Thorne	6	
	Architectural Historian		Casey Tibbet	48	
	Task Subtotal			54	
14.5	Task 14.5 Program EIR- CC/PC				
WSP	Project Manager		Megan Thorne	6	
	CEQA PM- Director		Kristin Blackson	24	
	Task Subtotal			30	



Schedule: General Plan Milestones

General Plan Task	Brief Deliverable Description	Format	Draft or Final	Percent Complete	Start Date	End Date	Total Calendar Days*
Task 1: Project Start-Up							
Task 1.1: Kick-Off Meeting and Tour	Project Charter	In-Person Kick-off;	Draft	80%	11/1/2023	11/14/2023	13
	Project timeline in Gantt Chart form highlighting task steps and key project milestones	PDF	Final	100% (Final 20%)			
Task 1.2: GIS Mapping and Basemap	In-person kick-off meeting and supporting content (agenda, draft Project Charter, presentation materials, and summary notes)				11/1/2023	11/14/2023	13
	Basemap and graphic templates (with standards set by City staff)	PDF, GIS	Draft	80%	11/13/2023	12/4/2023	21
	Data transfer protocols memorandum		Final	100% (Final 20%)			
	Maps and exhibits for zoning ordinance and technical studies				12/4/2023	12/31/2023	27
Task 1.3: Biweekly Meetings and Invoicing	Biweekly virtual meetings	Virtual Meetings, PDF	Biweekly	Monthly			
	Meeting agenda and notes		meetings;				
	Monthly invoices including progress report		Monthly		11/1/2023	7/30/2026	1,002
			invoicing				
Task 2: Audit of Existing General Plan and Specific Plans							
Task 2.1 Audit of Existing Plans	Existing Policy Framework Memorandum	Word doc., PDF	Draft	80%	11/1/2023	12/31/2023	60
	Matrices highlighting all existing policy relationships and conflicts		Final	100% (Final 20%)	1/1/2024	1/26/2024	25
Task 3: Community Outreach and Engagement Plan							
Task 3.1 Outreach and Engagement Plan and Stakeholder Database	Outreach and Engagement Plan	Word, Excel	Draft	80%	12/1/2023	12/31/2023	30
	Stakeholder Database						
Task 3.2 Communications Strategy and Marketing Plan	Stakeholder Database- Maintenance		Final	100% (Final 20%)	1/1/2024	7/30/2026	941
	Communications Matrix/Marketing Plan	Excel, Word, PDF,	Draft	80%	12/1/2023	12/31/2023	30
	Project branding and style guide	Powerpoint, JPEGs	Final	100% (Final 20%)	1/1/2024	1/19/2024	18
Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 1:	Excel, Word, PDF,	Draft	80%			
	Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan	Powerpoint, JPEGs			1/1/2024	4/30/2024	120
	Implementation of all communication platforms not managed by the City						
	Collateral materials in printed and digital format		Final	100% (Final 20%)	1/1/2024	4/30/2024	120
Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 2:	Excel, Word, PDF,	Draft	80%			
	Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan	Powerpoint, JPEGs			5/1/2024	8/30/2024	121
	Implementation of all communication platforms not managed by the City						
	Collateral materials in printed and digital format		Final	100% (Final 20%)	5/1/2024	8/30/2024	121
	Press Releases						



Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 3: Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan Implementation of all communication platforms not managed by the City Collateral materials in printed and digital format Press Releases	Excel, Word, PDF, Powerpoint, JPEGS	Draft	80%	9/1/2024	12/30/2024	120
			Final	100% (Final 20%)	9/1/2024	12/30/2024	120
Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 4: Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan Implementation of all communication platforms not managed by the City Collateral materials in printed and digital format Press Releases	Excel, Word, PDF, Powerpoint, JPEGS	Draft	80%	1/1/2025	4/30/2025	119
			Final	100% (Final 20%)	1/1/2025	4/30/2025	119
Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 5: Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan Implementation of all communication platforms not managed by the City Collateral materials in printed and digital format Press Releases	Excel, Word, PDF, Powerpoint, JPEGS	Draft	80%	5/1/2025	8/30/2025	121
			Final	100% (Final 20%)	5/1/2025	8/30/2025	121
Task 3.3 Boards and Briefings	Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- Jan.-June 2024	Various including: Word, PDF, Powerpoint	Draft	80%	1/1/2024	6/30/2024	181
			Final	100% (Final 20%)	1/1/2024	6/30/2024	181
Task 3.3 Boards and Briefings	Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- July-Dec. 2024	Various including: Word, PDF, Powerpoint	Draft	80%	7/1/2024	12/1/2024	153
			Final	100% (Final 20%)	7/1/2024	12/1/2024	153
Task 3.3 Boards and Briefings	Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- Jan.-June 2025	Various including: Word, PDF, Powerpoint	Draft	80%	1/1/2025	6/30/2025	180
			Final	100% (Final 20%)	1/1/2025	6/30/2025	180
Task 3.3 Boards and Briefings	Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- July-December 2025	Various including: Word, PDF, Powerpoint	Draft	80%	7/1/2025	12/30/2025	182
			Final	100% (Final 20%)	7/1/2025	12/30/2025	182
Task 3.4 General Plan Advisory Council	Identification and onboarding of GPAC members GPAC Handbook Facilitation and logistics for up to ten (10) GPAC meetings Outreach-related presentation materials and summary notes for each GPAC	Word, PDF, Meetings	10 meetings	Cost per GPAC meeting			
Task 3.5 Technology and Innovation	Survey questions for three (3) statistically valid surveys Summary reporting for three (3) statistically valid surveys	Surveys	3 rounds	Cost per survey	6/1/2024	5/30/2025	363
					1/1/2024	7/30/2025	576



Task 3.5 Technology and Innovation	Materials for Round 1:	Graphics, Word, PDF, Website content	Draft	80%	1/1/2024	4/30/2024	120
	Website content and graphics						
	Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities		Final	100% (Final 20%)			
Task 3.5 Technology and Innovation	Materials for Round 2:	Graphics, Word, PDF, Website content	Draft	80%	5/1/2024	8/30/2024	121
	Website content and graphics						
	Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities		Final	100% (Final 20%)	5/1/2024	8/30/2024	121
Task 3.5 Technology and Innovation	Materials for Round 3:	Graphics, Word, PDF, Website content	Draft	80%	9/1/2024	12/30/2024	120
	Website content and graphics						
	Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities		Final	100% (Final 20%)	9/1/2024	12/30/2024	120
Task 3.5 Technology and Innovation	Materials for Round 4:	Graphics, Word, PDF, Website content	Draft	80%	1/1/2025	4/30/2025	119
	Website content and graphics						
	Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities		Final	100% (Final 20%)	1/1/2025	4/30/2025	119
Task 3.5 Technology and Innovation	Materials for Round 5:	Graphics, Word, PDF, Website content	Draft	80%	5/1/2025	8/30/2025	121
	Website content and graphics						
	Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities		Final	100% (Final 20%)	5/1/2025	8/30/2025	121
Task 3.6 Social Media Strategy	Round 1: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	1/1/2024	4/30/2024	120
Task 3.6 Social Media Strategy	Round 2: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	5/1/2024	8/30/2024	121
Task 3.6 Social Media Strategy	Round 3: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	9/1/2024	12/30/2024	120
Task 3.6 Social Media Strategy	Round 4: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	1/1/2025	4/30/2025	119



Task 3.6 Social Media Strategy	Round 5: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	5/1/2025	8/30/2025	121
Task 3.6 Social Media Strategy	Abbreviated video clips from Planning 101 educational series	Videos	Draft	80%	1/1/2024	4/1/2024	91
Task 3.6 Social Media Strategy	Final	Final	100% (Final 20%)		4/1/2024	4/30/2024	29
Task 3.7 Community Engagement	Round 1: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards,	Draft	80%	1/1/2024	4/30/2024	120
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)						
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL		Final	100% (Final 20%)	1/1/2024	4/30/2024	120
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation						
Task 3.7 Community Engagement	Round 2: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards,	Draft	80%	5/1/2024	8/30/2024	121
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)						
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL		Final	100% (Final 20%)	5/1/2024	8/30/2024	121
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation						
Task 3.7 Community Engagement	Round 3: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards,	Draft	80%	9/1/2024	12/30/2024	120
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)						
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL		Final	100% (Final 20%)	9/1/2024	12/30/2024	120
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation						
Task 3.7 Community Engagement	Round 4: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards,	Draft	80%	1/1/2025	4/30/2025	119
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)						
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL		Final	100% (Final 20%)	1/1/2025	4/30/2025	119
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation						
Task 3.7 Community Engagement	Round 5: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards,	Draft	80%	5/1/2025	8/30/2025	121
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)						
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL		Final	100% (Final 20%)	5/1/2025	8/30/2025	121
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation						
Task 3.8 Engagement Summary	Develop and maintain digital comment log	Excel, Word, PDF	Final	100%	4/30/2025	5/30/2025	30
Task 3.8 Engagement Summary	Final Engagement Summary Report						
Task 4: Integration of a Citywide Sustainability and Resiliency Framework							
Task 4.1: Review and Assessment of Existing Policies	Task kick-off meeting with staff	Word doc., PDF	Draft	80%	11/1/2023	12/30/2023	59
Task 4.1: Review and Assessment of Existing Policies	Review of the 2025 Strategic Plan and Operational Work Plan, and other key policies, plans, and programs	Word doc., PDF	Final	100% (Final 20%)	1/1/2024	1/30/2024	29
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%	1/1/2024	3/1/2024	60
Task 4.2: Conduct Small Group Meetings			Final	100% (Final 20%)	3/1/2024	3/30/2024	29
Task 4.3: Assessment Memo and Matrix	Assessment Memo and Matrix	Excel, Word doc., PDF	Draft	80%	3/1/2024	5/1/2024	61
Task 4.3: Assessment Memo and Matrix							
Task 4.3: Assessment Memo and Matrix		Excel, Word doc., PDF	Final	100% (Final 20%)	5/1/2024	5/30/2024	29
Task 4.4: Recommendations	Recommendations	Word doc., PDF	Draft	80%	5/1/2024	7/1/2024	61
Task 4.4: Recommendations		Word doc., PDF	Final	100% (Final 20%)	7/1/2024	7/30/2024	29



Task 4.5: Staff Workshop	Staff workshop	Meeting and meeting materials; agenda, presentation	Draft	80%	8/1/2024	9/1/2024	31
			Final	100% (Final 20%)	9/1/2024	9/30/2024	29
Task 4.6: Sustainability and Resiliency Framework	Sustainability and Resiliency Framework	Word doc., PDF	Draft	80%	9/1/2024	1/1/2025	122
		Word doc., PDF, InDesign	Final	100% (Final 20%)	1/1/2025	1/31/2025	30
Task 5: Existing Conditions Data Collection and Analysis							
Task 5.1: Best Practices	Best Practices Memorandum	Word doc., PDF	Draft	80%	11/1/2023	12/31/2023	60
		InDesign, PDF	Final	100% (Final 20%)	1/1/2024	1/14/2024	13
Task 5.2: Existing Conditions Report	Existing Conditions Report- Working Draft #1	Word doc., PDF	Final	100%	12/1/2023	1/14/2024	44
Task 5.2: Existing Conditions Report	Existing Conditions Report- Working Draft #2	Word doc., PDF	Final	100%	1/15/2024	2/28/2024	44
Task 5.2: Existing Conditions Report	Existing Conditions Report- Administrative Draft	Word doc., PDF	Final	100%	3/1/2024	3/30/2024	29
Task 5.2: Existing Conditions Report	Existing Conditions Report- Public Review Draft & Final Deliverable	InDesign, PDF	Draft	80%	4/1/2024	4/30/2024	29
		InDesign, PDF	Final	100% (Final 20%)	5/1/2024	5/30/2024	29
Task 6: Visioning							
Task 6.1: Identification of Focus Areas	Focus Area Report	Word doc., PDF	Draft	80%	3/1/2024	5/1/2024	61
		Word doc., PDF, InDesign	Final	100% (Final 20%)	5/1/2024	5/30/2024	29
Task 6.2: Issues and Opportunities	Issues and Opportunities Analysis	Word	Draft	80%	3/1/2024	5/1/2024	61
			Final	100% (Final 20%)	5/1/2024	5/30/2024	29
Task 6.3: Community Atlas and Visioning Document	Community Atlas and Visioning Document	Word doc., PDF	Draft	80%	5/1/2024	7/1/2024	61
		Word doc., PDF, InDesign	Final	100% (Final 20%)	7/1/2024	7/30/2024	29
Task 7: Plan Options and Updates to General Plan Elements							
Task 7.1: Land Use & Mobility Alternatives	Land Use Alternatives Report	PDF, InDesign	Draft	80%	7/1/2024	10/1/2024	92
			Final	100% (Final 20%)	10/1/2024	10/31/2024	30
Task 7.2: Urban Design Scenarios	Urban Design Scenarios for the 14 Focus Areas	PDF, InDesign	Draft	80%	7/1/2024	8/1/2024	31
			Final	100% (Final 20%)	8/1/2024	8/30/2024	29
Task 7.3: Selection of Preferred Alternative	Preferred Land Use Plan and Analysis	PDF, InDesign	Draft	80%	11/1/2024	1/1/2025	61
			Final	100% (Final 20%)	1/1/2025	1/30/2025	29
Task 7.4: Update of the General Plan Elements	Draft General Plan Elements- Working Draft #1	Word, PDF	Final	100%	1/1/2025	2/28/2025	58
Task 7.4: Update of the General Plan Elements	Draft General Plan Elements- Working Draft #2	Word, PDF	Final	100%	3/1/2025	4/1/2025	31
Task 7.4: Update of the General Plan Elements	Draft General Plan Elements- Administrative Draft	Word, PDF	Final	100%	4/1/2025	4/30/2025	29
Task 7.4: Update of the General Plan Elements	Draft General Plan Elements- Public Review Draft	InDesign, PDF	Final	100%	5/1/2025	5/30/2025	29
Task 7.4: Update of the General Plan Elements	Draft General Plan Elements- Revised Draft and Final Draft	InDesign, PDF	Draft	80%	6/1/2025	8/1/2025	61
			Final	100% (Final 20%)	8/1/2025	8/30/2025	29



Task 8: New and Revised Policies, Programs, and Maps						
Task 8.1: New and Revised Policies, Programs, and Maps	General Plan Goals, Policies, Actions, and Key Indicators	Word	Draft	80%	3/1/2025	4/1/2025
		Word, PDF, InDesign	Final	100% (Final 20%)	4/1/2025	4/30/2025
		Maps				29
Task 9: General Plan and Specific Plan Update						
Task 9.1: Focus Area Urban Design Concepts	Urban Design Concepts	PDF, InDesign	Draft	80%	9/1/2024	10/31/2024
			Final	100% (Final 20%)	11/1/2024	11/30/2024
Task 9.2: Draft General Plan	Administrative Draft General Plan	PDF, InDesign, Website	Draft	80%	4/1/2025	4/30/2025
			Final	100% (Final 20%)	5/1/2025	8/30/2025
Task 9.3: Updated Specific Plans	Administrative Draft Specific Plans	Word, PDF	Draft	80%	7/1/2025	11/1/2025
			Final	100% (Final 20%)	11/1/2025	11/30/2025
Task 10: Implementation Plan and Tools						
Task 10.1: Implementation Plan and Tools	Action Plan	Word, PDF, InDesign	Draft	80%	11/1/2025	2/1/2026
			Final	100% (Final 20%)	2/1/2026	2/28/2026
Task 11: Zoning Code Update						
Task 11.1: Review, Organization, and Structure	Preliminary Recommendations Memo	Word, Excel, PDF	Draft	80%	1/1/2024	8/1/2025
			Final	100% (Final 20%)	8/1/2025	8/31/2025
Task 11.2: Innovation District and Overlay Zones	Updates to the Innovation District	Word, Excel, PDF	Draft	80%	6/1/2025	9/1/2025
			Final	100% (Final 20%)	9/1/2025	9/30/2025
Task 11.3: Objective Design Standards	Objective Design Standards	Word, Excel, PDF	Draft	80%	9/1/2025	11/1/2025
			Final	100% (Final 20%)	11/1/2025	11/30/2025
Task 11.4: Maps and Graphics	Maps and graphics	JPG, PDF, vector and raster images	Draft	80%	11/1/2025	1/1/2026
			Final	100% (Final 20%)	1/1/2026	1/31/2026
Task 11.5: Update Zoning Code	Administrative Draft Zoning Regulations	Word, Excel, PDF	Draft	80%	12/1/2025	2/1/2026
			Final	100% (Final 20%)	2/1/2026	2/28/2026
Task 11.6: Zoning Code Handbook	Zoning Handbook	PDF, InDesign	Draft	80%	3/1/2026	4/1/2026
			Final	100% (Final 20%)	4/1/2026	4/30/2026
Task 11.7: Other Municipal Code Provisions	Other municipal code provisions	Word, Excel, PDF	Draft	80%	3/1/2026	4/1/2026
			Final	100% (Final 20%)	4/1/2026	4/30/2026
Task 12: Other Regulatory Updates						
Task 12.1: Citywide Design and Sign Guidelines	Design and Sign Guidelines	Word, PDF	Draft	80%	2/1/2026	4/1/2026
			Final	100% (Final 20%)	4/1/2026	4/30/2026
Task 12.2: Guidelines for Residential Historic	Residential Historic District Guidelines	Word, PDF	Draft	80%	12/1/2025	4/1/2026
			Final	100% (Final 20%)	4/1/2026	4/30/2026
Task 13: Program Environmental Impact Report						
Task 13.1 Air Quality/GHG	Air Quality/GHG Report	Word, PDF	Draft	80%	2/1/2025	6/1/2025
			Final	100% (Final 20%)	6/1/2025	6/30/2025
Task 13.2 Noise	Noise Impact Report	Word, PDF	Draft	80%	2/1/2025	6/1/2025
			Final	100% (Final 20%)	6/1/2025	6/30/2025
Task 13.3 Transportation Impact Analysis	Transportation Impact Study	Word, PDF	Draft	80%	10/1/2024	4/1/2025
			Final	100% (Final 20%)	4/1/2025	4/30/2025
					4/1/2025	4/30/2025
						29



Task 13.4 Notice of Preparation	Notice of Preparation Posting of the NOP/legal ad in a local newspaper Developing a local distribution list for the NOP Distribution of 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 AB 52 consultation through preparing and mailing letters to any tribes requesting notification	Word, PDF, Other as listed	Draft Final	80% 100% (Final 20%)	5/1/2024 10/1/2024	10/1/2024	153 30
Task 13.5 Existing Conditions/Regulatory Framework	PEIR Working Draft #1	Word doc., PDF	Final	100%			
Task 13.6 Project Description	PEIR Working Draft #2	Word doc., PDF	Final	100%			
Task 13.7 Prepare Issue Analyses					5/1/2025	7/1/2025	61
Task 13.8 Cumulative Impact Analysis							
Task 13.9 Alternatives	PEIR Administrative Draft #1 (Draft) and Administrative Draft #2 (Final)	Word, PDF	Draft Final	80% 100% (Final 20%)	7/1/2025 8/1/2025	8/31/2025 11/30/2025	61 121
Task 13.10 Mandatory CEQA Topics							
Task 13.11 MMRP	Public Review Draft PEIR (Final) Notice of Availability Noticing and distribution to the State Clearinghouse	Word, PDF	Draft Final	80% 100% (Final 20%)	11/1/2025 11/1/2025	5/1/2026 5/1/2026	181 181
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 Final	80% 100% (Final 20%)	11/1/2025 11/1/2025	5/1/2026 5/1/2026	181 181
Task 13.13 Final Programmatic Environmental Impact Report (PEIR)	Final PEIR Notice of Determination	Word, PDF	Draft Final	80% 100% (Final 20%)	11/1/2025 11/1/2025	5/1/2026 5/1/2026	181 181
Task 14: Plan Adoption							
Task 14.1 General Plan Update- CC/PC	Up to two meetings with City Council/Planning Commission	Presentation materials	Final	100%	6/1/2026	7/30/2026	59
Task 14.2 Zoning Code Update- CC/PC	Up to two meetings with City Council/Planning Commission	Presentation materials	Final	100%	6/1/2026	7/30/2026	59
Task 14.3 Specific Plan Update- CC/PC	Up to three meetings with City Council/Planning Commission	Presentation materials	Final	100%	6/1/2026	7/30/2026	59
Task 14.4 Historic District Update- CC/PC	Up to two meetings with City Council/Planning Commission	Presentation materials	Final	100%	6/1/2026	7/30/2026	59
Task 14.5 Program EIR- CC/PC	Up to two meetings with City Council/Planning Commission	Presentation materials	Final	100%	6/1/2026	7/30/2026	59



Schedule: CAAP Milestones

CAAP Task	Brief Deliverable Description		Format	Draft or Final	Percent Complete	Start Date	End Date	Total Calendar Days*
Task 1: Project Start Up								
Task 1: Project Start Up	Project Schedule	Word, PDF	Draft	80%	11/1/2023	11/30/2023	29	
	Draft CAAP Outline		Final	100% (Final 20%)	12/1/2023	12/22/2023	21	
Task 2: Past Plan Audits								
Task 2: Past Plan Audits	Implementation status matrix	Excel, Word, PDF	Draft	80%	11/1/2023	12/1/2023	30	
	Identification of needed updates and tools		Final	100% (Final 20%)				
	Memo that outlines methodology for inventory, target setting in alignment with current best practices							
	Audit of other relevant plans and reports				12/1/2023	12/30/2023	29	
Task 3: Public Outreach and Communication								
Task 3: Public Outreach and Communication	Implementation status matrix	Excel, Word, PDF	Draft	80%	12/1/2023	12/30/2023	29	
	Identification of needed updates and tools		Final	100% (Final 20%)				
	Memo that outlines methodology for inventory, target setting in alignment with current best practices							
	Audit of other relevant plans and reports				1/1/2024	1/30/2024	29	
Task 3.1 Outreach and Engagement Plan								
Task 3.1 Outreach and Engagement Plan	Outreach and Engagement Plan	Word, Excel	Draft	80%	12/1/2023	12/31/2023	30	
	Stakeholder Database		Final	100% (Final 20%)	1/1/2024	7/30/2026	941	
Task 3.2 Communications Strategy and Marketing Plan	Communications Matrix/Marketing Plan	Excel, Word, PDF, Powerpoint, JPEGs	Draft	80%	12/1/2023	12/31/2023	30	
	Project branding and style guide		Final	100% (Final 20%)	1/1/2024	1/19/2024	18	
Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 1:	Excel, Word, PDF, Powerpoint, JPEGs	Draft	80%				
	Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan							
	Implementation of all communication platforms not managed by the City							
	Collateral materials in printed and digital format							
	Press Releases		Final	100% (Final 20%)	1/1/2024	4/30/2024	120	
Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 2:	Excel, Word, PDF, Powerpoint, JPEGs	Draft	80%				
	Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan							
	Implementation of all communication platforms not managed by the City							
	Collateral materials in printed and digital format							
	Press Releases		Final	100% (Final 20%)	5/1/2024	8/30/2024	121	
					5/1/2024	8/30/2024	121	



Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 3: Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan Implementation of all communication platforms not managed by the City Collateral materials in printed and digital format Press Releases	Excel, Word, PDF, Powerpoint, JPEGs	Draft	80%	9/1/2024	12/30/2024	120
Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 4: Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan Implementation of all communication platforms not managed by the City Collateral materials in printed and digital format Press Releases	Excel, Word, PDF, Powerpoint, JPEGs	Draft	80%	1/1/2025	4/30/2025	119
Task 3.2 Communications Strategy and Marketing Plan	Materials for Round 5: Copy and graphics for all outreach platforms identified in the Outreach and Engagement Plan Implementation of all communication platforms not managed by the City Collateral materials in printed and digital format Press Releases	Excel, Word, PDF, Powerpoint, JPEGs	Draft	80%	1/1/2025	4/30/2025	119
Task 3.3 Boards and Briefings	Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- Jan.-June 2024	Various including: Word, PDF, Powerpoint	Draft	80%	1/1/2024	6/30/2024	181
Task 3.3 Boards and Briefings	Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- July-Dec. 2024	Various including: Word, PDF, Powerpoint	Draft	80%	7/1/2024	12/1/2024	153
Task 3.3 Boards and Briefings	Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- Jan.-June 2025	Various including: Word, PDF, Powerpoint	Draft	80%	1/1/2025	6/30/2025	180
Task 3.3 Boards and Briefings	Attendance 2 City Council/Planning Commission Workshops, 1 special briefing, materials- July-December 2025	Various including: Word, PDF, Powerpoint	Draft	80%	7/1/2025	12/30/2025	182
Task 3.4 General Plan Advisory Council	Identification and onboarding of GPAC members GPAC Handbook Facilitation and logistics for up to ten (10) GPAC meetings Outreach-related presentation materials and summary notes for each GPAC	Word, PDF, Meetings Word, PDF, Powerpoint	10 meetings	Cost per GPAC meeting	7/1/2025	12/30/2025	182
Task 3.5 Technology and Innovation	Survey questions for three (3) statistically valid surveys Summary reporting for three (3) statistically valid surveys	Surveys	3 rounds	Cost per survey	6/1/2024	5/30/2025	363
					1/1/2024	7/30/2025	576



Task 3.5 Technology and Innovation	Materials for Round 1: Website content and graphics Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities	Graphics, Word, PDF, Website content	Draft	80%	1/1/2024	4/30/2024	120
			Final	100% (Final 20%)			
					1/1/2024	4/30/2024	120
Task 3.5 Technology and Innovation	Materials for Round 2: Website content and graphics Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities	Graphics, Word, PDF, Website content	Draft	80%	5/1/2024	8/30/2024	121
			Final	100% (Final 20%)			
					5/1/2024	8/30/2024	121
Task 3.5 Technology and Innovation	Materials for Round 3: Website content and graphics Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities	Graphics, Word, PDF, Website content	Draft	80%	9/1/2024	12/30/2024	120
			Final	100% (Final 20%)			
					9/1/2024	12/30/2024	120
Task 3.5 Technology and Innovation	Materials for Round 4: Website content and graphics Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities	Graphics, Word, PDF, Website content	Draft	80%	1/1/2025	4/30/2025	119
			Final	100% (Final 20%)			
					1/1/2025	4/30/2025	119
Task 3.5 Technology and Innovation	Materials for Round 5: Website content and graphics Development of interactive elements for each round of outreach Facilitation of interactive elements at workshops and online platforms Summary results from activities	Graphics, Word, PDF, Website content	Draft	80%	5/1/2025	8/30/2025	121
			Final	100% (Final 20%)			
					5/1/2025	8/30/2025	121
Task 3.6 Social Media Strategy	Round 1: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	1/1/2024	4/30/2024	120
Task 3.6 Social Media Strategy	Round 2: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	5/1/2024	8/30/2024	121
Task 3.6 Social Media Strategy	Round 3: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	9/1/2024	12/30/2024	120



Task 3.6 Social Media Strategy	Round 4: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	1/1/2025	4/30/2025	119
Task 3.6 Social Media Strategy	Round 5: Social media toolkit with copy, graphics, and posting schedule	Word, graphics	Final	100%	5/1/2025	8/30/2025	121
Task 3.6 Social Media Strategy	Abbreviated video clips from Planning 101 educational series	Videos	Draft	80%	1/1/2024	4/1/2024	91
Task 3.7 Community Engagement	Round 1: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100% (Final 20%)	4/1/2024	4/30/2024	29
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%			
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100%	1/1/2024	4/30/2024	120
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%	1/1/2024	4/30/2024	120
Task 3.7 Community Engagement	Round 2: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100% (Final 20%)	5/1/2024	8/30/2024	121
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%			
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100%	5/1/2024	8/30/2024	120
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%	5/1/2024	8/30/2024	121
Task 3.7 Community Engagement	Round 3: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100% (Final 20%)	9/1/2024	12/30/2024	120
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%			
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100%	9/1/2024	12/30/2024	120
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%	9/1/2024	12/30/2024	120
Task 3.7 Community Engagement	Round 4: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100% (Final 20%)	1/1/2025	4/30/2025	119
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%			
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100%	1/1/2025	4/30/2025	119
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%	1/1/2025	4/30/2025	119
Task 3.7 Community Engagement	Round 5: Community engagement meetings, activities, and materials	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100% (Final 20%)	5/1/2025	8/30/2025	121
Task 3.7 Community Engagement	Two workshops, seven pop-ups (one per ward)	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%			
Task 3.7 Community Engagement	Simultaneous interpretation in Spanish and ASL	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Final	100%	5/1/2025	8/30/2025	121
Task 3.7 Community Engagement	Outreach exhibits, toolkits, and presentation	Meetings, interpretation services, presentations, exhibits, boards, graphics, PDFs	Draft	80%	5/1/2025	8/30/2025	121
Task 3.8 Engagement Summary	Develop and maintain digital comment log	Excel, Word, PDF	Final	100%	4/30/2025	5/30/2025	30
Task 3.8 Engagement Summary	Final Engagement Summary Report		Final	100%			
Task 4: Updated GHG Emissions Inventory, Projections, Targets, and GAP Analysis							
Task 4.1: CAP Assumptions and Methodology Review	Technical memorandum documenting CAP methodology and assumptions review	Word, PDF	Draft	80%	11/1/2023	12/1/2023	30
Task 4.1: CAP Assumptions and Methodology Review	Draft and Final Technical Memorandum	Word, PDF	Final	100% (Final 20%)	12/1/2023	12/30/2023	29
Task 4.2: GHG Inventory, Forecast, and Target			Draft	80%	12/1/2023	4/1/2024	122
Task 4.2: GHG Inventory, Forecast, and Target			Final	100% (Final 20%)	4/1/2024	4/30/2024	29
Task 4.2: GHG Inventory, Forecast, and Target	A tracking and reporting tool for GHG emissions to be used by City Staff	Word, PDF	Draft	80%	12/1/2023	4/1/2024	122
Task 4.2: GHG Inventory, Forecast, and Target			Final	100% (Final 20%)	4/1/2024	4/30/2024	29



Task 5: 2016 CAP Measures and Prepare New CAAP GHG Reduction Measures Evaluation					
Task 5: 2016 CAP Measures and Prepare New CAAP GHG Reduction Measures Evaluation	2016 CAP Progress Assessment (based on work done under Task 1)	Word, PDF	Draft	80%	7/1/2024 10/1/2024
	2016 Measures Forecast and 2016 Reduction Measures ABAU for 2030, 2040 and 2050 for revised reduction measures Climate vulnerability analysis		Final	100% (Final 20%)	10/1/2024 10/31/2024
Task 6: CAAP Update, Appendices and Technical Information					
Task 6: CAAP Update, Appendices and Technical Information	GHG inventory, targets, GHG emissions reductions measures, and climate adaptation strategies and actions	Word, PDF	Draft	80%	10/1/2024 2/1/2025
	Two (2) reviews of the Draft CAAP update document				
	Revisions of the Draft CAAP based on staff feedback and preparation of public review draft		Final	100% (Final 20%)	2/1/2025 2/28/2025
Task 6: CAAP Update, Appendices and Technical Information	CAAP Executive Summary	PDF, InDesign	Draft	80%	10/1/2024 2/1/2025
	CAAP Consistency review checklist		Final	100% (Final 20%)	2/1/2025 2/28/2025
	CAAP Implementation cost report	Word, PDF	Draft	80%	10/1/2024 2/1/2025
	CAAP Cost effectiveness analysis		Final	100% (Final 20%)	2/1/2025 2/28/2025
Task 7: CAAP Implementation and Monitoring Procedures					
Task 7: CAAP Implementation and Monitoring Procedures	Implementation, monitoring, and reporting guidance manual	Website, Word	Draft	80%	1/1/2025 6/1/2025
	Including reporting tool		Final	100% (Final 20%)	
	Online public dashboard development (to be updated and maintained by the city)				6/1/2025 6/30/2025
Task 8: CAAP Program Environmental Impact Report					
Task 8.1 Notice of Preparation/Scoping	Notice of Preparation	Word, PDF	Draft	80%	
	Posting of the NOP/legal ad in a local newspaper				5/1/2024 10/1/2024
	Developing a local distribution list for the NOP				
Task 8.2 Administrative Draft PEIR	Distribution of the NOP to up to 100 recipients via hard copy mailing				
	Posting with the City/County Clerk		Final	100% (Final 20%)	
	Submittal of the NOP to the State Clearinghouse for a 30-day public review period required by State Agencies				
	Assist the City with AB 52 consultation through preparing and mailing letters to any tribes requesting notification				10/1/2024 10/31/2024
Task 8.3 PEIR	Administrative Draft PEIR	Word, PDF	Final	100%	7/1/2025 8/31/2025
	Second draft PEIR Administrative Draft (Draft)	Word, PDF	Draft	80%	8/1/2025 11/30/2025
Task 8.4 Final PEIR, MMRP	Public Review Draft PEIR (Final)		Final	100% (Final 20%)	
	Notice of Availability				11/1/2025 5/1/2026
	Notifying and distribution to the State Clearinghouse		Draft	80%	11/1/2025 5/1/2026
Task 8.4 Final PEIR, MMRP	Draft and Final Responses to Comments, MMRP and Findings/Statement of Overriding Considerations	Word, PDF	Final	100% (Final 20%)	11/1/2025 5/1/2026
					11/1/2025 5/1/2026
Task 8.4 Final PEIR, MMRP	Final PEIR	Word, PDF	Draft	80%	11/1/2025 5/1/2026
	Notice of Determination		Final	100% (Final 20%)	11/1/2025 5/1/2026
Task 9: Plan Adoption					
Task 9: Plan Adoption	Plan adoption- City Council/Planning Commission	Meetings, presentations, notes	Final	100%	6/1/2026 7/30/2026