EXHIBIT A: SCOPE OF WORK AND COSTS

This exhibit describes the scope of services, schedule, products, and meetings for the Industrial Land Use Compatibility Study to be conducted by PlaceWorks for the City of Fresno.

SCOPE OF SERVICES

Task 1. Data Collection and Mapping

1.1 Economic Profile

PlaceWorks will conduct an economic analysis of the City and the region. We will analyze the structure of the regional economy, the City's share of economic activity, and labor force and employment trends. The analysis will provide a detailed exploration of industrial economic activity. We will forecast future industrial employment and future industrial development. We will estimate the economic impact of existing and future industrial economic activity using BEA Regional Input-Output Modeling System (RIMS II) multipliers. Based on the findings of our analysis, we will provide recommendations for economic development and strategies to reduce conflicts between existing and planned industrial and residential uses.

In preparing the analysis, we will collaborate with the City's economic development team, the Fresno Economic Development Corporation, staff at the Fresno State Office of Community and Economic Development, and other economic development stakeholders identified by City staff. As noted in our overall outreach strategy, we will engage these groups early in the process to ensure that our analysis builds on, rather that replicating, existing economic analyses. We will also vet our findings and recommendations with these groups prior to finalizing the economic profile report.

We will prepare a draft economic profile report. The report will include a graphically-rich executive summary that can stand on its own, a detailed description of the analysis and findings, and recommendations. We will submit the draft report in a digital format. We will review the draft report with City staff and make revisions based on input from the meeting and one round of consolidated comments. We will submit the final report in a digital format, which will also include stand-alone graphics that may be incorporated into presentation materials for the public outreach process.

Deliverables:

- Draft Economic Profile Report (digital format)
- Final Economic Profile Report and standalone graphics (digital format)

1.2 GIS-Data Review, Collection, and Verification

PlaceWorks will work with City staff to review, verify, and collect parcel level data related to existing and planned industrial land uses and adjacent sensitive land uses such as, residential, schools, day care centers, parks and open space. Data attributes will include the location, age, size, condition, and intensity as it relates to specific business types. Data will then be analyzed to determine existing and future land use compatibility issues.

PlaceWorks assumes that a large portion of the data will be available through the City's Industrial Capability Study Historic and Current Conditions Report and GIS database, and will include information on existing and planned/zoned industrial property with sensitive uses for the 45 study areas within the City of Fresno Sphere of Influence (SOI).

Prior to the start of Task 3, Prepare Assessment of Compatibility, PlaceWorks will work with City staff to gather and present all parcel level data gathered in Task 1.2 through a series of interactive web based map applications. Once data is reviewed and verified by City staff, PlaceWorks will develop clearly defined modeling parameters in order to move forward with the spatial analysis and modeling task.

Deliverables:

- Interactive, web based map applications
- Modeling parameters

1.3 Background Reports

PlaceWorks' Tech Team will prepare a series of background reports that describe the regulatory environment in key environmental areas as described below. These reports will be written as educational pieces, to provide stakeholders with an understanding of the underlying multi-agency regulatory environment governing industrial land uses. This information will also be incorporated into the compatibility analysis in Task 3. We will prepare draft and final versions of the reports, to allow for City staff review and comment.

a. Air Quality

Fresno's industrial areas are clustered along SR-99, SR-41, airport, and rail. Industrial uses in the City include a range of range of industries including manufacturing, assembly, wholesaling, distribution, and storage activities. These uses tend to have heavy truck traffic as associated diesel particulate matter (DPM). Some facilities, such as agricultural, food processing (including animal rendering) facilities, also can generate substantial odors that generate odor complaints in the community. Additionally, some manufacturing uses generate toxic air contaminants (TACs) that may be hazardous to people, especially sensitive populations, such as the young and elderly. Infill development in Fresno supports local goals to improve the connection between jobs and house but has the potential to place sensitive receptors near existing sources of air pollution. On the opposite end, placement of sensitive receptors near thriving industrial areas may make it more challenging for existing businesses to expand. The San Joaquin Valley Unified Air Pollution Control District (SJVAPCD) regulates stationary (permitted) sources of emissions within the City. For the proposed project, PlaceWorks will document the

regulatory environment for residential and industrial uses and how they affect land use decisions within City. New regulations include Assembly Bill 617, which requires the SJVAPCD to designated communities as disadvantaged communities. PlaceWorks will also identify site-specific studies depending on proximity to/from residential areas that would be needed in order to ensure that placement of new residential would not result in an increased air quality burden to either the new residences or existing industries.

b. Hazardous Materials

PlaceWorks will provide an overview of local, regional, state and federal regulations governing hazardous materials associated with generalized industrial use types in Fresno. The report will provide a listing of regulatory agencies and the general requirements for the transport, handling, use and disposal of hazardous materials. In addition, the report will address the regulation of contaminated sites, and provide a listing of required remedial actions and clean up levels associated with various land uses, including residential.

c. Noise

For the proposed project, PlaceWorks will document the regulatory noise environment for residential and industrial uses and how they affect land use decisions within City. PlaceWorks will also identify site-specific studies depending on proximity to/from residential areas that would be needed in order to ensure that placement of new residential would not result in an increased burden to either the new residences or existing industries.

d. Transportation and Traffic

PlaceWorks will review available traffic and freight studies, and the City's circulation element to identify existing truck routes, existing and future traffic volumes, congested areas, and issues related to truck traffic to support the industrial land use compatibility study. In addition, automobile and truck traffic generation rates from a variety of industrial land use types will be provided to identify land uses with the highest potential to generate truck traffic and help guide the project team and stakeholder to make land use and circulation decisions. Our scope includes maps depicting existing and future traffic volumes with an emphasis on areas where land use incompatibilities will be identified. A menu of recommendations to be considered to reduce impacts from transportation and minimize incompatibilities with land uses will be identified and raked in terms of timing, cost and difficulty of implementation.

Deliverables:

- Draft and final background reports in digital format.

Task 2. Conduct Public Outreach

Applying our principals of public engagement and our experience with collaborating with Fresno stakeholders, we would propose a public outreach and engagement process built on the following phases and steps:

2.1 Scoping and Education

To give the study credibility and give the stakeholders ownership, it will be key to engage stakeholders in defining the questions to be asked and information to be gathered. We want all stakeholders to feel we are their project team, their experts. It will also be critical to establish a shared base of knowledge and shared expectations for the process. We propose to achieve these goals through:

- Up to 10 Phone interviews with representative leaders from all constituencies.
- Three scoping and education workshops in the three prime concentrations of adjacent industrial and residential use and zoning. These sessions would be timed, translated and located to enable everyone to participate.
- On-line, email and postal service surveys to solicit individual input. As part of the on-line engagement forum we will provide a link to an interactive map and spreadsheet to identify and describe sites of incompatibility. We will also welcome similar input through email and postal mail, to make the process accessible to all stakeholders.

All of these activities will be educational in both directions—participants will learn about all aspects of industry, (including its' contribution to the local economy) and industrial compatibility in Fresno, the steps in the study process and how they can be involved; the project team will learn who is most interested, what issues and questions are most important to participants, where there is common ground and where trust needs to be nurtured.

Deliverables:
- Stakeholder lists (in collaboration with City staff)
- Draft and final phone interview questionnaires
- Interview notes, and summary
- Collateral materials for the scoping workshops (PowerPoint or boards with stations)
- Scoping workshop summaries
- Website or web page on City's site; email content, mailing materials

2.2 Report Back and Refine Preliminary Results

After completing the data collection, draft mapping and initial assessment of compatibility, we will report these preliminary results to all stakeholders and collect their input. We will achieve this through:

- Three report back and feedback workshops in the three centers of adjacent industrial and residential use and zoning. As before, these sessions will be timed, translated and located to enable everyone to participate.
- On-line, email and postal service surveys.

Deliverables:
- Collateral materials for the presentation (PowerPoint or boards with stations)
- Workshop summaries
- Website or web page on City's site; email content, mailing materials

2.3 Develop Recommendations

After revising our preliminary results to incorporate public input, we will develop a draft menu of options and implementation strategy, as described in Tasks 4 and 5 below, and bring all these components back to the stakeholders through:

- One Compatibility Workshop—to review and improve the compatibility assessment and draft menu of options and implementation strategy, in order to assure full stakeholder involvement in this critical phase of the study.
- Agency Presentations—simultaneous with the Compatibility Workshop, we will arrange to present the draft findings of the study to all the concerned agencies' boards, commissions or appropriate staff groups. Importantly, in our proposed process, staff from each of these agencies will be informed and involved from the first step, so these presentations will be opportunities for agency leadership to review and give input on the draft results of a study their staff has helped conduct.

Deliverables:

- Collateral materials for presentation
- Meeting summaries
- PowerPoint presentations for agency meetings

Task 3. Prepare Assessment of Compatibility

The PlaceWorks team will assess existing and future land use adjacency compatibility issues by analyzing the existing conditions data gathered in Task 1.2 above, the City's General Plan and Development Zoning Code, and other adopted, neighborhood, and specific plans within the SOI. We will also review the feedback gained through Task 2.1 above. PlaceWorks will document existing and potential land use compatibility issues along with the existing conditions data through a series of maps and charts in Task 3.

PlaceWorks will develop a range of industrial land use classifications to define baseline conditions and develop the menu of options for future compatibility assessments. All data development, spatial analysis, and mapping work will be completed using ArcGIS Desktop 10.5 and ArcGIS Online web maps and applications. Spatial data modeling will be used to determine existing and future land use incompatibility issues based on the intensity of industrial uses and their existing and future impact on adjacent sensitive land uses.

Following the completion of this task, all collected and compiled data will be organized into a series of clearly defined GIS layers and transferred to the City as Geodatabase Feature Classes or Shapefiles. All spatial analysis and data modeling tools developed for Task 1.2 will also be packaged and transferred to the City. These tools along with the data will allow the City rerun the analysis and modeling process in the future in order to capture and compare change over time.

The results of this analysis will be presented to stakeholders, as described in Task 2.2 above.

Deliverables:

- Draft and final compatibility report

Task 4. Propose Menu of Options

PlaceWorks will prepare a menu of options for City Planning staff to use to address existing areas of incompatibility between industrial and residential uses, as well as for future industrial development applications. We will incorporate the findings from the land use compatibility analysis in Task 3, including feedback from Task 2.2. Drawing from our urban design and zoning expertise, we will provide a range of tools that focus on land use intensity, adjacencies and compatibility for each of the 45 study areas. In addition, we will address the need for future studies to assist in evaluating future industrial development entitlement applications. We will prepare administrative draft, draft and final versions of the options, to allow for City staff review and approval prior to the presentations to the groups identified in Task 2.3 above.

Deliverables:

- Menu of Options (three versions)

Task 5. Develop Implementation Strategy

PlaceWorks will write an implementation strategy that is based on the menu of options approved by City staff. As specified in the RFP, this report will provide a detailed description of each option, identify responsible parties, implementation steps, timing, and cost implications. The GIS compatibility assessment tool, developed in Task 3 will also be incorporated into the mix of implementation recommendations as a tool for City staff to use in identifying future land use incompatibility issues and determining the appropriate implementation measures. Once approved by City staff, we will present the implementation strategies to the public in a Compatibility Workshop as described in Task 2.3 above.

Subsequent to the workshop, PlaceWorks will prepare a final Industrial Compatibility Study. The final report will include the following sections:

- Introduction/Background
- Economic Profile
- Existing and Historical Conditions Report (possibly an appendix)
- Outreach Summary
- Compatibility Assessment Methodology, Criteria and findings
- Menu of Options
- Implementation Strategy

Deliverables:

- Implementation Strategy Report and matrix (two versions)
- Final Industrial Compatibility Study (two versions)

SCHEDULE, PRODUCTS, AND MEETINGS

Schedule

As shown in Figure 1, we anticipate that the project can be completed by June 2019, assuming that the City's Industrial Capability Study Historic and Current Conditions Report is available by July 2018, as noted. We believe this schedule is in keeping with your needs, but we are happy to revise this schedule if necessary. We have developed a variety of tools to keep projects on schedule and ensure that staff are well informed at all times:

FIGURE 1 SCHEDULE

Tasks	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11
Task 1. Data Collection and Mapping											
1.1. Econimic Profile	%	%									
1.2. GIS- Data Review, Collection, and Verification											
1.3. Background Reports											
Task 2. Conduct Public Outreach											
2.1. Scoping and Education											
2.2. Report Back and Refine Preliminary Results											
2.3. Develop Recommendations				%							
Task 3. Prepare Assessment of Compatibility											
Prepare Assessment of Compatibility					%	%					
Task 4. Propose Menu of Options											
Propose Menu of Options								%			
Task 5. Develop Implementation Strategy											
Develop Implementation Strategy									%	%	

PlaceWorks Preparation of Project Task
Staff Review of Work Products
Staff/Consultant Meeting* & Stakeholder Meetings
Conference calls %

*In-Person Meeting or Conference Call Before Stakeholder Meeting

- We maintain an up-to-date schedule throughout the project, to ensure that all team members are aware of upcoming meetings and product due dates.
- We stay in close, regular contact with staff and our subconsultants and document important decisions about the project in writing, which ensures that decisions are understood by all team members.
- We schedule project due dates for staff and subconsultants with adequate time for editing and formatting into finished reports.
- We limit subconsultants' payments to specific milestones, so as to ensure that progress on the project is commensurate with billings.

Products

The following products will be submitted to [jurisdiction] in fulfillment of our proposed scope of work:

- Draft Economic Profile Report (digital format)
- Final Economic Profile Report and standalone graphics (digital format)
- Interactive, web based map applications
- Modeling parameters
- Draft and final background reports in digital format
- Stakeholder lists (in collaboration with City staff)
- Draft and final phone interview questionnaires
- Interview notes, and summary
- Collateral materials for all presentations (PowerPoint or boards with stations)
- Workshop summaries
- Website or web page on City's site; email content, mailing materials
- PowerPoint presentations for agency meetings
- Draft and final compatibility report
- Menu of Options (three versions)
- Implementation Strategy Report and matrix (two versions)
- Final Industrial Compatibility Study (two versions)

Meetings

Steve Noack of PlaceWorks and Steve Cancian will attend the seven (7) stakeholder meetings. Staff meetings will be in the form of monthly conference calls. Additional calls will be scheduled during key meeting preparation periods. We are available to attend additional meetings on a time-and-materials basis.

COST

As shown in Table 1, the estimated cost to complete the scope of work described in this proposal is $99,900.

The billing rates for each team member are included in Table 1.

PlaceWorks bills for its work on a time-and-materials basis with monthly invoices.

TABLE 1 COST ESTIMATE

	PLACEWORKS												SUBCONSULTANT			
	Noack	Gunnels	Setiwan	Clendening	Vang	Carmen	Mazur	Sotelo	Intern				Steve Cancian			
Hourly Rate:	PIC $230	Economics $215	Project Manager $135	Hazardous Waste $180	Air Quality $185	Noise $185	GIS $185	Transportation $185	$75	PlaceWorks Hours	PlaceWorks 2% Office Expenses	PlaceWorks Total	Service Area	10% Subconsultant Markup	Subconsultant Total	Total Task Budget
TASK 1. Data Collection and Mapping																
1.1 Economic Profile	1	42	4						40	**87**	**$256**	**$13,056**	**0**	**$0**	**$0**	**$13,056**
1.2 GIS	1		30				8			**39**	**$115**	**$5,875**	**0**	**$0**	**$0**	**$5,875**
1.3 Background Reports	1			6	4	4		8		**23**	**$85**	**$4,355**	**0**	**$0**	**$0**	**$4,355**
Task A. Subtotal	**3**	**42**	**34**	**6**	**4**	**4**	**8**	**8**	**40**	**149**	**$456**	**$23,286**		**$0**	**$0**	**$23,286**
TASK 2. Conduct Public Outreach																
2.1 Scoping and Education	12									**12**	**$55**	**$2,815**	**12,750**	**$1,275**	**$14,025**	**$16,840**
2.2 Report Back and Refine Preliminary Results	4									**4**	**$18**	**$938**	**6,000**	**$600**	**$6,600**	**$7,538**
2.3 Develop Recommendations	4		7							**11**	**$37**	**$1,902**	**6,000**	**$600**	**$6,600**	**$8,502**
Task B. Subtotal	**20**	**0**	**7**	**0**	**0**	**0**	**0**	**0**	**0**	**27**	**$110**	**$5,655**	**$24,750**	**$2,475**	**$27,225**	**$32,880**
TASK 3. Prepare Assessment of Compatibility																
Prepare Assessment of Compatibility	8		80				20		60	**168**	**$417**	**$21,257**	**0**	**$0**	**$0**	**$21,257**
Task C. Subtotal	**8**	**0**	**80**	**0**	**0**	**0**	**20**	**0**	**60**	**168**	**$417**	**$21,257**	**$0**	**$0**	**$0**	**$21,257**
TASK 4. Propose Menu of Options																
Propose Menu of Options	12		40							**52**	**$163**	**$8,323**	**0**	**$0**	**$0**	**$8,323**
Task D. Subtotal	**12**	**0**	**40**	**0**	**0**	**0**	**0**	**0**	**0**	**52**	**$163**	**$8,323**	**$0**	**$0**	**$0**	**$8,323**
TASK 5. Develop Implementation Strategy																
Develop Implementation Strategy	12		40							**52**	**$163**	**$8,323**	**0**	**$0**	**$0**	**$8,323**
Task E. Subtotal	**12**	**0**	**40**	**0**	**0**	**0**	**0**	**0**	**0**	**52**	**$163**	**$8,323**	**$0**	**$0**	**$0**	**$8,323**
Labor Hours Total	**55**	**42**	**201**	**6**	**4**	**4**	**28**	**8**	**100**	**448**						
Labor Dollars Total	**$12,650**	**$9,030**	**$27,135**	**$1,080**	**$740**	**$740**	**$5,180**	**$1,480**	**$7,500**		**$1,309**	**$66,844**	**$24,750**		**$27,225**	**$94,069**
PlaceWorks Percent of Total Labor	12%	9%	45%	1%	1%	1%	6%	2%	22%							
EXPENSES																
PlaceWorks Reimbursable Expenses																$5,831
Subconsultants' Reimbursable Expenses																$0
EXPENSES TOTAL																$5,831
GRAND TOTAL																**$99,900**

Assumptions

This scope of work and cost estimate assumes that:

- Our cost estimate includes the meetings section above. Additional meetings would be billed on a time-and-materials basis. Steve Noack and Steve Cancian will attend all public workshops.
- All products will be submitted to the City of Fresno in electronic (PDF) format.