AMENDMENT TO AGREEMENT

PREAMBLE

This Second Amendment to Agreement for Consultant Services is dated for identification on this 4th day of February 2025 and amends that certain First Amendment to Agreement for Consultant Services dated April 17, 2024, made by and between the Town of Los Gatos, ("Town,") and DKS Associates (“Consultant”) identified as an S Corporation and whose address is 1970 Broadway, Suite 740 Oakland, CA 94612.

I. RECITALS

A. Town and Consultant entered into Agreement for Consultant Services on March 1, 2022, (“Agreement”) anda First Amendment to Agreement for Consultant Services on April 17, 2024, copies of which are attached hereto and incorporated by reference as Exhibit A to this Amendment.

B. Town desires to amend the Agreement to add to the term of the Agreement.

II. AMENDMENT

A. Section 2.2 Term and Time of Performance is amended to read:

This Agreement will remain in effect from March 1, 2022 to September 30, 2025.

B. All other terms and conditions of the Agreement remain in full force and effect.

IN WITNESS WHEREOF, the Town and Consultant have executed this Amendment.

Town of Los Gatos by:	DKS Associates by:
_____	_____
Chris Constantin, Town Manager	Carl Springer, Principal DKS

Recommended by:

_____
Nicolle Burnham,
Director of Parks and Public Works

Approved as to Form:

_____
Gabrielle Whelan, Town Attorney

Attest:

_____
Wendy Wood, CMC, Town Clerk

AMENDMENT TO AGREEMENT

This AMENDMENT TO AGREEMENT is dated for identification this 17th day of April 2024 and amends that certain (AGREEMENT DESCRIPTION) dated March 1st, 2022 made by and between the Town of Los Gatos, ("Town,") and the DKS Associates ("Consultant") identified as an S Corporation and whose address is 1970 Broadway, Suite 740 Oakland, CA 94612.

RECITALS

A. Town and Consultant entered into a Consulting Agreement on April 17, 2022, ("Agreement"), a copy of which is attached hereto and incorporated by reference as Exhibit A to this Amendment.

B. Town desires to amend the Agreement to complete additional analysis as defined in Exhibit B to this Amendment.

AMENDMENT

1. Section 2.1 Scope of Services is amended to read as follows:

   Consultant shall provide services as described in that certain Proposal sent to the Town on April 12, 2024, which is hereby incorporated by reference and attached as Exhibit B.

2. Section 2.6 Compensation is amended to read as follows:

   Additional compensation for Consultant's professional services shall be increased by $6,142 for a total agreement amount **not to exceed $166,647** inclusive of all costs. Payment shall be based upon Town approval of each task based on Exhibit B.

3. Section 3.1 Minimum Scope of Insurance is amended to read as follows:

   Service Provider agrees to have and maintain, for the duration of the contract, General Liability Insurance policies insuring him/her and his/her firm to an amount not less than two million dollars ($2,000,000) combined single limit per occurrence for bodily injury, personal injury and property damage.

4. Section 4.6 Notices is amended to change the Consultant address as follows:

   DKS Associates
   1050 SW 6th Ave, Suite 600
   Portland, OR 97204

5. All other items and conditions of the Agreement remain in full force and effect.

IN WITNESS WHEREOF, the Town and Consultant have executed this Amendment.

Town of Los Gatos:

DocuSigned by:
Laurel Prevetti 5/3/2024
853FEEA2EB39470...

Laurel Prevetti, Town Manager

Approved as to Consent:

DocuSigned by:
Carl Springer 4/17/2024
BE072BAA4494498...

Carl Springer, Principal DKS

Department Approval:

DocuSigned by:
Nicolle Burnham 4/17/2024
0E97831349644C3...

Nicolle Burnham
Director of Parks and Public Works

Approved as to Form:

DocuSigned by:
Gabrielle Whelan 4/30/2024
EFD0738A5534428...

Gabrielle Whelan, Town Attorney

Attest:

DocuSigned by:
Wendy Wood 5/3/2024
BF6EBCBE2C214F8...

Wendy Wood, CMC, Town Clerk

DKS 1970 BROADWAY, SUITE 740, OAKLAND, CA 94612 • 510.763.2061 • DKSASSOCIATES.COM

MEMORANDUM

DATE: April 11, 2024

TO: Nicolle Burnham| Town of Los Gatos

FROM: Erin Vaca | DKS Associates

SUBJECT: Scope and Budget Amendment for Los Gatos TIF Update Project #22046-000

INTRODUCTION

This memorandum summarizes the proposed scope and budget amendment to complete the update of the Los Gatos Transportation Impact Fee (TIF). DKS previously submitted a nexus study which was accepted by Town staff and adopted by the Town Council in January 2024. Subsequently, additional direction was received from the Town Council to significantly rework the analysis using a different methodology.

The proposed scope and budget necessary to respond to the Council's direction are detailed in the following sections. The task numbers listed below correspond to the existing budget structure.

SCOPE OF WORK

TASK 1 – PROJECT MANAGEMENT

This proposal includes up to two hours for the DKS project manager to meet with Town staff in addition to one Town Council meeting. DKS will review the staff report and assist with presentation materials for the Town Council meeting if required.

Deliverables: Preparation and attendance at one Council meeting, meeting materials

TASK 3 TRANSPORTATION IMPROVEMENTS PROJECT LIST

DKS will also work with staff to review the supplemental funding amounts available for each project. DKS will also escalate project costs to 2024 dollars using the Engineering News Record Construction Cost Index for the San Francisco Bay Area.

DKS will conduct a fair share traffic analysis of the SR-17 project. The fair share traffic analysis will apply the Santa Clara VTA travel demand model to calculate the future (year 2040) proportion of over-capacity traffic on SR-17 that is associated with growth in Los Gatos. The resulting fair share cost allocation factor will be applied to the full project cost.

Deliverables: Updated project list (Excel format), fair share traffic calculation summary (Excel format)

TASK 4 FEE REVENUE ESTIMATION

The DKS team will prepare two new versions of the fee calculations:

Option 1 will apply a growth fair share percentage to total allocated project costs.

Option 2 will apply a growth fair share percentage to all allocated project costs except for the SR-17 project. The SR-17 project costs will be allocated to the fee calculation in proportion to the share of over-capacity traffic associated with growth in Los Gatos.

This task will also include a workshop session to brainstorm alternative methods for assessing the "fair share" percentage. This subtask assumes a two-hour, virtual meeting to be attended by the DKS project manager, the Urban Economics project manager, and one additional senior DKS staff. Recommendations resulting from the workshop will be documented in a brief technical memorandum. Any significant additional work stemming from the workshop recommendations will be delivered under a separate contract amendment.

Deliverables: "Fair Share" Workshop and Technical Memorandum; Fee calculation workbooks (Excel format).

TASK 6 DRAFT AND FINAL NEXUS REPORTS

DKS will confirm the recommended option for fee calculation with Town staff. The nexus report will be updated to reflect the recommended approach. DKS will respond to a single set of comments on the administrative draft (to Town staff) and the public draft (to Town Council) to prepare a final nexus report.

Deliverables: administrative draft, draft, and final nexus reports.

BUDGET

The proposed budget for the additional scope is $18,440 as summarized in the attached table.

SCHEDULE

DKS will complete the analysis and public draft nexus report within six weeks of notice to proceed.

DKS Associates

A Corporation

Carl Springer

Carl Springer, PE, PTP

Principal

Erin Vaca

Erin Vaca, TE, AICP

Project Manager

Approved by:

(Client Name)

By:

Title Date

TABLE 1: BUDGET ESTIMATE

ADDITIONAL BUDGET BY TASK

Task	DKS Staff Hours					Labor Cost	Direct Costs	Total Cost
	PIC	PM	Sr. Engineer	Senior Advisor	Admin			
	$ 272	$ 251.92	$ 290	$ 315	$ 101			
Task 1 Project Management and Stakeholder Engagement	1	8	0	0	1	$ 2,389	$ 50	$ 2,439
Task 3 Transportation Improvements Project List	0	6	16	0	0	$ 6,152	$ -	$ 6,152
Task 4 Fee Revenue Estimation	2	14	0	2	0	$ 4,701	$ 900	$ 5,601
Task 5 Nexus Study	0	0	0	0	0	$ -	$ -	$ -
Task 6 Draft and Final Nexus Reports	1	14	0	0	0	$ 3,799	$ 450	$ 4,249
Total Hours	**4**	**42**	**16**	**2**	**1**			
Cost	**$ 1,089**	**$ 10,581**	**$ 4,640**	**$ 630**	**$ 101**	**$ 17,040**	**$ 1,400**	**$ 18,440**

citrix | RightSignature

SIGNATURE CERTIFICATE

REFERENCE NUMBER
D3B1A7AF-BB94-4361-AE16-151153BEB42B

TRANSACTION DETAILS	DOCUMENT DETAILS
Reference Number D3B1A7AF-BB94-4361-AE16-151153BEB42B	**Document Name** Scope and Budget Amendment Proposal v2
Transaction Type Signature Request	**Filename** Scope_and_Budget_Amendment_Proposal_v2.pdf
Sent At 04/15/2024 16:26 EDT	**Pages** 4 pages
Executed At 04/15/2024 16:39 EDT	**Content Type** application/pdf
Identity Method email	**File Size** 1.05 MB
Distribution Method email	**Original Checksum** 46913fcc1f4a59daf6e1b54e571bab197f9f11d019e919469ae91265da53f510
Signed Checksum a96e84815a7fb7bf09a0e2d1bc755927f583a817719327082fd863dfe3250046	
Signer Sequencing Disabled	
Document Passcode Disabled	

SIGNERS

SIGNER	E-SIGNATURE	EVENTS
Name Erin Vaca	**Status** signed	**Viewed At** 04/15/2024 16:39 EDT
Email erin.vaca@dksassociates.com	**Multi-factor Digital Fingerprint Checksum** c5dbfc1b4c89464b17d5d7603d2a421225d90ecc823f7f387d052ac41d3e66bb	**Identity Authenticated At** 04/15/2024 16:39 EDT
Components 1	**IP Address** 75.54.231.47	**Signed At** 04/15/2024 16:39 EDT
	Device Chrome via Windows	
	Typed Signature Erin Vaca	
	Signature Reference ID 92B2FA1A	
Name Carl Springer	**Status** signed	**Viewed At** 04/15/2024 16:28 EDT
Email carl.springer@dksassociates.com	**Multi-factor Digital Fingerprint Checksum** 4c579aea16bbd51e8ff9d6d06dd6578c389c0155adc7799d687479a2feb84587	**Identity Authenticated At** 04/15/2024 16:29 EDT
Components 1	**IP Address** 206.198.132.30	**Signed At** 04/15/2024 16:29 EDT
	Device Chrome via Mac	
	Typed Signature Carl Springer	
	Signature Reference ID 2E67F51B	

AUDITS

TIMESTAMP	AUDIT
04/15/2024 16:26 EDT	Elizabeth Aguilar (elizabeth.aguilar@dksassociates.com) created document 'Scope_and_Budget_Amendment_Proposal_v2.pdf' on Chrome via Windows from 73.12.137.5.
04/15/2024 16:26 EDT	Erin Vaca (erin.vaca@dksassociates.com) was emailed a link to sign.
04/15/2024 16:26 EDT	Carl Springer (carl.springer@dksassociates.com) was emailed a link to sign.
04/15/2024 16:28 EDT	Carl Springer (carl.springer@dksassociates.com) viewed the document on Chrome via Mac from 206.198.132.30.
04/15/2024 16:29 EDT	Carl Springer (carl.springer@dksassociates.com) authenticated via email on Chrome via Mac from 206.198.132.30.
04/15/2024 16:29 EDT	Carl Springer (carl.springer@dksassociates.com) signed the document on Chrome via Mac from 206.198.132.30.

TIMESTAMP	AUDIT
04/15/2024 16:39 EDT	Erin Vaca (erin.vaca@dksassociates.com) viewed the document on Chrome via Windows from 75.54.231.47.
04/15/2024 16:39 EDT	Erin Vaca (erin.vaca@dksassociates.com) authenticated via email on Chrome via Windows from 75.54.231.47.
04/15/2024 16:39 EDT	Erin Vaca (erin.vaca@dksassociates.com) signed the document on Chrome via Windows from 75.54.231.47.

AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT is dated for identification this 1st day March 2022, and is made by and between TOWN OF LOS GATOS, a California municipal corporation, ("Town") and DKS Associates ("Consultant"), whose address is 1970 Broadway, Suite 740 | Oakland, CA 94612. This Agreement is made with reference to the following facts.

I. RECITALS

1.1 The Town desires to engage Consultant to provide services to prepare a Transportation Impact Fee Study to develop a Transportation Impact Fee Program.

1.2 The Consultant represents and affirms that it is willing to perform the desired work pursuant to this Agreement.

1.3 Consultant warrants it possesses the distinct professional skills, qualifications, experience, and resources necessary to timely perform the services described in this Agreement. Consultant acknowledges Town has relied upon these warranties to retain Consultant.

II. AGREEMENTS

2.1 Scope of Services. Consultant shall provide services as described in that certain proposal sent to the Town on March 1, 2022, which is hereby incorporated by reference and attached as Exhibit A.

2.2 Term and Time of Performance. This contract will remain in effect upon execution to February 28, 2025. Consultant shall perform the services described in this agreement as described in Exhibit A.

2.3 Compliance with Laws. The Consultant shall comply with all applicable laws, codes, ordinances, and regulations of governing federal, state and local laws. Consultant represents and warrants to Town that it has all licenses, permits, qualifications and approvals of whatsoever nature which are legally required for Consultant to practice its profession. Consultant shall maintain a Town of Los Gatos business license pursuant to Chapter 14 of the Code of the Town of Los Gatos.

2.4 Sole Responsibility. Consultant shall be responsible for employing or engaging all persons necessary to perform the services under this Agreement.

2.5 Information/Report Handling. All documents furnished to Consultant by the Town and all reports and supportive data prepared by the Consultant under this Agreement are the Town's property and shall be delivered to the Town upon the completion of Consultant's services or at the Town's written request. All reports, information, data, and exhibits prepared or assembled by Consultant in connection with the performance of its services pursuant to this Agreement are confidential until released by the Town to the public, and

the Consultant shall not make any of the these documents or information available to any individual or organization not employed by the Consultant or the Town without the written consent of the Town before such release. The Town acknowledges that the reports to be prepared by the Consultant pursuant to this Agreement are for the purpose of evaluating a defined project, and Town's use of the information contained in the reports prepared by the Consultant in connection with other projects shall be solely at Town's risk, unless Consultant expressly consents to such use in writing. Town further agrees that it will not appropriate any methodology or technique of Consultant which is and has been confirmed in writing by Consultant to be a trade secret of Consultant.

2.6 Compensation. Compensation for Consultant's professional services **shall not exceed $160,505**, inclusive of all costs. Payment shall be based upon Town approval of each task.

2.7 Billing. Billing shall be monthly by invoice within thirty (30) days of the rendering of the service and shall be accompanied by a detailed explanation of the work performed by whom at what rate and on what date. Also, plans, specifications, documents or other pertinent materials shall be submitted for Town review, even if only in partial or draft form.

Payment shall be net thirty (30) days. All invoices and statements to the Town shall be addressed as follows:

Invoices:
Town of Los Gatos
Attn: Accounts Payable
P.O. Box 655
Los Gatos, CA 95031-0655

2.8 Availability of Records. Consultant shall maintain the records supporting this billing for not less than three years following completion of the work under this Agreement. Consultant shall make these records available to authorized personnel of the Town at the Consultant's offices during business hours upon written request of the Town.

2.9 Assignability and Subcontracting. The services to be performed under this Agreement are unique and personal to the Consultant. No portion of these services shall be assigned or subcontracted without the written consent of the Town.

2.10 Independent Contractor. It is understood that the Consultant, in the performance of the work and services agreed to be performed, shall act as and be an independent contractor and not an agent or employee of the Town. As an independent contractor he/she shall not obtain any rights to retirement benefits or other benefits which accrue to Town employee(s). With prior written consent, the Consultant may perform some obligations under this Agreement by subcontracting, but may not delegate ultimate responsibility for performance or assign or transfer interests under this Agreement. Consultant agrees to testify in any litigation brought regarding the subject of the work to be performed under this Agreement. Consultant shall be compensated for its costs and expenses in preparing

for, traveling to, and testifying in such matters at its then current hourly rates of compensation, unless such litigation is brought by Consultant or is based on allegations of Consultant's negligent performance or wrongdoing.

2.11 Conflict of Interest. Consultant understands that its professional responsibilities are solely to the Town. The Consultant has and shall not obtain any holding or interest within the Town of Los Gatos. Consultant has no business holdings or agreements with any individual member of the Staff or management of the Town or its representatives nor shall it enter into any such holdings or agreements. In addition, Consultant warrants that it does not presently and shall not acquire any direct or indirect interest adverse to those of the Town in the subject of this Agreement, and it shall immediately disassociate itself from such an interest, should it discover it has done so and shall, at the Town's sole discretion, divest itself of such interest. Consultant shall not knowingly and shall take reasonable steps to ensure that it does not employ a person having such an interest in this performance of this Agreement. If after employment of a person, Consultant discovers it has employed a person with a direct or indirect interest that would conflict with its performance of this Agreement, Consultant shall promptly notify Town of this employment relationship, and shall, at the Town's sole discretion, sever any such employment relationship.

2.12 Equal Employment Opportunity. Consultant warrants that it is an equal opportunity employer and shall comply with applicable regulations governing equal employment opportunity. Neither Consultant nor its subcontractors do and neither shall discriminate against persons employed or seeking employment with them on the basis of age, sex, color, race, marital status, sexual orientation, ancestry, physical or mental disability, national origin, religion, or medical condition, unless based upon a bona fide occupational qualification pursuant to the California Fair Employment & Housing Act.

III. INSURANCE AND INDEMNIFICATION

3.1 Minimum Scope of Insurance:

i. Consultant agrees to have and maintain, for the duration of the contract, General Liability insurance policies insuring him/her and his/her firm to an amount not less than: one million dollars ($1,000,000) combined single limit per occurrence for bodily injury, personal injury and property damage.

ii. Consultant agrees to have and maintain for the duration of the contract, an Automobile Liability insurance policy ensuring him/her and his/her staff to an amount not less than one million dollars ($1,000,000) combined single limit per accident for bodily injury and property damage.

iii. Consultant shall provide to the Town all certificates of insurance, with original endorsements effecting coverage. Consultant agrees that all

certificates and endorsements are to be received and approved by the Town before work commences.

iv. Consultant agrees to have and maintain, for the duration of the contract, professional liability insurance in amounts not less than $1,000,000 which is sufficient to insure Consultant for professional errors or omissions in the performance of the particular scope of work under this agreement.

General Liability:

i. The Town, its officers, officials, employees and volunteers are to be covered as insured as respects: liability arising out of activities performed by or on behalf of the Consultant; products and completed operations of Consultant, premises owned or used by the Consultant. This requirement does not apply to the professional liability insurance required for professional errors and omissions.

ii. The Consultant's insurance coverage shall be primary insurance as respects the Town, its officers, officials, employees and volunteers. Any insurance or self-insurances maintained by the Town, its officers, officials, employees or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the Town, its officers, officials, employees or volunteers.

iv. The Consultant's insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability.

3.2 All Coverages. Each insurance policy required in this item shall be endorsed to state that coverage shall not be suspended, voided, cancelled, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Town. Current certification of such insurance shall be kept on file at all times during the term of this agreement with the Town Clerk.

3.3 Workers' Compensation. In addition to these policies, Consultant shall have and maintain Workers' Compensation insurance as required by California law and shall provide evidence of such policy to the Town before beginning services under this Agreement. Further, Consultant shall ensure that all subcontractors employed by Consultant provide the required Workers' Compensation insurance for their respective employees.

3.4 Indemnification. The Consultant shall save, keep, hold harmless and indemnify the Town its officers, agent, employees and volunteers from all damages, liabilities, penalties, costs, or expenses in law or equity that may at any time arise out of or be set up because of damages to property or personal injury received by reason of, or in the course of performing work which may be occasioned by a willful or negligent act or omissions of the Consultant, or any of the Consultant's officers, employees, or agents or any subconsultant.

IV. GENERAL TERMS

4.1 Waiver. No failure on the part of either party to exercise any right or remedy hereunder shall operate as a waiver of any other right or remedy that party may have hereunder, nor does waiver of a breach or default under this Agreement constitute a continuing waiver of a subsequent breach of the same or any other provision of this Agreement.

4.2 Governing Law. This Agreement, regardless of where executed, shall be governed by and construed to the laws of the State of California. Venue for any action regarding this Agreement shall be in the Superior Court of the County of Santa Clara.

4.3 Termination of Agreement. The Town and the Consultant shall have the right to terminate this agreement with or without cause by giving not less than fifteen days (15) written notice of termination. In the event of termination, the Consultant shall deliver to the Town all plans, files, documents, reports, performed to date by the Consultant. In the event of such termination, Town shall pay Consultant an amount that bears the same ratio to the maximum contract price as the work delivered to the Town bears to completed services contemplated under this Agreement, unless such termination is made for cause, in which event, compensation, if any, shall be adjusted in light of the particular facts and circumstances involved in such termination.

4.4 Amendment. No modification, waiver, mutual termination, or amendment of this Agreement is effective unless made in writing and signed by the Town and the Consultant.

4.5 Disputes. In any dispute over any aspect of this Agreement, the prevailing party shall be entitled to reasonable attorney's fees, including costs of appeal.

4.6 Notices. Any notice required to be given shall be deemed to be duly and properly given if mailed postage prepaid, and addressed to:

Town of Los Gatos
Attn: Town Clerk
110 E. Main Street
Los Gatos, CA 95030

DKS Associates
720 SW Washington St Suite #500
Portland, OR 97205

or personally delivered to Consultant to such address or such other address as Consultant designates in writing to Town.

4.7 Order of Precedence. In the event of any conflict, contradiction, or ambiguity between the terms and conditions of this Agreement in respect of the Products or Services and any attachments to this Agreement, then the terms and conditions of this Agreement shall prevail over attachments or other writings.

4.8 Entire Agreement. This Agreement, including all Exhibits, constitutes the complete and exclusive statement of the Agreement between the Town and Consultant. No terms, conditions, understandings or agreements purporting to modify or vary this Agreement, unless hereafter made in writing and signed by the party to be bound, shall be binding on either party.

IN WITNESS WHEREOF, the Town and Consultant have executed this Agreement.

Town of Los Gatos by:

DocuSigned by:
Laurel Prevetti 4/17/2022
853FEEA2EB39470...
Laurel Prevetti, Town Manager

DKS Associates

Recommended by:

DocuSigned by:
Timm Borden 4/11/2022
9AC05166650A487...
Timm Borden
Interim Director Parks and Public Works

DocuSigned by:
Carl Springer 4/11/2022
BE072BAA4494498...
Carl Springer, Principal

Approved as to Form:

DocuSigned by:
Robert W. Schultz 4/16/2022
2FE0338555B744C...
Robert Schultz, Interim Town Attorney

Attest:

DocuSigned by:
Shelley Neis 4/18/2022
B9666F65B1E34E6...
Shelley Neis, MMC, CPMC, Town Clerk

Scope of Work - Los Gatos Transportation Impact Fee Study

Task 1 - Project Management and Stakeholder Engagement

Project management will be an ongoing task throughout the length of this project. The DKS team will deliver the project within a one year schedule. A refined project schedule will be submitted within two weeks of our initial project team kickoff meeting.

Full team meetings will take place once per month via remote teleconference. Additional check-ins between the City's project manager and the DKS project manager will be scheduled on a biweekly basis. DKS will prepare materials for and attend three major public meetings to include:

- Stakeholder and community group meeting
- Town Planning Commission
- Town Council

DKS will work with the City's public works and planning departments to develop a stakeholder's email list to provide regular updates about the TIF project and inform them of opportunities to provide public comment. We understand that key stakeholders include the Town Council members.

Deliverables

- Refined project schedule
- Monthly project team meeting materials and meeting minutes for duration of project
- Monthly invoices and progress reports
- Presentation materials and attendance at three public meetings

Task 2 Recommend Alternative Fee Program Methodology

The DKS team will further research relevant planning documents, as well as the experience of jurisdictions that have implemented VMT mitigation fees. Planning documents will include the Bicycle and Pedestrian Plan, the existing fee program nexus study, the Transportation Analysis Guidelines, and the General Plan update and DEIR. We will also take into account the nature of the comprehensive project list developed under Task 3. Preliminary analysis will be undertaken as necessary to quantify the pros and cons of up to three alternative fee program structures.

These approaches may include but are not limited to:

1) Separate LOS-based and VMT-based fee programs
2) Combined fee program incorporating both LOS and VMT components
3) Asset-based approach with or without VMT mitigation credit

Following discussion with Town staff, our recommendations will be summarized in a draft and final technical memorandum. The recommendations will be discussed during a project team meeting and finalized thereafter.

Deliverables

- Draft technical memorandum on alternatives and recommended approach
- Final technical memorandum

Task 3 Transportation Improvements Project List

DKS will compile a transportation improvements project list to be funded through the updated fee program. The new project list will carry over sufficient projects from the existing TIF list to account for the current balance in the TIF fund.

Projects will be prioritized consistent with the source planning documents and the availability of supplementary funding sources such as Santa Clara County Measure B to develop a Capital Improvement Program (CIP). Planning documents consulted will include the mobility element of the Draft 2040 General Plan and DEIR, Town's Bicycle and Pedestrian Master Plan, and the Measure B project list.

Existing planning level cost estimates will be utilized as much as possible. Existing cost estimates will be updated to a 2022 baseline using an appropriate construction cost index. If an asset-based approach is selected (see Task 2), a cost estimate of the Town's existing transportation infrastructure will also be prepared under this task. Key unit costs will be reviewed with the Town's Public Works staff prior to finalizing the cost estimates.

Deliverables

- Technical memorandum documenting the benefit zones, comprehensive project list (full universe of potential projects from all sources), criteria used for project selection and selected projects. This memorandum will also address the timing of projects and propose five, ten and ten year + CIP categories.
- Project geodatabase (ESRI format) plus PDF maps of potential projects
- Project cost estimates in spreadsheet (Excel) and PDF format

Task 4 Fee Revenue Estimation

DKS will calculate the TIF revenue expected to be generated by the fee program under the recommended approach. The projected amount of TIF revenue expected to be collected will be tied to the amount of growth planned in the General Plan 2040 and the approach selected under Task 2.

DKS will work with City staff to ensure that the growth quantities from the 2040 General Plan are adjusted to reflect any projects that have already been approved under the existing fee program.

Deliverables

- Draft technical memorandum on revenue forecasts
- Final technical memorandum on revenue forecasts

Task 5 Nexus Study

Work performed under this task will meet the requirements of the Mitigation Fee Act and demonstrate: the purpose of the fee, the use to which the fee is to be put, a reasonable relationship between the fee's use and the type of development projects on which the fee is imposed; and a reasonable relationship between the need for the public facility and the type of development project on which the fee is imposed.

The calculation of the maximum justifiable fee rate per basic land use quantity includes the nexus approach, the amount of expected growth by land use type, the cost allocation approach, and the project list. The relative burden among different land use types can be calculated with a demand variable such as person trips, vehicle trips, or average daily VMT per land use unit.

An assessment of TIF rates among comparable jurisdictions will provide important context for policy decisions about the fee schedule that is ultimately adopted.

Deliverables

- Draft technical memorandum
- Final technical memorandum

Task 6 Draft and Final Nexus Study Reports

Work conducted under Tasks 2-5 will be documented in the draft and final nexus study reports. We have budgeted for two public meetings under Task 1 to present the draft nexus study and for adoption of the final nexus study.

An administrative draft of the nexus study report will be prepared for Town staff review. A revised draft version will be prepared for review by elected officials. Following presentation of the revised draft, a final draft will be prepared that incorporates any input received from elected officials, as directed by Town staff.

Deliverables

- Administrative draft Nexus Study Report for Town staff review
- Draft Nexus Study Report for Town Council or Commission review
- Final Nexus Study Report

Task 7: Additional Services

A portion of the budget will be reserved for additional services or analyses to be identified if needed.

	DKS												Urban Economics				Active Wayze					
	Principal-in-Charge Carl Springer	Project Manager Erin Vaca	Quality Control Manager Jim Damkowitch	Stakholder Engagement Lead Kendall Flint	Engineer/Planner V David Tokarski	Engineer/Planner III Aditi Meshram	Engineer/Planner II	Visual Communications Danella Whitt	Project Administrator Liz Aguilar	Total Hours by Task	DKS Labor Cost by Task	DKS Other Direct Costs (ODC)	Principal Robert Spencer	Total Sub 1 Hours by Task	Sub 1 Labor Cost by Task	Sub 1 Other Direct Costs (ODC)	Project Manager Admas Z	Project Engineer	Total Active Wayze Hours by Task	Active Wayze Labor Cost by Task	Active Wayze Other Direct Costs (ODC)	Total Cost by Task
Actual Hourly Rate	$ 80.80	$ 67.20	$ 92.30	$ 83.00	$ 62.00	$ 48.10	$ 41.34	$ 40.90	$ 30.00				$ 75.00				$ 75.00	$ 48.00				
Annualized Direct Salary Rate	$ 81.28	$ 67.60	$ 92.85	$ 83.50	$ 62.37	$ 48.39	$ 41.59	$ 41.15	$ 30.18				$ 75.45				$ 75.53	$ 48.34				
Loaded Rate	$ 256.51	$ 213.34	$ 293.02	$ 263.50	$ 196.83	$ 152.70	$ 131.24	$ 129.84	$ 95.24				$ 225.32				$ 194.43	$ 124.44				
Task Description																						
Task 1 Project Management and Stakeholder En	9	84	32	12	0	12	0	4	18	171	$ 36,834	$ 150		18	$ 4,056	$ 150			8	$ 1,555	$ -	$ 42,745
1.1 - Project Management and Administration	1	36							18	55	$ 9,651			0	$ -				0	$ -		$ 9,651
1.2 - Project Team Meetings		36	12							48	$ 11,196		12	12	$ 2,704		8		8	$1,555.48		$ 15,456
1.3 - Stakeholder Engagement and Public Meetings (3)		12	4	12		12		4		44	$ 9,246	$ 150	6	6	$ 1,352	$ 150	0		0	$ -		$ 10,898
1.4 - Quality Control Management and Review	8		16							24	$ 6,740			0	$ -				0	$ -		$ 6,740
Task 2 Fee Program Approach and Scope	4	24	4	4	0	32	0	0	0	68	$ 13,259	$ -		24	$ 5,408	$ -			##	$ -	$ -	$ 18,666
2.1 Background Research and Data Gathering		16				24				40	$ 7,078			0	$ -				0	$ -		$ 7,078
2.2 Internal Meetings & Discussion	4	8	4			8				24	$ 5,126		8	8	$ 1,803				0	$ -		$ 6,929
2.3 Draft Technical Memorandum and Recommendations				4						4	$ 1,054		12	12	$ 2,704				0	$ -		$ 3,758
2.4 Final Technical Memorandum and Recommendations										0	$ -		4	4	$ 901				0	$ -		$ 901
Task 3 Transportation Improvements by Project	1	16	6	0	10	32	56	0	0	83	$ 13,650	$ -		14	$ 3,155	$ -			78	$ 12,086	$ 150	$ 29,040
3.1 Review Planning Documents and Compile Project List		4				4	20			28	$ 4,089		2	2	$ 451		8	12	20	$ 3,049		$ 7,588
3.2 TIF Project Cost Estimates		4			2	2	4			12	$ 2,077		2	2	$ 451		20	32	52	$ 7,871	$ 150	$ 10,549
3.3 Develop CIP List and Project Timing		4	2			16	16						4	4	$ 901		4	8				$ 901
3.4 Prepare Project GeoDatabase and Technical Mem	1	4	4		8	10	16			43	$ 7,483		4	4	$ 901		6		6	$ 1,167		$ 9,551
Task 4 Fee Revenue Estimation	1	22	2	0	0	16	8	0	0	49	$ 9,029	$ -		12	$ 2,704	$ -			0	$ -	$ -	$ 11,733
4.1 Confirm amount of growth subject to fee		8					8			16	$ 2,757			0	$ -				0	$ -		$ 2,757
4.2 Fee Estimation Calculation and Draft Memo		6	2			8				16	$ 3,088		8	8	$ 1,803				0	$ -		$ 4,890
4.3 Final memo on revenue estimation	1	8				8				17	$ 3,185		4	4	$ 901				0	$ -		$ 4,086
Task 5 Nexus Study	1	32	32	4	0	20	0	0	0	89	$ 20,568	$ -		24	$ 5,408	$ -			0	$ -	$ -	$ 25,976
5.1 Demonstrate AB 1600 Requirements		8	8							16	$ 4,051		8	8	$ 1,803				0	$ -		$ 5,853
5.2 Prepare Fee Schedule		8	8							16	$ 4,051		8	8	$ 1,803				0	$ -		$ 5,853
5.3 Draft Technical Memorandum		8	8	4		12				32	$ 6,937		4	4	$ 901				0	$ -		$ 7,839
5.4 Final Technical Memorandum	1	8	8			8				25	$ 5,529		4	4	$ 901				0	$ -		$ 6,430
Task 6 Draft and Final Nexus Reports	1	24	10	0	4	12	24	12	0	87	$ 15,634	$ -		6	$ 1,352	$ -			4	$ 638	$ -	$ 17,624
6.1 Compile administrative draft nexus study report		8	4		4	8	16	8		48	$ 8,026			0	$ -		2	2	4	$ 638		$ 8,664
6.2 Revised draft report		8	4			2	4	2		20	$ 3,969		4	4	$ 901				0	$ -		$ 4,870
6.3 Final report (after adoption)	1	8	2			2	4	2		19	$ 3,639		2	2	$ 451				0	$ -		$ 4,090
6.4										0	$ -			0	$ -				0	$ -		$ -
Total	DKS									547	$ 108,973	$ 150	Urban Economics	98	$ 22,082	$ 150	Active Wayze		90	$ 14,279	$ 150	$ 145,784
Optional Additional Services										50	$ 8,892	$ -		18	$ 4,056	$ -			12	$ 1,773	$ -	$ 14,721
7.1 Additional tasks TBD	2	8	4	4		12	12	8		50	$ 8,892		18	18	$ 4,056		4	8	12	$ 1,773		$ 14,721
Total with Optional Additional Services	DKS									597	$ 117,865	$ 150	Urban Economics	116	$ 26,137	$ 150	Active Wayze		12	$ 16,053	$ 150	$ 160,505

Summary by Firm

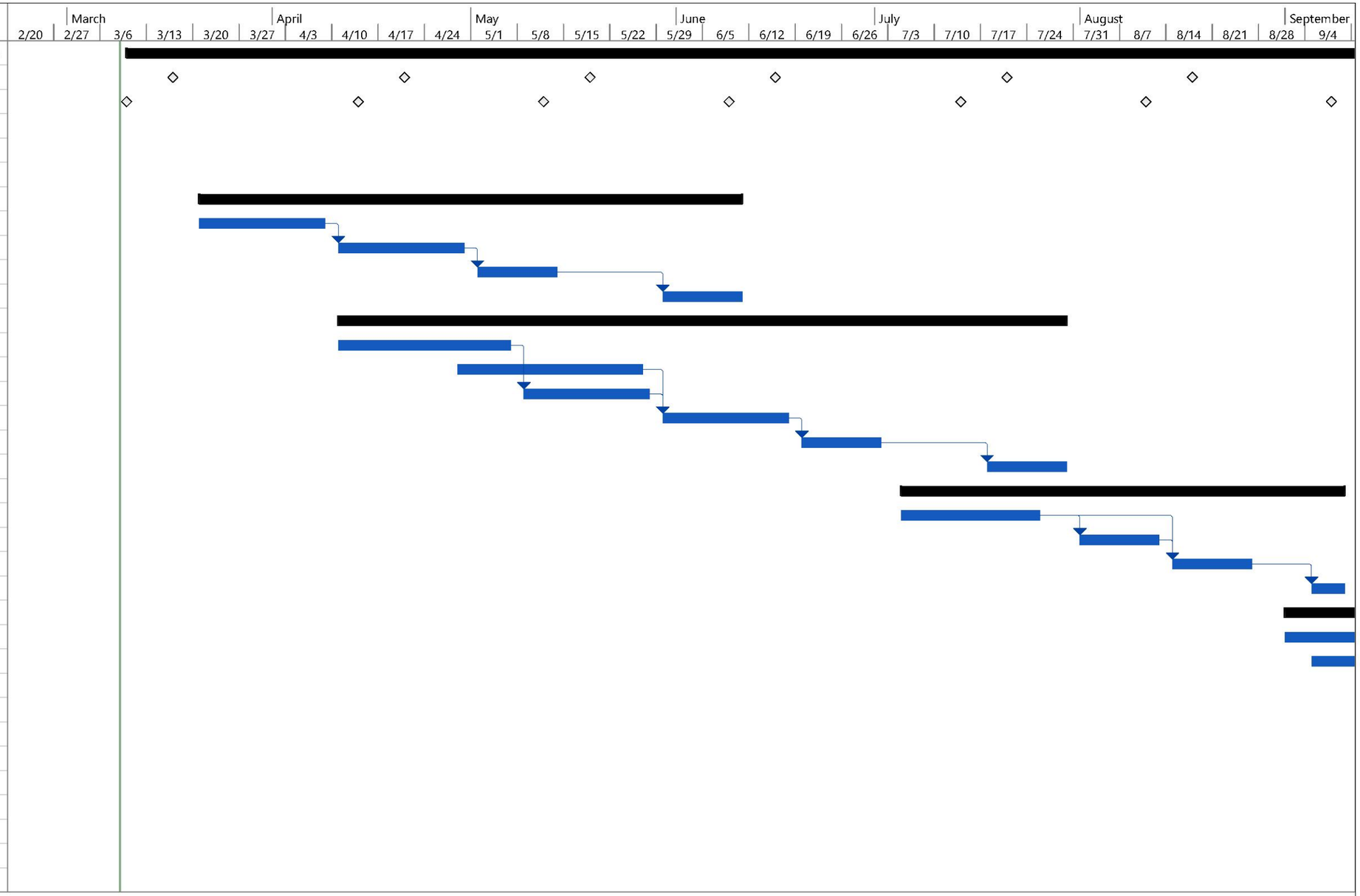
Firm	Original Budget	Revised*
DKS (Prime)	$ 113,833	$ 109,123
Urban Economics	$ 24,105	$ 22,232
Active Wayze	$ 23,735	$ 14,429
Total	**$ 161,674**	**$ 145,784**

* Not including Task 7, Additional Services

Rate Assumptions

Firm	DKS	Urban Economics	Active Wayze
Overhead Rate:	100.92%	171.49%	134.04%
Fringe Rate:	80.84%	0.00%	0.00%
Fee (Profit):	12.00%	10.00%	9.00%
Annual Escalation Rate:	3.00%	3.00%	3.50%
% of budget in Current Year (CY)	80.00%	80.00%	80.00%
% of budget in CY+1	20.00%	20.00%	20.00%
Annualization Factor	1.006	1.006	1.007

ID	Task Name
1	**1. Project Management and Stakeholder Engagement**
2	**Project Team Meetings**
16	**PM Meetings**
30	Stakeholder Public Meeting
31	Town Planning Commision Meeting
32	Town Council Meeting (for adoption)
33	**2. Fee Program Approach and Scope**
34	Review background studies and documents
35	Prepare recommendations
36	Draft Tech Memo #1
37	Final Tech Memo #1
38	**3. Transportation Improvements Project List**
39	Compile project list from planning docs
40	Update/prepare cost estimates
41	Prepare project geodatabase
42	Project recommendations and CIP development
43	Draft Tech Memo #2
44	FinalTech Memo #2
45	**4. Fee Revenue Estimation**
46	Confirm land use growth quantities
47	Prepare revenue forecasts
48	Draft Tech Memo #3
49	FinalTech Memo #3
50	**5. Nexus Study**
51	Research comparable jurisdiction fee rates
52	Draft nexus findings
53	Draft Tech Memo #4
54	FinalTech Memo #4
55	**6. Draft and Final Nexus Study Reports**
56	Prepare administrative draft study report
57	Staff review time
58	Prepare public draft study report
59	Town Council/Commission review time
60	Final Nexus Study Report
61	Town Council Meeting (for adoption)



Project: Los Gatos TIF Update
Date: Wed 3/9/22

Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone

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44	FinalTech Memo #2
45	**4. Fee Revenue Estimation**
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47	Prepare revenue forecasts
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49	FinalTech Memo #3
50	**5. Nexus Study**
51	Research comparable jurisdiction fee rates
52	Draft nexus findings
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54	FinalTech Memo #4
55	**6. Draft and Final Nexus Study Reports**
56	Prepare administrative draft study report
57	Staff review time
58	Prepare public draft study report
59	Town Council/Commission review time
60	Final Nexus Study Report
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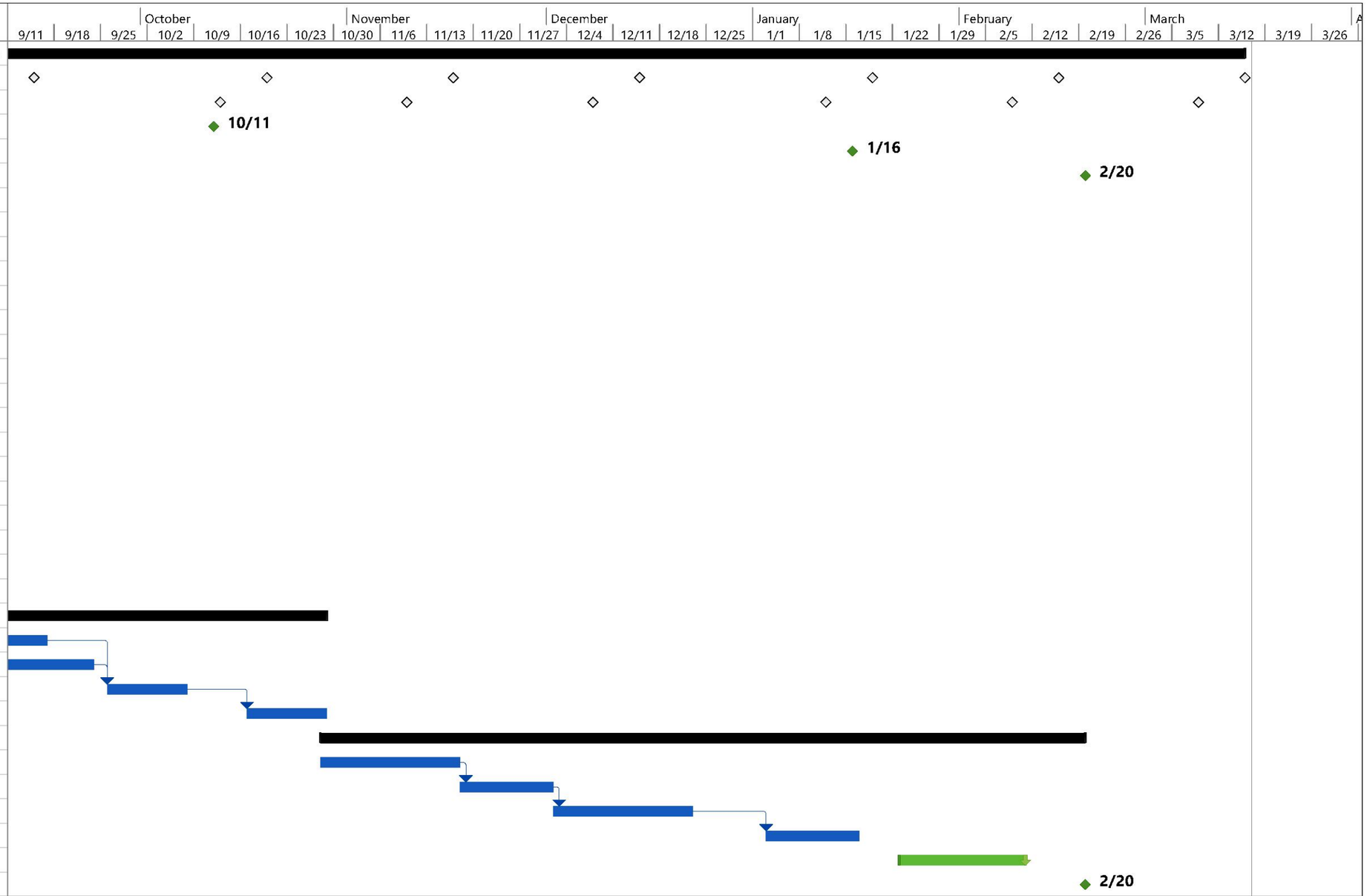

Project: Los Gatos TIF Update
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Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone

TOWN OF LOS GATOS TRANSPORTATION IMPACT FEE STUDY

JANUARY 2021

Los Gatos Theatre on Santa Cruz Avenue

DKS

SHAPING A SMARTER TRANSPORTATION EXPERIENCE™

Letter of Transmittal

January 21, 2022
TOWN OF LOS GATOS
DEPARTMENT OF PARKS AND PUBLIC WORKS
41 MILES AVENUE, LOS GATOS, CA 95030

DKS
8950 CAL CENTER DRIVE, SUITE 340
SACRAMENTO, CA 95826-3225

SUBJECT: RFP - TRANSPORTATION IMPACT FEE STUDY

Dear Ying Smith and Members of the Selection Committee,

We are excited to offer the Town of Los Gatos a uniquely qualified consultant team to update your 2014 transportation impact fee (TIF) program and incorporate vehicle miles traveled (VMT) reduction projects. The key benefits of our team include:

- **A fresh perspective:** The Los Gatos Capital Improvement Program (CIP) will likely include few, if any, capacity-increasing projects. This provides an opportunity to consider a variety of approaches to the fee program and nexus. Our team has a variety of experience from jurisdictions across the state and will collaborate with you to identify the best approach to meet the Town's objectives.
- Distinguished team members:
  - » **Urban Economics** has developed fee programs using a variety of approaches, including the asset-based approach which can accommodate the broadest potential list of projects. Robert Spencer of Urban Economics will serve as technical advisor for the establishment of the nexus and fee schedule development. His experience and familiarity with the California statutory and legal requirements of Government Code section 66000 (AB 1600) will pay immediate benefits to the project.
  - » **ActiveWayze** is a locally experienced civil engineering firm with a specialty in active transportation projects. Their participation will result in more accurate cost estimates, leading to greater confidence in the fee program and setting the Town up for success with project delivery.
- Finally, with the help of our in-house **stakeholder outreach specialist**, Kendall Flint, our team will ensure that stakeholder concerns inform the development of the fee program at every stage.

In summary, we have formed a team that can deliver the essential VMT and TIF expertise for your Nexus Study update, while maintaining compliance with the Mitigation Fee Act (AB 1600).

Erin Vaca will be the project manager for the project. Erin has recently managed numerous impact fee and VMT studies for jurisdictions including Dixon, South Francisco, Fairfield, Hercules, and Contra Costa County. Erin will work diligently to maintain open, consistent, and responsive communications with the team and the Town of Los Gatos to ensure that the study is delivered on time and within budget.

Jim Damkowitch will serve as the Senior Technical Advisor for the project. Jim recently managed fee updates for San Joaquin County and San Joaquin Council of Governments (SJCOG). In addition, he has managed the traffic fee program updates for El Dorado County (2016 and 2020 updates), the City of Goleta (2008, 2019), City of Chico (2018), City of Rancho Cordova (present – anticipated completion February 2021). Jim has also helped a number of jurisdictions respond to the requirements of SB 743.

As the Principal-in-Charge, I am authorized to negotiate and contractually bind the DKS Team for this project. Please contact me directly at 503.753.8991 or via e-mail at carl.springer@dksassociates.com for any technical and contractual questions you may have on this submittal.

Sincerely,

Carl Springer

Carl Springer, PE, PTP | Principal
Cell: 503.753.8991
Email: carl.springer@dksassociates.com

Erin Vaca

Erin Vaca, TE, AICP | Project Manager
Cell: 510.219.6226
Email: erin.vaca@dksassociates.com

7.1 QUALIFICATIONS AND EXPERIENCE

GENERAL FIRM DESCRIPTION

Founded in 1979, DKS provides specialized transportation planning, design, and engineering services to public agencies across the country. Firmwide, our staff includes 129 professionals with offices in Oakland, Sacramento, and Anaheim, CA; Portland (Headquarters) and Salem, OR; Seattle, WA; and Austin, TX.

DKS specializes in performance-based transportation planning/ engineering that blends traffic engineering, transportation planning, and traffic analysis at multiple scales of analysis. Our wide breadth of experience provides our clients with a unique blend of planning, operations and design expertise. DKS staff members have worked with many jurisdiction's staff, appointed commissions, city and county councils, and other groups to develop sound transportation solutions. The firm focuses on the continuous changes to the profession through its representation with professional societies, technical and academic committees.

QUALIFICATIONS FOR THIS TRANSPORTATION IMPACT FEE STUDY

We understand that the Town of Los Gatos wants to align its transportation impact fee with its overall general plan policies that seek to reduce VMT per capita. This step is the first action following the Town's recent update to its Transportation Impact Policy, and represents a shift from the traditional approach for Assembly Bill 1600 TIF programs, which is to implement capacity increasing projects. By taking this new approach, the Town will be able to more aggressively advance VMT reducing projects and strategies that may not only help mitigate the VMT impacts of new development but enhance the overall community's travel environment. Based on the Town's objectives, we believe that the successful consultant team will have expertise in AB 1600-compliant transportation impact mitigation fee services, be well-versed in analyzing VMT impacts and mitigation effectiveness, and have robust stakeholder outreach capabilities. The DKS team fits the bill on all these requirements.

DKS has a long history of providing AB 1600-compliant traffic impact mitigation fee services to public agencies throughout California. This includes both local agency fee programs, regional agency fee programs and facility-specific fee programs. DKS has ample project experience applying travel demand models to develop the requisite information for fee studies. We are also experts in VMT analysis, having assisted a number of jurisdictions in setting their VMT thresholds of significance and analysis procedures as well as conducting a number of individual project VMT analyses in various jurisdictions.

A selection of our team's California project experience similar to the scope and size of the Town of Los Gatos Transportation Impact Fee Study is shown below.

RELEVANT CALIFORNIA EXPERIENCE	Services Performed			
	Fee Study with Nexus Report	VMT Analysis & Mitigation	Stakeholder Outreach	Cost Estimation
City of Dixon Transportation Impact Fee Update *(DKS)*	●			●
Dixon SB 743 Implementation *(DKS)*		●		
City of South San Francisco Transportation Impact Fee Update *(DKS/Urban Economics)*	●			●
San Joaquin County, 2015 Traffic Impact Mitigation Free Program Update *(Jim Damkowitch/Urban Economics)*	●	●	●	
San Joaquin County, 2015 General Plan Update and EIR *(Jim Damkowitch)*			●	●
City of Santa Maria SB 743 Implementation *(DKS)*		●	●	
City of Fairfield SB 743 Implementation, Fairfield *(DKS)*		●	●	
Lompoc VMT Thresholds Study *(DKS)*		●	●	
El Dorado County 2020 Western Slope Capital Improvement Program & Traffic Impact Mitigation Free Update *(DKS/Urban Economics)*	●		●	
Sacramento County Transportation Development Fee Program Update *(DKS/Urban Economics)*	●		●	
Mono County GHG Inventory/SB 743 VMT Implementation *(DKS)*		●		
SACOG Inter-Jurisdictional Transportation Mitigation Fee Program *(DKS/Urban Economics)*	●			●
City of Oakland: Citywide Impact Fee Nexus and Implementation Study *(Urban Economics)*	●	●	●	
City of Long Beach: Transportation Impact Fee, CA *(Urban Economics)*	●			

We have included a selection of relevant projects and reference information of key clients with whom DKS has recently worked within the last seven years. We encourage you to contact our references for their insights into our work quality and level of client service.

CITY OF DIXON TRANSPORTATION IMPACT FEE UPDATE

Erin managed an update to the City of Dixon transportation impact fee. As part of this update, DKS compiled an updated project list from recently adopted planning documents including the city's General Plan, Bicycle and Pedestrian Plan, Rail and Traffic Safety Study, and Streets Master Plan. DKS also worked with the city's planning department to quantify the remaining expected development that had not been entitled and would be subject to the revised fee implement by the plan.

PROJECT DETAILS	
Dates:	2020–2021
Budget:	$107,705
Key Staff:	Erin Vaca (PM), Jim Damkowitch, Aditi Meshram
Reference:	Deborah Barr, City Engineer/Dir. of Utilities Ph: (707) 678-7031 x 5306 E: dbarr@cityofdixon.us

DIXON SB 743 IMPLEMENTATION

DKS prepared interim VMT baseline calculations and recommended thresholds of significance for the City of Dixon. As part of this project, DKS reviewed the two available modeling tools for VMT measurement which include the city's own trip-based travel demand model and the regional Solano Napa Activity Based Model. DKS is also reviewing and updating the city's transportation impact analysis guidelines as part of this project.

PROJECT DETAILS	
Dates:	Ongoing
Budget:	$67,365
Key Staff:	Erin Vaca (PM), Jim Damkowitch, Aditi Meshram
Reference:	Deborah Barr, City Engineer/Dir. of Utilities Ph: (707) 678-7031 x 5306 E: dbarr@cityofdixon.us

CITY OF SOUTH SAN FRANCISCO TRANSPORTATION IMPACT FEE UPDATE

DKS managed this project for the City of South San Francisco with Robert Spencer as part of the DKS team. As part of a comprehensive update of user and impact fees, DKS helped the City of South San Francisco develop a comprehensive transportation impact fee for new development. The City had identified many project needs through recent planning efforts and was experiencing high levels of development activity throughout the City. The new fee uses an existing facilities standard to justify its maximum rate per dwelling unit equivalent.

PROJECT DETAILS	
Dates:	2019 - 2020
Budget:	$64,498
Key Staff:	Erin Vaca (PM), Robert Spencer
Reference:	Matthew Ruble, PE, Principal Engineer City of South San Francisco, Engineering Div. Ph: (650) 829-6671 E: Matthew.ruble@ssf.net

SAN JOAQUIN COUNTY 2015 TRAFFIC IMPACT MITIGATION FREE PROGRAM UPDATE

Prior to joining DKS, Jim Damkowitch managed the development of a revised base year traffic model and forecasts and determination of the geographic structure of the Traffic Impact Mitigation Free (TIMF) Program update. He also managed the development of a cost allocation methodology that allocates future improvement costs by planning area and land use type. A final report was prepared in accordance with AB 1600, which documented the deficiency, nexus, and fair share analyses. Alternative funding sources that may be applicable to offset costs of required transportation improvements, as well as recommendations to better address facilities, ways to better reflect STAA-sized vehicle usage, and promote more transparency through an ongoing fee program website were also examined. This project entailed a public outreach effort, including two public workshops, development of a project website and newsletter circulation. The 2015 TIMF update was approved by the San Joaquin County Board of Supervisors August 2015.

PROJECT DETAILS	
Dates:	2014 -2015
Budget:	$146,111
Key Staff:	Jim Damkowitch (PM), Robert Spencer
Reference:	Jeffery Levers, Project Manager, San Joaquin County Public Works, 209.953.7631, jlevers@ sjgov.org

LOMPOC VMT THRESHOLDS STUDY

In coordination with the City, DKS established the modeling methodology, project screening criteria, VMT thresholds, and potential VMT mitigation measures pursuant to Senate Bill (SB) 743 and consistent with guidance provided by the Office of Planning and Research for the implementation of SB 743. The travel demand model maintained by the Santa Barbara County Association of Governments was used to develop the VMT Thresholds. Screening maps were developed to identify areas of the City that are "low" or "high" VMT areas for given types of land uses. This study also entailed the development a CEQA VMT Sketch Planning Tool to assist City staff in implementation/CEQA determinations.

PROJECT DETAILS	
Dates:	2020 - 2021
Budget:	$65,000
Key Staff:	Jim Damkowitch (PM), Erin Vaca
Reference:	Brian Halvorson, Planning Manager City of Lompoc Ph: 805) 875-8228 E: b_halvorson@ci.lompoc.ca.us

EL DORADO COUNTY 2020 WESTERN SLOPE CAPITAL IMPROVEMENT PROGRAM & TRAFFIC IMPACT MITIGATION FREE UPDATE

DKS led the 2020 Western Slope Capital Improvement Program and Traffic Impact Mitigation Fee Program Update. As part of this effort, DKS performed a peer review of the 2018 baseline travel demand model and 2040 travel forecasts. DKS peer reviewed all HCM and ADT Threshold operational analyses for determining existing/future deficiencies. Select link scripts for fair share cost allocation were also peer reviewed as well as the interchange needs analysis. Based on the Needs Analysis, the TIM Fee CIP list was updated and planning level cost estimates developed/refreshed. A preliminary fee schedule was developed for County management to review including several additional scenarios by consolidating fee zones to moderate fee increases across fee zones.

PROJECT DETAILS	
Dates:	2019 - 2020
Budget:	$300,000
Key Staff:	Jim Damkowitch (PM), Erin Vaca, David Tokarski, Robert Spencer, Kendall Flint
Reference:	Natalie K. Porter, P.E., T.E., Senior Traffic Engineer Community Development Services Department of Transportation Ph: 530.621.5442 E: natalie.porter@edcgov.us

CITY OF SANTA MARIA VMT THRESHOLDS STUDY

DKS applied the Santa Barbara Council of Governments (SBCAG) travel demand model to establish VMT baselines and thresholds of significance for the purposes of CEQA. Project objectives included deriving measurements of VMT per capita using the SBCAG model for residential and employment land uses, recommending thresholds of significance for CEQA analyses, and developing a sketch planning tool to screen proposed land development projects. As part of this project, DKS developed scripts in TransCAD to aid in calculation of VMT rates and performed approximately 80 model runs to provide data underlying a sketch planning tool.

PROJECT DETAILS	
Dates:	May - November 2020
Budget:	$72,000
Key Staff:	Jim Damkowitch (PM), Erin Vaca, Carl Springer (PIC)
Reference:	Ryan Hostetter Planning Manager, City of Santa Maria Ph: 805) 925-0951 x2369 E: rhostetter@cityofsantamaria.org

CITY OF FAIRFIELD SB 743 IMPLEMENTATION, FAIRFIELD

DKS reviewed the City's General Plan, transportation impact analysis guidelines, and travel demand model and recommended changes needed to implement SB 743. DKS worked with the City to validate a 2020 baseline scenario of the City's travel demand model and prepared VMT calculation scripts. DKS also implemented a procedure to estimate VMT that occurs outside the model boundaries due to internal-external travel. DKS also prepared baseline VMT calculations, developed recommended thresholds of significance, and recommended mitigation measures appropriate for Fairfield. DKS presented recommendations to the City's Planning Commission which were subsequently adopted by the City Council.

PROJECT DETAILS	
Dates:	2019
Budget:	$99,130
Key Staff:	Erin Vaca (PM), Jim Damkowitch, David Tokarski
Reference:	Garland Wong, PE, TE, City Traffic Engineer City of Fairfield, Public Works Ph: (707) 434-3800 E: gwong@fairfield.ca.gov

SACRAMENTO COUNTY TRANSPORTATION DEVELOPMENT FEE PROGRAM UPDATE

DKS conducted a comprehensive update of Sacramento County's Transportation Development Fee Program that had been used to fund both roadway, transit, bikeway, pedestrian, and ITS improvements. The program also accounts for the overlap of SCDTF with fees in special finance districts. DKS assisted the County in an extensive stakeholder and public outreach program that included the building industry, Regional Transit, bike and pedestrian advocates, and adjacent jurisdictions. DKS also conducted a comprehensive, multimodal needs analysis and a Nexus Study.

PROJECT DETAILS	
Dates:	2017 - 2019
Budget:	$658,000
Key Staff:	David Tokarski
Reference:	Ron Vicari, Principal Civil Engineer, 916.874.5164, vicarir@saccounty.net

SACOG INTER-JURISDICTIONAL TRANSPORTATION MITIGATION FEE PROGRAM

DKS provided technical analyses and documentation to develop and support a comprehensive Inter-Jurisdictional Transportation Mitigation Fee Program for the transportation improvements required in a study area that covers portions of Placer, Sutter and Sacramento counties. The program was designed to identify responsibility for $1.01 billion major transportation improvements associated with buildout of large development projects and other anticipate land use changes across all three counties. Our subconsultant, Urban Economics, reviewed all written products and advised on a range of technical issues affecting the fair share allocation of costs among jurisdictions, as well as integration with existing fee programs and alternative governance structures.

PROJECT DETAILS	
Dates:	2015 - 2016
Budget:	$170,000
Key Staff:	David Tokarski
Reference:	Dan Shoeman, Transportation Planning Division Chief, Sacramento County, 916.874.6291, shoemand@saccounty.net

7.2 ORGANIZATION AND APPROACH

DKS staff has extensive experience in transportation impact fees, travel demand models, and transportation impact mitigation. The organizational chart below shows our team members and roles. Key staff biographies are located on the following pages, and key staff resumes can be found in the resumes at the end of this proposal.

TEAM ORGANIZATIONAL CHART

TOWN OF LOS GATOS

DKS

PROJECT MANAGEMENT

Project Manager
Erin Vaca, TE, AICP

Principal-in-Charge
Carl Springer, PE,PTP

KEY STAFF

Jim Damkowitch
Senior Technical Advisor

David Tokarski
Senior Planner

Aditi Meshram
Project Analyst

Kendall Flint
Stakeholder
Engagement Lead

Robert Spencer
Impact Fee Analyst
(Urban Economics)

Admas Zewdie, PE, MBA
Cost Estimation Lead
(ActiveWayz Engineering)

PROJECT MANAGER'S EXPERIENCE

ERIN VACA, TE AICP
PROJECT MANAGER

Erin Vaca has led local and countywide transportation plans, multimodal planning studies, corridor studies, and traffic impact analyses. She has actively followed and interpreted guidance on SB 743 to help clients set thresholds of significance for VMT impacts and incorporate VMT analysis procedures into their transportation impact analysis guidelines. Erin also worked with a California ITE SB 743 Task Force, a joint task force sponsored by California ITE Sections, to prepare a summary and guidance document on SB 743 and VMT analysis. Erin is also well-versed in transportation impact fees, having led or worked on studies for jurisdictions in Contra Costa, San Mateo and Solano Counties.

PROJECT AND MANAGEMENT APPROACH

DKS has successfully managed numerous projects, implementing the previously listed process for multiple agencies, and completing the projects on time and on budget. Project management also plays a key role to producing projects that are on time and within budget. DKS implements these project management elements:

- Weekly review of all project activity through DKS' Management Information System, which summarizes all labor and expense charges every Monday of every week
- Assignment of senior project staff experienced with the subject matter, which provides quick start-up and efficient completion of tasks
- Monthly project management review by independent staff to monitor contract performance
- Consistent communication with clients through email, work sessions, memos, meetings, or Basecamp (a cloud-based project management tool used to identify issues, ask questions, and track actions).
- Incremental project report development through memos (or other means) over the course of the project
- Strong leadership of the DKS project manager, who has a proven track record of completing tasks on time and within budget.

Meeting schedule deadlines and milestones for clients is also a key element to the vitality of a successful project.

Meeting deadlines requires more than a weekly reporting system and quality control. It includes having:

- Staff members that understand transportation planning analysis
- Staff members that have demonstrated their understanding on numerous successful transportation projects for public agencies
- Team members that have worked with DKS on multiple projects
- Staff members that are committed to client service and satisfaction

DKS uses our internal procedures for quality control. As the project manager, Erin Vaca will be responsible for proactively planning and directing the work processes, services and deliverables throughout the project. DKS will develop a project management plan and a QC plan for this project. Carl Springer in his role as Principal-In-Charge will lead to overall quality and control and client satisfaction. He will check in with the Town of Los Gatos to make sure expectations are being met or exceeded. Our QC plan includes:

Independent reviews – Conduct independent deliverable reviews by experienced planners or designers from each task.

Online issue tracking – Use shared files in the cloud for decision tracking and responding to clients, which saves time and encourages collaboration.

Carl Springer, PE, PTP will serve as Principal-in-Charge. His expertise covers a wide range of multimodal transportation planning and engineering studies throughout Washington, Oregon and California. Over the past three decades in this market, he has led citywide transportation plans, corridor plans, and active transportation plans in urban and rural environments. He has also led a variety of transportation fee programs for cities and counties that complied with state guidelines. While in California, he conducted CEQA and NEPA transportation studies.

Jim Damkowitch will be the Senior Technical Advisor on the project. Jim has worked on or managed all of the fee updates in San Joaquin County and SJCOG, as well as fee updates in El Dorado County (2016 and 2020 updates), the City of Goleta (2008, 2019), the City of Chico (2018), and the City of Rancho Cordova (present – anticipated completion February 2021). Jim has also managed SB 743 implementation projects in a number of jurisdictions across the state.

David Tokarski is a Senior Transportation Planner who has worked on and managed a wide range of transportation planning projects specializing in travel demand forecasting, GIS applications, environmental analysis, and impact analysis. David has regularly acted as an extension of staff for numerous cities in Northern California.

Kendall Flint will lead the stakeholder outreach. Specializing in remote web-based and internet-based community involvement forums, Kendall will ensure that the ongoing COVID-19 pandemic will not compromise the public, stakeholders, Town Commissions, and Town Council's ability to provide input to the Transportation Impact Fee Study process.

Aditi Meshram has a wide variety of skills relating to transportation planning and analysis, safety analysis as well as traffic facility design. Aditi has worked on several travel demand modeling projects, traffic impact analysis, signal timing, operations as well as various collision and safety analysis tasks. Aditi has extensive experience with TransCAD, Synchro, VISSIM and ArcMap in addition to an understanding of CAD software packages.

Robert Spencer of Urban Economics will take the lead in fee schedule development. Robert has been involved in over 100 nexus studies for traffic impact fees in California. His experience and familiarity with the California statutory and legal requirements of Government Code section 66000 (AB 1600) will be invaluable to this project. Urban Economics and DKS have collaborated on a number of studies, including fee updates in South San Francisco and San Joaquin County.

Admas Zewdie of ActiveWayz Engineering will oversee cost estimating for the project. ActiveWayz has completed transportation projects with more than 25 client agencies throughout Northern California, with a particular focus on roadway and active transportation projects in Caltrans and local jurisdictions. ActiveWayz' services include complete street design, trail design, feasibility studies, cost estimating, utility investigation and relocation coordination, and Caltrans project development and delivery. ActiveWayz is a California Unified Certification Program (CUCP) certified minority-owned Underutilized and Disadvantaged Business Enterprise (UDBE and DBE) and an Alameda County Small Local Business Enterprise.

7.3 SCOPE OF SERVICES

The work program outlined in detail below identifies the tasks and project deliverables to meet the study's objectives.

TASK 1 - PROJECT MANAGEMENT AND STAKEHOLDER ENGAGEMENT

Project management will be an ongoing task throughout the length of this project. The DKS team proposes to complete the project within an 18-month schedule, as shown on page 18. A refined project schedule and scope will be submitted within two weeks of our initial project team kickoff meeting. Full team meetings will take place at least once per month via remote teleconference.

Additional check-ins between the City's project manager and the DKS project manager will be scheduled on a bi-weekly basis or as needed. Each check-in meeting will be an opportunity to provide updates on upcoming key decision points and flag critical items or issues. DKS will prepare materials for and attend three major public meetings to include:

- Stakeholder and community group meeting (this could also include the Complete Streets and Transportation Commission)
- Town Planning Commission
- Town Council

Stakeholder engagement is the second important component of this task. DKS will work with the City's public works and planning departments to develop a stakeholder's email list to provide regular updates about the TIF project and inform them of opportunities to provide public comment. We anticipate that interested parties may include the local chamber of commerce, businesses, the Bicycle and Pedestrian Advisory Commission, developers, and transportation consultants.

Deliverables

- Refined scope and schedule documents
- Monthly project team meeting materials and meeting minutes for duration of project
- Monthly invoices and progress reports
- Presentation materials and attendance at three public meetings

TASK 2 - FEE PROGRAM APPROACH AND SCOPE

This foundational task concerns the nexus for the new TIF and the purpose of the TIF. For consistency with policy and long range planning efforts, the new fee program "should help reduce vehicle trips and VMT within the town by minimizing the need to expand roadway capacity". The selected approach must take into account the recently adopted Transportation Impact Analysis Guidelines, the ongoing General Plan update, and the currently existing fee program. Key aspects of these programs and projects are summarized in the following sections.

Existing Fee Program

The Town's existing transportation fee program uses a "capacity increasing" method of allocating improvement costs to the fee. The fee basis is average weekday vehicle trips (ADT) adjusted to account for linked trips. The existing TIF project list includes a number of projects that should help reduce VMT, including Complete Street projects and VMT-neutral projects such as a central traffic signal control system. With one or two possible exceptions, the list does not contain VMT inducing projects (in general, the addition of through lanes for motor vehicle travel is considered VMT inducing).

Transportation Impact Analysis Guidelines

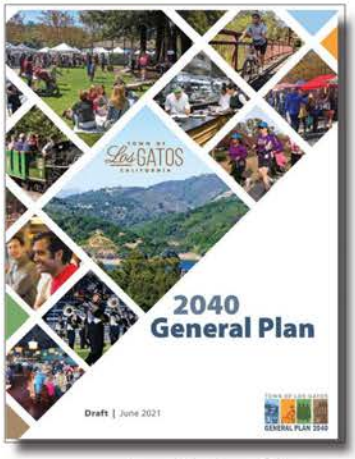
As part of the draft 2040 General Plan implementation program, the Town Council recently adopted transportation analysis guidelines that define VMT analysis methods, thresholds of significance, and mitigation programs consistent with the requirements of Senate Bill (SB) 743. One of the implementation recommendations of the revised transportation analysis policy is to update the transportation impact fee program to incorporate the VMT reduction strategies. As stated in the policy document, "Using a VMT reduction goal linked to the agency's SB 743 thresholds to establish the nexus would result in a Total Mitigation Improvements Potential Project List". Note that to qualify as a VMT mitigation program, the Town must be able to demonstrate that all projects on the list will be fully funded and implemented.

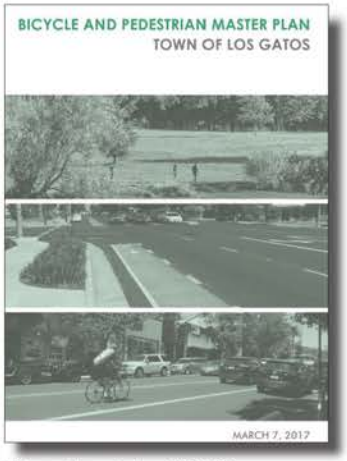
The recently revised transportation impact analysis guidelines do not specify numeric VMT targets, noting that, " the Town elected to conduct a complete VMT analysis consistent with the General Plan future year VMT projections based on long-term expectations for air quality and GHG expectations as part of its General Plan EIR, so that it could make specific use of CEQA Statue & Guidelines Section 15183 to streamline project-specific CEQA analysis that is consistent with its General Plan and other Town documents." Projects not consistent with the current RTP/SCS or the latest General Plan will be required to complete a VMT analysis using the VTA Travel Model.

General Plan Update

The Town has published a public draft of its 2040 General Plan and associated environmental documents which identify significant and unavoidable VMT impacts. The VMT per service population under the proposed Plan would fall 19% over the threshold of significance. VMT mitigation strategies at the individual site level (mostly TDM approaches) were found to have a maximum VMT reduction potential of 6%, townwide measures (including pedestrian and bicycle improvements) a maximum reduction potential of 10% and regional measures (including improved transit service) a reduction potential of between 20 to 60%. While the available strategies could potentially provide the needed 19% reduction, impacts were found to be significant and unavoidable because the package of mitigation measures included a number that are outside the Town's control.

Because the fee study will be undertaken in parallel with the finalization of the General Plan, the fee study team must be ready to adapt its approach as necessary in response to any changes to the Draft documents.





Los Gatos General Plan Update 2040 and Bike/Pedestrian Master Plan

Alternative Approaches

Two alternative approaches to the updated TIF were mentioned in the RFP:

1. Maintain separate LOS-based fee program and VMT-based fee program; and

2. Develop one combined fee incorporating both LOS and VMT components.

A related question can be posed regarding the purpose of the TIF: is the fee to fund projects that accommodate increased travel demand associated with growth, mitigate the VMT impacts of growth, or can it serve both purposes? As demonstrated by the General Plan DEIR analyses, transportation infrastructure projects alone probably cannot mitigate the all VMT impacts of expected growth. However, TIF payments could potentially stand as one of a menu of VMT mitigation strategies that can feasibly be implemented at the project site level, for projects that cannot take advantage of CEQA streamlining or be presumed less than significant.

A third approach to consider would be the asset-based approach that uses the historic level of investment in the Town's transportation infrastructure as the nexus for the contribution required of new development. Briefly, a cost estimate is prepared for the jurisdiction's existing transportation infrastructure, including all locally-maintained streets, multi use paths, and traffic signal systems. The quantity of existing land use (dwelling unit equivalents) is also tabulated to calculate a historic cost per dwelling unit equivalent; this figure serves as the maximum justifiable fee. This approach has been adopted in South San Francisco, El Cerrito, and a number of other California jurisdictions.

A benefit of the asset-based approach is the flexibility of the project list that can be funded. Since the nexus is neither roadway capacity or VMT-based, there is no need to allocate project costs to the TIF on the basis of roadway capacity or VMT reduction potential. However, VMT may be incorporated into the demand variable used to scale the fee amongst different land uses by applying average trip lengths.

If the TIF is to also stand as a VMT mitigation strategy, it may be necessary to quantify the total VMT reduction potential of the project list so that the VMT reduction of any TIF payment can be estimated. It may also be necessary to maintain a separate fund for VM-reducing projects. This would ensure that any fees paid for VMT reduction purposes would be dedicated to VMT reducing projects.

Work Plan

The DKS team will further research the above-noted background planning documents, as well as the experience of jurisdictions that have implemented VMT mitigation fees. We will also take into account the nature of the comprehensive project list developed under Task 3. Our recommendations will be summarized in a draft and final technical memorandum. The recommendations will be discussed during a project team meeting and finalized thereafter.

Deliverables

- Draft technical memorandum
- Final technical memorandum

TASK 3 - TRANSPORTATION IMPROVEMENTS PROJECT LIST

The objective of this task is to identify a project list based on recent planning documents and compile or develop the associated planning level cost estimates. The new project list should carry over sufficient projects from the existing TIF list to account for the current balance in the TIF fund. In addition, any potentially VMT-inducing projects (those that add through lanes for vehicular travel) should be reconsidered for other funding sources.

Projects will be prioritized consistent with the source planning documents and the availability of supplementary funding sources such as Santa Clara County Measure B to develop a Capital Improvement Program (CIP). The TIF project list should have a reasonable expectation of being deliverable over the planning horizon and thus will also consider the TIF revenue forecasts developed under Task 4. Thus, there may be a round of iteration between the project list development and the revenue forecasts. Planning documents consulted will include the mobility element of the Draft 2040 General Plan and DEIR, the Town's Bicycle and Pedestrian Master Plan, and the Measure B project list.

Project location maps example prepared for the City of Dixon

Wherever possible, we will utilize any existing planning level cost estimates. Existing cost estimates will be updated to a 2022 baseline using an appropriate construction cost index. If an asset-based approach is selected (see discussion under Task 2), a cost estimate of the Town's existing transportation infrastructure will also be prepared under this task. Key unit costs will be reviewed with the Town's Public Works staff prior to finalizing the cost estimates.

The TIF project database will be compiled in a geodatabase format for ease of mapping. Project extents will be indicated by line or point features, as appropriate. In addition to printed maps for inclusion in technical memoranda and reports, the project geodatabase will be provided to the Town.

Deliverables

- Technical memorandum documenting the benefit zones, comprehensive project list (full universe of potential projects from all sources), and proposing the criteria used for project selection
- Comprehensive project geodatabase (ESRI format) plus PDF maps of potential projects
- Technical memorandum documenting the projects selected based on the agreed upon criteria. This memorandum will also address the timing of projects and propose five, ten and ten year + CIP categories.
- Project cost estimates in spreadsheet (Excel) and PDF format.

TASK 4 - FEE REVENUE ESTIMATION

The projected amount of TIF revenue expected to be collected will be tied to the amount of growth planned in the General Plan 2040 and the approach selected under Task 2. If an asset-based approach is selected, the revenue forecast will depend more on the expected amount of growth than the project list. If the maximum justifiable fee is derived from allocated project costs, then the project list will have a much greater influence. In either case, the fee revenue calculation is an important piece of information that will be considered as part of policy decisions such as the level of fee adopted relative to the maximum justifiable.

DKS will work with City staff to ensure that the growth quantities from the 2040 General Plan are adjusted to reflect any projects that have already been approved under the existing fee program. This will provide a more accurate estimate of the quantity of land use that will be subject to the revised TIF and a more accurate revenue forecast. This is especially important given that the total quantity of growth expected under the General Plan is modest (e.g. the maximum buildout residential growth is 3,738 dwelling units, of which 500 are Accessory Dwelling Units - ADUs- that are not subject to the TIF).

Deliverables

- Draft technical memorandum on revenue forecasts
- Final technical memorandum on revenue forecasts

TASK 5 - NEXUS STUDY

The objective of this task is to meet the requirements of the Mitigation Fee Act and demonstrate: the purpose of the fee, the use to which the fee is to be put, a reasonable relationship between the fee's use and the type of development projects on which the fee is imposed; and a reasonable relationship between the need for the public facility and the type of development project on which the fee is imposed.

The calculation of the maximum justifiable fee rate per basic unit of land use (typically, "dwelling unit equivalents") includes the nexus approach, the amount of expected growth by land use type, the cost allocation approach, and the project list. The relative burden among different land use types can be calculated with a demand variable such as person trips, vehicle trips, or average daily VMT per land use unit.

An assessment of TIF rates among comparable jurisdictions will provide important context for policy decisions about the fee schedule that is ultimately adopted.

Deliverables

- Draft technical memorandum
- Final technical memorandum

Main Street Bike Lanes

TASK 6 - DRAFT AND FINAL NEXUS STUDY REPORTS

Work conducted under Tasks 2-5 will be documented in the draft and final nexus study reports. We have budgeted for two public meetings under Task 1 to present the draft nexus study and for adoption of the final nexus study. A typical nexus study report outline is presented the text box below.

Nexus Study Report Outline

Introduction
- » Background and Purpose

Evaluation and Summary of Existing Fee Program
- » Existing Fund Balance
- » Projects to be Carried Over

Expected Land Use Growth

Transportation Needs Analysis

Project List

Improvement Cost Estimates

Allocation of Improvement Costs to New Development

Fee Calculation

Nexus Analysis
- » Purpose of Fee
- » Use of Fee
- » Relationship between Use of Fees and Type of Development
- » Relationship between Amount of Fees and Development on Which Fee is Imposed

Appendices
- » Cost Estimates
- » Calculation Sheets

An administrative draft of the nexus study report will be prepared for Town staff review. A revised draft version will be prepared for review by elected officials. Following the presentation of the revised draft, a final draft will be prepared that incorporates any resulting changes.

Deliverables

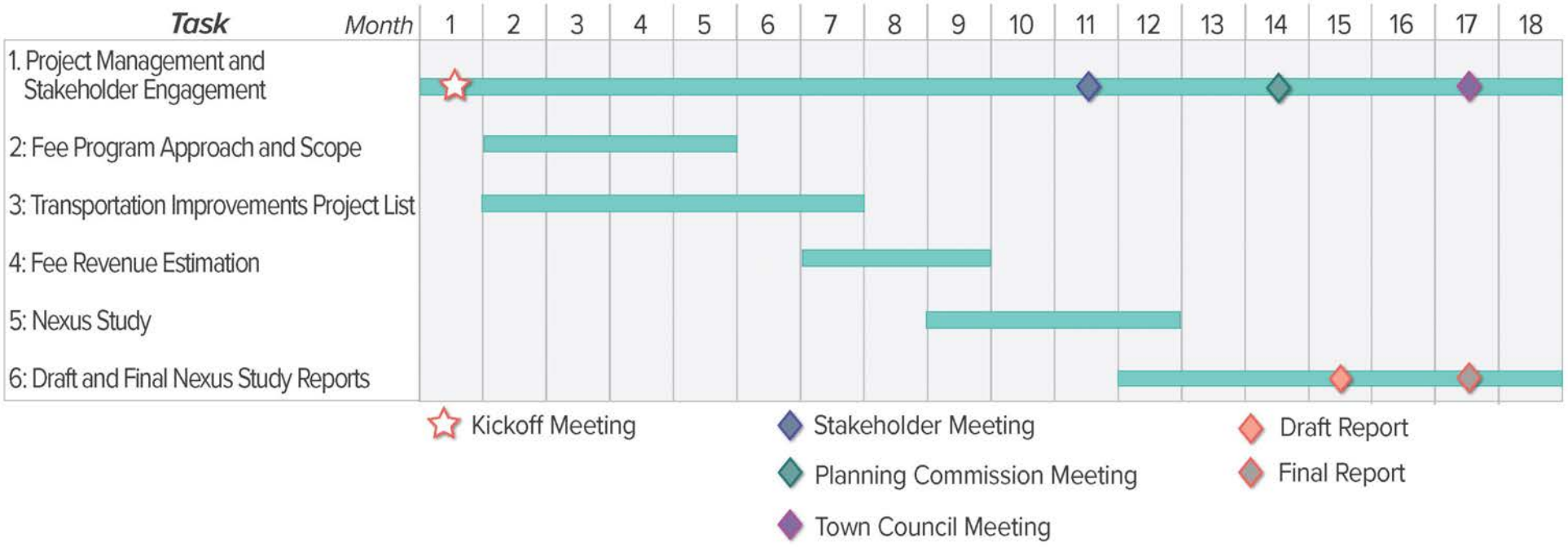
- Administrative draft Nexus Study Report for Town staff review
- Draft Nexus Study Report for Town Council or Commission review
- Final Nexus Study Report

Crosswalk at Los Gatos High School

7.4 SCHEDULE OF WORK

PROJECT SCHEDULE

The schedule below shows our 18-month long timeline for project delivery, assuming the work commences upon notice to proceed on February 14, 2022.



7.5 COST PROPOSAL

Our cost proposal includes all labor costs, overhead costs, sub-consultant costs, and direct expenses. The costs are grouped by task and show hours per staff member, base labor rates, and overhead and profit rates.

Summary by Firm

Firm		Budget	Percent
DKS (Prime)	$	113,833	70%
Urban Economics	$	24,105	15%
Active Wayze	$	23,735	15%
Total	**$**	**161,674**	**100%**

	DKS												Urban Economics				Active Wayze					
	Principal-in-Charge Carl Springer	Project Manager Erin Vaca	Quality Control Manager Jim Damkowitch	Stakholder Engagement Lead Kendall Flint	Engineer/Planner V David Tokarski	Engineer/Planner III Adrit Mesharam	Engineer/Planner II	Visual Communications Danella Whitt	Project Administrator Liz Aguilar	Total Hours by Task	DKS Labor Cost by Task	DKS Other Direct Costs (ODC)	Principal Robert Spencer	Total Sub 1 Hours by Task	Sub 1 Labor Cost by Task	Sub 1 Other Direct Costs (ODC)	Project Manager Admas Z	Project Engineer	Total Active Wayze Hours by Task	Active Wayze Labor Cost by Task	Active Wayze Other Direct Costs (ODC)	Total Cost by Task
Actual Hourly Rate	$ 80.80	$ 67.20	$ 92.30	$ 83.00	$ 62.00	$ 48.10	$ 41.34	$ 40.90	$ 30.00				$ 75.00				$ 75.00	$ 48.00				
Annualized Direct Salary Rate	$ 81.53	$ 67.80	$ 93.13	$ 83.75	$ 62.56	$ 48.53	$ 41.71	$ 41.27	$ 30.27				$ 75.68				$ 75.79	$ 48.50				
Loaded Rate	$ 257.28	$ 213.97	$ 293.89	$ 264.28	$ 197.42	$ 153.16	$ 131.63	$ 130.23	$ 95.52				$ 226.00				$ 195.11	$ 124.87				
Task Description																						
Task 1 Project Management and Stakeholder Engagement	9	84	32	20	0	12	0	4	18	179	$ 39,058	$ 150		18	$ 4,068	$ 150			8	$ 1,561	$ -	$ 44,986
1.1 - Project Management and Administration	1	36							18	55	$ 9,680			0	$ -				0	$ -		$ 9,680
1.2 - Project Team Meetings		36	12							48	$ 11,230		12	12	$ 2,712		4		4	$ 780.44		$ 14,722
1.3 - Stakeholder Engagement and Public Meetings (3)		12	4	0		12		4		52	$ 11,388	$ 150	6	6	$ 1,356	$ 150	4		4	$ 780.44		$ 13,824
1.4 - Quality Control Management and Review	8		16							24	$ 6,761			0	$ -				0	$ -		$ 6,761
Task 2 Fee Program Approach and Scope	4	24	4	4	0	32	0	0	0	68	$ 13,298	$ -		##	$ 6,328	$ -			##	$ -	$ -	$ 19,626
2.1 Background Research and Data Gathering		16				24				40	$ 7,099			0	$ -				0	$ -		$ 7,099
2.2 Internal Meetings & Discussion	4	8				8				24	$ 5,142		8	8	$ 1,808				0	$ -		$ 6,950
2.3 Draft Technical Memorandum and Recommendations				4						4	$ 1,057		16	16	$ 3,616				0	$ -		$ 4,673
2.4 Final Technical Memorandum and Recommendations										0	$ -		4	4	$ 904				0	$ -		$ 904
Task 3 Transportation Improvements by Project List	1	18	6	0	14	26	72	0	0	91	$ 15,042	$ -		16	$ 3,616	$ -			140	$ 21,134	$ 150	$ 39,942
3.1 Review Planning Documents and Compile Project List		4				4	24			32	$ 4,628		4	4	$ 904		8	24	32	$ 4,558		$ 10,089
3.2 TIF Project Cost Estimates		6			2	2				14	$ 2,512		2	2	$ 452		40	64	104	$ 15,796	$ 150	$ 18,910
3.3 Develop CIP List and Project Timing		4	2			16	24						4	4	$ 904		4	8				$ 904
3.4 Prepare Project GeoDatabase and Technical Memorandum	1	4			12	4	20			45	$ 7,903		4	4	$ 904		4		4	$ 780		$ 9,587
Task 4 Fee Revenue Estimation	1	22	2	0		22	8	0	0	55	$ 9,975	$ -		12	$ 2,712	$ -			0	$ -	$ -	$ 12,687
4.1 Confirm amount of growth subject to fee		8					8			16	$ 2,765			0	$ -				0	$ -		$ 2,765
4.2 Research supplementary funding sources (Measure B)		2				6				8	$ 1,347			0	$ -				0	$ -		$ 1,347
4.3 Fee Estimation Calculation and Draft Memo		4	2			8				14	$ 2,669		8	8	$ 1,808				0	$ -		$ 4,477
4.4 Final memo on revenue estimation	1	8				8				17	$ 3,194		4	4	$ 904				0	$ -		$ 4,098
Task 5 Nexus Study	1	32	32	4	0	20	0	0	0	89	$ 20,629	$ -		24	$ 5,424	$ -			0	$ -	$ -	$ 26,053
5.1 Demonstrate AB 1600 Requirements		8	8							16	$ 4,063		8	8	$ 1,808				0	$ -		$ 5,871
5.2 Prepare Fee Schedule		8	8							16	$ 4,063		8	8	$ 1,808				0	$ -		$ 5,871
5.3 Draft Technical Memorandum		8	8			12				32	$ 6,958		4	4	$ 904				0	$ -		$ 7,862
5.4 Final Technical Memorandum	1	8				8				25	$ 5,545		4	4	$ 904				0	$ -		$ 6,449
Task 6 Draft and Final Nexus Reports	1	24	10	0	4	12	24	12	0	87	$ 15,681	$ -		8	$ 1,808	$ -			6	$ 890	$ -	$ 18,379
6.1 Compile administrative draft nexus study report		8	4		4	8	16	8		48	$ 8,050			0	$ -		2	4	6	$ 890		$ 8,940
6.2 Revised draft report		8	4			2	4			20	$ 3,981		4	4	$ 904				0	$ -		$ 4,885
6.3 Final report (after adoption)	1	8				2	4			19	$ 3,650		4	4	$ 904				0	$ -		$ 4,554
Total	DKS									569	$ 113,683	$ 150	Urban Economics	106	$ 23,955	$ 150	Active Wayze		154	$ 23,585	$ 150	$ 161,674

DKS

Overhead Rate:	100.92%	% of budget in Current Year (CY)	70.00%
Fringe Rate:	80.84%	% of budget in CY+1	30.00%
Fee (Profit):	12.00%	% of budget in CY+2	0.00%
Annual Escalation Rate:	3.00%	% of budget in CY+3	0.00%
		Annualization Factor	1.00900

Urban Economics

Overhead Rate:	171.49%	% of budget in Current Year (CY)	70.00%
Fringe Rate:	0.00%	% of budget in CY+1	30.00%
Fee (Profit):	10.00%	% of budget in CY+2	0.00%
Annual Escalation Rate:	3.00%	% of budget in CY+3	0.00%
		Annualization Factor	1.00900

ActiveWayze

Overhead Rate:	134.04%	% of budget in Current Year (CY)	70.00%
Fringe Rate:		% of budget in CY+1	30.00%
Fee (Profit):	9.00%	% of budget in CY+2	0.00%
Annual Escalation Rate:	3.50%	% of budget in CY+3	0.00%
		Annualization Factor	1.011

7.6 EXCEPTIONS TO THE STANDARD AGREEMENT

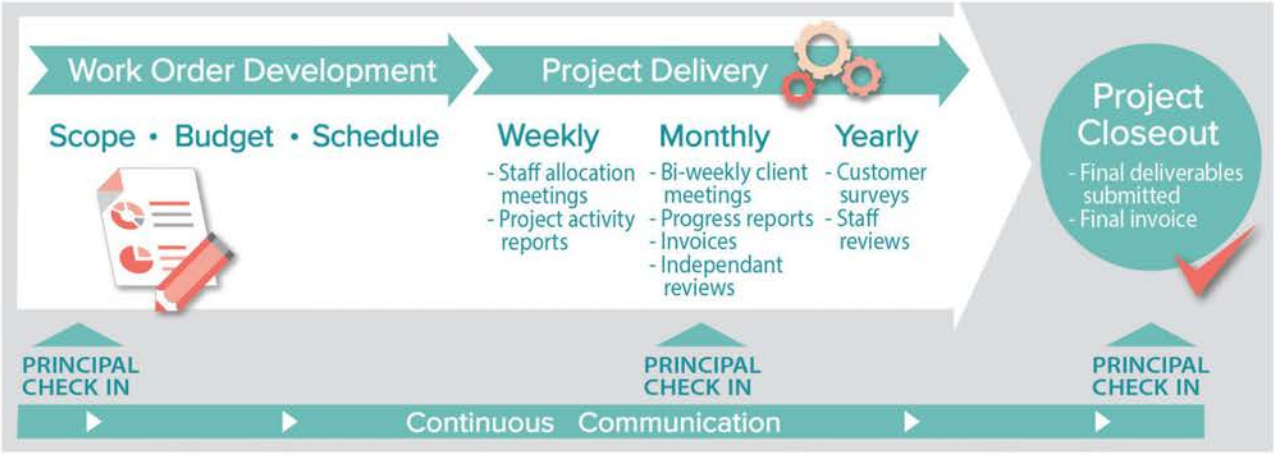
DKS requests the following edits be made to th standard agreement:

Indemnification. The Consultant shall save, keep, hold harmless and indemnify ~~and defend~~ the Town its officers, agent, employees and volunteers from all damages, liabilities, penalties, costs, or expenses in law or equity that may at any time arise out of or be set up because of damages to property or personal injury received by reason of, or in the course of performing work which may be occasioned by a willful or negligent act or omissions of the Consultant, or any of the Consultant's officers, employees, or agents or any subconsultant.

7.7 ADDITIONAL SUPPORTING DOCUMENTATION

INTERNAL PROCEDURES AND POLICES RELATED TO QUALITY CONTROL:

Our internal procedure to manage tasks and control costs are based on daily, weekly, monthly, and yearly procedures within the project delivery lifecycle. The figure below, illustrates our management and control procedures and are described in more detail below.



Continuous Communication: DKS creates a project management plan for each project that outlines our plan for communications, schedule, scope, and roles/responsibilities. Within our project management plan, consistent and clear communication between the DKS team and the Town of Los Gatos is a priority. We use a variety of communication tools including common e-mail platforms, web-based project management tools such as Basecamp for sharing information, cell phone contact and teleconference platforms to hold multiple user conference calls. We will hold bi-weekly phone calls with the Town of Los Gatos' project manager to track project status and resolve issues. Basecamp allows our team to collaborate on project deliverables, share information and track discussions on project issues.

Weekly: The DKS team will meet weekly to discuss each work order's staffing needs. Depending on each task, Erin Vaca will allocate staffing changes to meet deadlines and your needs. DKS will also log project activity reports so everyone on the team is aware of the current activities occurring throughout the project process.

Monthly: On a monthly basis, DKS issues invoices, progress reports and conducts independent reviews regarding the deliverables, client communication, schedule, resource needs, and financial status of each project or work order.

Yearly: Through annual customer surveys, DKS incorporates client feedback into our management practices. By refining our system, it ensures our services are always of high value and that projects are delivered within budget.

Lessons Learned: With a well-developed scope of work, regular client and team communication, and yearly surveys DKS has created a management process that focuses on the needs of our clients. By following up with our clients with surveys, and by communicating throughout the project, we can look critically where the DKS team can improve and learn from any challenges that occur.

Cost Control: Our team is committed to cost efficiency and maximizing value for the Town of Los Gatos. We are constantly seeking cost saving measures such as leveraging automated data sources, producing a systems engineering report that spans multiple implementations such as leveraging existing communications infrastructure options to save cost during construction. As the project manager, Erin will work diligently to maintain open, consistent, and responsive communications with the team and the Town of Los Gatos to reduce unnecessary out of scope work. On a monthly basis, DKS conducts independent reviews of project task, budget, and schedule.

Schedule: Once the NTP has been issued, Erin will work with the Town of Los Gatos' project manager to verify scope, deliverables and schedule. Out team will take the following steps to meet schedule deadlines.

- Tasks may be worked on concurrently to help expedite deliverables
- Organize virtual meetings and site visits with all needed team members
- Schedule of weekly and bi-weekly check-in calls to verify schedule in on track
- Assign additional resources as needed to complete deliverables

Risk Management: The DKS team will identify and communicate any challenges immediately and work with the Town of Los Gatos to identify and agree to solutions that meet project objectives while managing schedule and budget impacts. Some ideas for minimizing or avoiding challenges during project delivery include:

- Meet with the Town of Los Gatos' project manager and other staff during scoping to ask about potential challenges and gain a strong understanding of project risks.
- Include contingency tasks in scope to address potential foreseen issues.
- Highlight possible delays or impacts to the schedule and project budget and communicate these to Los Gatos' PM during scoping.

If the change has potential impacts to the schedule, our project manager can adjust staff levels as appropriate to meet new project demands. The benefits of using a formal change management process which includes:

- Improved communication with the agency project managers. Our change plan encourages difficult conversations that may occur as soon as the potential change is identified.
- Improved quality and completeness of final products.
- Successful completion and implementation of complex projects with fewer changes or revisions.

READY TO DELIVER AN EXCELLENT CLIENT EXPERIENCE

DKS strives to deliver the highest quality client experience. We focus on building and strengthening our relationships by listening to our clients, understanding their needs, and improving our processes so that we can deliver the best experience possible. We do this by focusing on four different steps throughout our project schedule and relationships with agencies.

DISCOVER - Determine client expectations by actively listening to client's needs, expectations and challenges.

PERFORM - Communicate effectively with clients and deliver a positive client experience by proactively setting goals and delivering on them.

FEEDBACK - Solicit feedback at project milestones and project completion. Discover and assess current project work expectations are being met. Make changes if necessary

IMPROVE - Strive to constantly improve by sharing lessons learned, and address change management strategy when necessary.

We regularly measure our client service using Net Promoter Score, which is a measure of the percentage of clients that would recommend DKS to a friend or colleague. A **Net Promoter Score** above 75 is considered exceptional. **Our 2021 Net Promoter Score from all surveys was 77**, which is proof of our focus on providing excellent client service.

APPENDIX:

Key Staff Resumes

ERIN VACA, TE, AICP, Project Manager

Erin's relevant expertise: Erin has focused most of her career on supporting public agencies with countywide transportation plans, multimodal planning studies, corridor studies, and traffic impact analyses. Erin has helped the City of Dixon assess VMT impacts of its draft general plan update and worked with the City of Fairfield to set VMT thresholds of significance and revise its transportation impact analysis guidelines accordingly. Erin also worked with a California ITE SB 743 Task Force, a joint task force sponsored by California ITE Sections, to prepare a summary and guidance document on SB 743 and VMT analysis.

As a project manager or task lead, Erin regularly presents work at public meetings and to elected officials. She has also enjoyed staffing various public outreach events throughout her career. Erin is currently serving as a pedestrian representative on the Mobility Commission, an appointed advisory body for the City of Fremont, CA; is a committee member for the Women's Transportation Seminar (WTS) San Francisco Bay Area Chapter; and is a member of the American Planning Association.

Registrations:
Professional Engineer in Traffic Engineering, CA TR 2819

American Institute of Certified Planners, 32155

Education: Master of Science, Transportation Engineering/Master of City Planning, University of California Berkeley, Bachelor of Science, Civil Engineering Princeton University Coursework in statistical programming and data science

TRANSPORTATION IMPACT FEE UPDATES

City of Dixon Transportation Impact Fee Update, CA. Erin managed an update to the City of Dixon transportation impact fee. As part of this update, DKS compiled an updated project list from recently adopted planning documents including the city's General Plan, Bicycle and Pedestrian Plan, Rail and Traffic Safety Study, and Streets Master Plan. Erin also worked with the city's planning department to quantify the remaining expected development that had not been entitled and would be subject to the revised fee.

City of South San Francisco Transportation Impact Fee Update, CA. Erin managed this project for the City of South San Francisco with Bob Spencer as part of the DKS team. As part of a comprehensive update of user and impact fees, Erin helped the City of South San Francisco develop a comprehensive transportation impact fee for new development. The City had identified many project needs through recent planning efforts and was experiencing high levels of development activity throughout the City. The new fee uses an existing facilities standard to justify a maximum rate per dwelling unit equivalent.

Hercules Transportation Impact Fee Update, Hercules, CA. Erin managed an update to the City's transportation impact fee as a follow-on task to the city's circulation element update. Project needs identified by the circulation element analyses were a key input to the new fee calculations. Key elements of the nexus study were presented to the City Council in a workshop format and updated fees were subsequently adopted.

Contra Costa Area of Benefit Fee Nexus Studies, Contra Costa County, CA. Erin managed a series of transportation impact fee nexus studies in different areas of unincorporated Contra Costa County. As part of these projects, Erin applied the Contra Costa County Transportation Authority's travel demand model to characterize traffic flow through transportation improvement project

locations, updated cost estimates, calculated maximum justifiable transportation impact fees, and compiled the nexus fee study documents.

San Mateo Transportation Plan, San Mateo County, CA. Erin served as project engineer on this project for San Mateo County in the development of a Comprehensive Transportation Management Plan (CTMP). The Plan encompassed Highway 1, SR 92, and other arterial roads on the San Mateo Midcoast and in the City of Half Moon Bay. The plan identified measures to ensure residential development is only allowed where transportation system capacity will not be burdened by growth to unacceptable levels. As part of the project team, Erin used the County Council of Governments (C/CAG) model maintained by the Valley Transportation Authority (VTA) to provide forecasts based on alternative land use scenarios and calculate base and future year performance measures for study area roadways. She has also prepared a traffic impact fee nexus analysis to quantify a potential funding source for the plan's improvements.

SB 743 IMPLEMENTATION STUDIES

Dixon SB 743 Implementation, CA. Erin and the DKS team prepared interim VMT baseline calculations and recommended thresholds of significance for the City of Dixon. As part of this project, Erin reviewed the two available modeling tools for VMT measurement which include the city's own trip-based travel demand model and the regional Solano Napa Activity Based Model. DKS is also reviewing and updating the city's transportation impact analysis guidelines as part of this project.

City of Fairfield SB 743 Implementation, Fairfield, CA. DKS reviewed the City's General Plan, transportation impact analysis guidelines, and travel demand model and recommended changes needed to implement SB 743. DKS worked with the City to validate a 2020 baseline scenario of the City's travel demand model and prepared VMT calculation scripts. DKS also implemented a procedure to estimate VMT that occurs outside the model boundaries due to internal-external travel. DKS also prepared baseline VMT calculations, developed recommended thresholds of significance, and recommended mitigation measures appropriate for Fairfield. Erin served as project manager for this project and presented recommendations to the City's Planning Commission and City Council.

City of Santa Maria and City of Lompoc SB 743 Implementation, Santa Maria, CA. Erin led application of the Santa Barbara Council of Governments (SBCAG) travel demand model and served as SB 743 subject matter expert for these projects. Project objectives included deriving measurements of VMT per capita using the SBCAG model for residential and employment land uses, recommending thresholds of significance for CEQA analyses, and developing a sketch planning tool to screen proposed land development projects. As part of her responsibilities, Erin developed scripts in TransCAD to aid in calculation of VMT rates and performed approximately 80 model runs per city to provide the underlying data for sketch planning tools.

CARL SPRINGER, PE, Principal-in-Charge

Registration: Oregon Professional Traffic Engineer No. 18910 | California Professional Traffic Engineer No. 1189 | Professional Transportation Planner (PTP) No. 17

Education: MS, Transportation Engineering, University of California Berkeley | BS, Civil Engineering, Washington State University

Years of experience: 42

Unique Qualifications:

- Data storytelling
- Regional and citywide Transportation System Plans
- Transportation finance and fee programs
- Data visualization

Relevant expertise: Carl leads the DKS transportation planning practice in the Pacific Northwest. His expertise covers a wide range of multimodal transportation planning and engineering studies for cities, counties, transportation agencies throughout the West Coast. He has led citywide Transportation System Plans, corridor plans, facility plans, interchange area management plans, and active transportation plans consistent with state and federal planning guidelines. He also prepared CEQA and NEPA transportation studies in California.

CLMPO 2045 Update to their Regional Transportation Plan and Congestion Management Plan, OR – DKS assisted the Central Lane Metropolitan Planning Organization (CLMPO) in the planning and development of the 2045 Regional Transportation Plan (RTP), Intelligent Transportation System (ITS), and a Congestion Management Process (CMP). The goal of this unified long-range planning project is to develop objectives-driven, performance-based transportation plans, ensuring transportation investment decisions consider the full range of tools to meet the region's goals and objectives. The CLMPO planning area encompasses the Cities of Eugene, Springfield and Coburg, and portions of Lane County.

The project set a new standard for other agency planning efforts in Oregon. The unified planning approach integrates planners and operations personnel (such as incident responders) to consider the full spectrum of system strategies for all types of travel, including implementing and monitoring travel conditions on a day-to-day basis. The unified approach helps to ensure that the collective system investments and management procedures work toward common goals and priorities, as defined by the CLMPO partner agencies and stakeholders.

ODOT Congestion Pricing Proposals Analysis, Portland Metro Area, OR. Carl led an evaluation of proposed congestion pricing projects in 2012, when ODOT was first exploring value pricing solutions. The study responded to Oregon House Bill 2001, which required ODOT to implement a congestion pricing project within three years. A list of pricing proposals was developed by a local advisory committee. This study looked at the net changes in travel patterns, diversions, delays, and impacts on air quality as early screening criteria for three concept solutions. The outcomes of the study showed that none of the early proposals had a net benefit to managing the system and each had significant potential risks for ODOT in terms of diversions.

Clackamas County Regional Center Multimodal Plan, OR. DKS led the development of a comprehensive multimodal plan to improve the safety and accessibility of this regional economic center. The work implemented a broader set of transportation system objectives and performance measures to better align with the County's vision for safe facilities for all users. This planning process highlighted needs for better

walking and biking options within the regional center area, and for enhanced crossings on the major arterial roadways that separate the surrounding neighborhoods from the office and retail destinations. The County Board of Commissioners fully supported the plan and funded design and construction of the recommended projects.

Interstate 5 Facility Plan, Wilsonville Road to Canby/Hubbard Road Exit, Wilsonville, OR. Carl led the DKS team in assessing options to improve safety and mobility on I-5 between Wilsonville and the Canby exit, and to formalize a facility plan for ODOT to support funding for design and construction of necessary highway improvements. The evaluation used *Street Light Data* to understand detailed origin-destination patterns that revealed key operational findings for the team. The facility plan was adopted, which included widening the Boone Bridge to provide a southbound auxiliary lane between these nearby interchanges to reduce peak period congestion and vehicle weaving and merging.

Regional Transportation Council Origin-Destination Study, WA. DKS provided technical evaluation and analysis of regional origin-destination (OD) datasets for SW Washington Regional Transportation Council (RTC). The project involved an evaluation of several third-party dataset options for RTC's regional application. DKS performed analysis in Moonshadow DB4IoT platform using INRIX waypoint data to develop origin destination matrices, travel time and trip distance information, and regional travel trends. DKS prepared a final report to demonstrate the technical capabilities of this big data toolset for decision makers in Clark County.

Vancouver Transportation System Plan, WA. DKS is leading the assessment and update of the motor vehicle, freight, and ITS elements of the City's TSP. Carl is the overall lead on these elements and is working with the consultant team and City staff to expand the policies and metrics they use for needs assessment, project prioritization, and complete streets implementation. A primary focus of this TSP update is to take the next steps in establishing regional priority bikeways and designing for safer pedestrian services, particularly along the high capacity transit lines established along Mill Plain and Fourth Plain and connections into the Downtown area. Technical work is on-going and expected to be completed in 2022.

Transportation Fee Programs and Financing Studies. Carl has led the transportation analysis to support a range of fee and financing programs for jurisdictions throughout Washington and Oregon including the following cities and counties:

- Bend, OR
- Clackamas County, OR
- Clark County, WA
- Corvallis, OR
- Gresham, OR
- Hillsboro, OR
- Lane County, OR
- Mercer Island, WA
- Oregon City, OR
- Salem, OR
- Vancouver, WA
- Wilsonville, OR

JIM DAMKOWITCH, Senior Technical Advisor

Jim has 30 years of experience in regional multimodal transportation planning, congestion management, multidisciplinary corridor studies, safety studies, transit studies, active transportation studies, operational analyses, transportation and air quality modeling, and performance measure applications. He has managed regional transportation plan/sustainable community strategy updates and general plan circulation element updates; operational traffic studies for state highway infrastructure improvement projects (PSR/PA-ED Phases); corridor studies; active transportation studies; traffic impact fee programs; travel demand modeling; air quality modeling; and, transportation operational studies for a variety of clients including Caltrans, MPOs, and various cities and counties in California. He has served on state and regional planning committees and conference panels for transportation air quality conformity, performance measurement, and SB 743, respectively.

Education: MS, Geography, University of California, Santa Barbara, CA

BA, Geography (Honors), University of California, Santa Barbara, CA

Presentations: Sustainable Community Strategy Implementation: Fact or Fiction? Panel Discussion. 2019 American Planning Association California Annual Conference

SB 743 Where is the safety? Panel Discussion. 2019 American Planning Association California Annual Conference

Relevant Project Experience:

San Joaquin County TIMF Update, CA. Jim helped update the County's traffic impact fee program. The goal of the project was to ensure that new development funds its fair share of road infrastructure improvements needed to mitigate the traffic impacts of new development, expand the role of active transportation infrastructure improvements and incorporate VMT as an operative metric for alleviating this, preserve the traffic level of service standards mandated by the County General Plan, and to conform to the requirements of California Government Code sections 66000 through 66008. The resulting fees should not unduly favor or discourage any particular type of development (e.g., commercial or residential development) and should not be disproportionate to the fees charged by cities within the county and the fees charged by neighboring counties.

San Joaquin County, 2015 General Plan Update And EIR, CA. Jim performed the traffic analysis of the San Joaquin County General Plan Circulation Element update and EIR. He developed an existing conditions analysis of the County's transportation system, covering all modes of transportation services. Traffic forecasts and an analysis of future traffic conditions were performed for three future land use alternatives using the SJCOG regional travel model. Prior to generating the travel forecasts, he performed a review of regional model and recommended improvements that could result in more accurate forecasts within the unincorporated areas of the county. Based on the analysis of alternatives, a preferred land use alternative was developed using the land use allocation software Envision Tomorrow. He translated the Envision Tomorrow preferred and use output for input into the travel demand model land use, performed the Preferred Alternative LOS analysis for both state and local facilities using ADT thresholds approved by the County, reviewed the existing goals and policies and recommended changes and/or additional policies based on the results of the Circulation Element traffic analysis, and prepared the General Plan Circulation Element Report and assisted in the traffic/circulation portion of the General Plan EIR.

City Santa Maria VMT Threshold Study, CA. In coordination with the City, DKS established the modeling methodology, project screening criteria, VMT thresholds, and potential VMT mitigation measures pursuant to Senate Bill (SB) 743 and consistent with guidance provided by the Office of Planning and Research for the implementation of SB 743. The methodology entailed first checking the accuracy of the SBCAG regional travel model home-based-work trip VMT and average trip length output using LEHD journey to work data. Once confirmed, the SBCAG model was used to develop the VMT Thresholds. Screening maps were developed identifying areas of the City that are "low" or "high" VMT areas for given types of land uses. This study will entail the development a CEQA VMT Sketch Planning Tool to assist City staff in implementation/CEQA determinations. Lastly, DKS provided recommendations for modifying the City of Santa Maria Travel Model to be more sensitive to SB 743/CEQA VMT analyses. DKS participated in weekly check-in meetings with City staff and will perform presentations to the City Planning Commission and City Council. Completion of the study is anticipated in August.

Lompoc VMT Thresholds Study, CA. In coordination with the City, Jim established the modeling methodology, project screening criteria, VMT thresholds, and potential VMT mitigation measures pursuant to Senate Bill (SB) 743 and consistent with guidance provided by the Office of Planning and Research for the implementation of SB 743. The travel demand model maintained by the Santa Barbara County Association of Governments was used to develop the VMT Thresholds. Screening maps are being developed to identify areas of the City that are "low" or "high" VMT areas for given types of land uses. This study will entail the development a CEQA VMT Sketch Planning Tool to assist City staff in implementation/CEQA determinations.

El Dorado County 2016 Western Slope Capital Improvement Program & Traffic Impact Mitigation Free Update, CA. Prior to joining DKS, Jim managed the update to El Dorado County's Western Slope Capital Improvement Program and Traffic Impact Mitigation Fee Program to near its completion. An updated 2015 baseline travel model and 2035 forecasts were applied to HCM operational analyses to determine existing/future deficiencies under two General Plan land use scenarios (current General Plan and pending approval of a revised General Plan land use and zoning map). A reassessment of the County's existing fee zone geography, CIP, and costs and a comprehensive public outreach effort was performed. Alternative fee structure scenarios were presented to the public, stakeholder focus groups and the County Board of Supervisors. Policy changes were recommended to lower fees where applicable and to modernize the program. Upon selection of the preferred fee structure scenario, technical memorandums documenting the analysis were prepared in accordance with AB 1600. Completion of the Western Slope CIP and TIM Fee update and Board of Supervisor approval occurred in 2017.

DAVE TOKARSKI, SENIOR TRANSPORTATION PLANNER

Education: MS, Civil and Environmental Engineering, California Polytechnic State University, San Luis Obispo

Years of experience: 21

Unique Qualifications:

- SACOG model expert
- proficient project manager successfully delivering projects on time and within budget

David's relevant expertise: David has managed a wide range of transportation planning projects. He specializes in environmental analysis, GIS applications, impact analyses, and travel demand forecasting. David has developed detailed GIS parcel maps, linked to land use databases, to update travel demand models.

Caltrans District 3 Managed Lanes Studies, CA. Led travel demand forecasting tasks for major investment studies of proposed managed lanes on two regional freeways in Sacramento (State Route 51, or Business Route 80, and Interstate 5). Managed inputs and outputs of regional activity based travel demand model (SACSIM19) for a variety of scenarios, including traditional high-occupancy lanes and toll lanes, with varying tolls for different types of users. He led the preparation of model inputs and testing of model outputs to determine the effectiveness of various tolling alternatives as well as led the preparation of model outputs for input into micro-simulation models.

Activity Based Model Implementation and Support, Shasta Regional Transportation Agency (SRTA), CA. David helped implement and is currently maintaining and updating SRTA's Activity Based Travel Demand Model. Managed enhancements to the model, including updating the CUBE Application Manager framework. Analyzed implementation of multiple Strategic Growth Areas (SGAs) in City of Redding. Used ABM to analyze detailed transportation measures of effectiveness for Shasta County's 2015 and 2018 RTP updates.

Transportation Development Impact Fee Program Update, Sacramento County, CA. David provided travel demand modeling support for the fee program update, including providing parcel-based land use estimates for a 2047 scenario for the entire County, as well as providing support in fair-share calculations. DKS prepared a version of SACOG's SACSIM model with a more detailed transportation network and TAZ system including proposed new growth areas and specific plans.

SB 743 VMT Implementation, County of Sacramento, CA. Prepared preliminary screening maps displaying VMT per Capita and VMT per Employee results derived from the SACSIM Activity-Based Model (ABM). Derived VMT metrics by traffic analysis zone from ABM daily tours data. Prepared CEQA VMT analysis for various smaller projects that do not meet the County's local transportation analysis threshold but do meet its CEQA VMT threshold for further review.

City of Sacramento Central City Parking Master Plan, CA. Developed a GIS system to inventory on and off street parking in the Central City area of Sacramento. Tasks included splitting the Central City into approximately 1,000 blocks, assembling inventory and occupancy data collected in the field, and aggregating inventory and occupancy data into several large districts. Involved in the preparation of the Parking Master Plan in 2005, as well as updates in 2008 and 2011.

City of Sacramento Transportation Impact Studies, CA. Provided travel demand modeling support for various City impact analyses, including Arden Gateway, Natomas Aquatic Center, Centene, Core Apartments, Creekside Apartments, California Fruit Building, Northgate-Rosin Commercial, Retreat at Sacramento, and Wayne Court development. Tasks included updating the SacSIM activity-based model for each project (or set of alternatives for a given project) and preparing needed data outputs such as roadway segment and intersection forecasts, project trip distribution, and summarizing vehicle-miles-travelled (VMT).

Sacramento County General Plan Update EIR, CA. Utilized parcel level data to calculate existing land use and future land use capacity in the unincorporated portion of Sacramento County for use in SACOG's SACSIM model.

West Sacramento Travel Demand Model Updates, CA. Used the City's GIS parcel data of developed and undeveloped land to estimate existing and buildout land use data for 2004 and on-going 2014 model updates.

Shasta Regional Transportation Agency (SRTA), CA. ABM Implementation and Support: Helped implement and is currently maintaining and updating SRTA's Activity Based Model. Managed enhancements to the model, including updating the CUBE Application Manager framework. Analyzed implementation of multiple Strategic Growth Areas (SGAs) in City of Redding. Used ABM to analyze detailed transportation measures of effectiveness for Shasta County's 2015 RTP update.

Jackson Corridor Joint Traffic Impact Studies, CA. Prepared detailed SACSIM model inputs (land use by parcel, buffering, etc) using GIS tools for the TIS for four proposed major projects totaling about 30,000 new dwelling units and 54,000 new jobs.

Sutter County TCIP and Area of Benefit Fees, CA. Created database of County's roadway system including traffic and truck volumes, roadway width and pavement conditions and used GIS to prioritize improvements to roadway system. Used GIS to evaluate land use and conducted model runs to evaluate roadway needs in several Areas of Benefit where fee program is being considered.

Placer County Model Updates, CA. Assisted in the development of the 2001 travel model update and managed the 2004 and 2008 travel model updates. David developed a GIS layer for the detailed traffic analysis zone system for Placer County. He conducted a detailed analysis of the parcel databases from the City of Roseville and Placer County to prepare a detailed 2004 and 2008 land use inventories by development type and TAZ. He worked with the planners from the cities of Roseville, Rocklin and Lincoln and from Placer County to identify and revise issues in the parcel database to create a base land use file for model validation. He estimated buildout development levels for vacant parcels and worked with the project team and planners to allocate 2020 development levels to each TAZ. He also updated the existing and future roadway networks.

Education: English Major, University of California, Los Angeles

Years of experience: 30

KENDALL FLINT

Regional Lead Community Engagement & Strategic Planning

Kendall's relevant expertise: Kendall is an industry professional with more than 30 years of government experience. She has developed and implemented a broad range of communications efforts for cities, counties, special districts, and regional planning agencies throughout California. She brings extensive experience with outreach in support of transportation and land use planning and overall public information. Kendall specializes in reaching out to underserved populations and managing controversial projects and issues.

San Joaquin County Traffic Impact Mitigation Fee Program Update and Revision, CA. Kendall supported the County's TIM Fee Update with a stakeholder engagement program targeted to representatives in the building industry. Working closely with County staff and the consultant team, she facilitated discussions between the agency and those stakeholders resulting in acceptance of the proposed fees.

El Dorado County Traffic Impact Mitigation Fee Program Update. El Dorado County was challenged by trying to balance new business development and affordable housing without sacrificing the character of the County. Kendall facilitated a series of workshops and focus groups with residents, developers, environmental activists and proponents of alternative transportation modes as part of a robust outreach program that also included a project website and e-Newsletters.

Valley Vision San Joaquin Regional Transportation Plan & Sustainable Communities Strategy, Community Outreach, CA. Kendall assisted the San Joaquin County Council of Governments with its outreach program for its Valley Vision effort. In this case, Ms. Flint is working with staff to develop meeting structure, materials and strategies as well as meeting facilitation. The first round of workshops has recently been completed with the second round currently underway. She is responsible for media relations and implementation of a social media program.

Valley Vision Stanislaus Regional Transportation Plan & Sustainable Communities Strategy, Community Outreach, CA. Kendall was the task manager for the public outreach component of StanCOG's 2035 Regional Transportation Plan, Valley Vision Stanislaus. Her efforts include coordination with all nine cities and the County to plan individual workshops, outreach to stakeholder groups, media relations and bilingual outreach. Valley Vision Stanislaus also incorporates the MPO's Sustainable Communities Strategy and Regional Housing Needs

Education: BS, Civil Engineering, Indian Institute of Technology Bombay
MS, Transportation Engineering, University of California Davis

Years of experience: 2

Unique Qualifications:
- Worked on estimation of VMTs with limited data for SB 743 purposes
- Experience working on several Traffic Impact Studies and devising mitigations
- Familiarity with SACSIM model
- Performed analysis and documentation for General Plans and Specific Plans
- Strong analytical, mapping and modeling skills including big data analysis

ADITI MESHRAM, Transportation Analyst

Aditi's relevant expertise: Aditi has a wide variety of skills relating to transportation planning and analysis, safety analysis as well as traffic facility design. With a background working with the San Francisco Municipal Transportation Agency (SFMTA) and the San Mateo County Transit District she is experienced in meeting public agency standards in Northern California and has a growing familiarity with these standards in Oregon. Since joining DKS, Aditi has aided in several travel demand modeling projects, traffic impact analysis and data analysis. Aditi has extensive experience with TransCAD, Cube, Synchro, SimTraffic, Vissim, ArcMap and Python, in addition to a growing understanding of VISUM and FREQ.

Fairfield SB 743 Implementation: DKS is helping the City of Fairfield implement the requirements of Senate Bill (SB) 743 pertaining to transportation impacts under the California Environmental Quality Act. DKS has reviewed the City's General Plan, transportation impact analysis guidelines, and travel demand model and recommended changes needed to implement SB 743. Aditi worked on filling VMT gaps by estimating VMTs for areas that do not have built infrastructure but are zoned for future developments, and created maps to display the same. Major tools used for these tasks were GIS, Python and Excel.

CCTA Multimodal Transportation Service Objectives (MTSO) and VMT Analysis (2018-2019): Aditi collaborated transportation Action Plans of the Contra Costa county sub-regions to monitor respective MTSOs. The Contra Costa County Transportation Authority (CCTA) is incorporating into its Action Plans the SB 743 guidelines for eliminating the use of vehicle delay under CEQA and for adoption of a new Vehicle Miles Traveled (VMT) threshold of significance. Aditi was instrumental in determining VMT per capita from the existing CCTA travel demand model in TransCAD and mapping them by residence and workplace location.

Caltrans District 3 On-Call: This project will make improvements on State Route 51 (SR 51) in Sacramento County by adding managed lanes, auxiliary lanes and improving intelligent transportation system elements. Aditi's role in this project was to build and refine tools for OD volume estimation, set up pre-processing mechanisms for microsimulation, and perform simulation model calibrations.

NVTA Countywide Transportation Plan (CTP): DKS is working with NVTA to update Napa's CTP. Aditi's role involved developing performance measures to quantify goals. This includes data collection and organization, calculation of baseline measures and setting future targets for each metric. Major tools included Excel, Python for big data analysis, Remix and GIS.

San Mateo County Comprehensive Transportation Management Plan: Aditi is the main engineer for the development of a Comprehensive Transportation Management Plan (CTMP) for Highway 1, SR 92 and other arterial roads on the San Mateo County Unincorporated Midcoast. Her responsibilities include development of the report, analysis of operating deficiencies, and presenting results and recommendations to the client.

City of Pacifica General Plan Update and Sharp Park Specific Plan: Aditi is the main engineer working on the transportation portion of the general plan update for Pacifica. This effort is in parallel with a Specific Plan for their downtown Sharp Park area. The analysis involves multimodal demand analysis, LOS calculation for roadway segments and intersections within the city, parking occupancy, and creation of GIS figures to represent the analysis.

Napa General Plan (2018): Aditi assisted in the circulation element update for the Napa General Plan. This included documenting existing conditions of roadway, bicycle, pedestrian and public transit network and identifying existing gaps in the network. To depict collision history, pedestrian and bicycle crashes were mapped in ArcMap using crash data from SWITRS.

Sacramento Depot Park TIA: Aditi completed a deficiency analysis and estimated the required volumes out of counts conducted during Covid-19 shelter-in-place.

Carnoustie Housing Development TIA: Aditi conducted a traffic impact study for Carnoustie Phase 4 residential development in the city of Half Moon Bay, California. The project will add eight new single-family detached residential dwelling units in close vicinity to Highway 1 and the study was carried out to determine potential traffic impacts from the proposed project. Aditi reviewed previous phase development documents, and performed delay analysis in Synchro.

Solano Transportation Authority HSIP Application (2018): Aditi assisted in preparation of the Highway Safety Improvement Plan application on behalf of Solano County. This application included analyzing crash data and recommending state funded countermeasures for the more frequent kinds of crashes. In addition, the application required a great deal of documentation deliverables including conceptual designs, cost estimates, and study area maps. These tasks involved the use of AutoCAD, GIS, and various Microsoft office tools.

E. Shorebird Way Pedestrian/Bicycle Crossing Design (2018) Aditi processed and organized existing AutoCAD as-built files and set up the plans sheets for signage, lighting and pedestrian push button (PPB) Design PS&E services for the E. Shorebird Way and Charleston Road Pedestrian Crossings Projects in the City of Mountain View. This is a high pedestrian activity path within the Google campus. Under Caltrans standards, Aditi aided in the design of advance solar LED enhanced signs and PPB assembly, and determining the ideal placement of these, all of which were integral parts in making this road safe for pedestrians and bicyclists.

E. Campbell – Leigh Avenue Intersection Analysis (2018) Aditi conducted alternatives assessment of proposed treatments for enhancing the safety of left-turn movements at the intersection of East Campbell Avenue and Leigh Avenue in San Jose. The intersection of Leigh Avenue and E. Campbell Avenue is a four-leg intersection with STOP control for the E Campbell Avenue approach and uncontrolled for Leigh Avenue. Aditi carried out thorough analysis of crash data, turning movement counts, lane geometry as well as calculation of vehicle sight distances at different scenarios. Through such analysis she helped in recommending a desirable treatment at the intersection from a safety, operations and feasibility standpoint.

ACTC Broadway/Jackson Screenline Analysis: Aditi performed screenline analysis as part of the Oakland-Alameda Access Project to study access and operational improvements between I-880, I-980 and local Oakland street.

Urban Economics

ROBERT D. SPENCER

Principal

Mr. Robert D. Spencer, d/b/a Urban Economics, has been consulting to local and regional public agencies for 30 years. He has extensive experience developing financial resources for public infrastructure and services to serve a community's growth and revitalization. As an urban economist he focuses on the intersection between land use and fiscal policies, and business and real estate markets. He is an effective communicator for guiding the deliberations of public officials and their stakeholders.

Major areas of experience and expertise are shown below followed by representative projects for which Mr. Spencer was the principal and/or project manager.

Education

Master of Public Policy, Kennedy School of Government, Harvard University

Bachelor of Arts, Economics, Colorado College

Additional Areas of Expertise

Affordable Housing Funding Policies & Programs

Climate Adaptation Finance

Comprehensive Funding & Financing Plans

Economic Development & Impact Analysis

Fiscal Impact Analysis

Habitat & Open Space Funding Plans & Mitigation Fees

Management Audits & Financial Analysis

Real Estate Market Analysis

Professional Affiliations

Urban Land Institute, associate private member

Growth and Infra-structure Consortium

Bay Planning Coalition

SPUR

Nexus Studies for Fees and Service Charges

Mr. Spencer is one of California's leading experts on nexus studies for fees, rates, and assessments to fund infrastructure and services. These studies include impact fees under the Mitigation Fee Act, CEQA mitigation fees, regulatory fees, benefit assessments, and user fees. Often Mr. Spencer participates in the extensive communication efforts typically required with stakeholders and policy makers to successfully adopt these revenue programs.

Mr. Spencer has been engaged by over 140 local agencies mostly located in California to prepare nexus studies for the complete range of public facilities including (1) streets, transit, bicycle & pedestrian facilities, (2) public works, fire, police, and administrative facilities, (3) parks, open space, and habitat conservation, and (4) water, wastewater and storm drain utilities. In addition, Mr. Spencer has prepared nexus studies to meet more challenging objectives related to affordable housing, transit services, and economic development.

Mr. Spencer's assistance to local agencies includes preparation of capital improvement plans, documenting statutory nexus findings, facilitating stakeholder involvement, and analyzing impacts on the local economy. He has assisted in developing regional fee programs that require the participation of multiple jurisdictions. Mr. Spencer has provided expert advice to the public agency plaintiffs in court cases defending existing fee programs. **None of the development impact fee programs developed by Mr. Spencer over the past 30 years have been modified by judicial action or been subject to an out of court settlement.**

Transportation Funding Programs and Related Environmental Impact Analysis

Mr. Spencer has developed a wide range of transportation funding programs for local agencies. Projects have included multimodal programs for transit, bike, and pedestrian facilities as well as road maintenance revenue programs. As part of this work he has developed cutting edge strategies that streamline the environmental review process for development projects.

Mr. Spencer has specific expertise developing transportation impact fee programs for consortiums of cities and counties. These studies are complex, requiring the balancing

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of political and economic interests with the technical requirements of the Mitigation Fee Act (aka AB 1600).

- City of Oakland, Citywide Impact Fee Nexus and Implementation Study. to develop the City's first comprehensive development impact fee program including nexus analyses for transportation, capital facilities, and affordable housing. The transportation fee provided a funding source for both capacity expanding infrastructure to address congestion based on level of service, and multimodal improvements for transit, bicycles, and pedestrians to support vehicle miles travelled (VMT) reduction goals.
- City and County of San Francisco: Transportation Sustainability Program and Fee Innovative program to fund $2.0 billion in improvements focused on non-auto transportation modes (transit, bicycle, pedestrian) while concurrently streamlining the CEQA process for transportation mitigation analysis.
- Los Angeles Metropolitan County Transportation Authority: Congestion Mitigation Fee program for the entire county including 89 jurisdictions conducted as a series of sub-regional studies. Largest single transportation development impact fee program in the nation, both in new funding raised and number of jurisdictions participating.
- San Diego Association of Governments (SANDAG): CEQA Transportation Fair Share Methodology to streamline and improve CEQA mitigation analysis for regional development projects.

Teaching Experience

Planning Innovations Forum: Transportation Impact Fees and SB 743, speaker, 2018

Growth & Infrastructure Consortium, moderator and speaker, 2002-2015 (most years)

"Stormwater Funding Strategies", Regional Water Quality Control Board workshop, 2008

"Takings and Exactions: Imposing Conditions on Development Without 'Going Too Far", University of California at Davis Extension, 2002-2004.

"Effective Local Approaches for Promoting Smart Growth: Financing and Planning Strategies", Urban Land Institute and the Association of Bay Area Governments, September 26, 2003.

Prior Professional Experience

Willdan Financial Services (formerly MuniFinancial), Principal Consultant and Practice Leader 1999-2009

Hausrath Economics Group, Consultant 1989-1999

Ernst & Young, Local Government Management Consulting Practice, Analyst 1987-1989

City of San Jose, City Manager Intern,