

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



**ITEM: 3.4**  
(ID # 29086)

**MEETING DATE:**

Tuesday, November 04, 2025

**FROM :** EXECUTIVE OFFICE

**SUBJECT:** EXECUTIVE OFFICE: Approve the Zero Emission Fleet Transition Plan Services Agreement with ARUP US, INC. in the amount of \$509,500 effective November 1, 2025, to October 31, 2026, with the option to renew for an additional twelve months. ALL DISTRICTS [Total Cost \$509,500; up to \$125,000 in additional compensation - [AB2766 RIDESHARE FUND] (4/5 Vote Required)

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Approve the Zero Emission Fleet Transition Plan Services Agreement with ARUP US, INC. in the amount of \$509,500 effective November 1, 2025, to October 31, 2026, with the option to renew for an additional twelve months, and authorize the Chairman of the Board to sign the Agreement on behalf of the County.
2. Authorize the Purchasing Agent, in accordance with Ordinance 459, based on the availability of fiscal funding and as approved as to form by County Counsel to: (a) sign amendments that exercise the options of the Agreement, including renewing the term and modifications to the scope of services (including authorizing additional services as may be necessary) that stay within the intent of said Agreement; and (b) sign amendments to the compensation that do not exceed the sum total of \$125,000 for the term of the Agreement.
3. Direct the Purchasing Agent to issue Purchase Orders for any goods and/or services rendered that do not exceed the BOS approved amount; and,
4. Direct the Clerk of the Board to retain one (1) copy and return two (2) copies of the Agreement to the Executive Office for distribution.
5. Approve and direct the Auditor-Controller to make budget adjustments increasing appropriations for the AB2766 Fund by \$254,750.

**ACTION:4/5 Vote Required, Policy**

Juan C. Perez, Chief Operating Officer

10/30/2025

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**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Gutierrez, seconded by Supervisor Medina and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Medina, Spiegel, Washington, Perez and Gutierrez  
Nays: None  
Absent: None  
Date: November 4, 2025  
xc: EO

Kimberly A. Rector  
Clerk of the Board  
By:   
Deputy

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<b>FINANCIAL DATA</b>	<b>Current Fiscal Year:</b>	<b>Next Fiscal Year:</b>	<b>Total Cost:</b>	<b>Ongoing Cost</b>
<b>COST</b>	\$254,750	\$254,750	\$509,500	\$
<b>NET COUNTY COST</b>	\$	\$	\$	\$
<b>SOURCE OF FUNDS: AB2766 AIR QUALITY RIDESHARE FUND</b>			<b>Budget Adjustment: Yes</b>	
			<b>For Fiscal Year: 25/26-26/27</b>	

**C.E.O. RECOMMENDATION:** Approve

**BACKGROUND:**

**Summary**

The Executive Office is requesting Board approval of an Agreement with Arup US, Inc. to develop a Zero-Emission Fleet Transition Plan (Transition Plan) for the County of Riverside, in compliance with the California Air Resources Board (CARB) Advanced Clean Fleets (ACF) regulation.

The ACF regulation requires all state and local government agencies to transition their medium- and heavy-duty vehicle fleets to zero-emission vehicles (ZEVs) by 2045, with phased requirements beginning in 2027. Riverside County operates more than 6,000 vehicles across over 40 decentralized fleets serving an area of 7,300 square miles. The Transition Plan will provide a comprehensive roadmap for compliance, including regulatory analysis, infrastructure needs, cost estimates, and operational recommendations to guide the County’s long-term fleet transition.

Under this agreement, Arup will:

- Conduct a full fleet inventory and ZEV readiness assessment;
- Evaluate vehicle replacement options and charging infrastructure needs;
- Analyze regulatory compliance pathways and available exemptions;
- Identify grant funding opportunities; and
- Deliver a phased implementation and cost plan to support the 2026–27 budget cycle.

This initiative supports the County’s ongoing efforts to reduce emissions, modernize operations, and position the organization for future state and federal grant opportunities related to zero-emission transportation and infrastructure.

**Impact on Residents and Businesses**

Approval of this agreement will support the County’s compliance with state-mandated zero-emission vehicle regulations while advancing local air quality goals. Development of a Zero-Emission Fleet Transition Plan will help reduce greenhouse gas emissions and contribute to improved air quality across Riverside County as the plan is implemented.

In addition, a coordinated fleet transition will strengthen the County’s ability to provide uninterrupted public services by ensuring vehicles are replaced strategically and charging

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infrastructure is planned efficiently to meet operational needs. The project will also position the County to compete for future grant funding that can offset costs and expand access to clean transportation options countywide.

**Additional Fiscal Information**

AB 2766 revenue is distributed by the South Coast Air Quality Management District (SCAQMD) on a quarterly basis to the 162 participating cities and counties within the South Coast Air Basin. Allocations are determined based on each jurisdiction's prorated share of the population. The proposed agreement qualifies under the eligibility criteria for AB 2766 Air Quality Rideshare Program funding.

**Contract History and Price Reasonableness**

The award of this Agreement was based off an Agreement for Advanced Clean Energy Fleet Transition Assessment that was competitively bid by San Joaquin County to source the agreement. A Request for Proposal for Advanced Clean Energy Fleet Transition Assessment Plan was released by San Joaquin County on June 18, 2024 and was closed on July 15, 2024. Four responses were received and after an evaluation process, Arup US, Inc. was notified on August 2, 2024 as the highest ranked bidder. The agreement was approved by the San Joaquin County Board of Supervisors on October 22, 2024. The practice of utilizing another government agency's solicitation and award to fulfill the County's competitive bidding requirements is known as "piggybacking."

**SCHEDULE A BUDGET ADJUSTMENT**

Increase Appropriations:

22300-1110100000-525440 Professional Service Contracts \$254,750

Anticipated Use of Fund Balance:

22300-1110100000-321101 Restricted Program Money \$254,750

**ATTACHMENTS**

**ATTACHMENT A.** Zero-Emission Fleet Transition Plan Services Agreement with Arup US, Inc.

 Melissa Curtis, Deputy Director of Purchasing and Fleet	10/22/2025	 Gregg Gu, Chief of Deputy County Counsel	10/22/2025
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**ZERO-EMISSION FLEET TRANSITION PLAN SERVICES AGREEMENT**

**between**

**COUNTY OF RIVERSIDE**

**and**

**ARUP US, INC.**



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This Agreement is made, by and between ARUP US, INC., a New York Corporation authorized to do business in California, (herein referred to as "CONTRACTOR"), and the COUNTY OF RIVERSIDE, on behalf of its Executive Office, a political subdivision of the State of California, (herein referred to as "COUNTY").

WHEREAS, the COUNTY has the legal authority to "piggyback" onto a contract procured by another governmental entity when seeking to utilize the same or similar goods and services provided for in said contract in the interest of the public;

WHEREAS, the COUNTY requires the goods and services of a vendor who can to develop a Zero-Emissions Fleet Transition Plan to comply with the California Air Resources Board Advanced Clean Fleet (ACF) regulations and other State requirements for the adoption of zero-emission vehicles (ZEV);

WHEREAS, the CONTRACTOR has previously entered into a contract with San Joaquin County for the same services under Agreement No. A-24-334;

WHEREAS, the COUNTY desires to "piggyback" onto Agreement No. A-24-334 between CONTRACTOR and San Joaquin; and

WHEREAS, CONTRACTOR consents to the aforesaid "piggybacking."

The parties agree as follows:

**1. Description of Services**

**1.1** CONTRACTOR shall provide all services as outlined and specified in Exhibit A, Scope of Services, at the prices stated in Exhibit B, Payment Provisions. In the event of any inconsistency or conflict between the terms of this Agreement and Exhibit A, the terms of the Agreement shall control and prevail unless expressly stated otherwise in Exhibit A."

**1.2** CONTRACTOR represents that it has the skills, experience, and knowledge necessary to perform under this Agreement and the COUNTY relies upon this representation. CONTRACTOR shall perform in accordance with the current, accepted professional standards of firms/professionals in the same discipline in the State of California appropriate for the size, complexity, schedule, and other characteristics of the Project in the jurisdiction where the project is located. ("Standard of Care"). CONTRACTOR shall perform to the reasonable satisfaction of the COUNTY.

**1.3** CONTRACTOR affirms that it is fully apprised of all of the work to be performed under this Agreement; and the CONTRACTOR agrees it can properly perform this work at the prices stated in Exhibit A's Cost Proposal. CONTRACTOR is not to perform services or provide identifiable deliverables outside of the Agreement without the prior written direction of the COUNTY.

**1.4** Acceptance by the COUNTY of the CONTRACTOR's performance under this Agreement does not operate as a release of CONTRACTOR's responsibility for full compliance with the terms of this Agreement.

**2. Period of Performance**

**2.1** This Agreement shall be effective November 1, 2025, and continues in effect to October 31, 2026, unless terminated earlier, with the option to renew for an additional twelve (12) month period through October 31, 2027. CONTRACTOR shall commence performance November 1, 2025, and shall diligently and continuously perform thereafter. The Riverside County Board of Supervisors is the only authority that may obligate the COUNTY for a non-cancelable multi-year agreement.

**2.2** Delay Notification and Mitigation. If CONTRACTOR anticipates any delay in meeting the deliverable timelines outlined in Exhibit A, CONTRACTOR shall notify the COUNTY in writing within five (5) business days of identifying the potential delay, providing a detailed explanation of the cause and its impact on the schedule. Within ten (10) business days of such notification, CONTRACTOR shall submit a mitigation plan to the COUNTY, detailing steps to minimize the delay and ensure timely completion of the Services. CONTRACTOR shall discuss delay risks and mitigation during bi-weekly progress meetings with the COUNTY.

**3. Compensation**

**3.1** The COUNTY shall pay the CONTRACTOR for services performed in accordance with the terms of Exhibit B, Payment Provisions. Maximum payments by COUNTY to CONTRACTOR shall not exceed an aggregate amount of four hundred five hundred nine thousand and five hundred dollars (\$509,500) throughout the period of performance including all expenses. The COUNTY is not responsible for any fees or costs incurred above or beyond the contracted amount and shall have no obligation to purchase any specified amount of services or identifiable deliverables. Unless otherwise specifically stated in Exhibit B, COUNTY shall not be responsible for payment of any of CONTRACTOR's expenses related to this Agreement.

**3.2** All known price decreases (for example, if CONTRACTOR offers lower prices to another governmental entity) will automatically be extended to the COUNTY. The COUNTY requires written proof satisfactory to COUNTY of cost increases prior to any approved price adjustment. After the first year of the award, if applicable, a minimum of 30-days advance notice in writing is required to be considered and approved by COUNTY. No retroactive price adjustments will be considered. Any price increases must be stated in a written amendment to this Agreement. Annual increases shall not exceed the Consumer Price Index- All Items – Riverside-San Bernardino-Ontario CA areas and be subject to satisfactory performance review by the COUNTY and approved (if needed) for budget funding by the Board of Supervisors. Annual CPI increase will be calculated using the over-the-year percentage change most recent month/year data posted prior to the date of the annual increase written request and as provided by the U.S. Bureau of Labor Statistics. CONTRACTOR increase to rates may vary between 3% to 5% and shall be agreed upon by COUNTY and CONTRACTOR taking into consideration the CPI index.

**3.3** A Purchase Order (PO) will be issued by an authorized buyer for the service requested identifiable deliverables ordering as it pertains to this Agreement. The PO will include, at minimum, line-item description as it

pertains to the hours worked, task items, positions, rates, etc., quantity of hours identifiable deliverables price, unit of measure, total purchase request, applicable taxes, Agreement reference as well as appropriate department information for scheduling and/or delivery.

**3.4** CONTRACTOR shall be paid only in accordance with an invoice submitted to COUNTY by CONTRACTOR within fifteen (15) days from the last day of each month services are performed, and COUNTY shall pay the invoice within thirty (30) working days from the date of receipt of the invoice. Payment shall be made to CONTRACTOR only after services have been rendered or delivery of materials or identifiable deliverables, and acceptance has been made by COUNTY. Prepare invoices in duplicate. For this Agreement, send the original and duplicate copies of invoices to:

County of Riverside Executive Office

Attn: Accounting

4080 Lemon St. 4<sup>th</sup> Floor

Riverside, CA. 92501

- a) Email invoices to: [EO-Accounting@rivco.org](mailto:EO-Accounting@rivco.org)
- b) Each invoice shall contain a minimum of the following information: invoice number and date; remittance address; bill-to and ship-to addresses of ordering department/division; Agreement number (EOARC-91842-001-10/27); Number of Hours worked; description of Task Item from the "Cost Proposal" noting the Task being performed, Position Title and Fully Burdened Rate, extensions, sales/use tax if applicable, and an invoice total.
- c) Invoices shall be rendered monthly in arrears.

**3.5** The COUNTY obligation for payment of this Agreement beyond the current fiscal year end is contingent upon and limited by the availability of COUNTY funding from which payment can be made, and invoices shall be rendered "monthly" in arrears. In the State of California, Government agencies are not allowed to pay excess interest and late charges, per Government Codes, Section 926.10. No legal liability on the part of the COUNTY shall arise for payment beyond June 30 of each calendar year unless funds are made available for such payment. In the event that such funds are not forthcoming for any reason, COUNTY shall immediately notify CONTRACTOR in writing; and this Agreement shall be deemed terminated, have no further force, and effect.

#### **4. Alteration or Changes to the Agreement**

**4.1** The Board of Supervisors and the COUNTY Purchasing Agent and/or his designee is the only authorized COUNTY representatives who may at any time, by written order, alter this Agreement. If any such alteration causes an increase or decrease in the cost of, or the time required for the performance under this

Agreement, an equitable adjustment shall be made in the Agreement price or delivery schedule, or both, and the Agreement shall be modified by written amendment accordingly.

**4.2** Any claim by the CONTRACTOR for additional payment related to this Agreement shall be made in writing by the CONTRACTOR within 30 days of when the CONTRACTOR has or should have notice of any actual or claimed change in the work, which results in additional and unanticipated cost to the CONTRACTOR. If the COUNTY Purchasing Agent decides that the facts provide sufficient justification, he may authorize additional payment to the CONTRACTOR pursuant to the claim. Nothing in this section shall excuse the CONTRACTOR from proceeding with performance of the Agreement even if there has been a change.

**5. Termination**

**5.1.** COUNTY may terminate this Agreement without cause upon 30 days written notice served upon the CONTRACTOR stating the extent and effective date of termination.

CONTRACTOR shall have the right to terminate this Agreement upon thirty (30) days' written notice to COUNTY for COUNTY's material breach of this Agreement, including nonpayment.

**5.2** COUNTY may, upon five (5) days written notice terminate this Agreement for CONTRACTOR's default, if CONTRACTOR refuses or fails to comply with the terms of this Agreement or fails to make progress that may endanger performance and does not immediately cure such failure. In the event of such termination, the COUNTY may proceed with the work in any manner deemed proper by COUNTY.

**5.3** After receipt of the notice of termination, CONTRACTOR shall:

- (a) Stop all work under this Agreement on the date specified in the notice of termination; and
- (b) Transfer to COUNTY and deliver in the manner as directed by COUNTY any materials, reports or other identifiable deliverables, which, if the Agreement had been completed or continued, would have been required to be furnished to COUNTY.

**5.4** If notice of termination or expiration includes a close-out period, CONTRACTOR agrees to:

- a) Provide, in a timely manner, all files and information deemed necessary by COUNTY for use in subsequent contracting activities without additional cost to the COUNTY or the new Contractor(s), and
- b) Cooperate with COUNTY during a transition close-out period to ensure orderly and seamless delivery of services to residents of Riverside County.

**5.5** After termination, COUNTY shall make payment only for CONTRACTOR's performance up to the date of termination in accordance with this Agreement.

**5.6** CONTRACTOR's rights under this Agreement shall terminate (except for fees accrued prior to the date of termination) upon dishonesty or a willful or material breach of this Agreement by CONTRACTOR;

or in the event of CONTRACTOR's unwillingness or inability for any reason whatsoever to perform the terms of this Agreement. In such event, CONTRACTOR shall not be entitled to any further compensation under this Agreement.

**5.7** If the Agreement is federally or State funded, CONTRACTOR cannot be debarred from the System for Award Management (SAM). CONTRACTOR must notify the COUNTY immediately of a debarment. Reference: System for Award Management (SAM) at <https://www.sam.gov> for Central Contractor Registry (CCR), Federal Agency Registration (Fedreg), Online Representations and Certifications Application, and Excluded Parties List System (EPLS)). Excluded Parties Listing System (EPLS) (<http://www.epls.gov>) (Executive Order 12549, 7 CFR Part 3017, 45 CFR Part 76, and 44 CFR Part 17). The System for Award Management (SAM) is the Official U.S. Government system that consolidated the capabilities of CCR/FedReg, ORCA, and EPLS.

**5.8** The rights and remedies of COUNTY provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or this Agreement.

**6. Ownership/Use of Contract Materials Identifiable Deliverables**

The CONTRACTOR agrees that the final Identifiable Deliverables set forth in Exhibit A created by CONTRACTOR for which CONTRACTOR has been compensated by COUNTY pursuant to this Agreement shall be the sole property of the COUNTY. CONTRACTOR shall remain the owner of all other materials created pursuant to this Agreement that are not identified as Identifiable Deliverables in Exhibit A. The material, reports or identifiable deliverables may be used by the COUNTY for any purpose that the COUNTY deems to be appropriate, including, but not limit to, duplication and/or distribution within the COUNTY or to third parties. CONTRACTOR agrees not to release or circulate in whole or part Identifiable Deliverables without prior written authorization of the COUNTY. In addition, this Agreement does not restrict or deprive CONTRACTOR of any of its rights or proprietary interests in any materials that existed prior to or are developed independently of the performance of CONTRACTOR's services pursuant to this Agreement (the "Pre-Existing Materials"). If any Pre-Existing Materials are delivered in connection with or as part of the performance of CONTRACTOR's services, the CONTRACTOR hereby grants the COUNTY a non-exclusive, world-wide, royalty-free, irrevocable license to use such Pre-Existing Materials to enable the full use and benefit of the work product provided to COUNTY under this Agreement.

**7. Conduct of Contractor**

**7.1** The CONTRACTOR covenants that it presently has no interest, including, but not limited to, other projects or contracts, and shall not acquire any such interest, direct or indirect, which would conflict in any manner or degree with CONTRACTOR's performance under this Agreement. The CONTRACTOR further covenants

that no person or subcontractor having any such interest shall be employed or retained by CONTRACTOR under this Agreement. The CONTRACTOR agrees to inform the COUNTY of all the CONTRACTOR's interests, if any, which are or may be perceived as incompatible with the COUNTY's interests.

7.2 The CONTRACTOR shall not, under circumstances which could be interpreted as an attempt to influence the recipient in the conduct of his/her duties, accept any gratuity or special favor from individuals or firms with whom the CONTRACTOR is doing business or proposing to do business, in accomplishing the work under this Agreement.

7.3 The CONTRACTOR or its employees shall not offer gifts, gratuity, favors, and entertainment directly or indirectly to COUNTY employees.

**8. Inspection of Service; Quality Control/Assurance**

8.1 All performance (which includes services, workmanship, materials, supplies and equipment furnished or utilized in the performance of this Agreement) shall be subject to inspection and test by the COUNTY or other regulatory agencies at all times. The CONTRACTOR shall provide adequate cooperation to any inspector or other COUNTY representative to permit him/her to determine the CONTRACTOR's conformity with the terms of this Agreement. If any services performed or identifiable deliverables provided by CONTRACTOR are not in conformance with the terms of this Agreement, the COUNTY shall have the right to require the CONTRACTOR to perform the services or provide the identifiable deliverables in conformance with the terms of the Agreement at no additional cost to the COUNTY. When the services to be performed or the identifiable deliverables to be provided are of such nature that the difference cannot be corrected; the COUNTY shall have the right to: (1) require the CONTRACTOR immediately to take all necessary steps to ensure future performance in conformity with the terms of the Agreement identifiable deliverables. The COUNTY may also terminate this Agreement for default and charge to CONTRACTOR any costs incurred by the COUNTY because of the CONTRACTOR's failure to perform.

8.2 CONTRACTOR shall establish adequate procedures for self-monitoring and quality control and assurance to ensure proper performance under this Agreement; and shall permit a COUNTY representative or other regulatory official to monitor, assess, or evaluate CONTRACTOR's performance under this Agreement at any time, upon reasonable notice to the CONTRACTOR.

**9. Independent Contractor/Employment Eligibility**

9.1 The CONTRACTOR is, for purposes relating to this Agreement, an independent contractor and shall not be deemed an employee of the COUNTY. It is expressly understood and agreed that the CONTRACTOR (including its employees, agents, and subcontractors) shall in no event be entitled to any benefits to which COUNTY employees are entitled, including but not limited to overtime, any retirement benefits, worker's

compensation benefits, and injury leave or other leave benefits. There shall be no employer-employee relationship between the parties; and CONTRACTOR shall hold COUNTY harmless from any and all claims that may be made against COUNTY based upon any contention by a third party that an employer-employee relationship exists by reason of this Agreement. It is further understood and agreed by the parties that CONTRACTOR in the performance of this Agreement is subject to the control or direction of COUNTY merely as to the results to be accomplished and not as to the means and methods for accomplishing the results.

**9.2** CONTRACTOR warrants that it shall make its best effort to fully comply with all federal and state statutes and regulations regarding the employment of aliens and others and to ensure that employees performing work under this Agreement meet the citizenship or alien status requirement set forth in federal statutes and regulations (“Covered Individuals”). CONTRACTOR shall obtain, from all Covered Individuals performing work hereunder, all verification and other documentation of employment eligibility status required by federal or state statutes and regulations including, but not limited to, the Immigration Reform and Control Act of 1986, 8 U.S.C. §1324 et seq., as they currently exist and as they may be hereafter amended. CONTRACTOR shall retain all such documentation for all Covered Individuals, for the period prescribed by the law.

**9.3** Ineligible Person shall be any individual or entity who: Is currently excluded, suspended, debarred or otherwise ineligible to participate in the federal health care programs; or has been convicted of a criminal offense related to the provision of health care items or services and has not been reinstated in the federal health care programs after a period of exclusion, suspension, debarment, or ineligibility.

**9.4** CONTRACTOR shall screen prospective Covered Individuals prior to hire or engagement. CONTRACTOR shall not hire or engage any Ineligible Person to provide services directly relative to this Agreement. CONTRACTOR shall screen all current Covered Individuals within sixty (60) days of execution of this Agreement to ensure that they have not become Ineligible Persons unless CONTRACTOR has performed such screening on same Covered Individuals under a separate agreement with COUNTY within the past six (6) months. Covered Individuals shall be required to disclose to CONTRACTOR immediately any debarment, exclusion or other event that makes the Covered Individual an Ineligible Person. CONTRACTOR shall notify COUNTY within five (5) business days after it becomes aware if a Covered Individual providing services directly relative to this Agreement becomes debarred, excluded or otherwise becomes an Ineligible Person.

**9.5** CONTRACTOR acknowledges that Ineligible Persons are precluded from providing federal and state funded health care services by contract with COUNTY in the event that they are currently sanctioned or excluded by a federal or state law enforcement regulatory or licensing agency. If CONTRACTOR becomes aware that a Covered Individual has become an Ineligible Person, CONTRACTOR shall remove such individual from responsibility for, or involvement with, COUNTY business operations related to this Agreement.

9.6 CONTRACTOR shall notify COUNTY within five (5) business days if a Covered Individual or entity is currently excluded, suspended or debarred, or is identified as such after being sanction screened. Such individual or entity shall be promptly removed from participating in any activity associated with this Agreement.

**10. Subcontract for Work or Services**

No contract shall be made by the CONTRACTOR with any other party for furnishing any of the work or services under this Agreement without the prior written approval of the COUNTY; but this provision shall not require the approval of contracts of employment between the CONTRACTOR and personnel assigned under this Agreement, or for parties named in the proposal and agreed to under this Agreement.

**11. Disputes**

11.1 The parties shall attempt to resolve any disputes amicably at the working level. If that is not successful, the dispute shall be referred to the senior management of the parties. Any dispute relating to this Agreement, which is not resolved by the parties, shall be reviewed by the COUNTY's Purchasing Department's Compliance Contract Officer who shall furnish the recommendation in writing. Recommendations may consist of, but not be limited to, cure notices and corrective action processes. Such recommendations are not binding. The CONTRACTOR shall proceed diligently with the performance of this Agreement pending the resolution of a dispute and COUNTY shall continue to pay undisputed invoices.

11.2 Prior to the filing of any legal action related to this Agreement, the parties shall be obligated to attend a mediation session in Riverside County before a neutral third-party mediator. A second mediation session shall be required if the first session is not successful. The parties shall share the cost of the mediations.

**12. Licensing and Permits**

CONTRACTOR shall comply with all State or other licensing requirements, including but not limited to the provisions of Chapter 9 of Division 3 of the Business and Professions Code. All licensing requirements shall be met at the time proposals are submitted to the COUNTY. CONTRACTOR warrants that it has all necessary permits, approvals, certificates, waivers and exemptions necessary for performance of this Agreement as required by the laws and regulations of the United States, the State of California, the County of Riverside and all other governmental agencies with jurisdiction, and shall maintain these throughout the term of this Agreement.

**13. Use By Other Political Entities**

The CONTRACTOR agrees to extend substantially similar pricing, terms, and conditions as stated in this Agreement to each and every political entity, special district, and related non-profit entity in Riverside County. It is understood that other entities shall make purchases in their own name, make direct payment, and be liable directly to the CONTRACTOR; and COUNTY shall in no way be responsible to CONTRACTOR for other entities' purchases.

**14. Non-Discrimination**

CONTRACTOR shall not be discriminate in the provision of services, allocation of benefits, accommodation in facilities, or employment of personnel on the basis of ethnic group identification, race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status or sex in the performance of this Agreement; and, to the extent they shall be found to be applicable hereto, shall comply with the provisions of the California Fair Employment and Housing Act (Gov. Code 12900 et. seq), the Federal Civil Rights Act of 1964 (P.L. 88-352), the Americans with Disabilities Act of 1990 (42 U.S.C. S1210 et seq.) and all other applicable laws or regulations.

**15. Records and Documents**

CONTRACTOR shall make available, upon written request by any duly authorized Federal, State, or COUNTY agency, a copy of this Agreement and such books, documents and records as are necessary to certify the nature and extent of the CONTRACTOR's costs related to this Agreement. All such books, documents and records shall be maintained by CONTRACTOR for at least five years following termination of this Agreement and be available for audit by the COUNTY. CONTRACTOR shall provide to the COUNTY reports and information related to this Agreement as requested by COUNTY.

**16. Confidentiality**

**16.1** The CONTRACTOR shall not use for personal gain or make other improper use of privileged or confidential information which is acquired in connection with this Agreement. The term "privileged or confidential information" includes but is not limited to: unpublished or sensitive technological or scientific information; medical, personnel, or security records; anticipated material requirements or pricing/purchasing actions; COUNTY information or data which is not subject to public disclosure; COUNTY operational procedures; and knowledge of selection of contractors, subcontractors or suppliers in advance of official announcement.

**16.2** The CONTRACTOR shall protect from unauthorized disclosure names and other identifying information concerning persons receiving services pursuant to this Agreement, except for general statistical information not identifying any person. The CONTRACTOR shall not use such information for any purpose other than carrying out the CONTRACTOR's obligations under this Agreement. The CONTRACTOR shall promptly transmit to the COUNTY all third-party requests for disclosure of such information. The CONTRACTOR shall not disclose, except as otherwise specifically permitted by this Agreement or authorized in advance in writing by the COUNTY, any such information to anyone other than the COUNTY. For purposes of this paragraph, identity shall include, but not be limited to, name, identifying number, symbol, or other identifying particulars assigned to the individual, such as finger or voice print or a photograph.

**17. Administration/Contract Liaison**

The COUNTY Purchasing Agent or designee shall administer this Agreement on behalf of the COUNTY. The Purchasing Department is to serve as the liaison with CONTRACTOR in connection with this Agreement.

**18. Notices**

All correspondence and notices required or contemplated by this Agreement shall be delivered to the respective parties at the addresses set forth below and are deemed submitted two days after their deposit in the United States mail, postage prepaid:

**COUNTY OF RIVERSIDE**

Executive Office  
Attn: Douglas Ordonez  
4080 Lemon St. 4<sup>th</sup> Floor  
Riverside, CA 92501

**CONTRACTOR**

Arup US, Inc.  
Attn: Orion Fulton  
560 Mission St. Ste 700  
San Francisco, CA 94105

**19. Force Majeure**

If either party is unable to comply with any provision of this Agreement due to causes beyond its reasonable control, and which could not have been reasonably anticipated, such as acts of God, acts of war, civil disorders, or other similar acts, such party shall not be held liable for such failure to comply.

**20. EDD Reporting Requirements**

In order to comply with child support enforcement requirements of the State of California, the COUNTY may be required to submit a Report of Independent Contractor(s) form **DE 542** to the Employment Development Department. The CONTRACTOR agrees to furnish the required data and certifications to the COUNTY within 10 days of notification of award of Agreement when required by the EDD. This data will be transmitted to governmental agencies charged with the establishment and enforcement of child support orders. Failure of the CONTRACTOR to timely submit the data and/or certificates required may result in the contract being awarded to another contractor. In the event a contract has been issued, failure of the CONTRACTOR to comply with all federal and state reporting requirements for child support enforcement or to comply with all lawfully served Wage and Earnings Assignments Orders and Notices of Assignment shall constitute a material breach of Agreement. If CONTRACTOR has any questions concerning this reporting requirement, please call (916) 657-0529. CONTRACTOR should also contact its local Employment Tax Customer Service Office listed in the telephone directory in the State Government section under "Employment Development Department" or access their Internet site at [www.edd.ca.gov](http://www.edd.ca.gov).

**21. Hold Harmless/Indemnification**

**21.1** CONTRACTOR shall indemnify and hold harmless the County of Riverside, its Agencies, Districts, Special Districts and Departments, their respective directors, officers, Board of Supervisors, elected and appointed officials, and employees, (individually and collectively hereinafter referred to as Indemnitees) from any third party liability, action, claim or damage whatsoever, caused by the negligence or willful misconduct of CONTRACTOR, its officers, employees, subcontractors, agents or representatives arising out of or in any way relating to this Agreement, including but not limited to property damage, bodily injury, or death or any other element of any kind or nature. CONTRACTOR shall not defend the Indemnitees but shall reimburse the Indemnitees for the cost of defense including all costs and fees (including, but not limited, to attorney fees, cost of investigation, defense and settlements or awards) in proportion to CONTRACTOR's fault as part of its indemnity obligation.

**21.2** With respect to any action or claim subject to indemnification herein by CONTRACTOR, CONTRACTOR shall, at their sole cost, have the right to use counsel of their own choice and shall have the right to adjust, settle, or compromise any such action or claim without the prior consent of COUNTY; provided, however, that any such adjustment, settlement or compromise in no manner whatsoever limits or circumscribes CONTRACTOR indemnification to Indemnitees as set forth herein.

**21.3** CONTRACTOR'S obligation hereunder shall be satisfied when CONTRACTOR has provided to COUNTY the appropriate form of dismissal relieving COUNTY from any liability for the action or claim involved.

**21.4** The specified insurance limits required in this Agreement shall in no way limit or circumscribe CONTRACTOR'S obligations to indemnify and hold harmless the Indemnitees herein from third party claims.

**21.5** In the event there is conflict between this clause and California Civil Code Section 2782, this clause shall be interpreted to comply with Civil Code 2782. Such interpretation shall not relieve the CONTRACTOR from indemnifying the Indemnitees to the fullest extent allowed by law.

**22. Insurance**

**22.1** Without limiting or diminishing the CONTRACTOR'S obligation to indemnify or hold the COUNTY harmless, CONTRACTOR shall procure and maintain or cause to be maintained, at its sole cost and expense, the following insurance coverage's during the term of this Agreement. As respects to the insurance section only, the COUNTY herein refers to the County of Riverside, its Agencies, Districts, Special Districts, and Departments, their respective directors, officers, Board of Supervisors, employees, elected or appointed officials, agents, or representatives as Additional Insureds.

**A. Workers' Compensation:**

If the CONTRACTOR has employees as defined by the State of California, the CONTRACTOR shall maintain statutory Workers' Compensation Insurance (Coverage A) as prescribed by the laws of the State of California. Policy shall include Employers' Liability (Coverage B) including Occupational Disease with limits not less than \$1,000,000 per person per accident. The policy shall be endorsed to waive subrogation in favor of The County of Riverside. Policy shall name the COUNTY as Additional Insureds.

**B. Commercial General Liability:**

Commercial General Liability insurance coverage, including but not limited to, premises liability, unmodified contractual liability, identifiable deliverables and completed operations liability, personal and advertising injury, and cross liability coverage, covering claims which may arise from or out of CONTRACTOR'S performance of its obligations hereunder. Policy shall name the COUNTY as Additional Insured. Policy's limit of liability shall not be less than \$2,000,000 per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this agreement or be no less than two (2) times the occurrence limit. Policy shall name the COUNTY as Additional Insureds.

**C. Vehicle Liability:**

If vehicles or mobile equipment is used in the performance of the obligations under this Agreement, then CONTRACTOR shall maintain liability insurance for all owned, non-owned, or hired vehicles so used in an amount not less than \$2,000,000 per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this agreement or be no less than two (2) times the occurrence limit. Policy shall name the COUNTY as Additional Insureds.

**D. Professional Liability**

Contractor shall maintain Professional Liability Insurance providing coverage for the Contractor's performance of work included within this Agreement, with a limit of liability of not less than \$1,000,000 per claim and \$2,000,000 annual aggregate. If Contractor's Professional Liability Insurance is written on a claims made basis rather than an occurrence basis, such insurance shall continue through the term of this Agreement and CONTRACTOR shall demonstrate through Certificates of Insurance that CONTRACTOR has Maintained continuous coverage with the same or original insurer.

**E. General Insurance Provisions - All lines:**

1) Any insurance carrier providing insurance coverage hereunder shall be admitted to the State of California and have an A M BEST rating of not less than A: VIII (A:8) unless such requirements are waived, in writing, by the County Risk Manager. If the County's Risk Manager waives a requirement for a particular insurer such waiver is only valid for that specific insurer and only for one policy term.

2) The CONTRACTOR must declare its insurance self-insured retention for each coverage required herein. If any such self-insured retention exceeds \$500,000 per occurrence each such retention shall have the prior written consent of the County Risk Manager before the commencement of operations under this Agreement. Upon notification of self-insured retention unacceptable to the COUNTY, and at the election of the County's Risk Manager, CONTRACTOR'S carriers shall either; 1) reduce or eliminate such self-insured retention as respects this Agreement with the COUNTY, or 2) procure a bond which guarantees payment of losses and related investigations, claims administration, and defense costs and expenses.

3) CONTRACTOR shall cause CONTRACTOR'S insurance carrier(s) to furnish the County of Riverside with a properly executed original Certificate(s) of Insurance and certified copies of required Endorsements. Further, said Certificate(s) shall contain the covenant of the insurance carrier(s) that a minimum of thirty (30) days written notice shall be given to the County of Riverside prior to any cancellation, or expiration in coverage of such insurance.

4) In the event of a cancellation, or expiration, , this Agreement shall terminate forthwith, unless the County of Riverside receives, prior to such effective date, another properly executed original Certificate of Insurance evidencing coverage's set forth herein and the insurance required herein is in full force and effect. CONTRACTOR shall not commence operations until the COUNTY has been furnished original Certificate (s) of Insurance. An individual authorized by the insurance carrier shall sign the original endorsements for each policy and the Certificate of Insurance.

5) It is understood and agreed to by the parties hereto that the CONTRACTOR'S insurance shall be construed as primary insurance, and the COUNTY'S insurance and/or deductibles and/or self-insured retention's or self-insured programs shall not be construed as contributory.

6) If, during the term of this Agreement or any extension thereof, there is a material change in the scope of services; or, there is a material change in the equipment to be used in the performance of the scope of work; or, the term of this Agreement, including any extensions thereof, exceeds five (5) years; the COUNTY reserves the right to adjust the types of insurance and the monetary limits of liability required under this Agreement, if in the County Risk Manager's reasonable judgment, the amount or type of insurance carried by the CONTRACTOR has become inadequate. CONTRACTOR may agree to such modification or have the right to terminate this Agreement due to unreasonable modifications.

7) CONTRACTOR shall pass down the insurance obligations contained herein to all tiers of subcontractors working under this Agreement.

8) The insurance requirements contained in this Agreement may be met with a program(s) of self-insurance acceptable to the COUNTY.

9) CONTRACTOR agrees to notify COUNTY of any claim by a third party or any incident or event that may give rise to a claim arising from the performance of this Agreement.

**23. Mutual Waiver and Limitation**

Notwithstanding any other term to the contrary and to the fullest extent permitted by law, COUNTY and CONTRACTOR each agree to waive any rights to consequential, indirect and special damages. COUNTY and CONTRACTOR agree that the total liability of CONTRACTOR under or in connection with this, Agreement, the project and the services to the COUNTY and anyone claiming by, through, or under the COUNTY, whether in contract, tort, indemnity, negligence, breach or otherwise shall not exceed \$3 million dollars.

**24. General**

**24.1** CONTRACTOR shall not delegate or assign any interest in this Agreement, whether by operation of law or otherwise, without the prior written consent of COUNTY. Any attempt to delegate or assign any interest herein shall be deemed void and of no force or effect.

**24.2** Any waiver by COUNTY of any breach of any one or more of the terms of this Agreement shall not be construed to be a waiver of any subsequent or other breach of the same or of any other term of this Agreement. Failure on the part of COUNTY to require exact, full, and complete compliance with any terms of this Agreement shall not be construed as in any manner changing the terms or preventing COUNTY from enforcement of the terms of this Agreement.

**24.3** In the event the CONTRACTOR receives payment under this Agreement, which is later disallowed by COUNTY for nonconformance with the terms of the Agreement, the CONTRACTOR shall promptly refund the disallowed amount to the COUNTY on request; or at its option the COUNTY may offset the amount disallowed from any payment due to the CONTRACTOR.

**24.4** Nothing in this Agreement shall prohibit the COUNTY from acquiring the same type or equivalent equipment, identifiable deliverables, materials or services from other sources, when deemed by the COUNTY to be in its best interest. The COUNTY reserves the right to purchase more or less than the quantities specified in this Agreement.

**24.5** The COUNTY agrees to cooperate with the CONTRACTOR in the CONTRACTOR's performance under this Agreement, including providing the CONTRACTOR with timely access to COUNTY data, information, facilities, and personnel.

**24.6** CONTRACTOR shall comply with all applicable Federal, State and local laws and regulations. CONTRACTOR will comply with all applicable COUNTY policies and procedures. In the event that there is a conflict between the various laws or regulations that may apply, the CONTRACTOR shall comply with whichever better meets the Standard of Care.

**24.7** CONTRACTOR shall comply with all air pollution control, water pollution, safety and health ordinances, statutes, or regulations, which apply to performance under this Agreement.

**24.8** CONTRACTOR shall comply with all requirements of the Occupational Safety and Health Administration (OSHA) standards and codes as set forth by the U.S. Department of Labor and the State of California (Cal/OSHA).

**24.9** This Agreement shall be governed by the laws of the State of California. Any legal action related to the performance or interpretation of this Agreement shall be filed only in the Superior Court of the State of California located in Riverside, California, and the parties waive any provision of law providing for a change of venue to another location. In the event any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

**24.10** This Agreement, including any attachments or exhibits, constitutes the entire Agreement of the parties with respect to its subject matter and supersedes all prior and contemporaneous representations, proposals, discussions and communications, whether oral or in writing. This Agreement may be changed or modified only by a written amendment signed by authorized representatives of both parties.

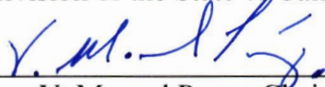
**24.11** This Agreement may be executed in any number of counterparts, each of which will be an original, but all of which together will constitute one instrument. Each party to this Agreement agrees to the use of electronic signatures, such as digital signatures that meet the requirements of the California Uniform Electronic Transactions Act (“CUETA”) Cal. Civ. Code §§ 1633.1 to 1633.17), for executing this Agreement. The parties further agree that the electronic signatures of the parties included in this Agreement are intended to authenticate this writing and to have the same force and effect as manual signatures. Electronic signature means an electronic sound, symbol, or process attached to or logically associated with an electronic record and executed or adopted by a person with the intent to sign the electronic record pursuant to the CUETA as amended from time to time. The CUETA authorizes use of an electronic signature for transactions and contracts among parties in California, including a government agency. Digital signature means an electronic identifier, created by computer, intended by the party using it to have the same force and effect as the use of a manual signature, and shall be reasonably relied upon by the parties. For purposes of this section, a digital signature is a type of "electronic signature" as defined in subdivision (i) of Section 1633.2 of the Civil Code.


**(Signature Page Follows)**

IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized representatives to execute this Agreement.

COUNTY OF RIVERSIDE, a political subdivision of the State of California

ARUP US, INC., a New York corporation

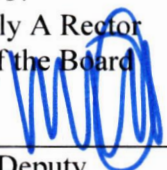
By:   
V. Manuel Perez, Chair  
Board of Supervisors

By:   
Orion Fulton,  
Associate Principal

Dated: NOV 04 2025

Dated: 10/22/25

ATTEST:  
Kimberly A Rector  
Clerk of the Board

By:   
Deputy

APPROVED AS TO FORM:  
Minh Tran  
County Counsel

By: *Katherine Wilkins*  
Katherine Wilkins,  
Deputy County Counsel

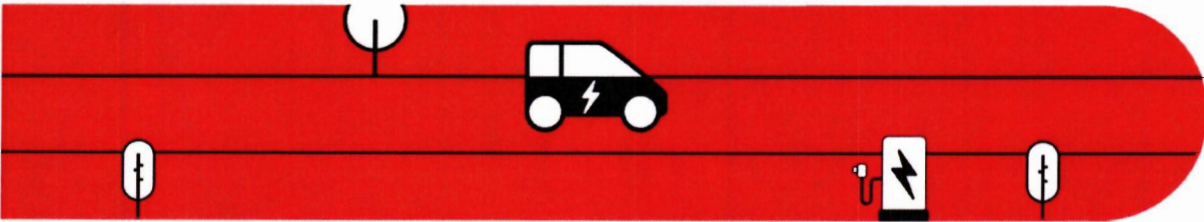
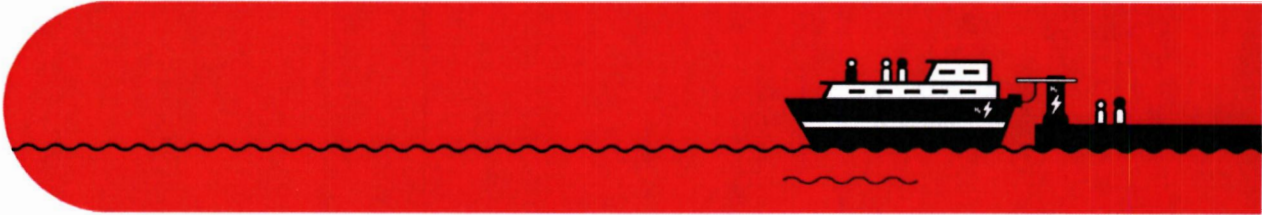
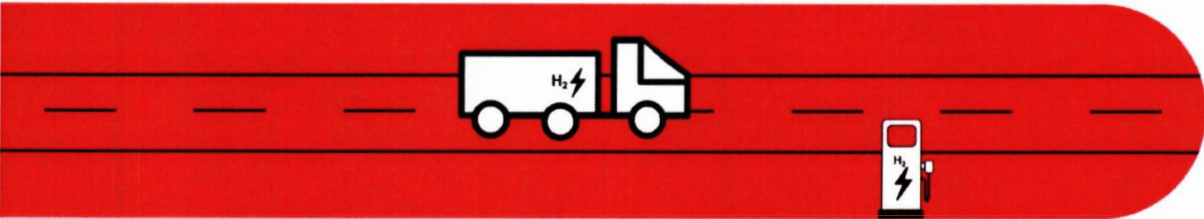
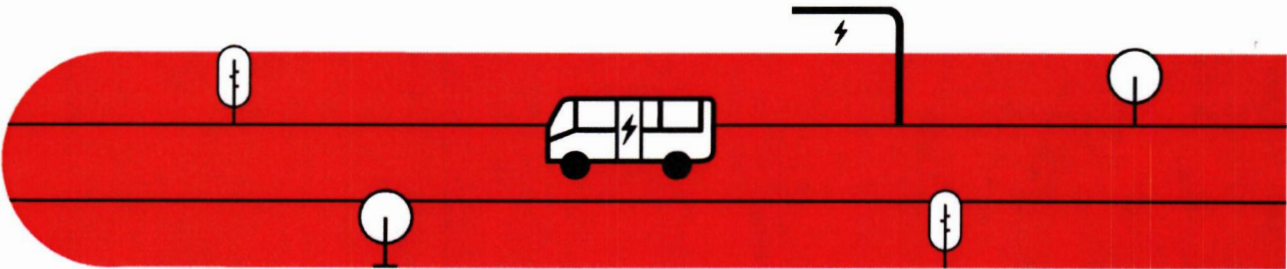


EXHIBIT A

County of Riverside

# Zero-Emissions Vehicle Fleet Transition Plan

Reference: 01  
January 21, 2025



**Contents**

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## 1. Project Understanding

The California Air Resources Board (CARB) adopted the Advanced Clean Fleets (ACF) regulations in 2023, creating Title 13 Article 3.2 of the California Code of Regulations, requiring all State and local government agencies to transition their medium- and heavy-duty vehicles (vehicles over 8,500 lbs.) to ZEVs by 2045 following specified schedules, subject to certain exemptions. To comply with the ACF regulations the County of Riverside (COUNTY), which has been piloting and testing zero-emission vehicles (ZEVs) for a few years within certain fleets, must now solidify its ZEV transition strategy.

The COUNTY currently has over 6,000 vehicles in more than 40 distinct fleets being used by COUNTY staff and enterprise staff to serve roughly 2.5 million people across “an expansive, varied geography encompassing many diverse, rapidly growing communities with a wide range of public service needs. It stretches nearly 200 miles across, comprising over 7,300 square miles of fertile river valleys, low deserts, mountains, foothills, and rolling plains...Riverside County is the fourth largest county in the state and tenth largest in the nation by Demographics and Economic Profile population.” (Fiscal Year 2024-25 Adopted Budget, Vol. I, pg. 7).

The COUNTY’s fleet is managed by Fleet Services for many departments as well as a variety of COUNTY jurisdictions and enterprises with their own proprietary funding sources. Because the COUNTY has a decentralized fleet operation and that any/all information must be presented as an overall COUNTY assessment, the ZEV transition effort must comply with the ACF regulations and must be broken down into department-specific analysis, including information and costs for each task. The goal of this study is to bring together people and data to help support and manage the ZEV transition efficiently and successfully while minimizing the potential for vehicle procurement and charging challenges, and even State fines.

The COUNTY has a ZEV Task Force made up of senior representatives from Fleet Services, Waste Management, Administrator’s Office, Procurement, and other COUNTY jurisdictions, which is responsible for making recommendations to the Board of Supervisors regarding the ZEV transition. The recommendations must focus in on how to optimize the fleet and charging infrastructure investments over time to stay compliant while minimizing operational disruptions. The ZEV Task Force is contracting with CONTRACTOR as its lead consultant to prepare a Zero-Emissions Fleet Transition Plan (Transition Plan) for the COUNTY that shall contain the data, analysis, and recommendations, as well as a roadmap to assist with managing the ZEV transition over time.

In developing the recommendations, the ZEV Task Force shared other project objectives with CONTRACTOR that CONTRACTOR has considered as part of CONTRACTOR’s proposal, including:

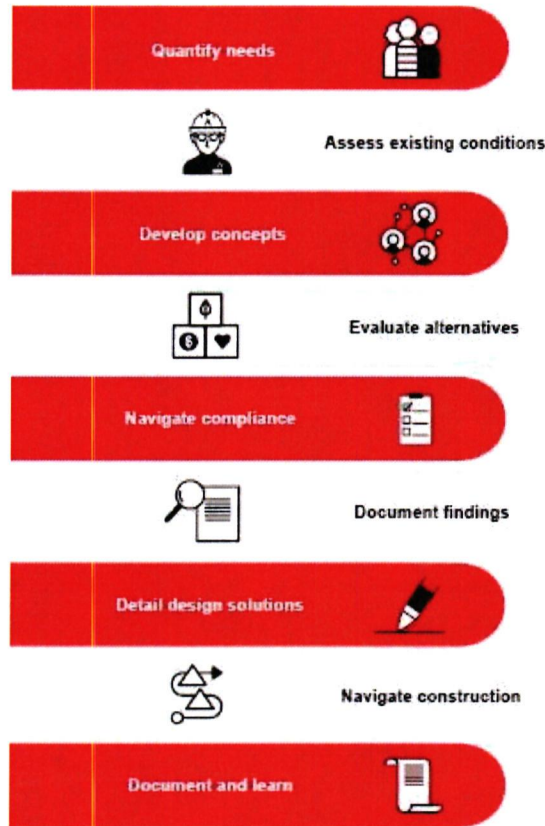
- Positioning the COUNTY for grants and other funding sources;
- Ensuring investments are equitable and meet the service needs of diverse communities in the COUNTY;
- Evaluate at-home and external charging solutions;
- Integrating disparate data sources into a central database that can track ACF compliance and other KPIs; and
- Developing training resources for COUNTY staff.

## Introduction to CONTRACTOR

CONTRACTOR has over 30 years of experience working in California and, globally, has been working as an advisor and engineer to public and private clients addressing the ZEV sector for nearly two decades. CONTRACTOR has a deep knowledge and understanding of the applicable regulations, codes, local conditions, and technical needs that affect ZEV deployment for governmental organizations in California. CONTRACTOR also has extensive experience working with municipal- owned and investor-owned utilities across California on power service, interconnections, efficiency, and renewables.

CONTRACTOR has over 600 engineers, consultants, and planners across CONTRACTOR's Sacramento, San Francisco, Oakland, and Los Angeles offices. CONTRACTOR's clients benefit from an integrated team of transportation, electrical, energy, civil, seismic, and risk and resilience engineers; sustainability and climate change experts; planners; and procurement and transaction advisors, financial advisors, economists, and cost estimators.

CONTRACTOR's firm culture, and unique form of employee ownership, through beneficial trust, fosters collaboration and knowledge sharing across offices, regions, and continents. In addition to highly skilled local expertise on ZEV consulting, CONTRACTOR also draws from a global network of experienced practitioners to deliver CONTRACTOR's projects, and ZEV transition planning is no exception.



### 1: Arup's Integrated ZEV Offering

## 2. Approach & Work Plan

### Management Approach

CONTRACTOR assumes the COUNTY shall designate a main point of contact (COUNTY PoC) for helping CONTRACTOR manage the project using a process aligned to the COUNTY's needs. The COUNTY PoC shall be able to generate timely responses from the ZEV Task Force and assist CONTRACTOR with communications and requests with other internal COUNTY stakeholders. CONTRACTOR's Project Manager and the COUNTY PoC shall work closely together to execute the tasks described below.

CONTRACTOR shall manage the proposed workplan following a company-wide "Arup Management System" (AMS<sup>1</sup>), which is International Standardization Organization (ISO) certified. AMS procedures shall be fully integrated into CONTRACTOR's working methods, maintaining quality outputs that conform to the COUNTY and CONTRACTOR's requirements. Key aspects of AMS shall be documented in a project plan that shall include the project's goals, required approvals and/or permits, standards, document management, change management, project reviews and checking, and output verification. CONTRACTOR's Project Manager, Kaiya Levine, shall take a proactive approach in maintaining schedules and communicating with the COUNTY.

Key features of the CONTRACTOR Management Process proposed for this project include the following:

- **Project kickoff and review meetings** – the kickoff review concentrates on understanding and clarifying the COUNTY's requirements, timeline, drivers, and goals.
- **Project planning** – the project plan details the work to be undertaken, the people responsible, the project program etc. It forms the basis of CONTRACTOR's management system on a project.
- **Project input requirements** – these procedures ensure that all incoming information is registered, checked, and reviewed, and communicated to the project team as appropriate.
- **Document control** – these instructions for standard project filing structure relate to electronic and hardcopy document control and registration.
- **Controlled references** – these instructions define the responsibilities for ensuring that reference material is kept up to date throughout project.
- **Project review and checking** – these procedures are used to ensure that CONTRACTOR's output meets the COUNTY's requirements. Reviews are undertaken at key stages of the project, both before the commencement of a major piece of work to ensure CONTRACTOR approaches it satisfactorily, and towards the end to ensure that CONTRACTOR has met the requirements for each aspect.
- **Project changes** – CONTRACTOR's project procedures incorporate Change Control. Where new information is found to have implications on timelines or budgets, a formal change procedure is initiated which includes prompt communication to the COUNTY project manager.

### Execution and delivery

CONTRACTOR shall collaborate to provide a holistic Transition Plan and keep the COUNTY well informed on project execution progress. To address potential obstacles in terms of schedule, deadlines and

<sup>1</sup> The AMS is routinely audited by independent auditors, and is certificated to ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 by Bureau Veritas (BV).

available resources, each deliverable shall have an owner, a completion date, and a review strategy crafted specifically for the deliverable at hand. CONTRACTOR shall also have bi-weekly progress calls with the COUNTY PoC and other ZEV Task Force members as needed.

In delivering a successful project, with significant change in vehicle technology and fleet operations, the importance of stakeholder engagement and change management cannot be understated. CONTRACTOR's approach includes multiple touch points with Fleet Services, departments, and jurisdictions / enterprises that operate fleets independently to kick off the work, answer questions, address concerns, validate assumptions, and generally maintain communications about the project. CONTRACTOR's approach shall be designed to provide the touchpoints and engagement necessary to foster collaboration from as many stakeholders as possible.

Given CONTRACTOR's desire to partner effectively with the COUNTY, CONTRACTOR has proposed a Task 0 to kick off the work, engage key stakeholders, and evaluate the completeness and format of the fleet data. Task 0 shall help identify any gaps or concerns with CONTRACTOR's proposed approach and deliverables and give the COUNTY and CONTRACTOR a chance to level-set expectations and make adjustments to the workplan, if necessary.

Once Task 0 is completed, CONTRACTOR proposes the following approach, which summarizes CONTRACTOR's proposed tasks below:

1. **Fleet Analysis:** Analyze complete fleet makeup across 40+ COUNTY fleets and 5 enterprise fleets
2. **Regulatory Analysis:** Access CARB ACF mandate and Executive Order N-79-20 to drive recommendations for transitioning the COUNTY's fleet
3. **Energy Analysis:** Conduct infrastructure and demand analysis at
4. **Transition Cost Analysis**
5. **Charging Site Prioritization and Analysis**
6. **Key Performance Indicator and Dashboard Development**
7. **Report Development**

Findings from each task shall feed into their respective Analysis Draft Report. The Transition Plan shall then aggregate the five Analysis Draft Reports, as well as feedback from the COUNTY, to develop a final Transition Plan for converting the COUNTY fleet. Regular (likely bi-weekly, virtual) project meetings shall be scheduled between CONTRACTOR and COUNTY staff for the CONTRACTOR team to provide updates from active subtasks.

**In-person workshops shall be held following key project milestones as part of CONTRACTOR's stakeholder engagement process. This includes:**

- Planning meetings and workshoping with ZEV Task Force (assumes 32 hours each for the Project Director, Project Manager, and Fleet Transition Lead)
- Technology Showcase to demonstrate market-available ZEVs (assumes 8 hours each for the Project Director, Project Manager, and Fleet Transition Lead).
- Technical site visit to evaluate existing infrastructure at priority sites (assumes 40 hours of each the Lead Electrical Engineer and the Project Manager).

### **Task 0: Project Scoping & Data Collection**

CONTRACTOR shall kick off the project through Task 0, starting with an in-person workshop with the ZEV Working Group. Through this workshop, CONTRACTOR shall discuss:

- Stakeholder engagement (including the ZEV Working Group, Fleet Managers, the Board of Supervisors, and other COUNTY stakeholders)
- Request for information (RFI), data sources, and data availability
- Key performance indicators (KPIs)
- Project schedule, key milestones, and deliverable dates

Following the kickoff with the COUNTY, CONTRACTOR and the COUNTY PoC shall engage all the necessary stakeholders in project kickoff activities, explaining the objectives and process of the Project, and discuss their fleet data and what CONTRACTOR intends to use it for. Using an RFI process, CONTRACTOR shall then review and assess the fleet data and any other data shared. Once the kick-off and data collection and review are complete, CONTRACTOR's PM and the County PoC shall discuss any changes that are needed to the workplan and schedule assumptions, and determine what changes to CONTRACTOR's scope, schedule, or fee are necessary, if any. During Task 0 it is important that the COUNTY respond in a timely manner as data collection is a primary dependency for CONTRACTOR's work and could delay CONTRACTOR's schedule. CONTRACTOR has provided a sample RFI in Appendix A.

Findings from Task 0 shall be summarized in a Red Flag Memo, which shall highlight potential risks to the project with suggested mitigations and changes, if any are deemed required.

#### Task 0 Deliverables

- Kick-off presentation about the project goals, objectives and schedule. Detailed RFI.
- Red flag memo detailing
  - Status of fleet data
  - COUNTY KPIs in alignment with the COUNTY's strategic goals.
  - Potential risks to the project and the COUNTY
- If necessary, CONTRACTOR scope and budget revisions.

### Task 1: Fleet Analysis

#### 1.1. Analyze Fleet Composition

The COUNTY currently has over 6,000 vehicles across over 40 COUNTY and enterprise fleets. These vehicles all have distinct duty cycles and requirements for conversion to ZEVs, resulting in unique considerations depending on the requirements. Further, medium- and heavy-duty vehicles present unique challenges to fleet conversion due to limited market options available compared to the on-road light-duty segment.

CONTRACTOR shall summarize the COUNTY's fleet logistical and operational requirements, specifically daily duty cycles: anticipated daily mileage and idle time, any demands imposed by auxiliary equipment or environmental conditions, such as hilly terrain, off-road conditions, excessive heat or cold. This information shall inform Task 1: Regulatory Analysis and Task 2.3: ZEV Market Assessment. In Task 1.1, CONTRACTOR shall:

- Conduct a site visit to meet with COUNTY staff and to review real-world depot and vehicle conditions, take photographs, and gather any necessary background information for future tasks.

- Evaluate high-level operational and performance attributes for COUNTY fleet (e.g., average daily mileage, auxiliary equipment demands, environmental conditions), based on vehicle class and type, based on input from COUNTY staff and leveraging industry knowledge, project experience, and best practices.
- Refine data collected in Task 0 by assessing real-world fleet and depot conditions with input from COUNTY staff during site visit.

### 1.2. Fleet Conversion Plan

Transitioning COUNTY fleets to ZEVs requires a structured approach that addresses both practical considerations and strategic goals. The key recommendations for this portion of the scope shall focus on four key areas: high-priority fleet vehicles, fleet management system opportunities, fleet right-sizing, and refueling infrastructure planning. In Task 1.2, CONTRACTOR shall:

#### *For High-Priority Fleet Vehicles:*

- Identify key fleet vehicles that are prime candidates for electrification. This shall evaluate factors such as vehicle usage patterns, operational requirements, and environmental impact.
- Outline the anticipated costs and timelines for transitioning each identified vehicle to ZEVs. This shall consider factors like vehicle availability, charging infrastructure readiness, and potential financial incentives.

#### *For Software and Process Upgrades for Fleet Management Systems:*

- Evaluate existing fleet management systems to determine if software upgrades or process enhancements are necessary to effectively manage data associated with charging coordination.
- Provide recommendations on software upgrades or process improvements that can optimize charging scheduling, monitoring of ZEV performance, and overall fleet efficiency.

#### *For Fleet Right-Sizing:*

- Using the fleet composition analysis from Task 1.1, evaluate current vehicle usage against operational needs to confirm the optimal number and types of vehicles required.
- Outline potential cost savings associated with fleet right-sizing measures, including reduced maintenance costs, lower fuel expenses, and improved resource allocation.

#### *For Refueling Infrastructure Planning:*

- Assess the charging/fueling requirements for transitioning to ZEVs. Consider factors such as vehicle types, charging frequency and speeds, location logistics, and at-home charging logistics.
- Provide recommendations on the types and locations of charging stations needed to support ZEV operations effectively. This shall include considerations for fast-charging stations, depot charging solutions, and strategic placement to maximize fleet efficiency, and the potential for public charging opportunities.

### 1.3. Viable ZEV Replacement

As part of Task 1.3, CONTRACTOR shall provide a current assessment of the ZEV market across the light-, medium-, and heavy-duty segments. CONTRACTOR shall summarize the current state of the market in terms of vehicle availability, denoting common ZEV makes and models relevant to the COUNTY based on Task 0, 1.1, and 1.2 results. This analysis is intended to support the COUNTY's short- and medium-term vehicle procurement strategy by identifying suitable vehicles and helping refine a procurement strategy.

The ZEV Market Assessment shall consider battery-electric vehicle (BEV) and hydrogen fuel cell vehicle (FCEV) technologies and note the associated operational and infrastructure considerations associated with each technology. In Task 1.3, CONTRACTOR shall:

- Conduct a commercial market scan to review the current state of the ZEV market including major players, key considerations for procurement, operational limitations, and life-cycle costs.
- Develop a list of potential replacement ZEV options, by class and type.

#### 1.4: Identify Possible Conversion Challenges

ZEVs represent one of the most significant disruptions to business-as-usual for municipalities, counties, and government agencies. COUNTY staff rely on time-tested and reliable internal combustion engines (ICE) vehicles to meet their responsibilities during the workday and, in some cases, take their COUNTY vehicles home overnight. Charging may negatively impact staff efficiency and customer service without planning and policy to enable changes to how work is delivered using ZEV technology. Further, installing adequate charging infrastructure can be limited by power service limitations, yard sizes, multifamily homes (e.g. apartment buildings),

Task 1.4, informed by the Market Assessment and Fleet Life-Cycle Analysis, shall consider conversion challenges with the availability of ZEV alternatives to recommend viable ZEV options for the COUNTY. In Task 2.4, CONTRACTOR shall:

- Determine gaps in fleet from Market Assessment where little to no ZEV alternatives are available.
- Assess viable and appropriate alternatives for the COUNTY to consider.
- Document scenarios where no viable alternatives exist and provide potential solution(s) to address the identified challenge(s), including third party vehicle retrofits / upfits.
- Qualitatively assess the potential impacts of non-compliance and evaluate any risks. Document mitigation strategies if non-compliance is unavoidable.

#### Task 1 Deliverables

- Fleet Analysis Draft Report (.docx and .pdf format), including draft text and figures of:
  - Logistical and Operational Assessment (Task 1.1)
  - Fleet Life-Cycle Analysis,(Task 1.2)
  - ZEV Market Assessment (Task 1.3)
  - Conversion Challenges, Recommendations, and Impacts (Task 1.4)
  - Fleet analysis shall be presented as an overall COUNTY assessment as well as a department-specific analysis.
- In-person workshop to present findings to the COUNTY and ZEV Working Group.

## Task 2: Regulatory Analysis

### 2.1. Review Current Regulations

California has established regulatory requirements for the transition of public and private fleets to zero- emission vehicles through the adoption of the ACF regulations for medium- and heavy-duty and Executive Order N-79-20 for light-duty vehicles, among other forms of legislation that may apply to the COUNTY's fleet.

The COUNTY is also interested in assessing potential at-home charging policies for ZEVs and understanding whether precedent for these policies exists. In Task 2.1, CONTRACTOR shall:

- Conduct a regulatory and policy scan, reviewing in-force and proposed federal and state legislation related to fleet conversion and emissions reduction that are likely to impact the COUNTY's fleet procurement methods and operations.
- From the policy scan, summarize impact on the COUNTY's ZEV adoption timeline.
- CONTRACTOR shall also compile, review, and comment on at-home charging policies to help the ZEV Task Force better understand the elements of such policies (e.g. logistics, reimbursement, social equity) to maintain fleet operations and compliance while being practical, equitable, and cost-effective for employees and the COUNTY. Based on CONTRACTOR's interactions with the ZEV Task Force CONTRACTOR shall produce at-home charging policy recommendations.

### 2.2. ACF Compliance Options

For the ACF regulation, CONTRACTOR shall review both the default Model Year Schedule and the opt-in ZEV Milestone Option to determine which fleet conversion model offers the COUNTY the greatest flexibility and aligns with organizational needs. In Task 2.2, CONTRACTOR shall:

- Assess all compliance options under ACF and summarize their timelines and annual purchase requirements.

### 2.3 Exemptions Analysis

Following Task 2.2 (ACF Compliance Options), CONTRACTOR shall conduct an evaluation of potential exemptions to ZEV conversion. The comprehensive analysis shall identify all possible paths for exemptions, then indicate which could apply to the COUNTY's fleet vehicles, such that existing internal combustion engine (ICE) fleet vehicles can remain in the fleet longer and/or be replaced with an ICE option. The analysis of potential regulatory exemptions is intended to provide the COUNTY with options for compliance while continuing to provide reliable and cost-effective services. In Task 2.3, CONTRACTOR shall:

- Comprehensively review possible ACF exemption paths.
- Identify COUNTY fleet vehicles that could pursue exemptions.
- Develop overview of the process and requirements for applying for exemptions and extensions through CARB.
- Identify timeline, operations, and high-level cost considerations with pursuing exemptions.

### 2.4 Non-Compliance Impacts

Concurrently with Task 2.4, CONTRACTOR shall evaluate the impacts on the COUNTY should the COUNTY be unable to meet the compliance requirements for fleet transition. When evaluating the impacts of non-compliance, it's critical to consider financial penalties, operational disruptions, and sustainability impacts. In Task 1.5, CONTRACTOR shall:

- Detail CARB penalties for fleets that are non-compliant with ACF mandates.

- Evaluate timeline, operations, and sustainability impacts to the COUNTY, should the fleet be non-compliant with CARB regulations.

### Task 2 Deliverables

- Regulatory Analysis Draft Report (.docx and .pdf format), including draft text and figures from:
  - Review of Current Clean Fleet Regulations and at-home charging policy recommendations (Task 2.1)
  - Review of ACF Compliance Options (Task 2.2)
  - ACF Exemption Analysis (Task 2.3)
  - ACF Non-Compliance Impacts (Task 2.4)
  - Policy recommendations to maintain compliance, as informed by fleet analysis and regulatory analysis Task 2.1-2.4
- Report out on regulatory analysis, exemption updates, and findings during CONTRACTOR and COUNTY recurring meetings.

### Task 3: Charging Site Prioritization

CONTRACTOR has a well-established and documented approach for charging site selection studies, employing a comprehensive multi-criteria framework to identify suitable and high-impact EV charging points. CONTRACTOR shall leverage CONTRACTOR's geospatial decision-making and planning tool to evaluate potential sites for charger development.

At a regional or county level, broader indicators shall be considered, such as population density and disadvantaged community (DAC) status. The framework can also incorporate facility locations, areas of interest or key sites, energy consumption, future planning and ownership information, traffic-congested areas, highway exits, permitting requirements, and potentially even street-level datasets. Further analysis can consider staffing assigned to assess employee demand for vehicle charging and future-proofing of facility charging design.

#### 3.1 Develop COUNTY-Specific Site Criteria

As part of Task 3.1, CONTRACTOR shall:

- Develop evaluation criteria and weighting based on the COUNTY's priorities for strategically siting chargers, including:
  - Socioeconomic factors, such as DAC status or pollution measures (also see Section 5.3)
  - Existing grid capacity, as available from Riverside Public Utilities and Southern California Edison.
  - Proximity to urban areas, or land use factors.
- Identify proposed charging locations, including the number of EV chargers and type of refueling infrastructure at each location to support ZEV fleet operations.

#### 3.2 Assess opportunities for Co-Sharing Charging Assets

CONTRACTOR understands that much of Riverside County falls within a DAC and that there are opportunities to develop charging infrastructure that can be leveraged by the public. Given the priority COUNTY sites for charging installation, CONTRACTOR shall further evaluate the opportunity for the public to utilize assets. As part of Task 3.2, CONTRACTOR shall:

- Conduct policy review to assess potential fee structures and usage requirements to enable public usage of COUNTY-owned charging stations.
- Identify assumptions for public charging impacts on site demands and infrastructure requirements.
- Provide recommendations on policy development co-sharing charging assets.

### Task 3 Deliverables

- A scoring and weighting methodology to prioritize sites based on site characteristics and agreed upon priorities.
- Charging Site Prioritization Draft Report (.docx and .pdf format), including draft text and figures from:
  - COUNTY-Specific Site Criteria (Task 3.1), outlining assumptions, methodologies, and findings
  - Assessment of Opportunities for Co-Sharing Charging Assets (Task 3.2)
- Outputs from Task 3 shall inform subsequent tasks.
- Report out on Charging Site Prioritization during CONTRACTOR and COUNTY recurring meetings.
- Final memo (.pdf format) on findings from Charging Site Prioritization.

## Task 4: Energy Analysis

### 4.1. Assess Energy Usage

CONTRACTOR shall perform an evaluation of current and future energy usage and electrical requirements as the fleet undergoes the ZEV transition. This work shall be informed by fleet telematics data provided by the COUNTY and additional key operational data, including domicile locations, number of vehicles at each site, and planned fleet replacement.

In Task 4.1, CONTRACTOR shall:

- Estimate maximum electrical load and energy usage profiles associated with charging of the fleet across priority sites.
- Identify estimated peak demand at each site to inform Tasks 3.2 and 3.3.
- Advise on electric utility company risks and opportunities related to EV Fleet Charging.
- Provide input on technological advancements in key fleet electrification system components based on current best practice and industry trends.

### 4.2. Infrastructure Analysis

Informed by the maximum demand estimated in Task 4.1 and the fleet transition timelines determined in Task 1.2, CONTRACTOR shall develop a comprehensive infrastructure needs assessment. This assessment shall deliver preliminary design (concept-level) site plans and support the COUNTY in identifying shovel-ready projects for its zero-emission vehicle (ZEV) transition. In Task 4.2, CONTRACTOR shall

#### *Electric Vehicle Supply Equipment (EVSE)*

- Develop planning detail on charger type, rating, and quantity required across the COUNTY's sites to accommodate current and future operations, including:
  - Charger specifications aligned with SAE J1772 for AC charging and CHAdeMO and CCS for DC fast charging, ensuring compatibility with the COUNTY's fleet.

- Determination of power ratings (e.g., Level 2 chargers at 7-19 kW, DC fast chargers at 50-350 kW) based on operational needs and fleet transition timelines.
- Quantity estimates to support both immediate deployment and scalability for future growth.
- Provide key characteristics of charger types to enable the COUNTY to make informed decisions on infrastructure procurement, such as:
  - Plug compatibility with COUNTY vehicles (e.g., J1772, CCS1/CCS2).
  - Charging speeds and their impact on fleet downtime.
- Identify best practices for infrastructure operations and maintenance to support charger uptime, including:
  - Maintenance protocols per NEC Article 625 and EPRI guidelines, such as regular inspections and software updates.
  - Strategies to maximize reliability (e.g., redundant chargers, remote diagnostics).

*Electrical Infrastructure*

- Undertake review of existing electrical infrastructure documentation across COUNTY sites. CONTRACTOR shall rely upon COUNTY, utility, other public documentation, and desktop research as much as possible but have budgeted for up to 30 site visits to priority sites. CONTRACTOR's analysis for this task shall include:
  - Assessment of current capacity using NEMA and IEEE standards (e.g., IEEE 519 for power quality).
  - Evaluation of transformers, switchgear, and distribution panels to identify constraints or upgrade needs.
  - Documentation of site-specific electrical layouts and load profiles.
- Leverage publicly available data from electric utilities and COUNTY-provided meter data to:
  - Estimate available capacity on local grid infrastructure, factoring in peak demand periods,
  - Identify potential points of interconnection, ensuring compliance with utility standards and CPUC regulations.
  - Assess grid reliability using publicly-available metrics like SAIDI/SAIFI indices
- Identify potential electrical infrastructure upgrades required to accommodate increased demand, including:
  - Transformer upgrades (e.g., capacity increases from 500 kVA to 1000 kVA where needed).
  - Switchgear enhancements to handle higher loads and ensure safety.
- Identify optimal location for EVSE at each site based on:
  - Proximity to existing infrastructure
  - Vehicle parking layouts and operational workflows to enhance usability.
  - Site-specific constraints (e.g., space availability, zoning restrictions).

*Hydrogen Infrastructure*

- Evaluate existing hydrogen network in Riverside County by:
  - Mapping proximity to hydrogen supply chains and existing refueling stations.
  - Assessing the feasibility of integrating with regional hydrogen hubs or pipelines.
  - Reviewing current COUNTY usage patterns to align with fleet needs.
- Detail infrastructure requirements for supporting on-site refueling, including:
  - Compliance with ISO 19880 (Gaseous Hydrogen Fueling Stations) and NFPA 2 (Hydrogen Technologies Code) for safety and performance.
  - Specifications for storage tanks (e.g., 350-700 bar pressure systems) and dispensers tailored to fleet size.
  - Safety protocols, such as leak detection systems and emergency shutoffs, customized for COUNTY sites.

4.3. Impacts to Power Grid

Transitioning fleets to BEVs can have significant impacts on an already constrained electric grid and grid infrastructure upgrades by your electric utility can add considerable time and costs to your project. Through this task, CONTRACTOR shall evaluate the potential impacts on the local grid, as informed by the power requirements identified in Task 4.1, and consider opportunities for mitigation. Mitigation approaches shall consider the deployment of solar photovoltaics (PV) and battery energy storage systems (BESS) across the COUNTY's priority sites and provide high-level overview of impacts to energy usage profiles. In Task 4.3, CONTRACTOR shall:

- Evaluate how a BESS and/or microgrid would offset power needs and confirm feasibility, including general cost and local electric utility requirements around using these systems.
- Estimate opportunity for PV and optimized BESS at each site to accommodate power needs.
- Determine updated maximum power demand with BESS.



Figure 2: Example Depiction of BESS Development for EV Charging

Task 4 Deliverables

- Energy Analysis Draft report (.docx and .pdf format), including draft text and figures of:
  - Current and Future Energy Usage. (Task 4.1)
  - Infrastructure Analysis, including power requirements and necessary infrastructure upgrades. (Task 4.2)
  - Impacts to Local Power Grid. (Task 4.3)
- Report out on energy updates and findings during CONTRACTOR and COUNTY recurring meetings.
- Outputs from Task 4 for incorporation into Task 5, cost advisory work.

## Task 5: Transition Cost Analysis

### 5.1. Life-Cycle Cost Assessment

Using the outputs and findings of the previous Tasks, CONTRACTOR shall produce a Level 5 Rough Order of Magnitude Cost Estimate for the proposed fleet conversion and the prioritized depot modifications.

A Level 5 estimate is a high-level estimate for feasibility studies, as defined by the AACE International (see Table 1). Due to the limited design for the charging infrastructure available, a range of accuracy is expected.

**Table 1 - AACE International Cost Estimate Classification Matrix**

Estimate Level	Estimate Description	Design Phase	Level of Completion	Methodology	Accuracy Range
5	Rough Order of Magnitude	Planning Schematic Design	0% to 5%	Parametric Models Capacity Factored Historical Costs	L: -20% to - 50% H: +30% to +100%
4	Concept Feasibility	Planning Schematic Design	1% to 15%	Equipment Factored Parametric Models	L: -15% to - 30% H: +20% to +50%
3	Budget Authorization	Planning Schematic Design Design Documents	10% to 40%	Unit Costs Assembles	L: -10% to - 20% H: +10% to +40%
2	Budget Control Estimate	Preliminary Design Engineering Design Documents Construction Documents	30% to 70%	Detailed Unit Cost Detailed Take-Off	L: -5% to - 15% H: +5% to +30%
1	Bid	Detailed Design Engineering Construction Documents	50% to 100%	Detailed Unit Cost Detailed Take-Off Productivities Subcontractor Quotes	L: -2% to - 5% H: +3% to + 15%

In Task 5.1, CONTRACTOR shall:

- Develop a Level 5 capital cost estimate for the recommended plan and its component parts based on information generated from previous tasks. The estimate shall focus on the initial capital cost of the supply and installation of charger infrastructure and vehicle transition, as well as replacement costs and operations & maintenance costs over a period of 25 years (up to 2050).

### 5.2. Cost Benefit Analysis

Transitioning to ZEVs requires substantial upfront costs, which may be offset by lower operating costs and significant economic, environmental, and public health benefits compared to ICE vehicles. Task 5.2 shall draw upon findings on electrification needs and associated total cost of ownership estimates from previous tasks. CONTRACTOR shall deliver an economic cost-benefit analysis, assessing wider economic, environmental, and health impacts of transitioning to ZEVs, providing a more holistic view of costs and benefits beyond direct financial metrics. In Task 5.2, CONTRACTOR shall:

- Supplement direct costs estimated in Task 5.1, including capital costs, and operating and maintenance costs for vehicles and all infrastructure, with indirect benefits from reducing carbon emissions, social health benefits derived from reduced criteria air pollutants (i.e., SO<sub>2</sub>, NO<sub>x</sub>, PM, VOC), and potential economic benefits from distributed energy resources, reducing dollars flowing out of the COUNTY. Benefits to be quantified and monetized shall be discussed and agreed on with the COUNTY.
- Develop incremental socioeconomic benefit-cost assessment model, comparing costs and benefits of transitioning to BEVs and FCEVs.
- Derive key financial metrics, including net present value and benefit-cost ratios for a BEV scheme and FCEV scheme.
- A comparison between COUNTY-owned infrastructure initial cost and maintenance and Vendor-owned Charging as a Service (CaaS). This pre-feasibility analysis shall be high level or conceptual for purposes of understanding the anticipated differences in cost to the COUNTY, (e.g., the cost of capital, how economies of scale may impact capital and operating expenditure).

### 5.3 Funding Sources

CONTRACTOR understands that a variety of financing mechanisms and strategies can be leveraged to accelerate the transition of publicly owned vehicles to ZEVs while also reducing costs.

State and federal grants, local utility programs and subsidies (e.g., Charge Ready Transport), and local Air Quality Management District (AQMD) incentives are likely to be available to the COUNTY to support the purchase of ZEVs and associated infrastructure. To support reducing the COUNTY's capital expenditures on fleet transition, CONTRACTOR shall undertake a grant and funding review, leveraging information from CONTRACTOR's internal ZEV funding tracking group which follows opportunities provided by the federal government, US Departments of Energy and Transportation, and State agencies. This internal database is updated regularly and enables us to provide insight to inform content related to funding for implementation and to inform goal and strategy development. CONTRACTOR shall further evaluate local utility and AQMD programs for additional funding opportunities.

CONTRACTOR understands that in addition to implementation, identifying funding for planning activities may also be important to the COUNTY, to support the pre-implementation phase. CONTRACTOR shall work with the COUNTY to define funding needs such that appropriate grant opportunities can be targeted.

Of note, the final deliverable for Task 5.3 shall represent funding opportunities available to the COUNTY at the time of submission. Grant and funding opportunity reviews and assistance may be provided for an additional cost and are not included in this task. CONTRACTOR also understands that many communities within the COUNTY qualify as DACs who have been historically underserved and shall include investigations into opportunities to support those communities with ZEV adoption.



Figure 3: CalEnviroScreen Map of County of Riverside

In Task 5.3, CONTRACTOR shall:

- Establish with the COUNTY the funding goals and any gaps in capital funding which may require one- time grants.
- Evaluate current grant funding opportunities that the COUNTY may be eligible to leverage to offset the cost of vehicles and infrastructure in the near term. CONTRACTOR shall both review CONTRACTOR's regularly updated internal State and Federal funding database to identify potential funding opportunities for the COUNTY and evaluate specific local AQMD and utility funding opportunities.
- Publish a final version of the dashboard.
- Based on findings and KPIs, CONTRACTOR shall develop a shovel-ready roadmap for developing sites.

#### Task 5 Deliverables

- Transition Cost Analysis draft report in .pdf format, including
  - Outputs from level 5 Life Cycle Cost estimate for fleet conversion and charging infrastructure at priority depots necessary to support the recommendations in Task 5.1, with key assumptions and exclusions.
  - Findings from Benefit-Cost Analysis for ZEV fleet transition, outlining assumptions, methodologies, and results. (Task 5.2)
- Draft Funding Sources text to be included in the Regulatory Analysis Draft report. Report out on funding source updates and findings during CONTRACTOR and COUNTY recurring meetings. (Task 5.3)

### Task 6: Digital Dashboard & Roadmap

#### Task 6.1 Digital Dashboard

To support the COUNTY's transition to an ZEV fleet, CONTRACTOR proposes developing a digital dashboard that can help the COUNTY track key performance indicators (KPIs) such as the number of each type of vehicle in the fleet, vehicle life cycle costs, emissions reductions, and other relevant metrics to be agreed as part of the scoping exercise in Task 0. At a minimum, it is assumed that KPIs shall include cost savings, utilization, fuel and energy usage, emissions reductions, and number of vehicles.

The primary limiting factor for digital dashboards is the sourcing of the data. Examples of datasets for the KPI dashboard may include manual input forms, telemetric data from a specific vehicle type, or EV charger usage data from a specific vendor.

The interface shall feature charts, graphs, and other visualizations to clearly present attainment metrics and performance scoreboards. This tool, which shall be designed with a user-centric approach, shall help to streamline the performance monitoring process while also enhancing decision-making by providing actionable insights into the EV fleet transition.

It is assumed that the dashboard shall use an off-the-shelf technology, such as Microsoft Power BI, Tableau, or ArcGIS Dashboards, to be agreed during the design phase, and hosted on the COUNTY's existing infrastructure or procured by the COUNTY. If CONTRACTOR is required to host the dashboard, additional costs may be incurred.

In Task 6, CONTRACTOR shall:

- Establish a robust baseline for each KPI and utilize data from relevant sources to track progress.
- Hold stakeholder workshops and feedback sessions to gather input into the development of the dashboard.
- Design an intuitive user interface that incorporates feedback from stakeholders to enable accessibility, ease of use, and integration of updates and future data sources.

- Implement visualizations such as charts and graphs to clearly present data and performance metrics.
- Publish a version of the dashboard at 90% completion for review by key stakeholders. Features which can reasonably be implemented within the remaining budget shall be incorporated into the final version.

## Task 6.2 Project Roadmap

### *Ensuring Project Feasibility and Actionability*

- Apply a multi-criteria feasibility framework to ensure all recommendations are practical and shovel-ready, including:
  - Technical Readiness: Confirmation of site suitability, grid capacity, and technology availability.
  - Cost Estimates: Rough order of magnitude (ROM) costs per AACE International Class 5 standards, covering capital expenditures (e.g., equipment, installation) and operational costs.
  - Permitting and Regulatory Compliance: Identification of local zoning requirements, utility interconnection timelines, and environmental permits.

### *Deliver actionable outputs, such as:*

- Prioritized site plans with phased implementation steps.
- Estimated timelines for design, permitting, and construction.
- Risk mitigation strategies for delays, cost overruns, or supply chain issues.

## Task 6 Deliverables

- Up to two (2) stakeholder workshops to collect stakeholder input.
- Beta dashboard at 90% completion, showing near-complete metrics and functionality.
- Final dashboard showing metrics and visualizations.
- One (1) training workshop to demonstrate the use of the tool.
  - Training workshop that shall be recorded and shared back with the COUNTY as future reference.
  - Concise documentation on tool (approach, data, assumptions) that shall be included in the tool as appropriate.
- Shovel-ready roadmap for developing priority sites (.pdf format).

## Task 7: Report Development

### Task 7.1. Compile Draft of Transition Plan

CONTRACTOR shall develop a comprehensive, phased master plan with recommendations for implementing a ZEV transition, aggregating the findings and draft reports from prior Tasks:

1. Regulatory Analysis
2. Fleet Analysis
3. Regulatory Analysis
4. Energy Analysis

5. Transition Cost Analysis
6. Charging Site Prioritization Analysis
7. Digital Dashboard Development

The Transition Plan shall be a guide for the COUNTY to comply with necessary State regulations along with identified minimum investments to achieve that goal. The Transition Plan shall also summarize implications for future phases of ZEV adoption and infrastructure deployment and shall contain an Executive Summary.

The Transition Plan shall be written, formatted, and stylized for public distribution. As such, CONTRACTOR has scoped and allocated budgeted for publishing costs, such as custom graphics, professional report layout, and technical editing.

CONTRACTOR shall incorporate comments and edits from prior draft deliverables into the final Transition Plan, to be delivered to the COUNTY for final review and edits. Updated prior draft deliverables shall not be re- issued. CONTRACTOR has assumed a single review of the draft Transition Plan, with consolidated comments and edits to be incorporated into the final Transition Plan. In Task 7.1, CONTRACTOR shall:

- Update five draft analysis report deliverables from prior tasks based on consolidated comments from the COUNTY and compile written deliverables into a single final Transition Plan.
- Develop and recommend an integrated fleet charging/refueling infrastructure deployment plan, by vehicle class and operational characteristics. The Transition Plan shall be structured so that data, findings and recommendations can be clearly understood at the department, individual fleet, and Countywide levels.
- Summarize this information in a transition roadmap graphic as part of the Transition Plan.
- Provide a draft Transition Plan to the COUNTY for review and approval. A two-week comment period is anticipated, to be discussed and agreed with the COUNTY.

#### Task 7.2. Develop Presentation for Relevant COUNTY Stakeholders

In addition to the Transition Plan a presentation shall be required for effective communications about the project's recommendations. From the language and graphics developed in Task 7.1, CONTRACTOR shall:

- Produce a presentation of project findings for relevant COUNTY stakeholders, including the Board of Supervisors, providing clear and concise summary of the COUNTY's Transition Plan. The presentation shall align with COUNTY branding. CONTRACTOR assumes one round of edits on the presentation materials.

#### 7.3 Workforce Development & Training

The goal of this task is to define the new skills and knowledge that shall be necessary for COUNTY staff to successfully support a zero-emission fleet. This shall include the modification of key functional roles and training requirements, as well as collaboration opportunities with local community colleges and universities to adapt existing or develop new programs. CONTRACTOR shall:

- Identify new roles and training requirements for zero-emission infrastructure maintenance and operations.
- Opportunities to collaborate with regional institutions to review existing training programs and identify modifications or additions needed to foster the workforce skills required.

#### 7.4 Draft COUNTY ZEV policy

CONTRACTOR shall draft two iterations of COUNTY ZEV policy and collaborate with the COUNTY on policy requirements. To perform this task CONTRACTOR shall assist the COUNTY in outlining the intended ZEV policy based upon the work performed by the CONTRACTOR in Tasks 1-7. CONTRACTOR shall also research other municipal ZEV policies to benchmark and modify the ZEV policy outline. Once the ZEV policy outline is agreed with the COUNTY, CONTRACTOR shall prepare a first draft ZEV policy for COUNTY review. The CONTRACTOR will prepare a revised ZEV policy based on one set of consolidated comments from the COUNTY. CONTRACTOR has budgeted \$15,000 for this effort. Due to the unforeseen nature of this subtask, CONTRACTOR will be transparent with the COUNTY as to level

of effort required based on mutually agreed ZEV policy outline and notify COUNTY in advance if the task requires additional funds.

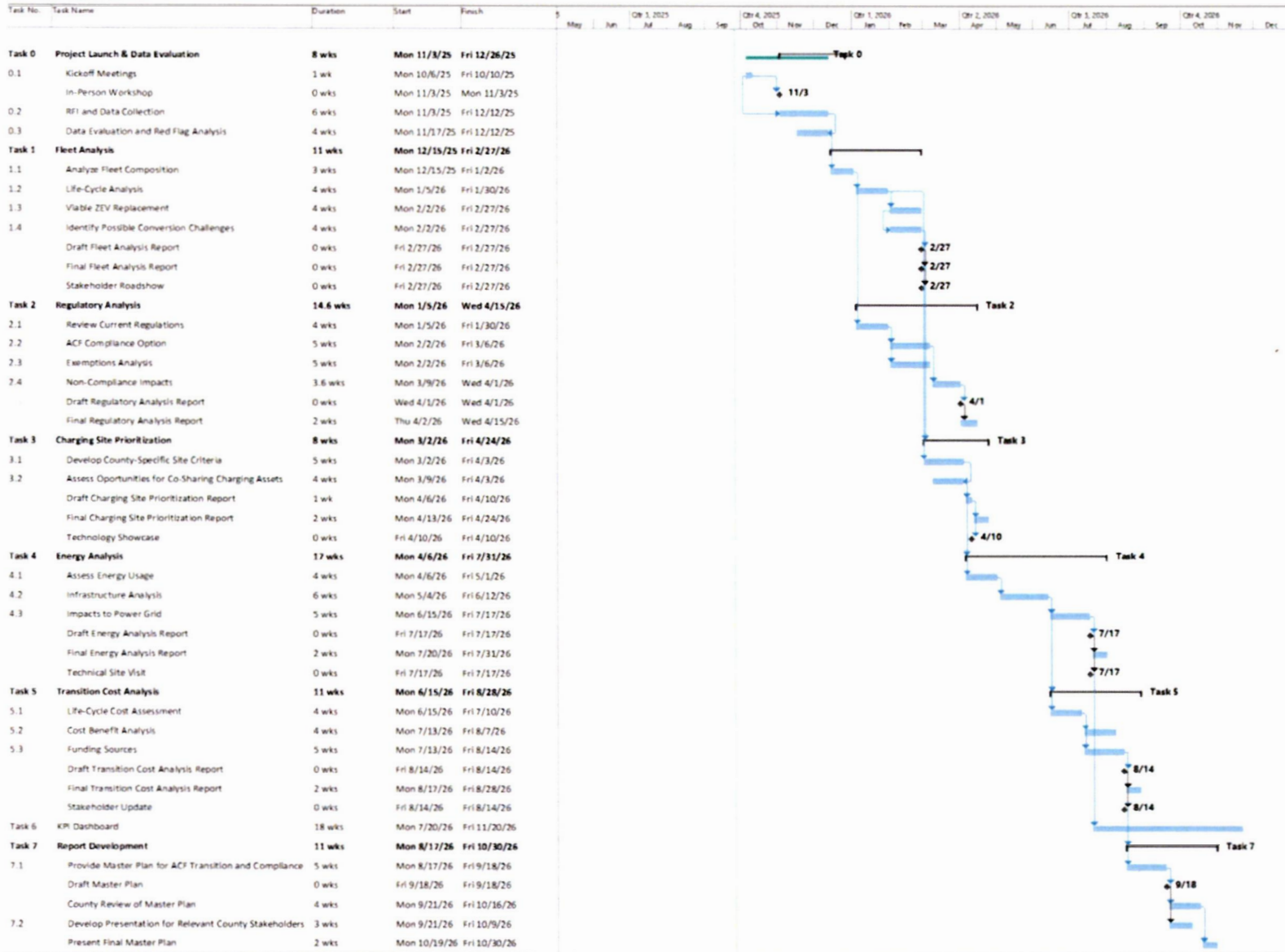
#### Task 7 Deliverables

- Workforce Development Memo (.pdf) on training recommendations
- Draft Phased Zero-Emissions Fleet Transition Plan (.docx, .pdf).
- Final Phased Zero-Emissions Fleet Transition Plan (.pdf).
- A Draft Transition Plan presentation (.pptx)
- Prepare Final Transition Plan presentation (.pptx and .pdf)
- Prepare two drafts of COUNTY ZEV policy

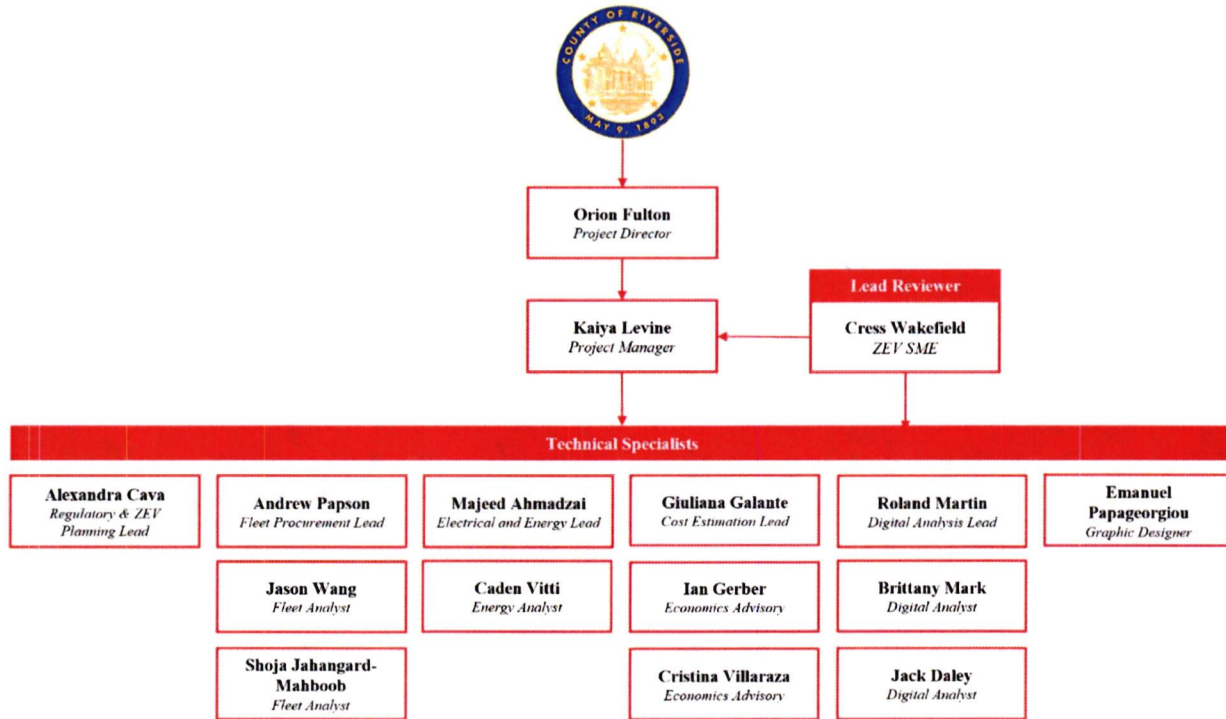
#### Optional Tasks

At the request of the COUNTY, CONTRACTOR may perform additional services including but not limited to grant identification and writing, project delivery options analysis, procurement strategy and advice, conceptual design, detailed cost estimating, and program and project management. For each request, CONTRACTOR shall develop an estimated scope and fee for the COUNTY'S consideration and approval using the Billing Rates noted in Section 5.

### 3. Schedule



## 4. Key Personnel



Biographies of CONTRACTOR’s proposed team members are noted below.

Kaiya Levine, the CONTRACTOR’s PM, will be responsible for all deliverables to the COUNTY and shall be the main day-to- day point of contact. She shall direct all resources, maintain efficient communication, enforce work processes, and work with task leads to maintain timely deliverables.

Orion Fulton, as project director, will support Kaiya, review deliverables for quality assurance, and provide team accountability to COUNTY. Orion will identify as the Person-In-Charge, should Kaiya be unavailable.



**Orion Fulton**  
Project Director

Orion Fulton has over 20 years of professional experience working at the intersection of urban planning, economic development, real estate development, and project finance.

Mr. Fulton is a trusted advisor who guides the structuring, procurement and delivery of his client’s most important projects and programs. He is a nationally recognized expert in hybrid P3s involving infrastructure and real estate.

Orion also leads Arup’s Sustainable Investment Advisory business in the Americas, helping clients develop and implement meaningful ESG strategy. Orion holds a BA in Urban Planning from UC San Diego, an MBA from Presidio School of Management, and is a Counselor of Real Estate.

**Current position**  
Associate Principal

**Years of experience**  
22

**Qualifications**  
LEED AP



**Kaiya Levine**

**Project Manager**

Kaiya is an experienced project management professional with extensive experience in zero emission vehicle transition planning in California. Her experience in EV transitions is closely coupled with her renewable energy and grid interconnection experience. In addition to transportation electrification, she has expertise in data analytics, stakeholder engagement, and public & private sector grant funding for infrastructure deployment.

Kaiya has managed projects focused on zero-emission transportation, distributed energy resources (DER) propensity adoption, microgrid development, and fleet transition. Her zero-emission transportation experience with Arup has included light-duty public charging, public and private sector medium- and heavy-duty fleet transition planning, transit and logistics electrification, and equitable deployment of charging infrastructure.

**Current position**  
Senior Energy and Sustainability Consultant

**Years of experience**  
6

**Qualifications**  
AEE Renewable Energy Professional



**Cress Wakefield**

**SME Reviewer**

Cress Wakefield is an Associate Principal and Senior Energy Consultant with over 20 years of experience in the design of electrical distribution systems and multidisciplinary project management. With extensive experience as an electrical engineer and a focus on energy consulting, she sits at the intersection of the energy transition, where new technology and policy meet traditional infrastructure. Her work in the energy sector builds on 24 years of experience in the design of electrical systems for a variety of projects, from commercial buildings to central plants.

Cress is currently focused on infrastructure for zero emission transportation, working on feasibility studies related to public sector electrification, fleet transition planning, and the electrical infrastructure design for a new charging facility that will house a corporate fleet of 290 electric buses and shuttles. As a multidisciplinary project manager and director, Cress is well placed to support the Arup team as a project resource and a technical reviewer.

**Current position**  
Associate Principal

**Years of experience**  
24

**Qualifications**  
PE State of Washington (#42364)  
LEED AP



**Andrew Papson**

**Fleet Procurement Lead**

Andrew Papson leads Arup's Zero-Emission Vehicle (ZEV) fleets line of business, bringing over 15 years of expertise in ZEV deployments and charging infrastructure strategy. His unique blend of experience across public transit, e-commerce logistics, and utility operations positions him as a frontrunner in the ZEV consulting space. Andrew's approach to fleet electrification combines strategic planning with practical implementation, helping clients design smarter, build lighter, and launch faster.

Andrew specializes in guiding public and private sector fleets through the transition to zero-emission technologies, focusing on Total Cost of Ownership (TCO) optimization and seamless integration of vehicles and infrastructure. His unique ability to align technical, operational, and financial strategies ensures clients achieve measurable results while meeting sustainability goals.

Andrew has led high-profile ZEV projects, from fleet assessments to infrastructure design and implementation, helping clients across industries like transit, logistics, and municipal operations accelerate fleet transitions and meet decarbonization targets.

**Current position**  
ZEV Fleet Transition Lead

**Years of experience**  
16



**Roland Martin**

**Digital Analysis Lead**

Roland Martin is Arup's Americas Region Skills Leader for Geospatial & Earth Observation, based in Los Angeles. He has been responsible for all aspects of data creation, analysis, management, visualization, and automation, for a wide range of global projects and clients. As Skills Leader, Roland provides quality oversight for projects and reviews staff assignments and training needs. He has served as Project Manager on multiple geospatial projects and brings technical expertise in development of data management strategies, database design, web portal creation, spatial data interoperability, scripting, and programming.

**Current position**  
Associate

**Years of experience**  
19



**Alexandra Cava**

**Regulatory and ZEV Planning Lead**

Alexandra Cava is a Logistics Consultant for Arup's San Francisco Integrated Planning team. Working on several high-caliber, large-capital projects, she has experience in loading dock design, facility planning, and waste management advisory for corporate campuses, universities, and warehouses. As an industrial engineer, she strives to maximize efficiency in all her project work through process improvement and other lean manufacturing techniques.

**Current position**  
Senior Consultant

**Years of experience**  
7



**Majeed Ahmadzai**

**Electrical and Energy Engineering Lead**

Majeed Ahmadzai is a Senior Microgrid Engineer at Arup, with a specialization in designing and implementing advanced microgrid systems and sustainable energy solutions. Leveraging a strong foundation in electrical engineering and financial analysis, Majeed is adept at developing and managing complex energy projects that enhance efficiency and sustainability.

**Current position**  
Senior Engineer

**Years of experience**  
6



**Giuliana Galante**

**Cost Estimation Lead**

Giuliana is an associate in cost and risk advisory and a certified Risk Management Professional in the Montreal office. With over 10 years of experience, Giuliana has led the analysis in projects of diverse magnitudes and typologies, with a particular focus on heavy civil infrastructure.

Her background as a civil engineer with a master's in construction management, as well as her experience with projects in different locations (US, Canada, Colombia and others) allow her to provide a big picture view on the project's development and delivery, combining constructability, risks, and construction costs.

**Current position**  
Associate

**Years of experience**  
11

**Qualifications**  
PMI-RMP (2022) #  
3364642



**Ian Gerber**

**Cost Advisory**

Ian Gerber is a Graduate Cost Analyst on the Cost Team within Advisory Services. Ian's expertise spans developing AACE level cost estimates for significant project such as Penn Staton Expansion in NYC and Eglinton Crosstown West Extension in Toronto, CA. Additionally, he excels in life cycle cost analyses, specifically to aid in fleet transitions, and project future costs related to the diesel to EV conversion process. Ian also creates decision-making tools, featuring detailed comparisons and intuitive figures, to support clients and enhance analyses.

**Current position**  
Graduate Consultant

**Years of experience**  
2



**Cristina Villaraza**

**Economics Advisory**

Cristina is a transport planner in San Francisco with strong experience Cristina is a Senior Consultant on Arup's Economic Advisory Team in San Francisco. Cristina has 10+ years' multi-disciplinary experience serving as technical lead and advisor for public and private sector clients on key areas for developing ZEV transition programs. This includes policy and strategy for market and industry development, operations planning, and techno-economic and cost-benefit assessments (including the monetization of environmental and social benefits).

**Current position**  
Senior Consultant

**Years of experience**  
10



**Jason Wang**

**Fleet Analyst**

Jason Wang is a Transportation Planner for Arup's Transport, Logistics, and Urban Planning Team. He has experience working as a roadway & pedestrian designer, traffic modeler, urban data analyst, and GIS analyst on public projects. He believes in strong stakeholder engagement throughout the project lifecycle and strives for the most equitable outcome.

**Current position**  
Engineer

**Years of experience**  
2

**Qualifications**  
Engineer in Training  
(EIT), NCEES, 2021



**Shoja Jahangard-Mahboob**

**Fleet Analyst**

Shoja is an energy and sustainability consultant with a background in civil and environmental engineering, energy efficiency, and high-performance buildings. Before joining Arup, Shoja completed research in organic 3D printed building materials, resiliency consequences of decarbonization/electrification of single-family homes in Palo Alto, and lead discussion sections for a Life Cycle Assessment and an Energy Seminar course while pursuing his Master's at Stanford.

**Current position**  
Sustainability  
Consultant

**Years of experience**  
2.5

**Qualifications**  
Engineer in Training  
(EIT/FE)  
LEED AP BD+C

Since joining Arup, Shoja has quickly gained a host of experience by working on a wide scope of building energy modeling, LEED certification, embodied carbon assessments, PV + BESS analysis, EV grants, and net-zero carbon research projects.



**Brittany Mark**

**Digital Analyst**

Brittany is a Digital Consultant and Social Equity Specialist working within the Disciplines of Data, Geospatial and Digital to provide integrative, socially driven solutions and project outcomes. She critically assesses the biases impeded within the data and models we utilize for critical infrastructure and systems design and decision-making working to promote more socially equitable data management, integration and coding. She is experienced working across the private and public realm in private consulting and not-for-profit organizations.

**Current position**  
Consultant

**Years of experience**  
4



**Emanuel Papageorgiou**

**Graphic Designer**

As a transportation planner based out of the Arup Los Angeles office, Emanuel utilizes his degrees in architecture and fine arts, as well as his five years of professional experience as a graphic designer and architect, to execute day to day design tasks and provide visual communications support to projects across the Americas. Due to his wide breadth of skills, Emanuel enjoys working across a wide array of disciplines when it comes to his daily tasks; this includes working closely with in-house teams such as visual communications and marketing, the zero-emissions vehicle group, climate and resiliency, risk and sustainability, traffic engineering, logistics, wayfinding, master planning and landscape design, cities planning and design, and the experience design teams.

**Current position**  
Graphic Designer

**Years of experience**  
5



**Caden Vitti**

**Energy Analyst**

Caden Vitti is a Graduate Engineer based in Arup's San Francisco office with the Energy Engineering and Power Systems team. As a past intern and recent graduate, Caden brings fresh technical skills to the energy sector, focusing on renewable, distributed energy resources, microgrid design and implementation, energy modeling, energy policy and economics, and zero emissions vehicle strategy. He prioritizes community engagement and equity in every project he works on, especially when visualizing data and complex solutions to problems. Caden's growing interest in design and strategy serve as an asset in both technical and systems-level tasks.

**Current position**  
Graduate Engineer

**Years of experience**  
1



**Jack Daley**

**Digital Analyst**

As a geospatial analyst and a past geospatial Intern, Jack has been accustomed to a wide variety of projects involving data management and geospatial analysis. From data collection, automation techniques for data engineering and data interoperability to web application design and figure development, Jack has experienced the full scope responsibilities of a GIS Professional. He actively searches for new opportunities to test his skills and research new ways to improve on existing procedures. He works methodically towards over-arching project goals with sustainable design practices in mind.

**Current position**  
Graduate Geospatial Analyst

**Years of experience**  
1

## 5. Cost Proposal

### Proposed Fee

The total not-to-exceed fee for this agreement is \$509,500, which includes CONTRACTOR’s fees to perform the work described in this proposal of \$501,500 as well as an additional estimate of \$8,000 of reimbursable expenses (see Table 2). CONTRACTOR shall invoice the COUNTY monthly on time and materials basis.

**Table 2. CONTRACTOR Fee by Task**

<i>Arup Fiscal Year:</i>		<i>November 2025 – October 2026</i>	
<b>Task</b>	<b>Total Hours</b>	<b>Fee</b>	
Biweekly Project Meetings and Project Management	41	\$9,450	
0. Project Scoping & Data Collection	195	\$40,150	
1. Fleet Analysis	440	\$85,900	
2. Regulatory Analysis	198	\$38,200	
3. Charging Site Prioritization	224	\$38,400	
4. Energy Analysis	710	\$119,700	
6. Transition Cost Analysis	424	\$73,600	
7. KPI Dashboard	276	\$55,200	
8. Report Development	235	\$40,900	
<i>Estimated Expenses</i>		\$8,000	
<b>Total</b>	<b>2,743</b>	<b>\$509,500</b>	

To enhance the time and materials billing structure, the COUNTY and CONTRACTOR agree to adopt a progress payment approach to ensure cost control and project oversight. This approach establishes a not-to-exceed cap of \$509,500, consistent with the total project fee, and incorporates progress-based payments by percentage of completion and tied to key deliverables as identified above in the Task section. Hours per task in Table 2 above are provided as an estimate only and shall not have a bearing on the estimation of percentage of completion or payments.

Payments shall be invoiced monthly based on actual hours worked and expenses incurred, not to exceed the allocated task fee amount corresponding to the task as accepted by the COUNTY. Any request for additional funds beyond the total agreement compensation amount must be submitted in writing with justification and approved by the COUNTY Purchasing Agent prior to spending.

For progress payment cost tracking, as noted in Section 3.4 (b) of the Compensation, each invoice submitted must clearly identify the task number and description, the actual amount of hours worked, and the contracted hourly labor rate applied (see Table 3 below for hourly rates). This shall be used by COUNTY to complete a progress payment form showing the percentage of task completion.

### Reimbursable Expenses

Expenses shall be charged separately at cost and shall include local transportation to and from the site for site visits and meetings. CONTRACTOR has accounted for four (4) site visits with three (3) individuals attending and one (1) site visit with two (2) individuals.

Based on the above, a provision of \$8,000 for expenses has been identified for budgeting purposes.

**Fee Notes:**

The proposed fees are based on the Project Understanding, Approach & Workplan, and Assumptions sections of this proposal. Should one or more of the assumptions or criteria change resulting in additional costs to CONTRACTOR, an appropriate adjustment to the fee may be made in such sum as is fair and reasonable, with the written approval of both Parties byway of written amendment.

If the project is placed on hold for a period longer than (6) months, CONTRACTOR shall require a mobilization fee upon the restart of the project.

CONTRACTOR shall invoice fees monthly.

**Rates**

CONTRACTOR's billing rates are shown below in Table 3. CONTRACTOR's rates are subject to annual adjustments for inflation, typically ranging between 3% to 5%, starting April 1 of each calendar year.

**Table 3: CONTRACTOR Fully Burdened Rates FY 25/26**

<i>Title</i>	<i>Fully Burdened Rate (\$USD)</i>
Jr. Planner / Engineer I / Junior Consultant	\$160.00
Planner / Engineer II / Consultant	\$180.00
Planner / Engineer II / Consultant	\$190.00
Senior Planner / Senior Engineer / BIM Manager	\$216.00
Senior Planner / Senior Engineer / BIM Manager	\$283.00
Associate	\$299.00
Associate Principal	\$335.00
Principal	\$443.00

**6. Assumptions**

The proposal has been developed with the following additional assumptions:

- Materials from the COUNTY shall be provided in a timely manner and CONTRACTOR shall be entitled to rely on the accuracy and completeness of same.
- CONTRACTOR has allowed for bi-weekly virtual meetings and have allowed for three CONTRACTOR attendees at each meeting. Alternative CONTRACTOR personnel shall be included, as needed for project updates.
- CONTRACTOR has assumed a single round of comments and revisions to the deliverables. For efficiency, CONTRACTOR anticipates the COUNTY shall provide a consolidated set of internally consistent comments for CONTRACTOR to review and act upon.
- The project schedule and approach are based on CONTRACTOR's experience and reasonable estimation of time for the tasks shown above but are subject to update following Task 0 Scoping.

# Appendix A

## Example RFI

#	Item	Date Requested	Date Received	Status
1	Fleet data (inventory – vehicle year/make/model/class/mileage/age/fuel type, in-service date, acquisition price, depot location) and replacement vehicles on order/future planned purchases			
2	Depot data (addresses, number of fleet vehicles, depot land area)			
3	Key decision-making milestones for the project that are non-regulatory (e.g. FY budget process, council meeting dates, etc.)			
4	Maintenance plan for existing facilities and vehicles (e.g., any replacement efforts, frequency of repairs)			
5	GPS information and data to help inform # of vehicles per site & mileage patterns			
6	Duration of time spent on site to inform dwell times of vehicles at each locations			
7	Trip history report (last 6 Months is fine) - Telematics - Utilization report, if available			
8	Updated fleet list with odometer, including road yard and solid waste vehicle fleets			
9	Fuel data - Fuel Purchase Transaction Details Report with vehicle information. Include a short narrative explaining the fleet fueling protocols (WEX fuel card with Driver ID, On-site Fuel, Overnight Delivery, etc.)			
10	Describe replacement strategy for the fleet. Is it per expected life? After certain traveled miles?			
11	Please provide information on sites with existing County EV chargers, including: - Site location - Number of chargers - Charger type and rating - Charger utilization			
12	Please confirm if there is existing County-owned solar panels (PV) or battery energy storage systems at the County's sites (i.e., systems that are <i>not</i> part of a power purchase agreement). If yes, please provide information on those systems including: - Generation capacity			

	<ul style="list-style-type: none"> <li>- Age</li> <li>- Battery storage capacity</li> </ul>			
13	<p>Cost data</p> <ul style="list-style-type: none"> <li>- monthly or annual fuel expenses (per vehicle preferred)</li> <li>- monthly or annual regular maintenance costs (routine service, repairs) (per vehicle preferred)</li> <li>- vehicle insurance cost by insurance groupings</li> <li>- annual O&amp;M cost per depot (including cost breakdown)</li> </ul>			
14	<p>Please provide any background information that was used as a precursor for the project. If possible please provide the County's ranked top priorities in implementing a ZEV transition plan? (i.e., compliance, costs, carbon reduction, resiliency)</p>			









# Zero Emission Fleet Transition Plan Svcs Agreement - Arup - Final

Final Audit Report

2025-10-22

Created:	2025-10-21
By:	Andrew Johnson (AndJohnson@RIVCO.ORG)
Status:	Signed
Transaction ID:	CBJCHBCAABAAhSzdaV21Whdrr-bfAdVjK8t4D1CJdcSY

## "Zero Emission Fleet Transition Plan Svcs Agreement - Arup - Final" History

-  Document created by Andrew Johnson (AndJohnson@RIVCO.ORG)  
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