

Economic & Planning Systems, Inc.

Exhibit A

Scope of Work

SCOPE OF WORK DESCRIPTION:

Component 1 - Missouri Flat Master Circulation and Financing Plan (MC&FP) Phase II:

The MC&FP Phase II is required to provide a funding mechanism for the required roadway infrastructure in the Missouri Flat MC&FP Phase I area, adopted in 1998, to further promote economic development in the area. The capacity improvements that will be analyzed with MC&FP Phase II are needed to relieve existing (if any) and projected traffic congestion and create additional capacity for planned commercial developments in the designated MC&FP area. Services shall include updating the existing MC&FP to reflect current conditions. Circumstances, including revenue streams, have changed since the adoption of the MC&FP Phase I in 1998, and the plan needs to be updated to reflect current and projected conditions. Current information regarding development projects, construction costs for the Missouri Flat Interchange Project and availability of State and other funding must be incorporated into the plan.

Component 2 – Business Parks Financial Strategy Report:

On December 17, 2013, the El Dorado County (County) Board of Supervisors (Board) directed County staff to analyze and report back on any obstacles, opinions, benefits and consequences of reducing Traffic Impact Mitigation (TIM) fees for businesses within El Dorado County in order to stimulate activity within the three (3) existing business parks in the County (El Dorado Hills Business Park, Barnett Business Park, and Park West Business Park). Because of the parallel work that is necessary for both components, the Business Parks Financial Strategy Report was included as part of this contract.

The purposes of this Project (both components) are to:

- (1) Carry out a community-based dialogue to examine issues related to transportation needs, traffic mitigation and public finance consistent with the policies of County;
- (2) Examine what infrastructure improvements are needed to stimulate the growth of businesses for the MC&FP area and the three (3) business parks;
- (3) Provide options (in addition to TIM Fees) to pay for required infrastructure improvements and present to the Board for approval; and
- (4) Coordinate the required roadway infrastructure with the ongoing major updates to the West Slope Roadway Capital Improvement Program (CIP) and TIM Fee Program.

SCHEDULE AND DELIVERABLES:

Unless otherwise indicated below, and notwithstanding any other provisions of this Agreement to the contrary, Consultant shall submit all deliverables in accordance with ARTICLE I, Scope of Services, and as described in the Tasks and Items of Work herein.

Unless otherwise indicated below, Consultant shall submit draft documents and reports to County's Contract Administrator (CA) for review and comment. Consultant shall incorporate CA comments into the final documents or reports subject to agreement by Consultant and County's CA.

Draft deliverables shall be submitted in electronic Microsoft Word (Word) format to the CA unless otherwise stated. Final deliverables shall be submitted in Adobe Portable Document Format (pdf) to the CA unless otherwise stated. The budgeted cost includes up to two (2) rounds of review by County for all deliverables unless otherwise mentioned.

Due to unforeseen delays, adjustments to the completion times specified in the Items of Work herein may only be made with prior written approval (may consist of an email) of County's CA.

The scope of work outlines the Items of Work which are critical to the development of both Components of the contract.

Component 1: MC&FP Phase II

Task 1.1: Initiate Project and Collect Data

Consultant shall identify all data, related reports, engineering studies, development project applications, etc. that pertain to the update effort. Consultant shall provide County with a memo detailing the information that is required.

Consultant shall establish a detailed schedule for the project given other ongoing efforts and objectives of the County. Project initiation shall begin with an "all hands" kick-off meeting with follow-up meetings or written or verbal communication, as necessary, to accomplish all project initiation efforts. Consultant shall clarify topics that have a direct bearing on the precise objectives and scope of the consultant team's efforts. The following are key topics to be clarified during project initiation:

- Assembling and discussing status of the MC&FP Phase II circulation improvements. The MC&FP included identification of the Phase II improvements. However, over the past 15 years, the need and function of these individual projects have changed. The individual projects have been subjected to additional design and engineering. It will be necessary to ensure that construction cost estimates are fully up to date and also that the individual projects are indeed capable of meeting the required traffic level of service (LOS) standards (as may be determined through additional travel demand modeling).

- Determining market support for proposed commercial development. Market support is essential to the feasibility and timing of proposed commercial development and also its ability to generate “net fiscal flows” needed to support funding for the MC&FP Phase II circulation improvements.
- Exploring the feasibility of the individual commercial developments. It is assumed that pro forma financial analysis will explore the ability of new development to “absorb” (as an additional development cost) existing development impact fees, additional development fees, and project-specific exactions related to the MC&FP Phase II circulation improvements and other off-site transportation improvement costs. As a part of this effort, it will be important to understand the current entitlement status of each project and also the plans, if any, to require or offer development agreements to these developers.
- Preparing fiscal analysis of the composite commercial development. Fiscal analysis will estimate the ability of the County to fund its General Fund operating expenses. This, in turn, allows an estimate of sales tax increments available for capital improvement financing.
- Discussing how the public financing landscape that has changed in the past 15 years. There may be new grant funding available from State or federal sources and several statutory changes may offer new financing techniques (e.g., infrastructure financing district). There is also the need to consider how a Community Facilities District (CFD) special tax could be added to the mix (beyond its current function providing contingent financing). The process of evaluating and vetting these potential sources will be a key part of the assignment.
- Testing commercial development financial capacity. This test will explore the ability of the new commercial development, combined with other sources of funding that may be available to cover the cost of the needed MC&FP Phase II circulation improvements. This effort will be iterative and include “sensitivity analyses” insofar as needed to test the implications of uncertain future events or information (e.g. the precise timing of commercial development).
- Determining the appropriate level of public engagement, stakeholder involvement, and public presentation. The draft MC&FP Phase II can be the focus of review by stakeholders and members of the broader El Dorado County community. The MC&FP Phase II is envisioned as a technically-based policy document that specifies the actions necessary to update the MC&FP and provide funding for the Phase II circulation improvements.
- Determining the appropriate level of environmental review. Normally, financing plans such as the MC&FP (which is an implementation document) can obtain a

“negative declaration” relying upon California Environmental Quality Act (CEQA) review of the underlying land use plan (i.e., the County’s General Plan), the related environmental review of the individual commercial development projects, and/or environmental review of the individual circulation projects. The precise strategy for environmental review as part of the MC&FP must be further resolved.

Deliverables:

- Memorandum 1-1: Data & Reports required for MC&FP Phase II
- Memorandum 1-2: Project Kick-Off Summary
- Project schedule with monthly updates.

Meetings:

- One (1) “all hands” kick-off meeting
- Up to three (3) in-person or conference call meetings with the project team to coordinate schedule and tasks.

Task 1.2: Conduct Market Review

Consultant shall conduct a review of retail market dynamics in the County, to provide an understanding of the relative level of demand and potential development absorption for proposed retail projects in the Project area. Specifically, Consultant shall gather information on economic trends occurring in the retail market, including: existing inventory; vacancy rates; annual net absorption; average rental rates; potential retail leakage; and pipeline development projects for retail land uses. Capitalizing on recent work on new development projects in the County and utilizing County planning documents, Consultant shall also identify existing and pipeline residential development in the County with the understanding that new residences will influence demand for future retail development. Consultant shall focus on collecting data specific to a defined study area, as well as the larger region, including subareas that might be useful to compare to the study area (e.g., El Dorado Hills, Folsom), depending on the availability of data. The purpose of the market review will be to establish assumptions on retail capture and project timing for the fiscal and financing plan analyses outlined in subsequent tasks.

Consultant shall prepare a technical memorandum documenting the following:

- Retail market dynamics
- Economic trends in the retail market
- Existing residential development

Deliverables:

- Draft Memorandum 1-3: Market Assessment
- Final Memorandum 1-3: Market Assessment

Meetings:

- Up to two (2) conference call meetings with County staff to discuss assumptions, methodology, or market assessment findings.

Task 1.3: Analyze Cost Burden and Financial Feasibility

Consultant shall evaluate the impact of the infrastructure cost burden on the overall financial feasibility of the private real estate development land uses. Consultant shall prepare a memorandum summarizing the evaluation in a memo. The information will be used for Task 1.8.

Consultant shall base the analysis on the estimates of finished real estate values for private development, as provided by the Project developers. To the extent that initial cost allocations appear infeasible based on industry standards, Consultant shall evaluate alternate allocations and other measures (e.g., cost reductions, re-phasing).

Deliverables:

- Draft Memorandum 1-4: Cost Burden Analysis
- Final Memorandum 1-4: Cost Burden Analysis

Meetings:

- Up to two (2) conference call meetings with County to discuss assumptions, methodology, or financial feasibility findings.

Task 1.4: Determine Required Infrastructure and Project Design

Kittelson & Associates, Inc. (KAI)

The objective of this task is to verify projects contained in the MC&FP Phase I, and identify additional capacity and safety projects needed to alleviate existing deficiencies and accommodate future projects.

KAI shall compile background research in the Missouri Flat area (including Diamond Springs), perform existing and future land use and traffic forecasting, evaluate existing and future operations and safety, and determine transportation infrastructure requirements within the study area. One of the major projects anticipated from the MC&FP Phase II is the Missouri Flat/US Highway 50 interchange Phase II. Based on the projected traffic conditions, Consultant shall verify the ultimate configuration, (i.e., Single Point Diamond Interchange (SPDI) of the Missouri Flat interchange) and incorporate any changes.

The subtask interim products will be developed and reviewed prior to moving forward with the next set of tasks. The final deliverable for Task 1.4 will consist of a list of capacity improvements that will relieve existing and forecasted traffic congestion and accommodate future growth in traffic within the MC&FP area.

Subtask 1.4.1: Define Project Limits and Analysis Methodology

KAI shall collaborate with County staff to determine the ultimate study area and facilities to be analyzed, and methodology for the traffic analysis. The study shall evaluate the roadways and intersections along Missouri Flat between the El Dorado Road and

Pleasant Valley Road, State Route 49 between Lockie Road and Pleasant Valley Road, Mother Lode Drive between Missouri Flat and Pleasant Valley Road, Forni Road between Missouri Flat and Pleasant Valley Road, and the El Dorado Road interchange with US Highway 50. Consultant shall also analyze operations and safety along US Highway 50 between El Dorado Road and Forni Road/Placerville Drive.

KAI shall prepare an analysis methodology memorandum outlining the study area, analysis methodology, procedures and assumptions. The traffic analysis will primarily be based on the most recent version of El Dorado County's *Transportation Impact Study Guidelines*. The purpose of this memorandum is to gain consensus prior to performing traffic forecasting and analysis. The methodology memorandum will serve as a blueprint for the traffic related tasks and will serve to eliminate the possibility of surprises or costly do-overs.

Subtask 1.4.2: Survey Physical Inventory and Traffic Conditions

KAI shall gather existing data on physical and traffic conditions in the study area. A complete inventory of the study area will be developed from field reviews and web-based tools such as Google Earth. The observed road and traffic conditions will be utilized to relate the traffic analysis back to the "ground truth". The field observations can also be used to calibrate the capacity models (i.e. static or micro-simulation), if needed. KAI shall gather and/or verify prevailing lane configuration, posted speed, distances between intersections and ramps, traffic control, status of land development projects, etc. The study area physical inventory will be assisted by existing GIS data from El Dorado County. All inventory results will be displayed over aerial pictures of the study area.

Subtask 1.4.3: Existing Traffic Conditions, Deficiencies and Needed Improvements

Consultant shall perform an assessment on the following:

- Road Segment and Intersection Traffic Operations
- Safety
- Identification of Deficiencies
- Determination of Improvement Projects
- Future Land Use and Travel Demand Forecasts

Operational Assessment

In coordination with County staff, KAI shall obtain the Synchro model used for the *Diamond Springs and El Dorado Area Mobility and Livable Community Plan*. AM and PM peak hour models will be examined, and possibly expanded and enhanced as appropriate to incorporate the entire study area as well as recent network improvements. Available traffic data will form the basis for the traffic analysis under the current conditions. In coordination with County staff, KAI shall determine the most appropriate tools, (i.e.; static or micro-simulation) to evaluate operations at the study intersections. The roadway segment capacity analysis will be conducted using the planning level maximum peak hour thresholds as calculated using the 2010 *Highway Capacity Manual (2010 HCM)*. The most recent published volumes from Caltrans will be used to perform a full basic freeway, merge-diverge, and weave operational analysis

along US Highway 50. These more detailed analyses will be based on static 2010 *HCM* methodologies using spreadsheet models developed by the Consultant.

The results of traffic analysis will be presented graphically on the aerial pictures similar to the physical inventory information. KAI shall prepare a description of roadway, transit, bicycle and pedestrian systems within the study area.

Safety Assessment

A safety assessment will be performed based on Statewide Integrated Traffic Records System (SWITRS) collision data for the most recent three years available. In conjunction with the County's most recent Accident Location Report, this assessment will identify high collision locations based on statewide comparisons for like facilities.

Identification of Deficiencies

Based on the approved analysis methodology, KAI shall identify existing deficiencies by deficiency type (e.g., queue, safety, capacity, geometric, etc.). This information will be overlaid onto aerial pictures to provide a holistic depiction of deficient areas in the study area. Existing deficiencies will be identified based on the El Dorado County design standards and the County's General Plan LOS policy as follows:

Policy TC-Xd: Level of Service (LOS) for County-maintained roads and state highways within the unincorporated areas of the county shall not be worse than LOS E in Community Regions or LOS D in the Rural Centers and Rural Regions except as specified in Table TC-2. Level of Service will be as defined in the latest edition of the Highway Capacity Manual (Transportation Research Board, National Research Council) and calculated using the methodologies contained in that manual.

Determination of Improvement Projects

Four projects (Missouri Flat interchange Phase I, Missouri Flat widening – two segments, El Dorado Road/Missouri Flat intersection improvements) contained in the original MC&FP (EPS, March 2002) have been successfully implemented in the study area. KAI shall examine whether the two remaining improvements are needed under the existing condition to improve circulation within the study area. For each deficiency type, KAI shall identify improvements to alleviate existing congestion and safety issues. KAI shall compile a list of potential improvement using County's CIP as well as the Missouri Flat Financing Plan (EPS, March 2002). KAI shall prepare a full qualitative assessment of the operational changes that may result from each improvement project. A project description containing project designs such as lane configuration, limits of widening, length of turn bays, intersection control, etc. will be prepared and submitted to the County staff prior to further analysis.

Subtask 1.4.4: Future Traffic Forecasting

The future conditions analysis is designed to provide the future setting against which various land use scenarios are compared.

Future Land Use and Travel Forecasts

The operable El Dorado County General Plan was adopted in 2004. KAI shall begin the future land use and travel forecasts with the projections authorized by the Board on April 8, 2014, as well as other approved projects that required a General Plan Amendment. The current Board approved growth projections are based on a 2035 horizon, and thus will be used to establish the time horizon of the TIM Fee Program. A 2035 forecast horizon is consistent with the planning horizon developed for the County's updated Travel Demand Model (TDM) forecast horizon, as well as the ongoing TIM fee update process. A planning horizon of 2035 is considered long enough to plan for long-term infrastructure needs, yet short enough to represent reasonably anticipated growth based on current land use policy. KAI shall develop any interim year forecasts by linear interpolation.

Given that the MC&FP Phase II is specifically designed to address traffic resulting from new growth, KAI shall establish a baseline year to distinguish new growth versus existing development. KAI shall consider using a 2014/15 baseline year consistent with the baseline year for the on-going TIM Fee update. shall establish a baseline year of 2014/15 traffic projections based on building (residential and non-residential) permits issued between 2010 and 2014, and the growth estimated to occur for the rest of 2014.

KAI shall address up to three land use scenarios, including future baseline and two land use alternatives of the MC&FP Phase II. Alternatively, KAI could analyze traffic conditions for two analysis years, i.e. future (2035) and interim years using the preferred land use scenario (only one). The first set of forecasts will assess how the transportation system would be expected to function by the horizon year assuming no additional growth from MC&FP Phase II will occur. This information will then be contrasted with the existing conditions to determine which existing problems will worsen, to what degree, and whether or not new problems emerge. This comparative assessment, in turn, will enable the identification of improvement alternatives. The second and third set of forecasts, reflecting two land use alternatives will examine how the transportation infrastructure needs are affected relative to one another as well as to the future baseline. If analysis for an interim year is deemed necessary, traffic forecasts will be developed by linear interpolation of existing and horizon year volume sets.

KAI shall review land use assumptions and recommend adjustments. KAI shall prepare a growth forecast for each land use scenario once the land use type, size and assumptions are defined for the MC&FP Phase II. 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. The raw model outputs will be subject to post-processing using the methodologies contained in the National Cooperative Highway Research Program (NCHRP) 255. This methodology ensures that all forecasts are consistent with the count database used in the Existing Conditions Analysis. KAI shall perform "select zone" analysis to determine number of trips being generated by TAZs within the study area. Select zone plots will be created and reviewed with the Consultant and County. Once the improvement projects are identified, the TDM will be used to estimate fair-share cost allocations.

The following transportation improvements in the study area were included in the El Dorado County 2014 CIP, and assumed as part of future baseline network unless the on-going TIM Fee and CIP Update study eliminates them.

- Diamond Springs Parkway
- Headington Road Extension
- Traffic Signal at Pleasant Valley Road/Mother Lode Drive
- Pleasant Valley Road improvements between El Dorado Road and Missouri Flat

KAI shall modify both existing and future baseline roadway networks to add local roadway network details in the study area. If needed, KAI shall add or modify zone connectors to allow appropriate loading on the local and collector streets. If required, KAI shall split TAZs to reflect improved allocation of land uses in each TAZ. The enhanced model will be tested and validated against the field collected traffic data.

Subtask 1.4.5: Future Traffic Conditions, Deficiencies and Needed Improvements

Operational Assessment

KAI shall determine whether the traffic volumes resulting from selected land use scenarios or analysis years would have a favorable or an adverse impact on the transportation facilities in question. Forecast volumes will be used to perform a full range of traffic analyses during the AM and PM peak hours, similar to those performed under existing conditions. Identified future deficiencies will be inventoried and overlaid onto aerial pictures. This information will be graphically summarized similar to the Existing Conditions analysis results to allow a direct comparison of existing relative to future operating conditions. KAI shall separately evaluate existing conditions as well as the recommended final phase of the US Highway 50/Missouri Flat interchange, (i.e., SPDI) for each land use scenario or analysis years. A focused analysis of alternative interchange configurations will be performed under Subtask 1.4.6. Subtasks 1.4.5 and 1.4.6 will inform one another. KAI shall use micro-simulation to calibrate existing conditions and determine accurate operations at this interchange.

Identification of Deficiencies

KAI shall assess the traffic deficiencies, based on the County's General Plan policies, for the horizon year conditions between future baseline and land use scenarios. The study will include an analysis of potential impacts and identify improvements to mitigate impacts. Once the priorities are established, in coordination with the County, KAI shall re-examine all applicable currently planned improvements. Improvements may be modified and/or new improvements identified. The analysis will qualitatively examine potential effects on transit, pedestrians, and bicyclists.

Determination of Improvement Projects

KAI shall develop a list of improvement projects which may include, but not be limited to realignment of roadways, widening of roadways, new crossings across US Highway 50, modification of traffic control, relocation of accesses, bike lanes, etc. KAI shall consider the following questions when evaluating improvement alternatives:

- How suitable is this alternative to the surrounding contextual land use and roadway network?
- What level of efficiency, connectivity, right-of-way, and access control is achieved with this alternative?
- How does this alternative support the prioritized improvements needed to maintain acceptable traffic operations at the subject facility while providing safe access to adjacent land uses?
- How does this alternative improve local street connectivity in the study area while limiting cul-de-sacs or other non-connected streets?
- Do potential land use designations, intensities, conditions, and actions of this alternative have:
 - A *favorable* effect on the facility, or
 - An *adverse* effect on the facility?

Where intersection improvements are considered, intersection geometrics will be evaluated relative to maintaining Surface Transportation Assistance Act turn radius criteria and specification (as applicable) given the presence of a higher proportion of trucks within the study area.

KAI shall provide a narrative for any new or proposed revision to roadway infrastructure project containing geometry, lane configuration, turn lanes length, traffic control, channelization, etc. to the Project Team members for review prior to further analysis.

Subtask 1.4.6: Missouri Flat Interchange Focused Analysis

Capacity Threshold Phasing Analysis

This task will address the following four questions as they relate to the Missouri Flat Road interchange with US Highway 50:

- What is the expected service life of the current interchange configuration and geometrics?
- How much additional development can be accommodated before triggering the need for further improvements to the interchange?
- Are there low-cost interim improvements that can extend the service life of the existing interchange?
- How much additional development could be accommodated if these interim improvements are implemented?

To answer these questions, a capacity threshold analysis will be performed. This analysis will be limited to the following four intersections:

- Missouri Flat Road/Plaza Drive
- Missouri Flat Road/US Highway 50 Northbound Ramps
- Missouri Flat Road/US Highway 50 Southbound Ramps
- Missouri Flat Road/Mother Lode Drive

KAI shall develop compounded growth rates between existing and horizon year volume scenarios for each turning movement at the study intersections. Turn movements will be incrementally grown until an interim year between existing and horizon is identified that results in peak hour traffic volumes causing traffic operations to exceed the County or Caltrans standards (AM or PM peak hour). Based on this “tipping point” analysis year, KAI shall determine the net added trips that can be accommodated before operational issues occur. Institute of Transportation Engineers (ITE) trip rates (9th Edition) can then be used to yield the amount of additional development (square feet) that can be accommodated, assuming no changes to the existing interchange.

KAI shall then identify interim improvements that, if implemented prior to the “tipping point” year, will extend the service life of the interchange and obviate the need to consider reconstructing the interchange to its ultimate interchange configuration. These improvements could include restriping of lanes, extension of turn pockets, minor re-alignment, addition of through lane near the intersection, etc. Similar to the prior assessment, KAI shall estimate how much additional development could occur as a result of the identified interim improvements.

The above information will inform a concept phasing plan for the interchange that, over time, will accommodate future growth within the Missouri Flat area.

Alternative Screening Evaluation

This task will address the question: which innovative interchange/intersection alternatives could be considered for the ultimate configuration in lieu of the preferred alternative (i.e., SPDI).

Analysis for this task will be limited to the following four intersections:

- Missouri Flat Road/Plaza Drive
- Missouri Flat Road/US HIGHWAY 50 Northbound Ramps
- Missouri Flat Road/US HIGHWAY 50 Southbound Ramps
- Missouri Flat Road/Mother Lode Drive

KAI and Quincy shall participate in the screening of interchange alternatives for consideration at the conceptual level. The process will begin with the brainstorming session to develop and screen multiple alternative concepts. The intent will be to expand the toolbox examined as part of the original Missouri Flat/US Highway 50 Project Report (Project Report) with new innovative yet feasible concepts that were not considered or advanced during that process. KAI shall first update the horizon year operations analysis for the two alternatives (tight diamond and SPDI) identified in the Project Report. In addition, a preliminary operational assessment of a total of three (3) alternative interchange forms will be performed using the future horizon year traffic volumes.

Using the outcome of the operational assessment, KAI shall sketch up to three (3) innovative interchange/intersection layouts, illustrating the design year footprint, number of approach, departure and turn lanes, length of turn pockets, alignment of approaches

and departures, pedestrian and bicycle facilities, traffic control, etc. A quick comparative analysis of interchange/intersection performance measures will be prepared to illustrate technical differences between each interchange configuration considered. Potential performance measures that could facilitate comparison among configurations include: average delay; volume to capacity ratio; queues; and costs.

Deliverables:

- Draft Technical Memorandum 1-5: MC&FP Phase II Study Area, Analysis Methodology, Procedures & Assumptions
- Final Technical Memorandum 1-5: MC&FP Phase II Study Area, Analysis Methodology, Procedures & Assumptions
- GIS Project Area Inventory Map (included in Technical Memorandum 1-5)
- Draft Technical Memorandum 1-6: Existing Traffic Analysis Results and Findings for the MC&FP Phase II Study Area
- Final Technical Memorandum 1-6: Existing Traffic Analysis Results and Finding for the MC&FP Phase II Study Area
- GIS Traffic Analysis Results Map (included in Technical Memorandum 1-6)
- Draft Memorandum 1-7: Future Traffic Analysis Results and Findings for the MC&FP Phase II Study Area
- Final Memorandum 1-7: Future Traffic Analysis Results and Finding for the MC&FP Phase II Study Area
- Draft Memorandum 1-8: Missouri Flat Road Interchange Phasing and Alternative Screening Evaluation
- Final Memorandum 1-8: Missouri Flat Road Interchange Phasing and Alternative Screening Evaluation
- Up to two (2) conference call meetings with the Project Team and 1 meeting with County staff (in-person) to discuss analysis details.

Quincy Engineering, Inc. (Quincy)

For the uncompleted projects identified in the original MC&FP, Quincy will perform the work detailed below.

Missouri Flat Road/US 50 Interchange Ultimate Improvements

One of the major projects in the existing MC&FP is the Missouri Flat Road/US 50 Interchange. Quincy's prior work on the successful delivery of Phase I of this interchange included the preparation of a Project Report that identified the configuration and costs of the ultimate interchange alternatives. The preferred ultimate interchange configuration was a Single Point Diamond Interchange. In addition, a six-lane Tight Diamond Interchange was also identified as a potential ultimate configuration.

The cost estimates developed in the original Missouri Flat Road/US 50 Project Report will be updated (using the same six-page Caltrans estimate format) for the projected delivery year provided by KAI. These estimates will be used to reconcile the MC&FC fees paid toward Phase I of the interchange and any contributions needed toward the ultimate interchange.

Quincy will work with KAI to identify interim improvements that if implemented will extend the service life of the interchange and may postpone the need to consider reconstructing the interchange to its ultimate interchange configuration. Quincy will determine geometric constraints and structural needs, and provide schematic layouts and planning level cost estimates based upon a per square foot basis, for up to three (3) alternative interim improvements.

These potential improvements could include restriping of lanes, addition or extension of turn pockets, minor re-alignments, and addition of through lanes near the intersections. KAI will then prepare a technical memorandum for this focused analysis at the Missouri Flat interchange and Quincy will provide KAI a narrative, schematic layouts and planning level cost estimates for incorporation into their memorandum.

In addition, KAI will work with Quincy in an Alternative Screening Evaluation process to identify innovative interchange/intersection alternatives that could be considered for the ultimate interchange configuration in lieu of the preferred alternative. These include a Diverging Diamond and reconfiguration of local road intersections and a six-lane tight diamond Interchange. The process will begin with the brainstorming session to develop and screen multiple alternative concepts. The intent will be to expand the toolbox used as part of previous Project Report with new innovative yet feasible concepts that were not considered or advanced during that process.

Based upon the operational analysis by KAI, Quincy will determine geometric constraints and structural needs, and provide schematic layouts and planning level cost estimates based upon a per square foot basis for up to three (3) alternative forms of interchange. KAI will prepare a technical memorandum for this focused analysis at the Missouri Flat interchange and Quincy will provide KAI a narrative, schematic layouts and planning level cost estimates for incorporation into their memorandum. Quincy will provide exhibit boards and participate in a presentation at the Board meeting. Any additional and/or comprehensive assessment of interchange alternatives will require a scope and budget amendment.

Deliverables:

- Updated cost estimates for the alternatives identified in the original Missouri Flat Road/US 50 Interchange Project Report (SPDI and six-lane tight diamond), for projected delivery year
- Schematic layouts and planning level cost estimates based upon a per square foot basis for up to three alternative forms of the Missouri Flat Road/US 50 Ultimate Interchange identified through the Alternative Screening Process by KAI
- Exhibits and narrative content (pdf and Word), that will be contained in an Alternative Screening Technical Memorandum (prepared by KAI), for the Board of Supervisors

Determination of Required Infrastructure and Preliminary Project Estimates

Existing roadway deficiencies will be analyzed and the identified improvements (by other team members), will be objectively “Scoped” by Quincy to determine the reasonable project costs and avoid nexus challenges.

For the uncompleted projects identified in the original MC&FP, Quincy’s scope of work for each remaining project is as follows:

Pleasant Valley Connector Roadway (Now known as Diamond Springs Parkway): Missouri Flat Road to Hwy 49/Fowler Lane intersection – It is assumed that El Dorado County has the current estimates for the study that is underway and will be provided to Quincy for inclusion in the MC&FP update.

Missouri Flat Road at Headington Road: Intersection Improvements and Signalization - Quincy will examine the cost estimates in the original MC&FP and any changes proposed as result of the new traffic analysis (by others on the team). An updated estimate will be prepared, in Caltrans Six-Page Cost Estimate format, which will be used for the MC&FP Fee update.

New Projects identified as a result of the MC&FP traffic analysis - It is assumed that one intersection project and one 2-lane to 4-lane expansion (1-mile in length) will be identified.

Quincy shall determine roadway classification, project type, funding source and any jurisdictional oversight (i.e., Caltrans). The types of projects are as follows:

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

Quincy shall then develop schematic geometrics configurations and preliminary structure type of proposed projects. The schematic geometrics will be developed based of field reconnaissance, aerial photo review (from existing available sources), and current assessor parcel information. Quincy will consider the following elements that may impact project cost:

- Right-of-way impacts
- Services and utilities
- Topography and grade
- Non-standard design features (if any)
- Retaining walls

Quincy shall develop a project descriptions and preliminary cost estimates for the assumed new projects that are generated from the MC&FP Fee update. The project cost elements will be based upon delivery year and will include:

- Brief project description with project type, name, location map
- Area observations and context
- Project length, number of lanes and/or quantity, grade
- Preliminary Engineering and Environmental Documentation (PAED) costs
- Project Plans, Specifications and Estimate (PS&E) costs
- Right of way cost
- Construction cost based on the Caltrans Six-Page Cost Estimate format
- Construction support
- Contingency assumptions

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.

These estimates and the project phase elements will be distributed by fiscal year based on the priorities and funding opportunities set by the team. Caltrans Project Development Procedures Manual (PDPM) will be used and will follow the Six-Page Cost Estimate format. Construction items in the Six-Page format will be rolled-up to populate the MC&FP Fee Program Report. The schedule dates will be portrayed from project initiation through construction.

To ensure that the geometrics and estimates are realistic and reflect the latest industry standard of practice, Quincy will utilize the latest version Caltrans Highway Design Manual for State facilities, and the latest version of the El Dorado County Design and Improvements Standards Manual and AASHTO Policy on Geometric Design of Highways and Streets, where appropriate.

The unit costs for construction items shall be based on current bids from the County, Quincy's project archives, and Caltrans Office Engineer data, Caltrans Highway Design Manual, and Bridge Design Practice Manual, will be used.

Deliverables:

- Narrative project descriptions (for the aforementioned assumed projects)
- Schematic layouts and preliminary structure types
- Caltrans Six-Page Cost Estimate format for the delivery year that will be contained in the Draft and Final Reports of the MC&FP Fee Update Report by EPS

Task 1.5: Conduct CEQA Review

Ascent Environmental (Ascent)

Several projects were included in the MC&FP Phase I program. To a large degree, these projects were covered in the Missouri Flat Area MC&FP and Sundance Plaza and El Dorado Villages Shopping Center Environmental Impact Report (EIR), as well as the Walmart EIR for the store on Missouri Flat Road. Other CEQA documents have been

completed on the Missouri Flat Road interchange and on Diamond Springs Parkway. Finally, the El Dorado County General Plan EIR programmatically addresses development, including circulation improvements throughout the County.

Subtask 1.5.1: Develop Project Description

Task 1.4 will define the improvements that will be included in the Financing Plan. Ascent shall draft a project description that addresses actions intended to be covered by the CEQA document. It will be revised following County review and concurrence.

Deliverables:

- Draft Project Description
- Final Project Description

Subtask 1.5.2: Determine Prior CEQA Coverage/Prepare Initial Study

Ascent shall review applicable CEQA documents, including the General Plan EIR, and determine if proposed project elements are already covered in other CEQA documents.

Ascent's project manager, a biologist, and an environmental planner will conduct a "windshield" survey (one (1)-day tour) of project site features to document potential issues. An Initial Study (IS) will be prepared that addresses the typical questions (whether or not an impact is significant, if mitigation is available to reduce the impact, etc.), but is expanded to also query if the impact is already addressed in a certified EIR or other CEQA document, and if any additional analysis is needed. Each question will be supported by substantial evidence including prior analyses and the field visit.

The IS will be used to determine the type of document ("within the scope of another document", Negative Declaration (ND) or Mitigated Negative Declaration (MND), or EIR) needed to cover proposed elements of the financing plan.

Deliverables:

- Draft IS
- Revised IS

Subtask 1.5.3: CEQA Document

Subtask 1.5.2 will define the type of CEQA document needed to address the financing plan. If found to be within the scope of another document, then the IS will become the sole CEQA document, and will not require public review.

If it is determined that all impacts are less than significant or can be mitigated, Ascent shall recommend an ND or MND. (If a "fair argument" of a significant impact can be raised, an EIR will be recommended.) The IS will serve, in this instance, as the source of information in support of an ND or MND. The ND or MND will be circulated (likely for 30 days) and Ascent shall be available to present at and support the County staff at public hearings. If an MND is prepared, Ascent shall also prepare a mitigation monitoring and reporting program (MMRP).

If any impacts are identified as significant and unavoidable, Ascent shall recommend preparation of an EIR. In this case, the EIR will be focused on issues where a significant or significant and unavoidable impact are identified in the IS. The EIR will involve a Notice of Preparation (NOP), a scoping meeting (likely), Draft EIR, Response to Comments/Final EIR, findings and a statement of overriding considerations, and public hearing support. It is likely that the EIR will be programmatic, but that would be determined in consultation with County staff.

The scope of work for **Subtask 1.5.3** cannot be determined until **Subtask 1.5.2** is completed. For purposes of this scope, it is assumed that Ascent shall prepare a tiered, focused EIR, analyzing traffic (analysis prepared by KAI), air quality, greenhouse gases/climate change, noise, and biology. All other issues will be scoped out in the IS, and biological resources will be evaluated based on the one-day field analysis (no focused surveys). If these assumptions change, the scope will be revised accordingly.

Deliverables:

- NOP
- Scoping Meeting
- Administrative Draft EIR
- Draft EIR
- Administrative Final EIR
- Final EIR
- Public Hearings (2)

Task 1.6: Prepare Fiscal Impact Analysis

Consultant shall prepare a fiscal impact analysis to evaluate the impact of the proposed Project on the costs and revenues of the County's General Fund and Road Fund. The fiscal analysis would reflect planned MC&FP Phase II development using land use data resulting from the market review and pro forma tasks.

The fiscal analysis will compare forecasts of the revenues generated through property tax, sales tax, transfer tax, and other general fund sources with the costs of providing urban services to the proposed Project. Consultant shall work with County staff to integrate the County's current policies and modeling practices into this analysis. The specific subtasks to be completed to analyze the fiscal impacts of the Project are described below.

Subtask 1.6.1: Analyze Budget and Service-Level Standards

Consultant shall meet with the County to confirm key development assumptions, such as land use phases and property values, and any other required analysis inputs. Consultant shall examine the County's budget and conduct interviews with County staff, if necessary, to derive baseline cost and revenue parameters for the fiscal analysis.

Subtask 1.6.2: Forecast Public Service Costs

In this subtask, Consultant shall estimate the cost of County General Fund-funded municipal services required to serve development in the Project area using both average and marginal cost-estimating techniques. The average cost-estimating approach typically is used to estimate costs of general government services, such as administration, finance, and planning. Consultant shall work with the County to ensure service-level assumptions in the fiscal analysis are consistent with existing service levels and with County General Plan standards. In addition, Consultant shall work with the County, property owners and other parties to determine the extent to which the County or other special districts would provide any municipal services to the Project area, either on an interim or ongoing basis.

The marginal cost-estimating approach, which takes into account the County's existing service capacity and the unique attributes of the Project land uses, typically is used to estimate the cost of specific municipal services that may be uniquely affected by the project (e.g., public safety). The research conducted in this subtask will rely on input from County department representatives, as well as Consultant's experience with similar projects.

Subtask 1.6.3: Forecast Public Revenues

In this subtask, Consultant shall estimate the County General Fund and Road Fund revenues expected to be generated by development in the Project. Consultant shall rely on both marginal and average revenue approaches to develop estimated revenue projections. The revenue projections will use forecasting techniques appropriate to revenue sources, typically involving a simulation of each revenue source.

For example, property tax projections will estimate the assessed value added to the tax base by development of the site and the incremental share of revenue the County receives on an annual basis. Consultant shall work with the County and property owners to determine finished product valuation assumptions for use in the analysis. The sales tax revenue forecast will reflect the type and amount of retail expected in the Project, as well as the anticipated income levels and expenditure patterns of new residents or employees, if any.

Subtask 1.6.4: Analyze Net Fiscal Effects

Drawing from the revenue and expense projections developed in the preceding subtasks, Consultant shall estimate potential fiscal effects of the Project, including any Project alternatives being considered as a result of the market analysis and pro forma work. The cost and revenue estimates will be presented in a format that clearly indicates the net fiscal effects as a result of implementation of the Project. Once the net fiscal effects have been determined, Consultant shall evaluate the Project's ability to provide financial participation for the MC&FP for remaining Phase 1 or planned Phase II infrastructure improvements. In this regard, any potential financial participation would not jeopardize the County's ability to provide municipal services to the Project.

Deliverables:

- Draft Technical Memorandum 1-9: Summary of the net fiscal impact results of the project.
- Final Technical Memorandum 1-9: Summary of the net fiscal impact results of the project
- Project team meetings as needed
- Up to two (2) conference call meetings with County staff to discuss assumptions, methodology, or findings.

Task 1.7: Evaluate Potential Financing Mechanisms

Consultant shall evaluate all potential existing and future financing mechanisms that may be available to fund remaining Phase I and new Phase II infrastructure improvements. The purpose of this task would be to identify the universe of funding sources and financing mechanisms that may be considered for the Phase II MC&FP.

In considering future financing mechanisms, Consultant shall evaluate the efficacy of the existing MC&FP financing mechanisms to determine whether that mix of financing mechanisms and financing strategy met its intended purposes. This evaluation of the existing MC&FP Phase I financing strategy should also include consultation with the County and its land-secured financing team regarding potential refunding options for the existing CFD bonds. Depending upon market conditions, a potential bond refunding could reduce existing debt service obligations and free up additional CFD bonding capacity to fund additional transportation capital improvements.

All potential financing mechanisms and funding sources identified in this task will be considered in the following cash flow analysis and financing strategy task.

Deliverables:

- Draft Technical Memorandum 1-10: Financing Plan assumptions and approach
- Final Technical Memorandum 1-10: Financing Plan assumptions and approach.
- Project team meetings as needed.

Task 1.8: Prepare Cash Flow Analysis and Financing Strategy

Using the Project's Phase II transportation CIP (derived through earlier tasks) and the potential financing mechanisms and funding sources identified in **Task 1.7**, Consultant shall prepare the MC&FP Phase II Financing Strategy, which will be informed by a dynamic (i.e., multi-year) cash flow analysis.

The proposed MC&FP Phase II financing strategy will be informed by the following items:

- Public financing principles.
- Statutory and legal considerations.
- Industry standards regarding who typically pays for what.
- The timing of public improvements related to private development.
- Commitments regarding the availability of public-sector funding.

- Negotiation-based preferences of stakeholders (e.g., advance-funding and reimbursement procedures).

The Phase II financing strategy will require a similar approach to Phase I, wherein multiple funding sources would be used in combination to fund required transportation improvements to mitigate existing traffic congestion and to facilitate new development. When completed, the MC&FP Phase II financing strategy will provide increased certainty to property owners regarding the timing of any required advance funding requirements and associated reimbursements while concurrently mitigating potential risks to the County.

The MC&FP Phase II cash flow will include the estimated timing of all potential funding sources, including incremental sales and property tax revenues to the extent they may be available as determined through the **Task 1.6** fiscal impact analysis. The financial feasibility of the proposed cash flow and financing strategy will be evaluated as part of the market analysis and feasibility work completed as part of **Tasks 1.2** and **1.3**.

The MC&FP Phase II financing strategy would also identify the steps and a proposed schedule that would be required to implement each funding mechanism identified in the strategy. The steps and schedule would reflect input from County staff and would be consistent with County policies.

Deliverables:

- Draft Technical Memorandum 1-11: Cash flow analysis and draft funding strategy.
- Final Technical Memorandum 1-11: Cash flow analysis and draft funding strategy
- Project team meetings as needed.

Task 1.9: Coordinate TIM Fee and CIP Programming

Consultant shall closely monitor and interface with the County's consultant team charged with updating the County's TIM fee program. This TIM fee coordination will ensure the financing strategy (described below) considers the latest TIM fee guidelines and policies. Consultant shall also monitor the El Dorado County Transportation Commission (EDCTC) Project Monitoring Report and capital improvement program to evaluate the availability of potential State and Federal funds that may be available to fund required transportation infrastructure. Quincy shall participate with the team in providing updated project cost information, which can be used for the TIM Fee update and subsequent CIP programming.

Thorough and effective coordination should be applied to the following areas, as part of this task:

- Determination of existing deficiencies
- Definition of baseline and horizon years
- Land use assumptions
- Travel demand modeling and forecasts

- Development of CIP projects
- Identification of funding mechanisms

Deliverables:

- Draft Technical Memorandum 1-12: Required infrastructure and preliminary project design.
- Final Technical Memorandum 1-12: Required infrastructure and preliminary project design.
- Project team meetings, as needed, and a Board meeting, if needed.

Task 1.10: Prepare Financing Plan and Report

The purposes of the Financing Plan are to identify the backbone infrastructure and public facility improvements required for Project development, describe the sources and uses of funding, and identify the Project's proportionate cost obligation for these improvements.

Consultant shall prepare a technical freestanding Draft Financing Plan to document these components, as well as the financial analysis and assumptions underpinning the Financing Plan, as conducted under previous tasks. The Financing Plan also will discuss the timing and financing of improvements and evaluate the financial feasibility of these obligations, given projected home prices and commercial values. The County will use the Financing Plan to identify the overall cost obligation to move ahead with an initial phase of development and understand the advance-funding requirements, as well as potential reimbursements and recovery of these costs over time.

This task assumes that Consultant shall prepare three (3) to four (4) Financing Plan documents:

- An internal draft Financing Plan, circulated to the Project team.
- An administrative draft Financing Plan, circulated to the County for comments.
- A draft Financing Plan that incorporates any County comments, circulated for review and comment by the public and applicable agencies, stakeholders, and interest groups.
- A final Financing Plan that incorporates any public comments, if necessary.

Deliverables:

- Internal draft Financing Plan
- Administrative draft financing plan for County review
- Draft financing plan for public review
- Final financing plan.
- Project team meetings, as needed
- Attendance at up to two (2) Board meetings. Consultant shall ensure that these meetings will be attended by Project Team staff with previous experience presenting to the Board.

Task 1.11: Conduct Public Outreach

As part of El Dorado County's commitment to ensure maximum participation by individuals and businesses in the Missouri Flat Area, Consultant will ensure that resident involvement is a key component of this effort.

The plan focuses on three main goals:

- To provide impacted parties ample opportunities to share ideas, concerns and priorities for the MC&FP.
- To provide a transparent and accessible process making it as easy as possible to share those ideas.
- To ensure that impacted parties feel that the County has given their ideas and concerns ample consideration.

The majority of interested parties are likely to be business interests and developers as opposed to residents. Consultant shall provide consistent communication with elected officials and extensive outreach to the broad range of stakeholders and interested parties. Consultant shall also provide overall public outreach to County residents interested in future development and circulation. Our 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.
- Development/enhancement of partnerships with business, industry associations and organizations.

Strategies

Board Study Sessions and Planning Commission Presentations. Consultant shall make at least one presentation to the El Dorado County Planning Commission during each phase of the project and hold up to seven Study Sessions during each phase with the Board to get early and regular input on the MC&FP.

Stakeholder Presentations/Mini-Workshops. Given the nature of the MC&FP, Consultant shall focus efforts on stakeholder groups with shared interests in a series of six roundtable "mini-workshops". Consultant shall conduct two rounds of meetings; the first to identify key issues and concerns regarding the plan and the second to vet proposed financing plan. Consultant anticipates participation by 12-20 individuals or representatives of the following groups, working with staff to identify potential participants and promote the workshops:

- Building Industry/Developers
- Local Businesses/Economic Development Interests (Chambers of Commerce, Economic Development Partnership, Tourism)

Public Workshops. Consultant shall hold two traditional public workshops during each phase of the process to provide an opportunity for residents and all interested parties to share concerns and pose questions relative to the update the MC&FP. The project team will “test” the content and format of the workshop with County staff prior the workshops in a rehearsal session at the County’s office. The workshop will include:

- Presentation- Overview of the purpose, structure and parameters of the update the MC&FP;
- Facilitated discussion/Q&A regarding the process and concerns; and
- Review of comments received.

Web Site and Social Media. Consultant shall establish a project website to post all relevant information about the update the MC&FP. This will include:

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

The site will be updated 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.

Media Relations & Collateral Development. Consultant shall prepare appropriate collateral materials and outreach tools to engage news media throughout the project. All efforts will be coordinated with the County staff. 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.

Deliverables:

- Final Communications Plan detailing all outreach efforts and implementation.
- One (1) Planning Commission meeting.
- Up to four (4) Board workshops shall be held prior to finalizing a financing plan for the designated area, to obtain input on required roadway infrastructure requirements as well as proposed funding mechanisms.
- Two (2) public outreach meetings in the communities. Dates and locations to be coordinated with the CA or designee.
- Three (3) Mini-Workshops/Roundtable Discussions with key stakeholder groups.

- Handouts and presentation materials shall be prepared by Consultant for all public outreach meetings, Planning Commission Meeting, and Board presentations.
- Outreach Summary Report.

Task 1.12: Project Management

Consultant, with input from County, shall 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 sub-consultants.
- Prepare monthly progress reports that shall be submitted 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 summary meeting notes and distribute to all meeting participants
- Serve as County's Project Manager and facilitator, providing direction to sub-consultants, including content and format of presentations, interim support documents, and final reports
- Schedule and conduct bi-weekly Project status meetings and/or telephone conferences with County staff to discuss project status, critical issues, schedule and budget
- Prepare e-mail summaries of Project status meetings
- Submit a draft 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 invoice prior to the 15th day of each month for work completed in the preceding calendar month

Deliverables:

- Project schedule, updated monthly
- Bi-weekly project status updates and monthly progress reports
- Meeting agendas
- Meeting notes, including summaries of discussion and decisions
- Initial draft invoice
- Monthly invoices with monthly progress reports

Component 2: Business Parks Financial and Market Strategy Report:

Task 2.1: Initiate Project and Collect Data

Consultant shall hold a **Task 2** kick-off meeting as a continuation of the kick-off for the **Task 1** project (MC&FP Phase II Financing Plan). Overall goals, schedule, contacts, and protocols for the project will be established.

Consultant shall tour each business park and meet with the ownership groups involved. In each case, key questions and issues listed above will be explored to gain a practical and comprehensive understanding of key issues, limitations, and opportunities. All available data regarding property characteristics, future improvements, leading market opportunities, and other site-specific information will be gathered at this time.

Deliverables:

- Summary of kick-off meeting
- Summary of project owner's meeting
- Final schedule with tasks, milestones, and deliverables
- Kick-off meeting and property owner meeting

Task 2.2: Conduct Market Review

The purpose of the market review will be to establish assumptions on industrial and office capture and project timing for the fiscal and financing strategy analyses outlined in subsequent tasks. For the Park West and Barnett Business Parks, Consultant shall focus on industrial uses (light and heavy) to understand overall demand, as well as the parks' competitive position relative to competing regional supply. For the El Dorado Hills Business Park, the evaluation will emphasize office and Research and Development uses to a greater degree.

Consultant shall conduct a review of industrial, office, and flex market dynamics in the County and the region to provide an understanding of relative level of demand and potential development absorption for remaining development in the three business parks. Specifically, Consultant shall gather information on existing inventory; vacancy rates; annual net absorption; average rental rates; and pipeline development projects for business park land uses. Consultant shall focus on collecting data specific to a defined study area, as well as the larger region, including subareas that might be useful to compare to the study area (e.g., El Dorado Hills; Folsom), depending on the availability of data.

A technical memorandum will be developed providing the following guidance for subsequent improvement and funding strategies:

- Strengths, Weaknesses, Opportunities, and Threats confronting the three business parks;
- Competitive position and outlook for each park;
- Estimated absorption (coordinated with the needs of the traffic analysis);
- Suggested changes to product mix and parcel sizes;
- Any suggested infrastructure upgrades or other features to improve performance.

Deliverables:

- Draft Technical Memorandum 2-1: Business park market assessment.
- Final Technical Memorandum 2-1: Business park market assessment.

- Up to two (2) conference call meetings with County staff to discuss assumptions, methodology, or market assessment findings.

Task 2.3: Conduct Pro Forma Analysis

As a compliment to the market study, Consultant shall evaluate prevalent land economic trends, specifically looking to establish the following information:

- Document the real estate economics of the business park assets with reference to asset values, lease rate and occupancy trends, feasibility of new construction, and ability to finance new construction;
- Determine the role that existing and proposed new fees and charges play as part of the cost burden confronting new construction;

Consultant shall evaluate the impact of the infrastructure cost burden on the overall financial feasibility of the private real estate development land uses. Consultant shall base this analysis on the estimates of finished real estate values for private development, as provided by the Project developers and supplemented by Consultant research. To the extent that initial cost allocations appear infeasible based on industry standards, Consultant shall evaluate alternate allocations and other measures (e.g., cost reductions; rephasing).

Deliverables:

- Draft Technical Memorandum 2-2: Cost burden analysis
- Final Technical Memorandum 2-2: Cost burden analysis.
- Communication, as needed, with Project developers and County staff to identify and discuss assumptions, methodology, or financial feasibility findings.
- Up to two (2) conference call meetings to discuss assumptions, methodology, or financial feasibility findings.

Task 2.4: Determine Required Infrastructure and Project Design

KAI

This task is intended to analyze additional capacity and safety improvements needed to alleviate existing deficiencies and accommodate future expansion of three business park projects.

KAI shall compile background research for three business parks—El Dorado Hills, Barnett and Park West, perform existing and future land use and traffic forecasting, evaluate existing and future operations and safety, and determine transportation infrastructure requirements within the study area. The assessment of business parks will be performed in a targeted fashion. Only roadways that are located in the immediate vicinity and anticipated to be affected with the expansion of these business parks will be studied.

In this deliverable-oriented approach, the interim products will be developed and reviewed prior to moving forward with the next set of tasks. Final product is a list of

roadway capacity improvements to relieve existing traffic congestion and accommodate future growth in traffic in the immediate vicinity of each Business Park.

Define Project Limits and Analysis Methodology

If deemed necessary, KAI shall incorporate analysis methodologies for the business parks in the same document as prepared in Task 1.4. The project limit will include a mile radius from the business park in question as well as primary routes to/from US Highway 50. KAI recommends that the study locations should be selected based on the list of known over-capacity roadways and findings of the TIM fees study.

Existing Traffic Conditions, Deficiencies and Needed Improvements

Operational Assessment

KAI shall gather and analyze the most recent available traffic data (peak hour and ADT) at up to five (5) roadways for each business park. The traffic count information assembled 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. KAI shall prepare a description of roadway, transit, bicycle and pedestrian systems within the study area of each business park.

Safety Assessment

A safety assessment will be made using SWITRS collision data for the most recent three years available. In conjunction with the County's most recent Accident Location Report, this assessment will identify high collision locations based on statewide comparisons for like facilities.

Identification of Deficiencies

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

Policy TC-Xd: Level of Service (LOS) for County-maintained roads and state highways within the unincorporated areas of the county shall not be worse than LOS E in Community Regions or LOS D in the Rural Centers and Rural Regions except as specified in Table TC-2. Level of Service will be as defined in the latest edition of the Highway Capacity Manual (Transportation Research Board, National Research Council) and calculated using the methodologies contained in that manual.

Determination of Improvement Projects

For each deficiency type, KAI shall identify improvements to alleviate existing congestion and safety issues. KAI shall develop a list of potential improvement using County's CIP and our local knowledge. KAI shall prepare a full qualitative assessment of the operational changes that may result from each improvement project. A project description containing project designs such as lane configuration, limits of widening, length of turn bays, etc. will be prepared and submitted to the County staff prior to further analysis.

Future Traffic Conditions, Deficiencies and Needed Improvements

The future conditions analysis is designed to provide the future setting against which various land use scenarios are compared.

Future Land Use and Travel Forecasts

KAI shall follow the same process as outlined in **Task 1.4**. KAI shall update the existing program using these most current projections as well as other approved and/or pending projects that required General Plan amendment. Year 2014/15 will be considered as baseline and 2035 as forecast horizon year. Any interim year forecasts will be developed by linear interpolation.

KAI shall address up to three (3) land use scenarios, including future baseline and two (2) land use alternatives. Both baseline and future networks will be modified to add local roadway network details in the study area. If needed, zone connectors will be enhanced to allow appropriate loading on the local and collector streets. Depending upon the land use scenarios, KAI may also consider splitting the TAZs to reflect improved allocation of land uses in each TAZ. The enhanced model will be run and validated against the field collected traffic data, and then will be used to forecast year 2035 AM and PM peak hour travel demand for baseline and up to two land use scenarios. The five, ten and twenty year CIP projects within the study area will be assumed as part of future baseline network unless the on-going TIM Fees and CIP Update study eliminates them.

Operational Assessment

Using the travel demand forecasts, KAI shall calculate AM and PM peak hour LOS for segments of the County's major roadway system that are candidates for improvement. The LOS calculations will be performed using the Roadway Capacity Analysis Tool (RCAT) post-processor or maximum allowable peak hour volumes as per County's General Plan policy.

Identification of Deficiencies

Based on the County's General Plan policies, operational and safety deficiencies will be assessed for the horizon year conditions between future baseline and land use scenarios. The study will include an analysis of potential impacts and identify improvements to mitigate impacts. The analysis will qualitatively examine potential effects on transit, pedestrians, and bicyclists.

Determination of Improvement Projects

KAI shall develop a list of improvement projects which may include, but not be limited, to realignment of roadways, widening of roadways, relocation of accesses, bike lanes, etc. KAI shall apply a holistic approach which so that improvements contained in the County's CIP and new identified can be well integrated by each facility type. KAI shall provide narrative for each improvement projects containing geometry, lane configuration, turn lanes length, traffic control, channelization, etc. to the Project Team for review prior to further analysis.

Quincy

Quincy shall develop schematic typical sections and planning level cost estimates based upon a per square foot basis for a total of one (1) mile of roadway segments at various locations to be identified by the traffic analysis by KAI for the County's three existing business parks (El Dorado Hills Business Park, Barnett Business Park, and Park West Business Park). These estimates will be used by Consultant in its economic analysis.

Deliverables:

- Draft Technical Memorandum 2-3: Summary of Traffic Conditions and Improvement Need
- Final Technical Memorandum 2-3: Summary of Traffic Conditions and Improvement Needs
- One (1) conference call meeting with the Project Team
- One (1) meeting with County staff (in-person) to discuss analysis details.
- Narrative project descriptions (for the aforementioned assumed projects)
- Typical sections
- Estimate methodologies
- "Order of magnitude" cost estimates that will be used by EPS for economic development analysis

Task 2.5: Prepare Fiscal Impact Analysis

Subtask 2.5.1: Fiscal Impact Analysis

Consultant shall prepare a fiscal impact analysis to evaluate the impact of proposed land uses in each business park on the costs and revenues of the County's General Fund and Road Fund. The fiscal analysis would reflect planned business park development using land use data resulting from the market review and pro forma tasks. The fiscal analysis will compare forecasts of the revenues generated through property tax, sales tax, transfer tax, and other general fund sources with the costs of providing urban services to the proposed Project.

Consultant shall work with County staff and other County consultants to integrate the County's current policies and modeling practices into this analysis. This work will be integrated with the fiscal analysis discussed in **Task 1.6 (Component 1)** and will follow an identical methodology, in this case focusing on the fiscal dynamics related to business park development over the next ten (10) years.

Drawing from the revenue and expense projections developed in as part of **Task 1.6**, Consultant shall estimate potential fiscal effects of proposed business park development, including any land use alternatives being considered as a result of the market analysis and pro forma work. The cost and revenue estimates will be presented in a format that clearly indicates the net fiscal effects of proposed development for each business park. Once the net fiscal effects have been determined, Consultant shall

evaluate the Project's ability to provide financial participation towards any recommended infrastructure upgrades, to ensure that any potential financial participation would not jeopardize the County's ability to provide municipal services to the Project.

Deliverables:

- ...? Missing

Meetings:

- Project team meetings, as needed.

Task 2.6: Evaluate Potential Financing Mechanisms

Consultant shall evaluate potential existing and future financing mechanisms that may be available to fund recommended infrastructure improvements needed to improve performance of the business parks, and/or needed to serve off-site traffic demand upon realization of additional growth. The purpose of this task is to identify the universe of funding sources and financing mechanism that may be considered for these improvements. Consultant shall seek to reduce fees and other cost burdens affecting overall Business Park performance by supplanting external funding from State and Federal grant opportunities as described in **Task 1.7**. All potential financing mechanisms and funding sources identified in this task will be considered in the following cash flow analysis and financing strategy task.

Deliverables:

- Memorandum providing narrative of potential external funding grants that have applicability to the identified projects that will contained in the Draft and Final Reports of the Business Park Financial and Market Strategy Report.

Meetings:

- Project team meetings, as needed.

Task 2.7: Prepare Cash Flow Analysis and Financing Strategy

Based on the Consultant's assessment of recommended infrastructure upgrades (derived through earlier tasks) and the potential financing mechanisms and funding sources identified in **Task 2.6**, Consultant shall prepare the Business Park Financing Strategy, which will be informed by a dynamic (i.e., multi-year) cash flow analyses established for each Business Park. This task will be informed by the following items:

- Public financing principles.
- Statutory and legal considerations.
- Industry standards regarding who typically pays for what.
- The timing of public improvements related to private development.
- Commitments regarding the availability of public-sector funding.

- Negotiation-based preferences of stakeholders (e.g., advance-funding and reimbursement procedures).

Multiple funding sources would be used in combination to fund required transportation improvements to mitigate existing traffic congestion and to facilitate new development. When completed, the Business Park financing strategy will provide increased certainty to property owners regarding the timing of any required advance funding requirements and associated reimbursements while concurrently mitigating potential risks to the County.

The cash flow will include the estimated timing of all potential funding sources, including incremental sales and property tax revenues to the extent they may be available as determined through the **Task 2.5** fiscal impact analysis. The financial feasibility of the proposed cash flow and financing strategy will be evaluated as part of the market analysis and feasibility work completed as part of **Tasks 2.2 and 2.3**.

The Business Park financing strategy would also identify the steps and a proposed schedule that would be required to implement each funding mechanism identified in the strategy. The steps and schedule would reflect input from County staff and would be consistent with County policies.

Deliverable:

- Draft Technical Memorandum 2-4: Draft funding strategy for each Business Park, to be incorporated into the final written documentation for the Project.
- Final Technical Memorandum 2-4

Meetings:

- Project team meetings, as needed.

Task 2.8: Coordinate TIM Fee and CIP Programming

As one of the key constraints to development in the three identified Business Parks is the burden imposed by fees and connection charges, it will be imperative to ensure that the parallel processes of TIM Fee and the Business Park Financing Plan update inform one another.

Consultant shall also closely monitor and interface with the County's consultant team charged with updating the County's TIM fee program. This TIM fee coordination will ensure the financing strategy (described below) considers the latest TIM fee guidelines and policies. Consultant shall also monitor the EDCTC Project Monitoring Report and capital improvement program to evaluate the availability of potential State and Federal funds that may be available to fund required transportation infrastructure. Quincy shall participate with the team in providing updated project cost information, which can be used for the TIM Fee update and subsequent CIP programming.

Deliverable:

- Technical Memorandum 2-5: Business Park-related project descriptions and preliminary cost estimates germane to the TIM Fee update.

Meetings:

- Strategy discussions in the form of two one-hour teleconferences.

Task 2.9: Prepare Financing and Market Strategy Report

Consultant shall prepare a technical Draft Financial and Market Strategy Report to document the following components for each business park: market dynamics and competitive position (per Task 2.2); backbone infrastructure and public facility improvements required to support new development; sources and uses of funding; proportionate cost obligations; and the financial analysis and assumptions underpinning the financing strategy or strategies. The Report also will discuss the timing and financing of improvements and evaluate the financial feasibility of these obligations, given projected home prices and commercial values. The County will use the Report to identify the overall cost obligation and economic development strategy to move ahead with an initial phase of new development in each business park.

This task assumes that Consultant shall prepare three (3) to four (4) Report documents:

- Internal draft Financial and Market Strategy Report, circulated to the Project team.
- Administrative draft Financial and Market Strategy Report, circulated to the County for comments.
- Draft Financial and Market Strategy Report that incorporates any County comments, circulated for review and comment by the public and applicable agencies, stakeholders, and interest groups.
- Final Financial and Market Strategy Report that incorporates any public comments, if necessary.

Deliverables:

- Internal draft Financial and Market Strategy Report
- Administrative draft Financial and Market Strategy Report for County review
- Draft Financial and Market Strategy Report for public review
- Final Financial and Market Strategy Report

Meetings:

- Project team meetings, as needed and attendance at up to two (2) Board meetings. Consultant shall ensure that these meetings will be attended by Project Team staff with previous experience presenting to the County Board.

Task 2.10: Conduct Public Outreach

It is part of an overall commitment by the County to ensure maximum participation by businesses in the El Dorado Hills Business Park, Barnett Business Park, and Park West Business Park. As such, the County Economic Development Department intends to

initiate outreach efforts to existing property owners at each business park to develop an understanding of opportunities and challenges related to economic development at each park. Consultant will provide limited assistance to the County in these outreach efforts, including dissemination of Project-related correspondence or surveys and convening one (1) to two (2) meetings with relevant stakeholders.

Deliverable:

- Consultant shall assist the County in preparing two to three (2-3) Project-related items of correspondence (e.g., emails, letters).

Task 2.11: Provide Project Management

Consultant, with input from County, shall 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 sub-consultants.
- Prepare monthly progress reports that shall be submitted 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 summary meeting notes and distribute to all meeting participants
- Serve as County's Project Manager and facilitator providing direction to sub-consultants, including content and format of presentations, interim support documents, and final reports
- Schedule and conduct bi-weekly Project status meetings and/or telephone conferences with County staff to discuss project status, critical issues, schedule and budget
- Prepare e-mail summaries of Project status meetings
- Submit a draft 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 invoice prior to the 15th day of each month for work completed in the preceding calendar month

Deliverables:

- Project schedule, updated monthly
- Bi-weekly project status updates and monthly progress reports
- Meeting agendas
- Meeting notes, including summaries of discussion and decisions
- Initial draft invoice
- Monthly invoices with monthly progress reports

DRAFT

Table 1
Missouri Flat Area Master Circulation and Financing Plan Phase II
Cost Proposal: Component 1

Component 1
Cost Proposal

Task/Description	Prime Consultant	Subconsultants				Grand Total
	EPS	Quincy Engineering	KAI	Ascent	Flint	
Task 1.1: Initiate Project and Collect Data	\$6,600	\$2,300	\$2,000	\$2,100	\$1,000	\$14,000
Task 1.2: Conduct Market Review	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Task 1.3: Analyze Cost Burden and Financial Feasibility	\$18,000	\$0	\$0	\$0	\$0	\$18,000
Task 1.4: Determine Required Infrastructure and Project Design	\$4,000	\$27,000	\$105,000	\$0	\$0	\$136,000
Task 1.5: Conduct CEQA Analysis	\$3,000	\$0	\$0	\$31,000	\$0	\$34,000
Task 1.6: Prepare Fiscal Impact Analysis	\$18,000	\$0	\$0	\$0	\$0	\$18,000
Task 1.7: Evaluate Potential Financing Mechanisms	\$14,000	\$0	\$0	\$0	\$0	\$14,000
Task 1.8: Prepare Cash Flow Analysis and Financing Strategy	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Task 1.9: Coordinate TIM Fee and CIP Programming	\$8,000	\$1,000	\$9,000	\$0	\$0	\$18,000
Task 1.10: Prepare Financing Plan and Report	\$55,000	\$0	\$5,500	\$0	\$0	\$60,500
Task 1.11: Conduct Public Outreach	\$15,000	\$6,000	\$10,000	\$0	\$20,500	\$51,500
Task 1.12: Provide Project Management	\$29,000	\$4,000	\$8,000	\$0	\$5,000	\$46,000
Total Project Costs [1]	\$210,600	\$40,300	\$139,500	\$33,100	\$26,500	\$450,000

All expenses and their distribution among tasks are estimates only. This table represents the composition of the total not-to-exceed budget for this Agreement. In the performance of the scope of services to be provided in accordance with this budget, Consultant may request to reallocate the expenses listed herein among the various tasks identified herein, subject to County's Contract Administrator's written approval. Consultant may request to reallocate the amounts listed herein for its subconsultants, subject to County's Contract Administrator's written approval. In no event shall the total not-to-exceed amount of the Agreement be exceeded.

[1] Total project costs include labor, deliverables, and other direct costs including travel, acquiring data, mileage, reproduction, and other non-staff costs.

DRAFT

Table 2
El Dorado County Business Parks Infrastructure Financing Plan
Cost Proposal: Component 2



Component 2
Cost Proposal

Task/Description	Prime Consultant	Subconsultants				Grand Total
	EPS	Quincy Engineering	KAI	Ascent	Flint	
Task 2.1: Initiate Project and Collect Data	\$2,500	\$1,000	\$1,000	\$0	\$0	\$4,500
Task 2.2: Conduct Market Review	\$28,000	\$0	\$0	\$0	\$0	\$28,000
Task 2.3: Conduct Pro Forma Analysis	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Task 2.4: Determine Required Infrastructure and Project Design	\$0	\$6,000	\$21,000	\$0	\$0	\$27,000
Task 2.5: Prepare Fiscal Impact Analysis	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Task 2.6: Evaluate Potential Financing Mechanisms	\$7,000	\$0	\$0	\$0	\$0	\$7,000
Task 2.7: Prepare Cash Flow Analysis and Financing Strategy	\$9,500	\$0	\$0	\$0	\$0	\$9,500
Task 2.8: Coordinate TIM Fee and CIP Programming	\$1,000	\$0	\$1,000	\$0	\$0	\$2,000
Task 2.9: Prepare Financing Plan and Report	\$20,000	\$0	\$2,000	\$0	\$0	\$22,000
Task 2.10: Conduct Public Outreach	\$1,000	\$0	\$0	\$0	\$4,500	\$5,500
Task 2.11: Provide Project Management	\$10,000	\$1,000	\$5,000	\$1,000	\$500	\$17,500
Total Project Costs [1]	\$106,000	\$8,000	\$30,000	\$1,000	\$5,000	\$150,000

All expenses and their distribution among tasks are estimates only. This table represents the composition of the total not-to-exceed budget for this Agreement. In the performance of the scope of services to be provided in accordance with this budget, Consultant may request to reallocate the expenses listed herein among the various tasks identified herein, subject to County's Contract Administrator's written approval. Consultant may request to reallocate the amounts listed herein for its subconsultants, subject to County's Contract Administrator's written approval. In no event shall the total not-to-exceed amount of the Agreement be exceeded.

[1] Total project costs include labor, deliverables, and other direct costs including travel, acquiring data, mileage, reproduction, and other non-staff costs.

Component 1 Project Schedule

	Task Name	Duration	Start	Finish	2015											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	 Task 1: Prepare MoFlat Master Circulation and Financing Plan Phase II	199	02/24/15	11/27/15												
2	 Task 1.12: Provide Project Management	199	02/24/15	11/27/15												
3	Task 1.1: Initiate Project and Collect Data	9	02/24/15	03/06/15												
4	Task 1.2: Conduct Market Review	36	03/09/15	04/27/15												
5	Task 1.3: Analyze Cost Burden and Financial Feasibility	35	06/22/15	08/07/15												
6	Task 1.4: Determine Required Infrastructure and Project Design	114	02/24/15	07/31/15												
7	Task 1.5: Conduct CEQA Analysis	100	03/16/15	07/31/15												
8	Task 1.6: Prepare Fiscal Impact Analysis	31	03/30/15	05/11/15												
9	Task 1.7: Evaluate Potential Financing Mechanisms	45	06/29/15	08/28/15												
10	Task 1.8: Prepare Cash Flow Analysis and Financing Strategy	45	06/29/15	08/28/15												
11	Task 1.9: Coordinate TIM Fee and CIP Programming	88	07/01/15	10/30/15												
12	Task 1.10: Prepare Financing Plan and Report	76	08/14/15	11/27/15												
13	Task 1.11: Conduct Public Outreach	157	02/24/15	09/30/15												

Component 2 Project Schedule

	Task Name	Duration	Start	Finish	2015											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	<input type="checkbox"/> Task 2: Prepare Business Parks Financing and Market Strategy Report	179	02/24/15	10/30/15												
2	<input type="checkbox"/> Task 2.11: Provide Project Management	179	02/24/15	10/30/15												
3	Task 2.1: Initiate Project and Collect Data	9	02/24/15	03/06/15												
4	Task 2.2: Conduct Market Review	51	04/30/15	07/09/15												
5	Task 2.3: Conduct Pro Forma Analysis	24	06/30/15	07/31/15												
6	Task 2.4: Determine Required Infrastructure and Project Design	102	02/24/15	07/15/15												
7	Task 2.5: Prepare Fiscal Impact Analysis	31	03/30/15	05/11/15												
8	Task 2.6: Evaluate Potential Financing Mechanisms	45	06/15/15	08/14/15												
9	Task 2.7: Prepare Cash Flow Analysis and Financing Strategy	21	08/17/15	09/14/15												
10	Task 2.8: Coordinate TIM Fee and CIP Programming	80	07/13/15	10/30/15												
11	Task 2.9: Prepare Financing and Market Strategy Report	90	06/29/15	10/30/15												
12	Task 2.10: Conduct Public Outreach	109	04/01/15	08/31/15												