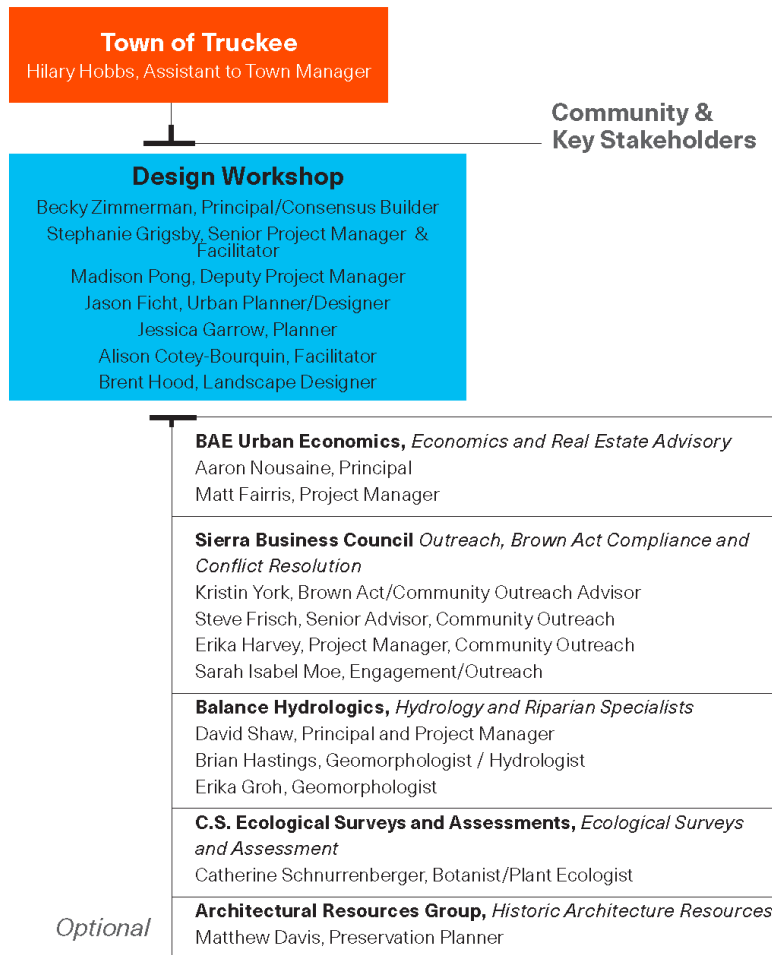


Team Structure



Scope of Work

The following tasks are anticipated to be included in the project scope of work. While the scope is organized in a linear manner, some of the tasks may proceed concurrently.

Task #1. Project Management

Task 1.1: Kick-off Meeting and Project Management: DW will conduct a strategic kick-off meeting with Town staff. During this meeting we will review items such as client vision, critical success factors, stakeholder engagement goals and objectives, a quality assurance plan, communications plan, key deliverables, and schedule. Administrative requirements and the next steps with the River Revitalization Steering Committee (R2SC) process will

be reviewed. We will go over these with you as part of an overall Strategic Kick-Off (SKO) Meeting, which helps set the stage for an effective process.

We will ensure quality through clear communication and dialogue with Town management and our team. To facilitate efficient communication, we anticipate time for 16 virtual progress meetings. The specific schedule will be determined at the SKO.

Deliverables:

1. *Up to (2) two-hour facilitated meetings with staff (Anticipated to be virtual)*
 2. *Project Management tools including roles and responsibilities, schedule, communication*
 3. *Methods, risk management, QA/ QC schedule*
 4. *Meeting agendas, meeting materials*
 5. *PM meetings (16)*
-

Task #2. River Revitalization Steering Committee Facilitation

Task 2.1: River Revitalization Steering Committee Materials: DW will work with Town Staff to develop a road map and agendas for R2SC meetings. We will develop meeting slide decks or presentation materials related to the planning effort and facilitated topics.

Task 2.2: River Revitalization Steering Committee Meetings: The R2SC includes 16 diverse community stakeholders who will provide input throughout the project. Key tasks of R2SC include Over the course of twelve, in-person meetings, DW will participate in the meetings and lead facilitated discussions to guide the R2SC in the following activities:

- Refinement of the River Revitalization Strategy's vision for the project area;
- Prioritizing sub-areas within the project area;
- Developing a vision for potential receiver sites; and
- Recommending incentives needed to facilitate revitalization.

It is recognized that R2SC meetings are public meetings that are scheduled in-person on the first Tuesday of each month from 5:00-7:00 PM. Meeting may be canceled occasionally if there are no agenda items ready for consideration. Up to nine (9) meetings are anticipated over the one-year contract period. The Committee has a designated Chair, who will help with general facilitation of the meeting agenda, and a minute taker, as well as Town staff participation. The principal facilitator will facilitate in-person during six (6) of the meetings, and virtually participate in three (3) meetings where the senior facilitator leads the in-person meeting. Balance Hydrologics has allocated time for four (4) meetings (1 site visit, 1 public meeting and 3 additional meetings) these can be adjusted as needed based on this allocated number of meetings.

Task 2.3: Develop R2SC Communication Strategy: As part of the facilitated meetings, DW will develop methodologies to elicit input from the R2SC, implementing principles and best practices of diversity, equity, and inclusion. We will provide strategies to facilitate listening between stakeholders with divergent perspectives and

backgrounds and to mediate and facilitate conflict resolution to effectuate project outcomes with broad stakeholder buy-in.

Deliverables:

1. *Up to nine (9) two-hour facilitated meetings with staff (anticipated to be in-person)*
 2. *Meeting agendas, meeting materials, facilitation materials*
-

Task #3. Community Engagement

Task 3.1: Engagement Plan: DW will work with Town Staff and R2SC to develop an engagement plan for targeted stakeholder groups. Engagement strategies and tactics will utilize principles and best practices of diversity, equity, and inclusion. Town Staff and R2SC representatives are anticipated to conduct the outreach. DW will support outreach efforts by developing the engagement strategy, meeting materials, and meeting notification graphics. Engagement target groups include:

- Businesses within project area and adjacent neighborhood;
- Residential and commercial property owners and tenants within project area and adjacent neighborhoods;
- Potential receiver site owners (as identified by Town staff and R2SC committee); and
- Washoe Tribe of Nevada and California

Task 3.2: Community Workshops: Three community workshops will be hosted throughout the process, including three engagement windows. The engagement windows will include events that implement principles and best practices of diversity, equity, and inclusion (including Spanish interpretation and translation of meeting materials). The methods and timing of the engagement windows will be developed in coordination with Town Staff and the R2SC as part of the engagement plan.

The three (3) rounds of engagement are anticipated. From our experience, it is important to ask community members to provide feedback on topics that they can answer. We anticipated engaging people for input on the following:

Engagement Window 1: Opportunities and constraints, vision and values

Engagement Window 2: Input on design options

Engagement Window 3: Input on revitalization strategies and the draft plan components

Workshop engagement events may take the form of an open house or one of the below strategies to meet people where they are.

Coffee Talks. In an informal setting, we will meet the community where they are at to identify areas of strengths, weaknesses, opportunities, and constraints and to lay the groundwork for understanding core community values. Design Workshop may provide a Toolkit including business cards with links to a survey, talking points or questionnaires, idea walls and other light touch engagement tactics. Design

Workshop will prepare materials and attend one day of engagement. Town Staff and R2SC will lead the effort to find locations for gathering, attend and staff engagement events and provide additional printed materials as needed.

Pop Up Events. We propose utilizing the success of local events such as Farmers Markets and Truckee Days to obtain broad participation from the community.

Story Cards. Sometimes the best way to understand a community's priorities, desires or concerns is to ask them to tell their story. A postcard will be designed to collect short stories and phrases that describe what people care most about. These postcards, along with a planning process informational flier, could also be given to Town Staff to be distributed and collected at community and organizational events. The story cards could also be included in an online survey format to be filled out electronically.

Online Survey. We will work with Town staff to develop a questionnaire and online survey to capture what people love about the River Corridor and their hopes for the future. This survey will be designed so that certain questions can serve as benchmark and data analysis. Design Workshop uses Qualtrics, an online program, to create and analyze surveys. Our scope anticipates Design Workshop will create the online survey and the Town will distribute their website and social media channels. The survey will be provided in English and Spanish.

It is anticipated that Town Staff and R2SC members will help staff community events, with support by the DW team. Town Staff will secure meeting locations and promote advertisement of the events through their media channels. DW will provide digital copies of the graphics to support the meeting advertisement efforts.

Deliverables:

1. *Stakeholder and Community Engagement Plan*
 2. *Up to three (3) community engagement events (anticipated to be a mix of in-person and virtual events)*
 3. *Meeting agendas, meeting materials*
 4. *Meeting notification materials*
-

Task #4. Business Inventory

It is understood that a sub-committee from the R2SC is currently working to complete a full inventory of business owners, property owners, and parcels within the project area. Town Staff will utilize this information to create a GIS Map that can be used by the DW Team and R2SC for project planning purposes. Task 4 will supplement this baseline data collection.

Task 4.1: River Corridor Opportunities and Constraints: DW will utilize the inventory prepared by the R2SC and supplement the information with a summary of opportunities and constraints for land use changes. A series of maps, diagrams, and photos will be compiled to communicate the opportunities and constraints as part of the stakeholder meetings and community workshops.

Task 4.2: Revitalization Sub-Area Prioritization: Drawing from stakeholder and community workshop input, and business and physical conditions inventories, the DW Team will facilitate the R2SC committee's prioritization of "sub-areas" within the river corridor that should be considered for business revitalization efforts and incentives.

Task 4.3 Inventory of Barriers to Revitalization: The DW Team will conduct a site visit of the sub-areas and, as part of the business interviews described in Task 6.1, begin to understand business interest in revitalization opportunities, and the physical space needs for revitalization for all businesses within "high priority" and "medium priority" sub-areas (see Task 4.2 and Task 6.1). This information will be used to inform the consideration of incentives and to refine the vision and potential space needs for receiver sites for any businesses that may relocate.

Task 4.4 Ecological Features Assessment: With support from C.S. Ecological Surveys and Assessments (CSESA), the DW Team will develop a Baseline Assessment of Ecological Functions. Baseline conditions will be presented in the form of a technical memo which summarizes available water quality data, known wildlife corridors and their connections to regional wildlife habitat, river bank and bed conditions and disturbance history. Due to the timing of this work (i.e. during the winter) the assessment is anticipated to initially draw almost exclusively on our knowledge of the river, previously completed work and available data, supplemented by a reconnaissance level field-verification when field conditions allow.

The DW Team will complete baseline mapping of vegetation communities within and adjacent to the project area (we understand that the study area has not been finalized, and assume the survey study area will be able to be surveyed in one field day), as based on dominant species in each vegetation strata, along with a discussion of the health of each vegetation strata in terms of regeneration and resistance/reliance to climate change and other stressors. The mapping will include existing populations of noxious/invasive weeds and susceptible habitat for noxious/invasive weeds and a plant list of species observed during the survey.

Pertinent supporting documents and information are anticipated to include (but is not limited to) the following:

- Downtown River Revitalization Strategy (Town of Truckee, 2005)
- Town of Truckee GIS spatial data (if available)
- Downtown Truckee River Revitalization Assessment (Balance Hydrologics, 2018)
- Truckee River Legacy Trail Phase 4 Resource Assessments
- Truckee River Watershed Council bioassessment data (if available)
- Water quality data, as available from the Truckee River Watershed Council, Truckee River Information Gateway (TRIG), and the Town of Truckee's Truckee River Water Quality Monitoring Program
- Truckee River Corridor Access Plan (EDAW, 2006)
- 100-year floodplain mapping and Flood Insurance Studies completed by FEMA
- Big Jack East NEPA Resource Assessments (Tahoe National Forest)
- Placer County River Trail Resource Assessments, CEQA and NEPA
- Truckee Springs Resource Assessments (Town of Truckee)
- CDFW Resource Assessments – referencing when the CDFW parcel was transferred to Truckee Donner Land Trust

An Ecological Features Map will be attached to the technical memo and will provide information on the underlying features and processes which affect ecological function within and adjacent to the Study Area. If appropriate, the river will be classified into reaches based on channel form and habitat features and processes, bed and bank composition and slope, the presence or absence of historical disturbance and ongoing human activities. The map will focus on highlighting areas where ecological processes appear to be functioning at a high level, including the presence (if any) of active sand and gravel bars with potential for natural cottonwood and other vegetation recruitment.

Assumptions and Exclusions

- The assessment will be based on existing information, published studies, and readily available data, supplemented with up to 1 day of field-based mapping. Topographic surveys, wetland delineations, and detailed vegetation mapping are not included, but can be provided under separate authorization.
- One draft technical memo will be provided to the Town for circulation and review among the Committee. One round of compiled comments will be addressed between submittal of the draft memo and delivery of the final memo.

Deliverables:

1. *River Corridor Opportunities and Constraints Mapping and Summary*
 2. *Map of identified sub-areas and prioritization*
 3. *Technical Memo: Draft and Final Ecological Features Assessment*
 4. *One-day site visit*
 5. *Meeting notes*
-

Task #5. Land Use and Urban Design Options

Task 5.1: Land Use/Design Options for the River Corridor: DW will prepare two (2) land use/design options for the river corridor with input from the R2SC committee. Design options will include high level concept site plans including facility square footage capacity and site improvements. Inconsistencies between the design options and zoning or the 2040 General Plan/Downtown Truckee Plan will be identified in coordination with the Town. Two (2) perspective renderings will be developed to convey the ideas behind the design options. These options and renderings will be displayed at the community workshop for input.

Task 5.2: Receiver Site Feasibility Analysis: Working with the Town and R2SC, DW will analyze and summarize the physical development feasibility for up to five (5) potential receiver sites that are identified by the Town and R2SC. The analysis will include a review of pertinent codes, current entitlements and conditions of approval, site access, and other available information that would impact site development feasibility. A full records search and survey of the sites is not included. A site visit will be completed of the sites to visually assess the properties in consideration for development possibilities.

Task 5.3: Land Use Options for Receiver Sites:

We will prepare a prototypical land use/design option for up to three (3) potential receiver sites, with input from the R2SC committee. These options will be displayed at the community workshop for input.

Task 5.4: Recommendations for Improving Ecological Functions

Based on prior work and findings of the assessment in Task 4.4, we will provide the committee with recommendations for improving ecological functions within the study reach. Recommendations will be based on a review of the DW Team's Revitalization Strategy Recommendations and screening those recommendations against the ecological features and processes identified in Task 4.4

Deliverables:

1. *Up to two (2) land use/design options for the river corridor (with one round of revisions)*

2. *Two perspective renderings of river corridor*
 3. *Summary memo of receiver site feasibility analysis (five sites)*
 4. *Land use/prototypical site design options for three (3) receiver sites*
-

Task #6. Revitalization Strategies/Incentives

(Will occur before, or in parallel with Task 5)

Task 6.1: Develop economic proformas: We will prepare a financial analysis for each of the following five financial stakeholder types within the study area:

- Property owners/investors who have vacant sites or functionally obsolescent buildings that would be targeted for new development
- Property owners/investors who lease functional buildings on properties that are under-utilized that would be targeted for infill/intensification
- Property owners/investors who currently lease existing buildings to others that could benefit from new investment (i.e., cosmetic upgrades)
- Businesses that own the property within the study area where they operate their business.
- Businesses that lease the property within the study area where they operate their business.

Town staff will help the DW Team to identify up to three individuals who represent each of the different stakeholder types (15 total stakeholders) who will be willing to provide input into the financial analysis. We will request interviews with each of the stakeholders and interview them to obtain the types of rough financial assumptions needed to develop a financial model for each stakeholder type, structured to understand their perspective on increasing their investment within the study area and deciding if it makes financial sense. We will also interview key business types within the study area to better understand their financial capacity to absorb increased costs associated with occupying newly built industrial/commercial space in the event that the business was to relocate. We may also interview other knowledgeable local real estate and business professionals who can provide more generalized input and collect local market data to the financial modeling process that will be applicable to local stakeholder decisions, such as general property values, financing costs, business/real estate investment criteria, and so forth.

Based on the research described above, we will develop a specific financial model for each of the five stakeholder groups, structured to help understand key financial decision-making dynamics for each stakeholder type within the local economic context. For each stakeholder type, we will utilize our respective financial model to conduct sensitivity analysis to understand how decision-making may vary among property/business owners within the study area based on their unique circumstances, with the goal of understanding the rough order of magnitude of incentives that may be necessary to encourage different stakeholder types to undertake desired actions or investments, such as business relocations, cosmetic upgrades to existing buildings, new infill development, redevelopment of existing buildings, or new development on vacant/functionally obsolete properties. These may include financial incentives as well as regulatory incentives (i.e., increase in allowable building intensity; changes in allowable land uses).

Task 6.2: Develop recommendations for revitalization incentives/strategies: The Team will facilitate the R2SC committee's consideration of recommendations for revitalization incentive programs, including incentive types and

prioritization of incentives. As part of the R2SC meetings, DW will present case study examples of incentives and work with the R2SC and Town Staff to provide recommendations appropriate for the river corridor. Examples could include, but are not limited to, consideration of financial incentives (loans or grants) and rezoning or 2040 General Plan modifications.

Deliverables:

1. *Five (5) financial models*
 2. *15 Stakeholder interviews*
 3. *Draft and final memo of revitalization incentive recommendations*
-

Task #7. Downtown River Revitalization Action Plan

Task 7.1: Develop Action Plan: Design Workshop will create a graphically engaging document to

Express the input, findings and solutions from previous tasks. The Action Plan is not intended to be a regulatory document and is not considered a project under CEQA. It is anticipated that the Action Plan will include, at a minimum, the following components:

- Setting
- Public Engagement Summary
- Vision/Vision Alternatives for the Study Area
- A map with sub-areas and supporting text for each sub-area
- Findings and recommendations by sub-area, including incentives, and strategies
- A map of potential receiver sites identified and supporting text for each site
- Findings and recommendations by receiver site, including incentives and strategies for relocation
- Next Steps
- Appendices: Inventory and workshop summaries

DW will document all data sources, findings, and recommendations in the form of a written plan document. We will provide a 90% complete draft for review by Town staff and select stakeholders as appropriate.

Comments will be provided by reviewers in a consolidated comment tracking worksheet.

DW will review and incorporate comments from Town Staff and key stakeholders to create a Final Action Plan.

Deliverables:

1. *Draft River Revitalization Action Plan (digital pdf)*
2. *Final River Revitalization Action Plan (digital pdf)*

Task #8. Presentations to Town Council

Task 8.1 Presentation to Town Council:

The Consultant will provide three (3) presentations to Town Council throughout the project, including two (2) presentations at strategic decision points and a presentation of the final proposed Downtown River Revitalization Action Plan. DW will attend virtually present and facilitate conversation with the support of Town Staff.

Deliverables:

1. *Three (3) presentations to Town Council*
 2. *Presentation materials*
-

Optional Task

Historical Properties Opportunities: Many buildings in the downtown core are identified as historic resources under the Town's adopted Historic Preservation Program. If desired, the consultant team can provide greater detail on potential revitalization opportunities and constraints for historically designated properties within the plan area and likely eligible properties within the plan area. The team's historic architect will conduct additional site reconnaissance and review existing documentation in order to prepare a summary memo.

Deliverables:

1. *Historical Properties Revitalization Opportunities & Constraints Memo*

Budget

The following budget is based on the proposed tasks section and is inclusive of all fees and expenses. The deliverables are noted in the scope of work.

Additional Work beyond the Contract Scope

Additional services will include (but are not limited to) redesign of previously approved work, major revisions to deliverables, additional meetings and/or expansion of scope of services. Design Workshop will work with the Town to prepare a supplement to the Agreement for additional work. Fee budgets associated with additional services will be developed using Design Workshop Team's current published rate schedules (2023 rates for team members are provided to the right).

Task 1	Project Management	\$12,380
1.1	Strategic Kick-off Meeting	\$3,380

1.2	PM Meetings (16)	\$9,000
Task 2	River Revitalization Steering Committee Facilitation	\$37,060
2.1	R2SC Meeting Materials	\$5,760
2.2	R2SC Meetings (anticipates 9 meetings)	\$20,900
2.3	R2SC Facilitation Strategy	\$10,400
Task 3	Community Engagement	\$29,640
3.1	Engagement Plan + Materials for Stakeholder Interviews	\$8,400
3.2	Community Workshops (3)	\$17,240
3.3	Meeting notification materials	\$4,000
Task 4	Business Inventory	\$39,659
4.1	River Corridor Opportunities & Constraints	\$11,120
4.2	Revitalization Sub-Area Prioritization	\$5,260
4.3	Inventory of Barriers to Revitalization	\$8,280
4.4	Ecological Features Assessment	\$14,999
Task 5	Land Use and Urban Design Options	\$43,988
5.1	River Corridor Options (2)	\$14,120
5.2	Receiver Site Feasibility Memo	\$8,620
5.3	Receiver Site Design Options	\$14,120
5.4	Recommendations for Improving Ecological Functions	\$7,128
Task 6	Revitalization Strategies	\$74,700
6.1	Economic Proformas	\$58,620
6.2	Revitalization Strategy Recommendations	\$16,080
Task 7	Downtown River Revitalization Action Plan	\$20,300
7.1	Develop Action Plan (Draft and Final)	\$20,300
Task 8	Presentations to Town Council	\$6,520

8.1	Presentation to Town Council (3)	\$6,520
	Fees	\$264,247
	Reimbursable Expenses	\$14,500
	Total Fees	\$278,747
	Optional Task Historical Properties Opportunities	\$18,500