

KITTELSON & ASSOCIATES, INC.
AGREEMENT #14-54024
EXHIBIT A
SCOPE OF WORK

In order to maintain the integrity of the County's transportation network, the County implements General Plan Policy TC-Xb and Implementation Measures TC-A and TC-B. These measures require the development of a 10- and 20-Year Capital Improvement Program (CIP) as well as a 20-Year Traffic Impact Mitigation (TIM) Fee Program, with a major update every five years. The TIM Fee Program Update must demonstrate nexus requirements per Assembly Bill 1600 (California Civil Code Section 6600-6608).

The purposes of this project are: (1) to design and carry out a community-based facilitated dialogue to examine issues related to transportation needs, traffic mitigation and public finance consistent with the policies of the County; (2) to oversee and coordinate the work effort to update the CIP and TIM Fee Program; and (3) recommend the updated draft programs to the Board for approval. Consultant shall perform the required major update to the West Slope Roadway CIP and TIM Fee Program as described in this Scope of Work.

COMPONENT 1: PROJECT MANAGEMENT

TASK 1.1: PRELIMINARY WORK

Task Objective:

To set the stage for a successful project that is completed on-time and on-budget.

Description (Specific Activities):

Consultant shall meet with El Dorado County (County) staff to establish team roles, review project parameters, review project schedule and key deliverables, and make scoping and budgeting modifications as desired by the County. In addition to familiarizing Consultant with the key players and issues, roles and relationships will be clarified to begin a cooperative effort between County staff and Consultant. Consultant shall also use this opportunity to obtain and review existing key supporting documents and other pertinent information.

Consultant shall review the history of the County's TIM Fee Program from its inception to its present day form. This effort will include review of the Resolutions adopting the TIM Fee program and its updates and other available documentation, Board of Supervisors (Board) actions, submitted fee appeals and the County's administration of the program. Consultant shall identify areas of the TIM Fee Program and/or its administration that will be specifically targeted for improvement by this revision. Consultant shall work with County staff to identify known deficiencies or concerns to be incorporated into the final report.

At the kick-off meeting, Consultant shall collaborate with County staff to:

- Refine the work plan identifying critical path elements and opportunities to strengthen the resulting fee program
- Identify key data needed from the County, the responsible party, and the anticipated delivery date
- Review key deliverables, their content, and timing
- Establish the overall project schedule

Consultant shall facilitate the scheduling of and conduct the kick-off meeting. Consultant shall be responsible for preparing a summary of the kick-off meeting, circulating the summary to the Project Team, receiving comments, and resolving identified issues. The Project Team may include any of the following participants, dependent on the tasks: Consultant, County staff, a technical project development team (PDT) and an external working group(s) as designated by the County. The PDT and external working group(s) will not be involved in all meetings or tasks. Participation and contributions will be provided by each team member.

Deliverables/Products:

- Draft Memorandum 1-1: Summary of Kick-off Meeting
- Final Memorandum 1-1: Summary of Kick-off Meeting
- Project Schedule

TASK 1.2: PROJECT MANAGEMENT AND ADMINISTRATION

Task Objective:

In coordination with County staff, Consultant shall establish the ground rules for the effective execution of this project and requisite communication and process protocols. Consultant shall also provide the County with an up-to-date understanding of project status, schedule, and budget.

Description (Specific Activities):

Consultant, with input from the County, will establish the assignment of lead roles versus support roles for a given task, and the proper management of the project, including tracking of project tasks, tracking expenditures, tracking deliverables and client communication. Consultant shall:

- Coordinate and monitor the work of the overall Project Team, including all project sub-consultants.
- Prepare for and conduct bi-weekly check-in calls to discuss project status, including critical issues, schedule and budget. Progress reports will be submitted monthly with invoices
- Prepare and provide quality control for all deliverables
- Attend and facilitate Project Team meetings as needed, and prepare agendas
- Ensure project sub-consultants remain on-task, on-time, and on-budget

- Prepare comprehensive meeting notes and distribute to all meeting participants.
- Attend and facilitate meetings with stakeholders and the public as collaboratively identified with County staff
- Serve as County's Project Manager and facilitator providing direction to subconsultants, including content and format of presentations, interim support documents, and final reports
- Identify meeting space needs for County to provide meeting space and scheduling as required
- Schedule and conduct bi-weekly project status meetings and/or telephone conferences with County staff
- Prepare e-mail summaries of kick-off and project status meetings
- Submit a mock invoice to County staff prior to completing work for the first project invoice period. This will allow County staff to identify any invoice modifications it would like to see prior to actual invoicing
- Prepare and submit monthly project status and progress reports
- Prepare and submit monthly invoice prior to the 15th day of each month for work completed in the preceding calendar month

Deliverables/Products:

- Project schedule with monthly updates
- Bi-weekly project status updates and monthly progress reports
- Meeting agendas
- Meeting notes, including summaries of discussion and decisions

TASK 1.3: PUBLIC OUTREACH

Task Objective:

To build a consensus and develop a mutual understanding of impact fee policy ensuring that stakeholder interests and concerns are heard and considered to maximize community acceptance of the CIP and TIM Fee Program.

Description (Specific Activities):

Strategies:

Public and stakeholder outreach will be an important component of this effort. The majority of interested parties are likely to be business interests and developers as opposed to residents. The Public Outreach program will include consistent communication with elected officials and extensive outreach to the broad range of stakeholders and interested parties. Strategies include:

- Early and ongoing coordination with the Board
- Outreach meetings with small groups of stakeholders with similar concerns
- Development of interactive opportunities for engagement in the field
- Utilization of social media to promote engagement opportunities
- Leverage of local news media and trade publications

- Develop and enhance partnerships with business, industry associations and organizations.

Tactics:

Board Study Sessions and Planning Commission Presentations

Consultant shall make one (1) presentation each to the El Dorado County Planning Commission and El Dorado County Transportation Commission (EDCTC), and hold up to six (6) Study Sessions with the Board to get early and regular input on the Study, the proposed projects and fees. An option will be provided to add up to four (4) additional Study Sessions with the Board.

Stakeholder Presentations/Mini-Workshops

Consultant shall focus efforts on stakeholder groups with shared interests in a series of four (4) roundtable “mini-workshops”. Consultant shall conduct two (2) rounds of these mini-workshops (eight (8) total); the first to identify key issues and concerns and the second to vet proposed fees. An option will be provided to add up to four (4) mini-workshops with stakeholders. Consultant anticipates participation by 12 to 20 individuals or representatives of the following Building Industry/Developer groups:

- Local Businesses/Economic Development Interests (Chambers of Commerce, Economic Development Partnership, Tourism)
- Wine Industry (Growers/Wineries/Event Centers)
- Rafting/Eco-Tourism Interests

Consultant shall also work with County staff to identify potential participants and promote the workshops within those target populations. Consultant shall publicize and promote the outreach meetings, identify appropriate stakeholders, and prepare collateral materials for use in the workshops.

Public Workshops

Consultant shall hold three (3) rounds of traditional public workshops to provide an opportunity for residents and all interested parties to share concerns and pose questions relative to the Fee Update. The workshops will be held in two (2) diverse locations throughout the study area for each round. An option will be provided to add up to two (2) locations to each round of workshops. The workshops will include:

- Presentation-Overview of the purpose, structure and parameters of the TIM Fee Program
- Facilitated discussion/Q&A regarding the process and concerns
- Review of comments received

Consultant shall “test” the content and format of the workshop with County staff prior to the workshops in a rehearsal session at the County’s office.

Website and Social Media

Consultant shall establish a project website to post all relevant information about the development of the Fee Update. This will include:

- Project Overview

- Library and Background Documents
- Meetings and Workshops
- Comment/Questions
- Contact Information

Consultant shall update the website on a regular basis. Consultant shall also support the plan as follows:

- Development of an eBlast database for stakeholders, meeting attendees and other project participants
- Development of an eBlast system to send regular updates regarding the Fee Update
- Posts on Facebook, Twitter and other relevant social media promoting engagement opportunities
- Creation of an eBlast list

Media Relations & Collateral Development

The outreach team will prepare appropriate collateral materials and outreach tools to engage news media throughout the project. This will include:

- Creation and distribution of news releases and tip sheets
- Development of Fact Sheets, FAQs and other materials
- Development of posters/flyers promoting upcoming meetings and workshops

All efforts will be coordinated with County staff.

Deliverables/Products:

Consultant shall attend and present findings at up to 27 meetings. The dates of all public outreach shall be coordinated with the County's Contract Administrator (CA), Steve Pedretti, Director, Community Development Agency, (CDA), or designee. The public outreach meetings include:

- One (1) Planning Commission meeting
- One (1) EDCTC meeting
- Up to eight (8) Board Study Sessions
 - Up to six (6) Board Study Sessions shall be held prior to finalizing a draft CIP and TIM Fee Program to obtain input on required roadway infrastructure requirements as needed through 2035
 - Up to two (2) additional Board Study Sessions shall be used in the adoption of the CIP and TIM Fee Program Updates
- Three (3) rounds of two (2) public traditional workshops for a total of six (6) in selected communities. Dates and locations to be coordinated with the County. An option will be provided to add up to two (2) locations to each round of workshops.
- One (1) rehearsal session prior to each round of public workshops, three (3) in total
- Eight (8) Mini-Workshops/Roundtable Discussions with key stakeholder groups.

- Handouts and presentation materials shall be prepared by Consultant for all public outreach meetings, Planning Commission Meetings, and Board presentations
- Final Communications Plan detailing all outreach efforts
- Outreach Summary Report
- Prepare reports for County staff presentations to Boards, Commissions, and stakeholders
- Prepare and make public presentations to the County Planning Commission, the Board, and at community meetings as specified in this scope of work

COMPONENT 2: TRAFFIC ANALYSIS

TASK 2.1: DATA COLLECTION AND MODEL OUTPUT

Task Objective:

To provide a foundation from which to identify a short- and long-term CIP list that addresses both existing and future deficiencies within the West Slope of El Dorado County, including a TIM Fee Program that in combination with other anticipated transportation revenue streams can finance the implementation of the CIP.

Description (Specific Activities):

Consultant, with input from County staff, shall glean traffic count data from completed traffic studies performed within the county. Count data can also be harvested from the El Dorado County Travel Demand Model (TDM), which includes segment counts for model validation purposes. Consultant shall obtain available Average Daily Traffic (ADT) volume count data from County staff.

Consultant shall establish a 20-year TIM Fee Program based on a 2035 horizon. Interim years of 2015 and 2025 will be developed by linear interpolation.

A baseline year of 2015 traffic projections will be established based on building (residential and non-residential) permits issued between 2010 and 2014, and the growth estimated to occur for the rest of 2014. Building permit data will be provided by the County.

Consultant shall review the existing TIM Fee land use categories for which the fee will be calculated and make recommendations if these should be revised. Consultant shall also define the operative land use assumptions, such as persons per household and employees per square foot, to be used to forecast growth and facility demand.

Once the land use categories and assumptions are defined, Consultant shall prepare a growth forecast for each land use category. A growth forecast including the incremental residential and land use will be prepared for both a 10-year (2015 through 2025) growth scenario and a 20-year (2015 through 2035) growth scenario. The growth forecasts will be stratified in accordance with the TDM traffic analysis zone (TAZ) structure, and presented in an electronic format using an Excel spreadsheet format. These growth

forecasts shall be used as the initial starting point for the TDM runs and roadway improvement identification performed in Task 2.4.

Deliverables/Products:

- Summary map of ADT counts
- Land use baseline and projections in an Excel spreadsheet format for year 2015, 2025, and 2035
- Draft and Final Memorandum 2-1: Summary of methodology and conversion factors

TASK 2.2: ENVIRONMENTAL DOCUMENT

Task Objective:

To provide the technical traffic and circulation analysis in support of the environmental review component of the project.

Description (Specific Activities):

Consultant shall summarize existing transportation resources, constraints, deficiencies, and operating conditions in El Dorado County. Topics to be covered include existing roadway facilities, traffic level-of-service (LOS) at key roadway segments, and current County transportation policies/programs. Consultant shall describe the current status of the following County-wide transportation sub-systems:

- Roadways, including roadways of all functional classifications
- Transit services (Local and Regional Services)
- Railway facilities
- Bikeway facilities (Class I – III)
- Pedestrian facilities
- Aviation facilities
- Goods movement – truck, rail, water, and air freight
- Transportation demand management
- Transportation system management

Deliverables/Products:

- Contributions to the transportation and circulation elements of the draft and final environmental review including written summary, tables, and graphics as appropriate (See Task 3.8)

TASK 2.3: DETERMINATION OF APPROPRIATENESS OF TIM FEE ZONES

Task Objective:

To assess if the current fee benefit zone structure needs to be altered.

Description (Specific Activities):

Consultant shall examine altering the TIM Fee geography as part of this update. Consultant shall recommend scenarios aggregating or disaggregating zones. Consultant shall work with County staff to identify and test up to three (3) TIM Fee zone change scenarios. Consultant shall develop a flexible modeling method to change model attributes for the TIM Fee zone and to extract select link results. The post-processor spreadsheet will be modified to perform LOS evaluation for each TIM Fee zone change scenario. Consultant shall work with County staff to perform sensitivity tests of each TIM Fee zone change scenarios using the existing fee structure to evaluate the implications of each.

Deliverables/Products:

- Geographic Information System (GIS) maps showing TIM fee zone boundaries
- GIS maps showing land use estimates for 2025 and 2035
- Draft and Final Memorandum 2-2: Evaluation of TIM Fee Zone Geography

TASK 2.4: TRAVEL DEMAND MODEL RUNS AND PRELIMINARY ROADWAY IMPROVEMENTS

Task Objective:

To identify existing deficiencies and collaboratively define the list of roadway improvement projects to include in the CIP and TIM Fee Programs.

Description (Specific Activities):

Consultant shall work collaboratively with County staff to perform the transportation analysis needed to define roadway improvement projects for inclusion in the CIP and TIM Fee Programs. The El Dorado County General Plan policies will serve as the foundation for this effort.

Existing deficiencies will be identified based on the El Dorado County design standards and the County's General Plan LOS policy.

The traffic count information assembled in Task 2.1 will be used to compare roadway segment AM and PM peak hour traffic volume to peak hour thresholds and/or volume-to-capacity ratio that exceed the County's design standards and/or LOS policy.

An iterative process that considers input from County staff and the Board (obtained during up to eight (8) study sessions as described in Task 1.3), will be utilized to define

roadway improvement projects. Consultant shall present the preliminary list of roadway improvements to the Board for input and/or approval. Roadway system Vehicle Miles Traveled (VMT) and Vehicle Hours Traveled (VHT) will be provided for consideration as well. This process will be repeated for up to ten (10) iterations. The land use growth projections and distribution to residential and non-residential uses developed in Task 2.1 may be modified and refined for each iteration, based on input from County staff and the Board. The final land use growth projections reflecting the ultimate direction from County staff and the Board will be documented, and the 2015, 2025, and 2035 land use projections will be updated to reflect this ultimate direction.

To gauge the approximate time frame when improvements will be necessary to address identified future deficiencies, Consultant shall perform a capacity threshold analysis. To perform the capacity threshold analysis, base year AM and PM peak hour counts will be incrementally “grown” by applying link specific annual average growth factors as estimated by the travel forecasts until the peak hour volume is shown to exceed the County’s threshold.

Once the list of roadway improvement projects that will be included in the CIP and TIM Fee Programs are approved by County staff and the Board, the TDM will be used to generate the final year 2025 and 2035 travel demand forecasts that will be used by the nexus analysis and fair-share cost allocations.

Consultant shall create a GIS layer in the latest ESRI ArcGIS software that maps the TIM Fee Program projects by planning area, using County provided GIS base map files.

Deliverables/Products:

- Up to six (6) Board study sessions to discuss and finalize list of roadway improvement projects (per Task 1.3; budget associated with these study sessions is included in Task 1.3)
- One (1) electronic copy and up to five (5) bound copies of the year 2025 and 2035 roadway segment LOS results for each of up to ten (10) iterations
- Draft and Final Memorandum 2-3, which addresses and identifies the following items (One (1) electronic copy and up to twenty-five (25) bound copies of the final memorandum will be provided):
 - Existing roadway deficiencies
 - Transportation and roadway improvements needed as a result of future development
 - Final 2015, 2025, and 2035 land use projections that form the basis of the CIP and TIM Fee Programs
 - Implementation timing needs (2015, 2025, 2035) for identified improvements
 - GIS Mapping and Excel spreadsheets with breakdown of information

TASK 2.5: TRAFFIC IMPACT FEE ESTIMATE

Task Objective:

To establish cost allocation for residential and non-residential land uses along with a fee credit method for non-residential land uses.

Description (Specific Activities):

Consultant shall review each capital project developed in Task 2.4 to determine the proportion attributable to existing deficiencies and the portion attributable to future growth. This calculation will be based on the service standards applied in Task 2.4 and trip generation estimates derived from the traffic model and demand projections.

Consultant shall develop the following TIM Fee Program parameters: (1) land use categories for fee schedule including treatment of mixed-use projects, (2) factors such as a “dwelling unit equivalent” (DUE) for allocating the fee burden among residential development types (based on unit size, affordability, age-restrictions, etc.), and (3) method for calculating fee credits for non-residential land uses.

The total costs of each infrastructure item will also be distributed among each of the land use types specified in Task 2.1, based on their relative demand for each improvement. The analysis will abide by legally defensible nexus standards per Assembly Bill (AB)1600.

TIM fees will include two components which will be individually calculated: 1) local road, and 2) US 50. Fees can be further broken down for additional components as deemed necessary by County staff. US 50 fee component will consist of interchange improvements in addition to the US 50 mainline. Local Road fee component may also share some costs of interchange improvements.

To address land uses with atypical trip generation characteristics (e.g., extraction- and recreation-related land uses), a fee per trip will also be developed in conjunction with a traditional fee schedule.

County staff will develop a web-based GIS tool that can be provided as a link on the County’s website. The GIS tool will allow the public to click and view each fee benefit zone, the list and cost of TIM Fee improvements identified as part of this fee update, the resulting fee structure and the fair-share percentages associated with each improvement. The web-based tool will be hosted by Consultant for five (5) years at no cost to the County.

Deliverables/Products:

- One (1) meeting with Project Team to discuss potential TIM Fee Categories such as Mixed-Use
- Draft and Final Memorandum 2-4: Establishment of a Dwelling Unit Equivalent (DUE)(or similar metric)
- Draft and Final Memorandum 2-5: Fee Credit Methodology
- Draft and Final Memorandum 2-6: Draft TIM Fee Land Use Categories
- Interactive TIM Fee and CIP roadway website

COMPONENT 3: ECONOMIC/FISCAL ANALYSIS

TASK 3.1: RESEARCH AND ANALYSIS

Task Objective:

To conduct an evaluation of the current El Dorado County TIM Fee Program.

Description (Specific Activities):

Identify best practices and industry standards based on descriptions of TIM Fee Programs administered by similar agencies in California. Gather data on current El Dorado County TIM Fee Program administration issues such as application of fee categories to projects. Consultant shall demonstrate that the proposed program covers the probable distribution of trips on a statistical basis over the entire network.

Deliverables/Products:

- Draft and Final Memorandum 3-1: TIM Fee Program Industry Standards and Current El Dorado County TIM Fee Program Issues

TASK 3.2: DEVELOP POLICY AND TECHNICAL PARAMETERS

Task Objective:

To develop policy guidance and technical assumptions.

Description (Specific Activities):

Consultant shall work with County staff to review the existing TIM Fee parameters and framework and evaluate possible changes. This will include:

- Review of existing policies (i.e., TC-Xa and concurrent TC-X Policies) related to the TIM Fee including the current General Plan and other policy documents that may influence fee development considerations. Analysis of service and design standards that will facilitate decisions regarding the type, location, and level of improvements needed to help allocate costs between new and existing development. This will be an important determination, as improvements needed to correct existing deficiencies must be funded with other sources.
- CIP costing approach (i.e., Consultant one (1) page cost estimation spreadsheet or the Caltrans six (6) page cost estimation spreadsheet) and development and source for per unit costs, Right-of-Way costs and quantities estimation approaches.
- Review the existing TIM Fee land use categories for which the fee will be calculated and make recommendations if these should be revised. Consultant shall also define the operative land use assumptions, such as persons per household and employees per square foot, to be used to forecast growth and facility demand.

- Procedure for the development of peak hour based fee structure plus a fee per daily trip procedure that can be used as a back-up if the fee land use category is considered inappropriate for the development type seeking a permit.
- Approach for deriving the portion of the fee that can be dedicated to alternative modes (i.e., pedestrian/bike facilities and transit).
- Determine the need for fee discounts per AB1600 and/or County policies or Board direction.
- Finalize recommendation for the most appropriate fee benefit zone geography, including treatment of the Tahoe area.
- Confirmation of the approach for determining existing deficiencies.
- Establish the procedure for estimating the approximate time frame for when improvements will be necessary to address identified future deficiencies.

Based on these and possible other parameters and analysis framework approaches, Consultant shall gain staff level agreement through attending up to two (2) meetings on policy guidance and technical assumptions for issues such as:

Impact of Development and Use of Fee Revenues

- Interpretation of General Plan policy TC-Xa and concurrent TC-X Policies, including LOS policies
- Improvement cost components (Right-of-Way, frontage, etc.)
- Trip basis (average daily or peak hour)
- Role of transit and other alternative modes in reducing congestion and demonstration of nexus
- Fee discounts for “Smart Growth” per AB1600
- Geographic fee zones
- Treatment of Tahoe area
- Method for determining existing deficiencies

Rough Proportionality

- Analysis of TIM Fee land use categories including financial impact of Mixed-Use (from Task 2.5)
- DUE or comparable factors for allocating costs between land uses including adjustments for trip generation rate, pass-by and diverted trips, trip length, and trip responsibility (origin versus destination)

Program Administration

- TIM Fee credit and reimbursement guidelines
- TIM Fee deferral program
- TIM Fee appeal process

Deliverables/Products:

- Consultant shall attend up to two (2) Policy Guidance and Technical Assumptions meetings with County staff
- Documentation will be provided in Memorandum 3-2 described below as part of Task 3.3

TASK 3.3: COST ALLOCATION

Task Objective:

Conduct Preliminary Nexus Analysis and calculate draft fee schedules.

Description (Specific Activities):

Consultant shall review El Dorado County's existing and proposed TIM Fee guidelines, procedures and agreements, and provide recommendations for improvements, alternatives or modifications consistent with County's Ten- and Twenty-Year CIPs. Include analysis of fee deferral program and fee appeal process (These tasks are included in Task 3.2 scope).

Consultant shall develop a model to create the nexus between unfunded improvement costs and projected future development, based on the policy guidance and technical assumptions developed in Task 3.2 and the West Slope Roadway CIP developed in Task 3.6. The model should allocate improvement costs to future private development and calculate fee schedules based on (1) the need for improvements to achieve LOS objectives, (2) existing deficiencies, (3) geographic zone (using select link analysis), (4) DUE factors by land use (fee) category and (5) exempt growth such as existing entitlements, new public facilities, and external-external trips. The model should easily allow County staff and policymakers to refine assumptions and evaluate the impact on funded improvements and the fee schedules.

Consultant shall develop three (3) alternative approaches to the nexus analysis and conduct three (3) iterations of each. Variables to be considered include geographic zones, land-use categories, and DUE or comparable cost allocation factors.

Consultant shall attend up to ten (10) meetings with County staff to review and refine the alternative approaches.

Deliverables/Products:

- Up to ten (10) meetings with County staff
- Draft and Final Memorandum 3-2: Project Policy Guidance and Technical Assumptions, TIM Fee Categories; Updated TIM Fee Deferral Program for Residential and Non-residential; TIM Fee Appeal Process Document
- First Draft, Second Draft (if needed), and Final Memorandum 3-3: Preliminary Nexus Analysis and Alternatives

TASK 3.4: DEVELOP ROADWAY IMPROVEMENT COST ESTIMATES

Task Objective:

To develop project description and preliminary cost estimates for the list of CIP projects in the TIM Fee Program Report identified in Task 3.6.

Description (Specific Activities):

This assumes a total of 40 projects will be analyzed: 30 updates to existing projects, and ten (10) new projects. This assumes that State facilities will utilize prior studies or those in process and provide updated cost estimates based on delivery year. A total of 320 hours have been assumed for this effort. For existing TIM Fee projects, it is assumed that quantities will be provided to Consultant by others, an aerial review will be conducted for changed conditions, and unit costs will be updated from bid summaries provided by the County. For new projects, Consultant shall utilize design criteria provided by the County based upon roadway classification, project type and jurisdictional oversight (i.e., Caltrans). The character of projects are as follows:

- New roadways
- Roadway widenings
- Frontage improvements
- Median installation
- Two way left turn lane installations
- Turn pocket installation
- Intersection signalization and turn lane modifications
- Bridge rehabilitation and replacements

Consultant shall utilize schematic geometric configurations from the County's current roadway design standards or other guidelines as accepted by the County and preliminary structure types of proposed projects. Preliminary cost estimates will be developed based on aerial photo review (from existing available sources), and current assessor parcel information. Consultant will consider the following elements that may impact project cost:

- Land use (current and planned)
- Right-of-Way/relocations
- Wetlands and potential environmental impacts
- Services and utilities
- Topography and grade
- Non-standard design features

It is assumed that the County (or others) will supply the following data:

- As-built drawings
- Bid summaries for unit costs
- Utility information and/or GIS data
- Right-of-Way data and recent appraisal costs
- Project Study Reports
- Atypical intersection layouts
- Bridge Inspection Reports (BIR) and Structure Maintenance and Investigations (SM&I)

Many of the Interchange modifications, Freeway High Occupancy Vehicle (HOV) and auxiliary lane modifications are currently under study by the County. It is assumed that

the cost estimates for the following Interchanges will utilize the existing County study estimates for the TIM Fee update:

- Ponderosa Road/US 50
- Silva Valley Parkway/US 50 Phase II
- Cameron Park/US 50 (Note: Additional work may be required should a phased interchange be proposed and/or the delivery year need adjusting, not in scope)

For the Missouri Flat/US 50 Ultimate Interchange, Consultant shall update the costs from the 2008 Project Report based on the delivery year. Consultant shall coordinate with the work which will be done in parallel in the creation of the Missouri Flat Master Circulation and Master Circulation Phase II which will look at alternatives to ultimate interchange improvements to incorporate into TIM Fee and CIP Program updates.

For the El Dorado Hills Boulevard/US 50 Interchange packages, there is only one phase remaining that does not have cost estimates (eastbound US 50 on-ramp and auxiliary lane to Silva Valley loop off-ramp). Consultant shall provide an estimate for this project based on County furnished geometrics from the Silva Valley Parkway/US 50 Phase II.

For the El Dorado Road/US 50 Interchange, Consultant shall utilize the 2004 TIM Fee estimate and update to the projected delivery year. Consultant shall review any updates to Caltrans design standards and provide an estimate of added costs. Should existing digital topographic survey be available, Consultant may provide a more detail geometric layout and cost estimate for an added fee.

For the Bass Lake Road/US 50 Interchange, Consultant will utilize the 2004 TIM Fee estimate and update to the projected delivery year. Consultant shall review any updates to Caltrans design standards and provide an estimate of added costs. Should existing digital topographic survey be available, Consultant can provide a more detailed geometric layout and cost estimate for an added fee.

For the Cambridge Road/US 50 Interchange, Consultant shall utilize the 2004 TIM Fee estimate and update to the projected delivery year. Consultant will review any updates to Caltrans design standards and provide an estimate of added costs. Should existing digital topographic survey be available, Consultant may provide a more detail geometric layout and cost estimate for an added fee.

Where possible, project estimates from the EDCTC Project Monitoring Report (April 2014), will be used.

Consultant shall develop project descriptions and preliminary cost estimates for the list of existing and new projects that are generated from the TIM Fee update. This will be based on a cost per square foot of area with contingency percentages. The project cost elements will include:

- Brief project description with project type, name, location map
- Supervisor District
- Area observations and context
- Project length, number of lanes and/or quantity

- Preliminary Engineering and Environmental Documentation (PAED) cost
- Project Plans, Specifications and Estimate (PS&E) cost
- Right of Way cost
- Construction cost
- Construction support and close out cost
- Phasing Plans
- Contingency assumptions
- Allocation of work between County Staff and consultants
- Total of all costs for each project based upon delivery year

Note: Funding source can have a significant effect on project costs, (i.e. NEPA clearance and added processes involving Caltrans). Therefore, these estimates will consider potential funding allocations by phase.

For existing projects, Consultant shall conduct a field review to identify any changed conditions. For new projects, Consultant shall prepare design criteria for County approval based upon roadway classification, project type and jurisdictional oversight (i.e. Caltrans). Projects identified will have a scoping process and preliminary structure types of proposed projects. The scoping includes retaining wall limits and cut/fill slope estimates.

Caltrans Project Development Procedures Manual (PDPM) will be used and will follow the Six (6)-Page Cost Estimate format. Construction items in the Six (6)-Page format will be rolled-up to populate the CIP projects in the TIM Fee Program Report. To ensure that the estimates are realistic and reflect the latest industry standard of practice, Consultant shall develop project specific engineering estimates. The unit costs for construction items shall be based on current bids from the County, Consultant's project archives, and Caltrans Office Engineer data.

These estimates and the project phase elements will be distributed by fiscal year based on the priorities and funding opportunities set by Consultant and County. Construction items will be rolled-up to populate the CIP projects in the TIM Fee Program Report. The unit costs for construction items shall be based on current bids from the County and Consultant's project archives. Consultant shall follow the latest versions El Dorado County design standards, Drainage Manual, and General Plan guidelines. Where appropriate, Caltrans Highway Design Manual, and Bridge Design Practice Manual, will be used.

Deliverables/Products:

Ten (10) new projects – eight (8) Road and two (2) Bridge or to fee limit. Five (5) will be interchange updates

- Cost estimates and schedule tables for CIP projects in TIM Fee Program

Thirty (30) existing project updates - 24 Road and six (6) Bridge or to fee limit

- Cost estimates and schedule tables for CIP projects in the TIM Fee Program

TASK 3.5: IDENTIFY FUNDING REQUIREMENTS AND SOURCES

Task Objective:

To develop a funding plan.

Description (Specific Activities):

Compare the capital improvement costs identified in Task 3.4 with reasonably anticipated discretionary and non-discretionary funding from Federal, State, and local sources. Integrate current TIM Fee program fund balances and developer contribution requirements. Calculate funding gap for use in Task 3.6.

Deliverables/Products:

- Draft and Final Memorandum 3-4: Cost and Funding Alternatives Memorandum

TASK 3.6: WEST SLOPE ROADWAY CAPITAL IMPROVEMENT PROGRAM REPORT

Task Objective:

To develop the West Slope Roadway CIP.

Description (Specific Activities):

Specify the transportation facility improvements that are proposed to be funded, all or in part, by the TIM Fee Program, as well as specify the transportation facility improvements which are existing deficiencies, and therefore not eligible to use TIM Fees. Document the CIP in an infrastructure cost database, in spreadsheet format, that directly links to the nexus model and fee schedules described in Task 3.3. The infrastructure cost database will include project type, name, location, size or quantity, cost, and non-fee funding sources.

Development public facility financing plan for TIM Fee program improvements based on capital project commitments and phasing and TIM Fee revenues.

Consultant shall provide a narrative project descriptions, estimate methodologies and cost/schedule estimates and tables that will be contained in the Draft and Final Reports for TIM Fee Update Report. Assumes 40 projects will be analyzed: 30 updates to existing projects; and ten (10) new projects. Of the 40 projects analyzed, five (5) will include interchange updates.

Deliverables/Products:

- Database including CIP projects, descriptions and funding
- Draft and Final West Slope Roadway CIP Report Project narratives, estimate methodologies, Design Criteria based upon roadway classification, and

cost/schedule estimates in tables that will be contained in the Draft and Final Reports for TIM Fee Update Report.

TASK 3.7: DEVELOP NEXUS AND CALCULATE IMPACT FEES

Task Objective:

To document the final nexus analysis in a report.

Description (Specific Activities):

Consultant shall draft the Nexus Study report documenting assumptions, approach, and methodologies used to calculate the fee schedules. Consultant shall include guidance for the ongoing administration of the program, including process for annual fee adjustments, periodic reviews of the program, and other significant program implementation tasks.

Deliverables/Products:

- Draft and Final Nexus Study. Consultant shall respond to up to three (3) sets of comments.

TASK 3.8: ENVIRONMENTAL DOCUMENT

Task Objective:

Prepare an environmental document consistent with the requirements of the California Environmental Quality Act (CEQA). It is recommended that an Initial Study-Mitigated Negative Declaration (IS-MND) be completed that will analyze the impacts associated with both the updated CIP and the TIM Fee Program, and identify applicable mitigation measures to reduce any significant impacts to a less than significant level.

Description (Specific Activities):

The IS-MND for the updated CIP and TIM Fee Program Environmental Impact Report (EIR) will provide a broad overview of the potential environmental consequences of adopting and implementing the proposed programs. For any identified significant impacts, Consultant shall work closely with County staff to develop solutions with a perspective of enhancing the updated CIP and TIM Fee Program by minimizing or avoiding potential environmental impacts. It should be noted that those projects listed on either the updated CIP or TIM Fee Program that would occur within an existing Right of Way would be unlikely to result in significant environmental impacts. The IS-MND analysis will focus on capacity increasing projects and new trail and road connections.

Consultant shall address the following issues in the IS-MND:

- Air quality
- Biological resources

- Greenhouse gases/climate change
- Hydrology and Water Quality
- Noise
- Transportation

Other issues contained on the CEQA Appendix G checklist not identified above will also be discussed in the IS-MND, but are anticipated to be “less than significant” and thus warrant less detailed analysis. The following lists include the key tasks involved in analyzing each of the main environmental issues.

Air Quality

- Summarize state/federal air pollution regulations and standards
- Discuss current and future air quality within the Western slope of El Dorado County
- Conduct qualitative assessment of emissions associated with roadway improvement projects identified in the updated CIP and TIM Fee Programs
- Identify potential air quality conformity measures

Biological Resources

Consultant will collect regional background information on biological resources that could be affected by improvement projects contained in the CIP and TIM Fee Program. The collected information will include:

- Database queries (CNDDDB, CNPS, USFWS IPaC)
- Reviews of regional planning documents
- Information from relevant past projects
- Information provided by agency biologists

The Impact Analysis will include:

- Description of methodology and significance thresholds
- Project impacts and mitigation measures (conceptual)
- A summary of specific roadway improvement projects that may result in impacts to biological resources

Greenhouse Gases/Climate Change

- Summarize applicable greenhouse gas (GHG) regulations, including AB 32 and Senate Bill (SB) 375
- Conduct qualitative assessment of emissions associated with roadway improvement projects identified in the updated CIP and TIM Fee Programs
- As necessary, recommend feasible measures to meet emission reduction targets

Hydrology and Water Resources

- Identify regional water resources based on Federal Emergency Management Agency Flood Insurance Rate Maps and existing information available in locally

adopted Safety Elements and Master Drainage Plans, as well as other available information

- Qualitatively discuss potential impacts to surface and groundwater quality
- Discuss applicable National Pollutant Discharge Elimination System (NPDES) water quality standards and permit requirements

Noise

- Collect information regarding ambient noise and local noise policies from readily available sources (general plan noise elements, recent environmental studies)
- Identify noise compatibility conflicts associated with roadway and other sources
- Identify appropriate standards for project-level analysis and mitigation of noise impacts

Transportation

- Identify key transportation system components (roadways, transit facilities/routes, bicycle/pedestrian facilities)
- Utilize County-provided traffic data and any traffic analysis associated with Task 2.2 of this proposal to assess impacts to system-wide
- Identify conflicts with alternative transportation system (transit, bicycle, pedestrian) plans and policies

It is anticipated that overall project-related effects will be beneficial, because the CIP and TIM Fee Programs involve programming of regional transportation measures intended to improve traffic flow conditions. This section will review both the long and short-term effects of the CIP and TIM Fee Program implementation, including construction impacts that may result from implementation of individual projects.

Where applicable, the secondary impacts associated with project mitigation will be evaluated. Residual impacts will be classified as to their significance after mitigation.

Specific tasks will include:

1. **Environmental Kickoff Meeting** – Consultant shall attend an environmental kickoff meeting for the project. This meeting will serve as a forum to review and confirm study objectives and establish an operational protocol. Working schedules will be finalized and details for scheduled tasks will be discussed. Consultant shall use this opportunity to collect any relevant studies and information not already transmitted. The kickoff meeting will also allow the County and Consultant opportunity to thoroughly discuss the approach to environmental evaluation. Community concerns that have surfaced to date will also be discussed. Additionally, Consultant shall have an opportunity to confirm the CIP and TIM Fee Program projects list.
2. **Administrative Draft Initial Study (IS)** – Consultant shall prepare an Administrative Draft IS for County review. Consultant shall use the County's preferred IS format, though we assume the IS will follow the checklist provided Appendix G of the CEQA Guidelines. The Administrative Draft IS will address all of the items on the environmental checklist. Whenever possible, impacts will be quantified. To the maximum extent feasible, existing technical studies will be used.

Consultant shall submit an electronic copy of the Administrative Draft IS-MND in PDF and Word format. Our technical approach to the key issues to be addressed in the Administrative Draft IS-MND is described below under “Technical Approach to Environmental Issues”. At this point in the process, the KAI Team will meet with County staff to review the findings of the IS and make a recommendation on the type of CEQA document that will be required for the project.

3. **Draft IS-MND** – Assuming that the Administrative Draft IS concludes that all impacts can clearly be reduced to a less than significant level, Consultant shall respond to County comments on the Administrative Draft IS-MND and submit 20 hard copies and 10 CD copies (in PDF form) of the Draft IS-MND. If necessary, we will provide a single screen-check version of the Draft IS-MND for County review and approval prior to publication. Consultant shall be responsible for mailing of the IS-MND to the State Clearinghouse and responsible agencies, and the County will be responsible for newspaper and other noticing required under CEQA.

4. **Final IS-MND** –

Response to Comments: Subsequent to receipt of all public comments on the Draft IS-MND, Consultant shall prepare formal responses to comments for County staff review. The responses to comments will include a list of commenters (including persons, organizations, and agencies), comment letters, responses to comments, and any added or revised text of the Draft IS-MND that may be necessary. All responses will include reasoned analysis and, as necessary, will include additional analysis. While Consultant shall provide responses to all comments that pertain to an environmental issue, this scope of work assumes that County will provide responses to comments that pertain to the updated CIP and/or TIM Fee Program itself. The final version of the responses to comments will be incorporated as an appendix to the Final IS-MND. To clarify effort level assumed for this subtask, the anticipated maximum number of staff hours allocated for review and response to comments is 25 hours. Additional review beyond this allocation will be performed as additional services.

Mitigation Monitoring and Reporting Program (MMRP). The Final IS-MND will include a mitigation monitoring and reporting plan (MMRP) in accordance with County requirements. The MMRP will be a table listing all mitigation measures and indicating what monitoring actions are required, the department(s) responsible for monitoring, and when monitoring is to occur. The program will include:

- Suggested wording as a condition of project approval
- Identification of persons/agencies responsible for monitoring compliance with each condition
- Timing when monitoring must occur
- Frequency of monitoring
- Criteria to be used to determine compliance with conditions

Final IS-MND. Subsequent to County review of the Responses to Comments and MMRP, Consultant shall prepare and deliver the Final IS-MND, which will include all comment letters and responses, the Mitigation Monitoring and Reporting Program

(MMRP), and the Draft EIR with edits/additions incorporated. Consultant shall print the Final IS-MND for County distribution for Board hearings. Consultant will also prepare a PDF of the final report to be posted on the County's website.

Findings/Notice of Determination (NOD). Consultant shall prepare the NOD to be filed with County Clerk's office following certification of the EIR and approval of the updated CIP and TIM Fee Program. This scope of work assumes that El Dorado County will pay all filing fees for the IS-MND and associated notices. In addition, Consultant will prepare CEQA Findings. The draft findings would comply with Section 15091 and 15093 of the CEQA Guidelines and will be submitted in the County's preferred format.

5. **Public Hearings** – Consultant shall attend up to two (2) public hearings on the project. Upon direction of County's CA, Consultant shall make a presentation to the Board summarizing the environmental review process and IS-MND conclusions (OPTIONAL). Consultant shall work with County staff to develop presentation materials for the public meetings. Consultant shall be responsible for note taking at all public and Board comments and including a summary of the comments in the Final IS-MND (if warranted).

Deliverables/Products:

Admin Draft IS-MND:

- Five (5) CD copies for review by County Staff (up to three (3) rounds of review)

Draft IS-MND:

- Twenty (20) hard copies and 10 CD copies of the Draft IS-MND for Public Review
- Notice of Completion (NOC) to be filed with State Clearinghouse for the Draft IS-MND

Final IS-MND:

- Draft and Final Response to Comments
- Draft and Final MMRP
- Ten (10) hard copies and ten (10) CD copies of the Final IS-MND for Board hearings
- Draft and Final Findings
- NOD form
- Board hearing meeting materials
- Summary of public comments received (to be provided in the Final IS-MND)

TASK 3.9: PRODUCE AND PRESENT DRAFT AND FINAL REPORTS FOR TIM FEE UPDATE

Task Objective:

To document the updated TIM Fee program in a report.

Description (Specific Activities):

Consultant shall prepare a TIM Fee report detailing the improvement costs, cost allocation methodology, nexus relationship, and the resulting recommended development impact fees, along with any other information and/or analysis required pursuant to General Plan Policies and Implementation Measures and/or other applicable laws.

Consultant shall produce an Administrative Draft for review by staff prior to release for public review. The Public Draft will incorporate Project Team's comments on the Administrative Draft. The County will develop an appropriate distribution list and circulate electronic versions of the Draft TIM Fee Plan to the public and applicable agencies, stakeholders and interest groups for public review.

Chapter 1: Executive Summary

Consultant shall provide a brief overview of General Plan Policy TC-Xa and the concurrent TC-X policies and the nexus concept. Consultant shall describe major tasks accomplished in the study and major recommendations.

Chapter 2: Existing, Near-Term and Future Deficiencies and Peak Hour Trips

Consultant shall identify performance standards to determine whether roadways will operate with deficiencies. Identify volume/capacity methodology for each facility type. Consultant shall describe transportation forecasting methodology. It is anticipated that the TDM will provide the basis for this information.

Chapter 3: Project List and Cost Estimates

Consultant shall list and describe a classification for each improvement, such as: roadways, intersections, sidewalks, bicycle lane projects, traffic calming projects, transit service improvement projects, and ongoing administrative costs for transportation monitoring programs (i.e., traffic model update costs, traffic study guideline updates and Circulation Element updates. Consultant shall identify the cost anticipated for each improvement classification).

Chapter 4: Program Costs and Fee Calculation

Consultant shall explain the recommendations for impact fee amounts and their basis, and provide a description of the methodology used in their calculation. Identify a specific fee amount for the following land use types: Multi-family Dwellings (MFD), Single Family Dwellings (SFD), Age-restricted MFD, Age-restricted SFD, High-Trip Commercial, General Commercial, Office, Industrial, Warehouse, Churches and Gas Stations.

Chapter 5: Nexus Findings

Consultant shall explain how fees meet or exceed the basic requirements set forth in the General Plan and provide an overview of the Nexus Study as required as part of Task 3.7.

Chapter 6: Recommended Changes to TIM Fees

Identify best practices in TIM fees that recent programs include, but are lacking in the County's existing TIM Fee program.

Appendix A – Policy TC-Xa and Concurrent TC-X Policies

Appendix B – Existing and future land uses by TAZ Zone

Appendix C – Traffic Forecast Details

Appendix D – Detailed Cost Estimates

Consultant shall integrate comments from County staff and produce public draft report for Board review. Consultant shall integrate Board comments and produce final adopted report. Consultant shall respond to up to three (3) sets of consolidated comments prior to finalizing.

Consultant shall separately provide spreadsheet model to County to update fees annually for cost inflation and adjust capital financing plan. Consultant shall respond to up to three (3) sets of consolidated comments prior to finalizing (the nexus model review may be completed as part of Task 3.3).

Deliverables/Products:

- Up to two (2) Board study sessions or public hearings as specified in Task 1.3 (budget for these meetings is included in Task 1.3)
- Draft and Final spreadsheet model (this deliverable will be completed as part of Memorandum 3-3 under Task 3.3).
- Administrative, Public, and Final Draft of TIM Fee Report
- Draft and Final Resolution for Board Adoption
- Coordination with Media for Required Public Notice

TASK 3.10: PRODUCE ADMINISTRATIVE PROCEDURES MANUAL

Task Objective:

To provide a manual to guide the ongoing administration of the Fee program.

Description (Specific Activities):

Produce an Administrative Procedures Manual to assist County staff in implementing the various facets of the revised TIM policy and conditions. The Manual will communicate the various aspects of the TIM policy as procedures to clarify implementation for County staff and the public.

Consultant shall examine the Caltrans Highway Cost Index (CHCI) as an alternative index to calculate annual fee adjustments due to its direct relationship to the transportation construction industry.

The Manual will address:

1. Developer reimbursements and credits
2. Annual fee adjustment
3. Land use definitions
4. Exemptions and waivers
5. Appeals process
6. Reporting requirements, including contents of annual and five-year statutory reports

7. Milestones for updating program

Deliverables/Products:

- Two (2) meetings with Project Team to review document
- Administrative and Final draft Procedures Manual. Consultant shall respond up to three (3) sets of consolidated comments

PROJECT CONTINGENCY

This task provides for unanticipated services or costs necessary to successfully complete the project. Services covered under this task include, but are not limited to:

- Additional Meetings
- Public Outreach Activities
- Staff Training
- Data Collection Activities
- Environmental Document
- Refined cost estimates for CIP projects

Consultant shall not undertake any additional services under this Task without the express written approval of the Contract Administrator, Steve Pedretti, Director, CDA.