

**EXHIBIT A**  
**Scope of Work**

## Exhibit A Scope of Work

### **Background:**

The Southern California Association of Governments seeks a Consultant to develop a comprehensive Active Transportation Plan (ATP) and Pedestrian Target Hardening Plan (PTHP) for the City of Riverside. The Plans shall assess, at minimum, existing conditions, identify proposed improvements, conduct comprehensive stakeholder outreach, provide an Active Transportation Toolbox, identify areas of significant pedestrian safety hazards, and identify funding strategies for implementation. The Consultant shall also develop a Complete Streets Ordinance utilizing existing templates.

Additionally, this Active Transportation Plan will contribute to and utilize SCAG's Active Transportation Database. The Regional Active Transportation Database created by SCAG and Metro, is used to collect and map bicycle and pedestrian count data at specific intersections to help determine where walking and biking are occurring, compare it to collision data and plan for infrastructure improvements. The count data collected throughout the planning process will be provided to SCAG to further improve the tool.

The City of Riverside currently has a Bicycle Master Plan, which was completed in 2007 and updated in 2012. The goal of establishing an integrated Citywide Active Transportation Plan is to fill significant pedestrian planning gaps, update the lack of planned mixed-use and Class I facilities, and update bicycle planning efforts to reflect new design practices in the Manual of Uniform Traffic Control Devices (MUTCD) and the National Association of City Transportation Official's Design Guidelines (NACTO).

The Citywide Plan shall provide a conceptual, multi-modal planning foundation for the City's future bicycle and pedestrian improvement projects. The planning process shall integrate existing network, modeled, and survey data to fully assess the needs and demands. The project shall also produce a design toolbox and complete proposed active transportation network. The final plan shall be reviewed by relevant advisory committees and boards, and ultimately adopted by the City Council. The City also plans to integrate Vehicle Miles Traveled (VMT) targets into modeling runs associated with the Plan and provide recommendations for first/last mile improvements to encourage mode shift.

The Riverside Active Transportation Plan shall supplement and enhance the regional ATP by providing a detailed localized plan. It shall specifically improve mobility for people walking and biking by providing a comprehensive plan for active transportation that includes bicycle elements, pedestrian elements, Safe Routes to School (SRTS) elements, connections to transit options and major destinations in the area. It shall provide a plan for open and easy access to walking and bicycling for recreation or commuting, and shall improve infrastructure for non-motorized transportation connecting communities, schools, parks and other destinations and services.

The Riverside ATP furthers SCAG's regional transportation goals and strategies, including those outlined in the 2016 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) in the Active Transportation Appendix, and incorporate strategies outlined in the Draft Connect SoCal. These strategies include, developing a regional active transportation network, increasing the number of short trips taken by walking and biking, encouraging the implementation of complete street policies, and others as outlined in the RTP/SCS. The Consultant shall incorporate SCAG's regional transportation strategies related to active transportation where possible. The Consultant shall also coordinate with the City Project Manager (PM) to utilize a study from University of California, Riverside (UCR) Center for Environmental Research and

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Technology pertaining to air quality, and to evaluate local routes being mindful of the air quality along the alignment. The study can be found at the following link:

<https://ncst.ucdavis.edu/wp-content/uploads/2016/10/NCST-UCR-Biking-Fresh-Air-Final-April-2017-3.pdf>

The Consultant shall also develop a PTHP, which shall address and avert potential negative impacts associated with the fear of and subsequent lack of engagement with public space. The Plan shall include streetscape components that not only deter intentional vehicular attacks, but also reduce the potential for accidental collisions and serve as visual & functional enhancements for the public space, such as concrete planters or benches. The Plan shall serve as a resource for the City to identify and prioritize infrastructure needs for vulnerable pedestrian area and public spaces in the City.

This Plan shall be consistent with, and shall include all required elements for the California Active Transportation Program active transportation plans:

<http://www.dot.ca.gov/hq/LocalPrograms/lam/forms/lapg-forms/ch22/22-Plan-Template.xlsx>

**Project Goals:**

1. Develop a plan that identifies funding sources to implement and maintain active transportation infrastructure.
2. Evaluates existing conditions, identifies and prioritizes active transportation projects, provides a community engagement plan, and identifies ATP support programs.
3. Develop an Active Transportation Toolbox to include sample plans, exhibits, and photos to be applied along corridors and trails selected for inclusion within the ultimate active transportation network.
4. Develop a PTHP to identify physical infrastructure designs for high pedestrian activity areas at greater risk of exposure to vehicular traffic and implementation plans to secure high-traffic pedestrian areas at greatest risk.
5. Develop a Complete Streets Ordinance to ensure safe, multimodal streets for all ages and abilities.

**Scope of Work:**

The Consultant shall perform the following Tasks:

**Task 1: Project Management**

Within ten days of the issuance of the Notice to Proceed (NTP), the Consultant shall conduct an internal Kick-off meeting and shall begin developing a project management strategy work plan. Once approved by City Project Manager, the project management plan shall guide the project delivery strategy including communication, schedule, subconsultant coordination, quality control, and other items needed to ensure that this project is delivered on time and within budget. The Consultant shall also establish a shared file structure, and compile data from publicly available resources, as available. This structure provides efficient and seamless sharing of project information.

Throughout the project process the Consultant shall coordinate directly with the City Project Manager via

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regular e-mails, weekly telephone calls, and written documents. The Consultant shall document key takeaways from any calls or meetings to provide a feedback loop and document confirmation of direction from the City Project Manager. In addition to prepared agendas and meeting notes, these takeaways shall cover discussion items and shall include a list of follow-up tasks and the responsible party for each task. This communication protocol shall be confirmed at the Kick-off meeting. Ongoing progress meetings shall include budget and schedule updates, review of anticipated tasks, and preparation for task deliverables.

### **TASK 1.1 KICK-OFF MEETING**

Within ten (10) business days of the NTP, the Consultant shall plan and facilitate one two-hour Kick-off meeting to strategize with project partners. City staff shall invite project partners and distribute the Kick-off meeting agenda. The purpose of the Kick-off meeting is to confirm the work plan and schedule, clarify agency needs and roles, and to identify clear communication pathways for responsible tasks. The Kick-off meeting agenda shall include but not limited to:

- Welcome and introduce SCAG Project Manager, City Project Manager, City Partners, and the Consultant team
- Review goals and priorities and any updates since the release of the RFP
- Identify any potential obstacles/challenges
- Establish communication protocols
- Review schedule
- Next steps and key action items

The Consultant shall prepare and submit a Data Needs Request Memorandum and draft agenda to the City Project Manager prior to the Kick-off meeting. The Consultant shall inventory all of the information collected through extensive previous work within the region. This includes data related to the Trails Master Plan, planned and existing bicycle facilities, SCAG's resources, and Western Riverside Council of Governments (WRCOG) planning resources. The Consultant shall submit the Data Needs Request Memorandum for any additional data—this may include CAD files related to built environment information, striping plans, CAD line work, and GIS data related to recent projects.

At the conclusion of the Kick-off meeting, key action items shall be identified, and the project schedule may be revised, as approved by the SCAG Project Manager. The key deliverable from this meeting shall be a project management plan, which shall include a communications plan and project schedule. The Consultant shall provide a meeting summary within three (3) days of the Kick-off meeting. Additionally, the Consultant shall conduct initial field confirmations for any conflicting data compiled.

### ***Task 1.1 Deliverables***

- Kick Off Meeting agenda and Summary
- Project Management Plan, including a Project Communications Plan and Project Schedule (revised, approved by the SCAG Project Manager)
- Data Needs Request Memorandum

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### **Task 2: Survey of Existing Conditions + Data Gathering**

The Consultant shall gather all current publicly available resources, such as Geographic Information Systems (GIS), Statewide Integrated Traffic Records System (SWITRS), traffic counts, and census data and gather all existing data the Consultant has already obtained. The Consultant shall include data metrics from the Walk Riverside and Biking in Fresh Air Studies conducted by UCR Center for Environmental Research & Technology (CE-CERT).

The Consultant shall produce an Existing Conditions Technical Report to incorporate into the ATP and the PTHP as a chapter and to provide a comprehensive understanding of existing conditions in the City of Riverside. The technical report shall include review of policies and plans, an inventory of existing data, text, GIS mapping, and the Consultant shall prepare and submit a corresponding GIS dataset that follows SCAG templates. The general outline of the technical report shall include the following, but not limited to:

- Who is walking, biking, using transit, and bike share? (census demographics and previous outreach related to walking, biking, transit use, and Bird users)
- How many people are walking, biking, using transit, or bike share (mode share)?
- Where are they going to and coming from? (land use/destination information)
- What are the roadways like? (roadway classifications, traffic volumes, and capacity information)
- Where and what are the current conditions of:
  - » Pedestrian facilities (i.e., crosswalks, ramps)?
  - » Bicycle facilities (i.e., parking, facility types)?
  - » Transit stops and amenities (i.e., shade structures, benches)?
- Where are pedestrian and bicycle collisions occurring and what are the common causes? (SWITRS data and data from the Riverside Police Department)
- Where are the current conflict zones and how does this compare with collisions data?
- What are the City's current policies related to active transportation? (conclusions based on the existing plans and policies review conducted in Task 2.1)
- What are the amenities and collisions like surrounding the six planning areas (for the PTHP)? (special attention shall be paid to these areas as this existing condition evaluation shall serve both plans)

Once the technical report is submitted, the Consultant shall present the technical report at one of the monthly management meetings with City staff for their review and approval.

#### **TASK 2.1 REVIEW EXISTING PLANS AND POLICIES**

The Consultant shall perform a literature review building off of previous work in the City of Riverside. The review shall include existing plans, policies and ordinances pertaining to active transportation and

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circulation within the City of Riverside and adjoining jurisdictions for connectivity to/from the City. This shall also include regulations affecting active transportation such as policies, zoning ordinances, and traffic codes.

### **Task 2.1 Deliverables**

- Plan policy review submitted as part of the Existing Conditions Technical Report. Document review shall include but not limited to:
  - » City of Riverside Bicycle Master Plan
  - » WRCOG ATP
  - » City of Riverside General Plan
  - » Safe Routes to School (SRTS) Program
  - » City of Riverside traffic code, regulations and policies related to active transportation

### **TASK 2.2 INVENTORY EXISTING DATA**

The Consultant shall conduct a complete existing conditions data inventory and analysis based on SCAG's Active Transportation Database(ATDB) and other available resources, and the City's prioritized sidewalk inventory. The Consultant shall inventory the following data, but not limited to:

- Traffic volumes and roadway capacity
- Existing intersection and segment traffic counts (as available from the City)
- Census data on mode share
- Land use designations and community destinations
- Demographics of walking and biking
- Quantitative pedestrian and bicycle crash data from SWITRS and data from the Riverside Police Department by location
- Five-year collision data in six (6) specific planning areas identified for the PTHP
- Transit ridership data

### **Task 2.2 Deliverables**

- Data collected in Task 2.2 shall be used in the Existing Conditions Technical Report
- Data tables

### **TASK 2.3 GIS MAPPING**

The Consultant shall develop a series of geographic information system (GIS) maps documenting and summarizing the following by jurisdiction (where applicable, the Consultant shall use SCAG templates to ensure a standardized format). The Consultant shall analyze and develop mapping for the following data, but limited to:

- Existing active transportation facility types, locations, and conditions using SCAG templates where possible
- Conflict zones

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- Amenities (related to active transportation, transit, or the six planning areas under the PTHP)
- Bicycle parking types, locations, and conditions
- Bicycling and walking volumes
- Transit routes, frequency, and volumes (GIS)
- Injury/fatality locations and collisions
- Five-year collisions types and rates of occurrence within six identified PTHP planning areas

Between Task 2.2 and Task 2.3, the Consultant shall develop one technical memo as outlined above. As part of the Kick-off meeting, the Consultant shall review all available GIS files. Based on that review, the Consultant shall make a data request of the City for any additional data.

### ***Task 2.3 Deliverables***

- Draft Existing Conditions Technical Report (covering Tasks 2.1 – 2.3)
- Final Existing Conditions Technical Report
- GIS dataset (in SCAG format)

### **TASK 2.4 PEDESTRIAN AND BICYCLE COUNTS AND AUDITS**

The Consultant shall lead a minimum of ten (10) pedestrian and bicycle audits to engage community stakeholders (potentially City of Riverside staff, bike/pedestrian advocacy groups, residents, university students, businesses, and law enforcement officers) in the planning process. The audits shall be strategically located all around the City to maximize visibility and reach to the surrounding neighborhoods. These audits shall be promoted as community input opportunities and may be hands-on learning opportunities. The audits shall include, but not limited to, on-site photography, public interviews, post-trip participant survey, and interactive exercises to document the community's preferred ideas.

These pedestrian and bicycle audits shall serve two different purposes: 1) community education and outreach; and 2) inventory of existing data.

During the audits, participants shall be given a form with a checklist and comment area to document the surrounding street and neighborhood conditions along walking/biking routes and to identify deficiencies, safety hazards and other barriers to walking and bicycling. The Consultant shall identify existing travel patterns around community destinations, employment centers, vehicle parking, and bicycle parking areas. These audit surveys shall be uploaded to the project website for broader participation.

The Consultant shall record audit findings and field investigation through digital photography, field measurements, and integrate real-time, GIS data capture to geo-tag linkage opportunities, missing facilities, gaps, harsh conditions, and other obstacles/concerns.

The Consultant shall conduct field reviews to supplement GIS data and confirm conditions or facilities. The

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Consultant shall consider key metrics such as safety, connectivity, completeness of network, ability to serve employment, recreational and transit destinations, barriers and constraints, and ability to serve the needs of different types of users based on age, physical ability, and comfort levels. The Consultant shall identify a preliminary list of field investigation locations for confirmation by City staff prior to field review.

As part of the audits and the broader outreach process, the Consultant shall incorporate a location-based survey tool that allows for real time capture of input of the community's identified challenges and barriers. The development of the survey tool is included under Task 3.3.

Consultant shall also conduct a minimum of ten (10) bicycle and pedestrian screen line and intersection counts in pre-determined locations in coordination with the City of Riverside.

Each workshop shall be held in the City of Riverside in a City provided location and shall be documented to support future grant applications including, but not limited to the following:

- On-site photographs
- Public interviews
- Post-trip participant survey
- Sketches/diagrams of public-preferred designs
- Other documents as determined

### ***Task 2.4 Deliverables***

- Minimum of ten (10) pedestrian and bicycle audits
- Count Data
- Minimum of ten (10) pedestrian and bicycle counts
- Minimum of ten (10) audit summary reports of each walk and bike audit (one page and corresponding map)

### **TASK 2.5 ASSESS EXISTING CONDITIONS FOR PEDESTRIAN TARGET HARDENING PLAN**

The Consultant shall work closely with the City Project Manager, TAC, and community stakeholders to understand their concerns and assess the existing pedestrian environment in advance of preparing the PTHP. The Consultant shall work with the City Project Manager to identify a minimum of six (6) priority areas to assess for the PTHP development. The priority areas shall be evenly dispersed across Riverside and capture an array of contexts and key issues. Potential locations shall include but are not limited to:

- Main Street Pedestrian Mall
- Arlington Business District
- Galleria at Tyler
- University Village adjacent to the University Riverside
- Transit hubs
- Libraries, community centers, entertainment venues, and other significant pedestrian activity centers



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The Consultant shall examine crime data within the last ten years in the Riverside community to understand any personal safety issues for pedestrians. For each of the locations identified, the Consultant shall conduct a site assessment to observe volumes of pedestrian activity, patterns of behavior, and potential risks to safety based on the built environment. Each site assessment shall be documented with photographs, a summary of observations, potential site security measures, and diagrams of preliminary opportunities for improvement.

### ***Task 2.5 Deliverables***

- Minimum of five (5) site assessments and one (1) combined site assessment and site audit with City stakeholders
- Documentation including maps and summaries of observations, data collected, and opportunities for improvement
- Draft Existing Conditions Chapter of the PTHP

### **Task 3: Stakeholder Engagement**

#### **TASK 3.1 DEVELOP GOALS AND OBJECTIVES**

The Consultant shall develop and finalize a vision statement, goals, and objectives for both the ATP and PTHP that can be more specific statements that define how goals shall be achieved through the Complete Streets Ordinance. By establishing the goals and objectives early on, this framework shall help guide all three project processes to ensure all involved stay on track particularly from the perspective of stakeholders, the community, and City Council. The goals should be consistent with SCAG's RTP/SCS and other city/county planning documents as identified by the City and SCAG Project Managers. The Consultant shall provide them to the Technical Advisory Committee (TAC) for review prior to finalization. Consultant shall also produce a Public Outreach and Communications Plan documenting the strategies and plan for public outreach and communications. The Public Outreach and Communications Plan shall include proposed outreach, communication, and marketing strategies to engage community members to document a plan for engaging the community.

#### ***Task 3.1 Deliverables***

- Draft and final goals, objectives, and vision statement
- Draft and Final Public Outreach and Communications Plan

#### **TASK 3.2 INTERAGENCY COORDINATION (IC)**

The Consultant shall facilitate three meetings which may include, but not limited to the following stakeholders: City of Riverside, Riverside County, Metrolink, Riverside County Transportation Commission (RCTC), and adjacent cities. City of Riverside is responsible for identifying attendees and sending out agenda with meeting invitations. IC meetings may occur at the follow points to align with deliverables in the project schedule:

- IC #1: Review project goals, outreach strategy and technical report

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- IC #2: Provide input on the local infrastructure and regional infrastructure priority projects and outreach received regarding the PTHP
- IC #3: Review funding strategies, draft ATP and preliminary recommendations for the PTHP

The agendas for each meeting shall ultimately be guided by City staff’s direction. The Consultant shall send the agenda and any review materials a minimum of four business days ahead of the meeting to City staff for distribution and summary notes shall be posted a maximum of two business days after each meeting.

**Task 3.2 Deliverables**

- Memos including meeting agendas, notes, goals, agreements, and schedules.

**TASK 3.3 FORM AND FACILITATE THE TECHNICAL ADVISORY COMMITTEE (TAC)**

The Consultant shall coordinate outreach to assemble a Technical Advisory Committee. The Consultant shall coordinate, facilitate and lead three (3) 90 minute TAC meetings. The Consultant shall be responsible for contacting relevant agencies and organizations to gather input at different phases in the development of the ATP and Pedestrian Target Hardening Plan, such as but not limited to, the local law enforcement agencies, School Districts, Riverside University Health System – Public Health. In the same manner as the interagency coordination stakeholder group, the TAC shall review the progress and development of the ATP, PTHP, and Complete Streets Ordinance.

The Consultant shall schedule the meeting and develop agendas and meeting summaries for each meeting. The Consultant shall be responsible for organizing, scheduling, and facilitating the meetings, sending out agendas, distributing meeting materials, and sharing meeting summaries.

**Task 3.3 Deliverables**

- Meeting agendas, materials, and meeting summaries

**TASK 3.4 SOLICIT PUBLIC INPUT AND PUBLIC WORKSHOPS**

To solicit public input on the ATP and Pedestrian Target Hardening Plan, the Consultant shall conduct public outreach including public workshops, field research and solicitations for agency input. Input solicited shall include but not be limited to priority routes and destinations such as:

- Neighborhoods
- Schools
- Employment centers
- Existing and proposed trails
- Popular destinations
- Major trip generators
- Transit hubs

The Consultant shall organize and conduct a minimum of six (6) two (2) hour public outreach events in a publicly accessible, City provided location, to gather input on issues and opportunities to be included in the plan. The outreach shall be scheduled and designed to maximize participation and shall be conducted

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alongside existing events happening throughout the region.

These outreach opportunities shall include interviews and in-person surveys. An additional electronic survey shall also be conducted using social media outlets. The surveys and interviews shall cover, at minimum, public input on desired active transportation improvements as part of the Plan.

### **Branding**

As part of the overall outreach strategy, the Consultant shall develop branding that ties the ATP, PTHP, and Complete Streets Ordinance together. By creating one shared branding system, all of these planning efforts and programs will be visually linked to the City of Riverside.

### **Survey**

Under this task, the Consultant shall develop an interactive online survey that includes location-based inputs and is mobile environment ready. The Consultant shall develop and conduct a tool that asks respondents about where they see challenges; documents their preferences, behaviors, and comfort related to biking, walking, and taking transit; and assesses their “readiness to change” to use or continue using these modes. The survey shall be developed in a way so that the questions frame around both the ATP and the PTHP. The Consultant shall ask community organizations and stakeholders including the school districts, Riverside University Health, and University of Riverside to share the survey out to the broader community. The survey shall also be distributed in paper and online at each pop-up event and through social media including Next Door, Facebook, Peachjar, and other established means. All surveys shall be written without technical jargon and shall be available in English and Spanish.

### **Pop-up Outreach**

Pop up outreach provides an opportunity for members of the community to learn about the ATP, PTHP, and provide input while continuing in their daily lives.

The Consultant shall reach out with the survey through neighborhood centers, faith-based centers, schools, businesses, trailheads, and transit hubs. Working with different community organizations and City staff, the Consultant shall work to identify different locations around the City of Riverside to provide equitable outreach all around the City. The Consultant shall bring together a full analytical, graphic, visual, and educational suite of outreach tools in order to advance the priorities of the ATP and PTHP.

### **Interviews**

These interviews shall be conducted as part of public events, and the Consultant shall have a bilingual interpreter on hand as well. The Consultant shall hold interviews at existing community events so that it is possible to include outreach to minimum of five (5) additional events.

The ultimate goal for Task 3 is to span the ATP and PTHP and have the community provide their expertise on challenges and opportunities, confirm priorities, and refine first/last mile access strategies. Because the outreach shall span ten months, the Consultant shall developing an outreach summary at key points during the planning process.

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**Task 3.4 Deliverables**

- Project Brand
- Six (6) Touch Points (Existing community events, interviews - not to exceed two hours per session, including public interview sessions)
- Online survey + PDF for documentation
- Public-facing materials including branding, flyers, brochures, presentations,
- Outreach summaries (one page and corresponding mapping at key points during the planning process)

**TASK 3.5 PTHP PUBLIC OUTREACH AND SCOPING MEETINGS**

The Consultant shall facilitate minimum of four (4) pop-up outreach events, each held within one of the key priority locations identified as part of Task 2.5. At least two of the four outreach events shall target university areas and at least three of the events shall prioritize disadvantaged communities. The pop-up events shall be promoted through the Riverside Community Health Foundation, Active Transportation Network and local university organizations to ensure feedback is gathered from key stakeholders in addition to the input captured from people passing by.

The Consultant shall track feedback received from neighborhood groups and small businesses within disadvantaged communities and detail any deviation from this feedback, and ways in which the expectations or needs of the disadvantaged community members are met. Consultant shall also work with University student organizations to host follow up meetings, with City staff present. The Consultant shall attend follow-up meetings with student-based organizations to collect additional feedback on issues concerning the PTHP, approved by the SCAG Project Manager. The input collected through community outreach shall be summarized in a chapter of the plan that includes a discussion of how input from community members, small businesses, and neighborhood groups within disadvantaged communities is addressed within the PTHP.

**Task 3.5 Deliverables**

- Four (4) Touch Points / Interview sessions
- One Page Interview summaries

**Task 4: Identify Proposed Bicycle, Pedestrian, and First/ Last Mile Improvements**

**TASK 4.1 LOCAL INFRASTRUCTURE PRIORITIES**

The Consultant shall focus on developing recommendations for equitable and health-based access for all non-motorized users. The Consultant shall work with City staff and build on the sidewalk prioritization methodology that Riverside already has in place. The Consultant shall work with the City to develop a prioritization process for the proposed infrastructure recommendations.

The Consultant shall develop maps showing existing and planned pedestrian and bicycle networks by classification, types of facilities, and level of comfort. The Consultant shall account for grades, route

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efficiencies, barriers, system connectivity, future pedestrian and bicycle demand, and future land use modifications. In addition to higher level network recommendations, the Consultant shall identify more detailed initial short and long-term recommendations. A toolbox of counter-measures aimed at protecting pedestrians and bicyclists shall be applied to the locations with the highest number of pedestrian- and bicycle-related collisions. This more detailed set of recommendations may include enhancements on roadways that may be overdesigned for vehicles based on existing traffic counts and could be redistributed to dedicate more space for pedestrian or bicycles, or possibly both. The Consultant shall also identify recommendations for signalization adjustments, American Disabilities Act (ADA) improvements, curb extensions, and protected intersections. The Consultant shall provide planning level cost estimates to highlight “low-hanging fruit” or low-cost improvement opportunities.

### ***Task 4.1 Deliverables***

- Prioritization methodology
- List of prioritized local projects
- GIS data in geodatabase formats
- Concept level planning drawings

### **TASK 4.2 REGIONAL INFRASTRUCTURE PRIORITIES AND PATH NETWORK**

Based on the prioritization methodology established in Task 4.2, the Consultant shall develop a list of prioritized infrastructure recommendations based on regional goals. The interagency coordination stakeholders shall help inform and align priorities for the ATP Plan and the PTHP.

The Consultant shall draw on trails and pathways development for the County of Riverside Trails Master Plan. The Consultant shall develop an active transportation path network throughout the City that is sensitive to existing rights of way (ROW) and has high potential for implementation.

In addition, the Consultant shall develop a planning document for a dedicated active transportation path network throughout the City of Riverside. This path network concept shall be consistent with the needs of the local City and shall be approved by the TAC. This planning document shall not include any engineering level design and shall be for planning purposes only. Consultant shall work with the City Project Manager to identify existing ROW and anticipated ROW within future growth forecasts, to align proposed infrastructure and path networks within existing or ultimate ROW. Consultant shall be mindful of proposed projects and existing ROW to recommend projects that have a high potential for implementation.

### ***Task 4.2 Deliverables***

- Prioritization methodology
- List of prioritized regional projects

## **Task 5: Develop Funding and Implementation Strategy**

### **TASK 5.1 DEVELOP FUNDING STRATEGIES**

The Consultant shall utilize their existing database for funding sources for street improvements, urban greening, urban park/recreation opportunities, trails, and other funding to support future

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implementation of active transportation infrastructure. The Consultant shall use their database early on in the project process to establish grant timelines. The Consultant shall match the priority project with funding opportunities based on criteria and requirements. The Consultant shall also identify any additional text write-up and technical pieces that are needed in anticipation of grant submittal and how much local match is needed and if there are any potential gaps in funding based on previous award years.

***Task 5.1 Deliverables***

- Draft and Final Funding and Implementation Strategy

**TASK 5.2 IMPLEMENTATION PLAN**

The Consultant shall prepare a five-year plan that lays out the fundable projects (Task 5.1) and how they compare in terms of the prioritization matrix (Task 4.2). The Consultant shall develop an unconstrained 20-year implementation plan that clearly shows the full build-out based on Task 5. The Implementation Plan shall be a formal document that shall be folded into the ATP and PTHP.

The Consultant shall look at a variety of concerns when preparing the implementation plan including potential need to acquire right-of-way, ensuring projects are multi-modal, and meet environmental standards. The Consultant shall consider the cost for projects including construction cost and long-term maintenance. This implementation plan shall allow the City to have a road map that shall provide them with recommendations of grant ready projects as well as allow them to monitor implementation of both new facilities and programs.

***Task 5.2 Deliverables***

- Draft and Final Implementation Plan

**Task 6: Prepare Active Transportation Plan**

The Consultant shall bring together all the previous work completed as part of this project to prepare an actionable ATP. This shall include the development of a Table of Contents early on in the project process. The Consultant shall conduct tasks and develop the chapters of the ATP as the project progresses rather than waiting until the end of the project to write the plan.

**TASK 6.1 PREPARE DRAFT ACTIVE TRANSPORTATION PLAN**

The Draft ATP shall provide a conceptual framework for future active transportation improvements in a format that is concise, accessible to the community, graphically-oriented, and consistent with the California Active Transportation Program guidelines.

At a minimum, the draft ATP shall include, but be not limited to:

- Local Network Recommendations: A comprehensive list of recommended active transportation projects within the City of Riverside that includes: bicycle, pedestrian, Safe Routes to School, Safe Routes to Transit, and bike share related improvements, with emphasis on providing safe connections to major destinations and activity centers. This list shall be organized into five-year phases up to 2035 and shall include constrained and unconstrained scenarios.
- A list of “low-cost” active transportation projects that could be incorporated into broader

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improvement projects

- Regional Corridor Recommendations: Recommendations to enhance and close gaps in the Regional Bikeway Network and Regional Greenway Network. These include:
  - » Improving interregional connections
  - » Strengthening access to regional destinations and access to regional transit
  - » A list of projects per regional corridor
  - » Preferred regional facility types for corridors with regional priority
  - » For both local and regional recommendations, the draft plan shall identify:
    - » Recommended performance measures
    - » Existing and proposed wayfinding signage
    - » Funding sources and assumptions
- Riverside's rank via national cycling and walking organization criteria
- Projected benefits associated with implementing the Riverside ATP based on academically-derived planning assumptions
- ATP program scoring criteria compliance table for the draft ATP's prioritized projects
- Complete Streets policy recommendations for the City of Riverside adoption

The Consultant shall submit an electronic PDF to the TAC and City and SCAG Project Managers for review and one hard copy of the ATP to the City Project Manager for review. After an agreed upon review period, the Consultant shall address one set of consolidated comments that provides clear direction. The Consultant shall revise the draft ATP based on City and SCAG Project Manager and TAC comments to prepare the document for City Council hearings. The revised draft ATP shall also be available for public review on the City's website.

### ***Task 6.1 Deliverables***

- Table of Contents for the ATP
- Draft ATP (1 electronic PDF and 1 hard copy in a binder)

### **TASK 6.2 FINAL ACTIVE TRANSPORTATION PLAN**

Following the City Council public hearings and public review period, the Consultant shall develop the final ATP. The Consultant shall prepare a 'track changes' version and clean final ATP as a .PDF document. The Consultant shall incorporate any revisions/comments from the City and SCAG Project Manager and public review from the draft ATP into the Final ATP.

### ***Task 6.2 Deliverables***

- Final ATP (PDF format)

### **TASK 6.3 COUNCIL RESOLUTION**

The Consultant shall focus its efforts on ensuring that the community supports the ATP and that any potential opposition to a specific project or detail is addressed well in advance of City Council



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presentation. The Consultant shall prepare a presentation and shall, in coordination with City staff, present the final ATP to the City Council and transportation subcommittee(s). The Consultant shall present the final ATP to City Council at the same time as presenting the final PTHP and Complete Streets Ordinance.

**Task 6.3 Deliverables**

- City Council PowerPoint Presentation
- Presentation to City Council

**Task 7: Prepare Pedestrian Target Hardening Plan**

The Consultant shall develop a PTHP to improve the walking environment with measures that reduce pedestrian exposure and vulnerability to collisions, while enhancing the look and feel of public spaces. Beyond protective design, the Consultant shall identify recommendations that consider the complete pedestrian experience, including comfort, aesthetics, and safety using Crime Prevention Through Environmental Design (CPTED) strategies.

**TASK 7.1 INFRASTRUCTURE PRIORITIES AND POLICIES**

Based on the existing conditions assessment, outreach, and site assessment outcomes, the Consultant shall develop a list of key infrastructure priorities and safety initiatives that address the following, but not limited to:

- The existing street network, including vehicular and goods movement
- Physical barriers, streetscape design, and other physical safety improvements to the priority pedestrian areas to include the following assessments:
  - » Perform a vehicle vector analysis to determine attainable vehicle impact velocities at barriers located at each potential point of breach given existing site conditions depicted on a scalable conceptual level site plan.
  - » Prepare a site security plan that depicts assumed approach paths at each point of vulnerability with resulting barrier ratings for each project area.
  - » Collaborate with the project team in identifying vendors for the evaluation and pricing of product options in development of alternatives that address aesthetic impact, existing conditions, and other considerations. The Consultant shall evaluate existing features that may service as either a deterrent or barrier provided sufficient documentation of as-built condition is attainable.
- CPTED strategies that incorporate placemaking components including street furniture, landscaping, hardscaping, lighting, public art, and planters.
- Technology applications to include camera systems. Cameras provide additional measures for hardening by allowing the City to access locations remotely. The Consultant shall work with the City to identify locations where cameras provide additional help as well as systems that shall work with the current city Traffic Management Center.



Exhibit A  
Scope of Work

- Urban greening elements.
- Funding allocations for planning purposes.

**Task 7.1 Deliverables**

- Draft list of key infrastructure policies and safety initiatives
- Draft and final PTHP Infrastructure Priorities and Recommendations Chapter

**TASK 7.2 PREPARE DRAFT PEDESTRIAN TARGET HARDENING PLAN**

The Consultant shall prepare a comprehensive draft PTHP for City, SCAG Project Manager, TAC, and stakeholder review. The draft PTHP shall include a robust narrative that includes an analytical approach, threat scenarios, due diligence findings and conceptual-level site options and recommendations. After an agreed upon review period, the Consultant shall address one set of consolidated comments.

**Task 7.2 Deliverables**

- Draft Pedestrian Target Hardening Plan

**TASK 7.3 PREPARE FINAL PEDESTRIAN TARGET HARDENING PLAN**

Based on City, TAC, and public feedback, the Consultant shall revise the draft PTHP to prepare the final PTHP.

**Task 7.3 Deliverables**

- Final Pedestrian Target Hardening Plan

**TASK 7.4 COUNCIL RESOLUTION**

The Consultant shall prepare a presentation and shall, in coordination with City staff, present the final PTHP to the City Council and transportation subcommittee(s). The Consultant shall present the final PTHP to City Council at the same time as presenting the final ATP and Complete Streets Ordinance.

**Task 7.4 Deliverables**

- City Council PowerPoint Presentation
- Presentation to City Council

**Task 8: Prepare Complete Streets Ordinance**

**TASK 8.1 PREPARE DRAFT COMPLETE STREETS ORDINANCE**

Using the template provided by SCAG, the Consultant shall prepare the draft Complete Streets Ordinance. The draft ordinance shall include the ten elements of a comprehensive Complete Streets policy, consistent with the guidelines established by the Smart Growth America.

**Task 8.1 Deliverables**

- Draft Complete Streets Ordinance

**TASK 8.2 PREPARE FINAL COMPLETE STREETS ORDINANCE**

Following an agreed upon review period, the Consultant shall finalize the Complete Streets Ordinance based on one set of consolidated City and SCAG Project Manager comments.

Exhibit A  
Scope of Work

***Task 8.2 Deliverables***

- Final Complete Streets Ordinance

**TASK 8.3 COUNCIL RESOLUTION**

The Consultant shall present the Final Complete Streets Ordinance to the City Council and transportation subcommittee(s) at the same time as presenting the final ATP and final PTHP.

***Task 8.3 Deliverables***

- Presentation to City Council

Deliverables shall be provided in accordance with Exhibit B, Schedule. Copies of all required Deliverables for each Task as noted above shall be provided to the SCAG Project Manager.