

# Scope

Date: March 29, 2024

To: Mary Heather Ames, Bernie Gertje, and Brad Medrud; City of Tumwater

From: Daniel Dye & Dan Grayuski, Fehr & Peers

**Subject: City of Tumwater Transportation Master Plan and Impact Fee Updates-Draft Scope (v2)**

P24-0167

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## Scope of Work

During the term of this agreement, Fehr & Peers (CONSULTANT) and team will perform professional services in connection with the update of the Transportation Master Plan (TMP) and Transportation Impact Fee (TIF) program as described in the following scope of work. This agreement will commence with the issuance of a Notice to Proceed by the City of Tumwater (CITY).

## Project Overview

The updated Tumwater TMP will provide a framework to guide transportation investments over the next 20 years in accordance with the community's transportation priorities. It will be developed through close collaboration between CITY staff, stakeholders and the public at-large, and the Planning Commission and City Council to help improve mobility and quality of life. The purpose of this scope is to outline the CONSULTANT team's tasks and deliverables in the TMP process.

In addition to the TMP update, the CONSULTANT will work with CITY staff to update the TIF, incorporating project lists updated and reviewed as part of the TMP and ensuring that recent legislative changes are incorporated in the program design.

No Environmental Impact Statement or environmental checklist is included in this scope of work, although much of the information developed as part of this scope of work may be utilized by CITY staff if environmental documentation is required.



The project team will be led by the CITY project manager and will include the CONSULTANT team project manager, CONSULTANT team members, and other CITY staff.

The CONSULTANT will perform the following tasks:

## **Task 1 – Project Management**

### **1.1 Kickoff Meeting (April 2024)**

The CONSULTANT will attend an in-person project kickoff meeting to review project scope, schedule, budget, and deliverables to ensure expectations are clear. That meeting will discuss the relationship between the TMP and the TIF update, as well as the timing of touches with the community, Planning Commission and City Council throughout the project.

*Deliverables:*

- Meeting agenda
- Meeting summary with actions

### **1.2 Biweekly Check-in Calls and Invoicing (April 2024-November 2025)**

The CONSULTANT will attend up to 30 half-hour biweekly check-in calls with the CITY's project manager. The bi-weekly check in calls are expected to occur between April 2024 and November 2025, and will likely be less frequent at certain phases of the project, such as during the comprehensive plan adoption process in the latter half of 2025. In advance of biweekly check-in calls, the CONSULTANT will prepare an agenda and follow up on the meeting with notes summarizing action items.

The CONSULTANT will also provide monthly invoices and progress reports documenting the status of both scope progress and budget expenditure.

*Deliverables:*

- Biweekly check-in calls, agendas, and meeting notes
- Monthly invoices and progress reports

## **Task 2 – Laying the Groundwork**

Over the years, the CITY has undertaken many efforts related to transportation planning. These efforts have resulted in the identification of a variety of values, goals, and policies for transportation. The purpose of this task is to identify a single, unified set of transportation priorities that advance the CITY's overall vision for transportation, which will guide overall development of the TMP's vision and goals. It is assumed that these priorities will set the framework for any future updates to the CITY's transportation policies, including level of service and administrative policies.



While the set of priorities do not have to be final, the end goal of this task is to be able to succinctly state four to six priorities for the CITY to remain laser-focused on in developing its TMP.

## **2.1 Priorities Workshop (May 2024)**

The CONSULTANT team will lead a two-hour in-person workshop with CITY staff to identify 4-6 priorities for the TMP. The CONSULTANT will strategize with CITY staff on best framing for the conversation to ensure a productive workshop.

The CONSULTANT will produce a summary of the workshop for the project record, identifying apparent transportation priorities to help guide the balance of the project. The CITY will review the summary and provide one round of comments, which the CONSULTANT will use to update the final workshop summary.

### *Assumptions:*

- CITY staff will select and invite participants
- Meeting will be held in person

### *Deliverables:*

- Workshop materials including the meeting agenda and PowerPoint slides
- Draft and final meeting summary, which summarizes the transportation priorities

## **Task 3 – Public and Stakeholder Outreach Support**

Building champions for the TMP is incredibly important. Community engagement is a key component of the overall process.

This engagement effort will be performed in close coordination with outreach for the Comprehensive Plan Update. The CITY will lead public outreach efforts for the TMP and TIF update, with the CONSULTANT providing supporting materials and attending up to two in person outreach events.

## **3.1 Public Outreach (May 2024-July 2025)**

The CONSULTANT will develop communication material and assist CITY staff via attendance and participation at one in-person outreach event to inform community members and stakeholders and gather their feedback.

### *Assumptions:*



- CONSULTANT will provide digital materials for up to four public outreach activities. These materials could include project flyers, fact sheets, poster sized maps and other collateral, and website text.
- The CONSULTANT has reserved up to 45 hours for the preparation of these materials (shown as 3.1.1 in the fee table).
- CITY will print any materials needed for in-person engagement and will host all online content.
- CONSULTANT will prepare for and participate in one in-person outreach event (up to two hours per event), as identified by CITY staff.

*Deliverables:*

- Materials for outreach activities
- Attendance at up to one in-person event

### **3.2 City Council and Planning Commission Meetings (August 2024-December 2025)**

The CONSULTANT is available to support CITY Staff at up to five meetings to either the City Council or Planning Commission over the course of this project. These meetings may include either the CONSULTANT providing a formal presentation or participating in a discussion. The hours associated with this task include preparation of meeting materials as well as virtual participation in meetings.

Additionally, the CONSULTANT will prepare for and attend one joint Planning Commission-City Council Transportation Tour, no longer than four hours.

*Deliverables:*

- CONSULTANT attendance at up to five City Council or Planning Commission meetings (virtual)
- Meeting presentation materials
- Attendance at transportation tour

## **Task 4 – Technical Foundation**

This task covers many of the technical tasks needed to complete the TMP, including the compilation and interpretation of data and travel forecasting based on TRPC's travel model.

### **4.1 Data Collection (April-May 2024)**

The CONSULTANT will coordinate with CITY staff on data availability, leveraging CITY technical resources wherever possible. This task includes time for reviewing the CITY's GIS database, collaborating with CITY staff on additional data needs/gaps, and if needed, purchase of count data or "big data" to support technical analysis.



*Assumptions:*

- Close coordination with CITY staff
- The CITY will provide historic traffic count data
- The CONSULTANT will facilitate up to \$10,000 worth of data collection (the equivalent of up to 40 PM peak period turning movement counts OR 40 volume only tube counts for roadway segments) if needed to fill data gaps

*Deliverables:*

- All GIS data files will include metadata that includes file summary, description and date and updates provided to CITY staff
- Traffic count information

#### **4.2 Travel Demand Model & LOS Analysis (April-June 2024)**

The CONSULTANT will coordinate with Thurston Regional Planning Council (TRPC) staff on their runs of the regional trip-based travel demand model. The model runs by TRPC will be used to create traffic volume forecasts for up to two alternatives. The CONSULTANT will evaluate intersection level-of-service (LOS) grades as part of this task, and future forecasted LOS as part of Task 6.2. CONSULTANT will not run the TRPC model due to land use data privacy considerations but will need access to model output results as part of this process.

##### **Base Year Model**

City of Tumwater land use information and transportation network assumptions from the TRPC model will be coordinated by TRPC and CITY staff. All validation and calibration of the existing year model is assumed to be completed by TRPC staff.

The transportation network will be evaluated for a 2024 existing scenario using segment level volumes (likely based on the TRPC existing year model) and intersection LOS (likely based on actual turning movement counts). A Synchro network will be developed to provide average intersection delay and LOS using the Highway Capacity Manual (HCM) methodology for up to 40 intersections and volume/capacity (V/C) ratios for up to 10 roadway segments.

*Assumptions:*

- TRPC will complete all model runs
- The CITY will provide TRPC with any necessary updates to the land use estimates for the base year
- Up to 40 intersections will be evaluated in Synchro for existing conditions and up to 10 roadway segments will be evaluated based on V/C ratios

*Deliverables:*

- LOS tables/maps for up to 40 intersections and 30 roadway segments



### **4.3 Planning Context and Existing Conditions (May-June 2024)**

CONSULTANT will work with CITY staff to determine a set of key transportation issues. Once the key transportation issues are identified, CONSULTANT will use these findings to conduct a needs assessment for the following transportation modes and programs:

- Vehicle Congestion
- Active transportation (biking, walking, rolling, etc.)
- Transit Needs
- Freight and Truck Mobility
- Collision data
- Equity
- Potentially others as identified during completion of Tasks 2 and 3

This assessment will include an evaluation of existing conditions for the items identified above.

Specifically for safety, CONSULTANT will summarize collision data and develop heat map figures of collisions that occurred over the most recently available five-year span, contributing circumstances, vehicle actions, and/or severity.

The CONSULTANT will develop a brief memorandum documenting the planning context and existing conditions analysis and findings.

#### *Assumptions:*

- CITY will provide CONSULTANT with available technical data (such as roadway, bike facility, and sidewalk GIS inventory data) within two weeks of data request

#### *Deliverables:*

- Draft and final memorandum with figures documenting existing conditions for the above topics

### **Task 5 – Modal Network Development and MMLOS Policies**

This task is focused on developing a multimodal level of service (MMLOS) framework for Tumwater. It will identify priority networks for each mode and identify level of service policies for each network, which will be confirmed in later phases of the project once the travel demand forecasting is complete. This task also includes the CONSULTANT providing suggested edits to the policies included in the TMP of the CITY's currently adopted Comprehensive Plan.



## **5.1 Creation of Layered Network (July-August 2024)**

After completing the LOS analysis and planning context/existing conditions under Task 4, the CONSULTANT will develop a series of proposed layered networks for the City of Tumwater that include the following modal priority networks:

- Pedestrian
- Bicycle
- Transit, which will include consideration of planned networks by Intercity Transit
- Freight
- Auto

### *Deliverables:*

- Draft and final priority network maps (pdf, geodatabases including shapefiles and layer files, and .mxd files).
- Draft and final memo describing how these priority networks guide infrastructure recommendations and tie to LOS policies

## **5.2 Level of Service (June 2024)**

CONSULTANT will lead one meeting with CITY staff, in which CONSULTANT will work to develop multimodal LOS standards (for autos/trucks, transit, bikes, and pedestrians) that support Tumwater's goals. These LOS standards will relate to the CITY's updated goals and policies.

### *Deliverables:*

- Meeting materials including agenda and meeting summary
- Draft and final memorandum summarizing recommended MMLOS policy

## **Task 6 – Project Prioritization, Selection, Costing, Funding Identification, and Policies Update**

Following on the understanding of trends and the identification of priorities, the CONSULTANT will identify future projects that advance the CITY's priorities, explore the costs of the projects, how they would be funded, and recommend updates to policies in the CITY's TMP.

### **6.1 Prioritization Criteria (August 2024)**

Building off the technical analysis and community input acquired in Tasks 2 through 5, the CONSULTANT will work with the CITY to develop criteria to prioritize the proposed draft project list (see task 6.3). Then, the CONSULTANT will refine the spreadsheet based on CITY comments for use in project evaluation.



*Deliverables:*

- Draft and final memorandum and spreadsheet of summary prioritization metrics.

## **6.2 Future Year Modeling (August-November 2024)**

The future year scenarios for the TMP will be evaluated in this phase. The CITY will provide TRPC with the appropriate land use and transportation network assumptions within the City of Tumwater for TRPC to develop inputs to the travel model. TRPC will also be responsible for updating the model inputs outside of the CITY consistent with the regional assumptions. The travel model will be used to evaluate up to two future year scenarios. The CONSULTANT will use the TRPC model results in the following way:

- Segment level V/C ratios will identify segment-based LOS for up to 10 roadway segments
- The CONSULTANT will create turning movement forecasts for up to 40 intersections and complete Synchro analysis

*Deliverables:*

- Travel demand forecasts and Synchro files for two future year scenarios
- Draft and final forecasting and future operations memo.

## **6.3 Project List Development (November-December 2024)**

Building on the prior tasks, the CONSULTANT will begin to identify multimodal projects to improve Tumwater's transportation infrastructure. This includes reviewing transportation projects in adopted CITY plans and programs as well as suggesting capital improvements that fill a gap in the multimodal networks or address LOS standard deficiencies. These improvements will address needs identified for all modes in Task 5 and will be prioritized using transportation prioritization criteria established in Task 6.1.

The CONSULTANT will lead one virtual workshop with CITY staff to review the list of transportation projects in adopted plans and programs, projects developed as part of this task, and any outstanding project list needs.

*Assumptions:*

- CITY staff will provide a list of multimodal transportation projects currently planned for Tumwater and actively participate in project list development meetings

*Deliverables:*

- Meeting materials including agenda and meeting summary
- Draft and final list and description of projects with initial prioritization ranking (see also financially constrained project list under task 6.4)





- Draft and final map of identified projects

#### **6.4 Project Costing (November-December 2024)**

The CONSULTANT will inform the development of a financially constrained project list, by providing planning-level cost information. This includes “order-of-magnitude” per-mile costs for line items including intersection improvements, sidewalks, bicycle facilities, roadway extensions, and complete streets enhancements. These “order of magnitude” costs will not consider context-specific considerations, such as right of way or slope.

##### *Assumptions:*

- CONSULTANT will provide order-of-magnitude costing for the remaining projects from the project list (up to 16 hours)
- Additional projects to be costed will be considered as additional scope of services

##### *Deliverables:*

- One (1) draft and one (1) final PDF copy (and native Excel file) of planning level estimates (summary and backup) with location map of projects

#### **6.5 Funding Assessment (December 2024-January 2025)**

To ensure that there are appropriate financial resources available to complete the identified policies, programs, and projects, CITY staff will develop information about Tumwater’s funding capacity for transportation capital projects. CITY staff will first complete a capacity analysis to evaluate baseline funding available over the planning period based on:

- Review of historical transportation revenues
- Any current transportation funding projections
- Update long term (20 years) funding projections
- Review of historical transportation revenues, by source
- CONSULTANT will help identify potential funding options for filling any identified funding gaps
- CITY will assess expected future costs using the current policy, programmatic, and project costs and projected future needs from the prior subtasks

The CONSULTANT will compare the CITY led funding capacity to estimated programmatic expenses and the cost of the initial project list, to demonstrate the CITY’s ability to fund their desired projects during the planning period. If a funding gap is identified, CONSULTANT will identify potential new sources of revenues that could be considered (including but not limited to updated transportation impact fees, local improvement districts, transportation benefit districts, grant funding, etc.) to develop a funding strategy to balance identified needs with resources. Both a draft and final funding section will be prepared based on the analysis. In addition, policies



related to transportation funding and implementation will be reviewed and modified to be consistent with the funding plan.

*Assumptions:*

- The work will be conducted primarily by CITY finance staff, with support from CONSULTANT

*Deliverables:*

- Draft and final memorandum with funding capacity and needs comparison, as well as potential funding sources (draft, and final)

## **6.6 Transportation Policies Update and Mode Shift Targets (July-December 2024)**

The CONSULTANT will provide recommended updates to the policies contained in the most current version of the TMP. These recommended updates will include suggested edits to current policies, removal of policies, and addition of policies to respond to guidance from the Department of Commerce, TRPC, and align with the priorities identified in Task 2.1 and layered network and level of service policies developed in Tasks 5.1 and 5.2, as well as other potential recommendations developed in Tasks 6.1-6.5.

Additionally, the CONSULTANT will work with the CITY to develop targets for vehicle miles traveled (VMT) reduction and mode shift away from single occupancy vehicles in order to align with the targets in the Thurston Climate Mitigation Plan.

*Deliverables:*

- Draft and final memorandum summarizing recommended edits to TMP policies and VMT/mode shift targets
- Matrix of policy changes (additions, deletions, and modifications) provided in track changes document

## **Task 7 – Document Production**

The goal of this task will be to create Tumwater's draft TMP document, which lays out the vision developed through the prior tasks in this scope.

### **7.1 Administrative Draft Plan (January 2025-February 2025)**

Based on findings of Task 1 through 6, the CONSULTANT will compile an updated TMP document. This document will be concise and reader-friendly, while also conveying the necessary information to fulfill the scope items described above.



*Assumptions:*

- A single consolidated round of comments will be compiled by CITY staff and provided to CONSULTANT
- CONSULTANT will reserve up to 20 hours of staff time to respond to comments

*Deliverable:*

- Administrative Draft plan (PDF)

## **7.2 Draft Plan (March 2025)**

In response to a single consolidated round of comments from CITY staff, the CONSULTANT will prepare a Draft Plan, to be released to the public and Planning Commission/City Council for review.

*Assumptions:*

- A single consolidated round of comments will be compiled by CITY staff and provided to CONSULTANT
- CONSULTANT will reserve up to 30 hours of staff time to respond to comments

*Deliverable:*

- Draft Plan (including tagged/accessible PDF for public review)

## **7.3 Final Plan (April-May 2025)**

In response to a single consolidated round of comments from CITY staff, the CONSULTANT will prepare a Final Plan for adoption.

*Deliverables:*

- Final Plan (PDF)

## **Task 8 – Transportation Impact Fees Update**

The goal of this task will be to update the CITY's transportation impact fee program.

### **8.1 Impact Fee Kickoff Meeting (May 2025)**

CONSULTANT will initiate the impact fees update by holding a staff workshop that asks the following key questions, which are central to this impact fee update:

- What is working well with the CITY's current impact fee program and what should be changed?
- What types of multimodal projects should impact fees fund?
- Should the program be vehicle-trip based or person-trip based?



- Should the program be based on a single, citywide rate or should it be zone-based?
- What types of land use categories should be included in the fee schedule?
- How do Tumwater's transportation impact fee rates compare to other Washington communities and what is the appetite for raising rates?

*Deliverable:*

- Notes from the kickoff meeting that document staff responses to the key questions

## **8.2 Review and Update Transportation Project List (June 2025)**

CONSULTANT will review the multimodal transportation project list developed as part of Tumwater's TMP to identify capital projects that could meet impact fee eligibility. CONSULTANT will meet with staff to discuss potential projects for inclusion in the CITY's impact fee program and confirm an initial draft list. Following the meeting, CITY staff will provide CONSULTANT with the most current information available about project costs (although this information should be largely developed in previous tasks) and any identified non-impact fee funding sources for projects. CONSULTANT will compile this information to develop an initial draft transportation impact fee project list.

*Deliverable:*

- Draft transportation impact fee project list, with costs and funding availability

## **8.3 Calculate Existing Deficiencies (June-July 2025)**

CONSULTANT will calculate the existing deficiency portion of transportation projects based on adopted level of service policies. This will be based on CONSULTANT's work on the CITY's TMP. No new LOS analysis is assumed as part of this project.

*Deliverable:*

- Table of existing deficiencies for each project

## **8.4 Update Growth Estimates (June-July 2025)**

CONSULTANT will summarize expected residential and commercial growth within the city consistent with the growth assumptions applied for the TMP future year analysis. We will then convert the land use growth to trips for calculation of the impact fee using the TRPC travel model.

*Deliverable:*

- Spreadsheet of land use and trip growth

## **8.5 Determine Share of Trips Attributable to Growth in Tumwater (July 2025)**

CONSULTANT will apply the TMP version of the TRPC model to estimate trips occurring on each of the proposed transportation projects, identifying the percentage of trips attributable to city growth.



*Deliverable:*

- Spreadsheet documenting growth portion in Tumwater

## **8.6 Calculate Impact Fee Rate and Update Fee Schedule (August 2025)**

CONSULTANT will calculate a new 'cost per trip end' that is translated into an impact fee schedule. We will update the fee schedule to reflect the new 'cost per trip end,' updated land use categories (based on discussion with CITY staff in the kickoff meeting), and the most recent version of the Institute of Transportation Engineers *Trip Generation Manual*. Potential updates include: revised land use categories, setting rates by geographic area, or rate variations based on differences in mode share.

*Deliverable:*

- Spreadsheet documenting cost per trip end and revised fee schedule

## **8.7 Prepare Impact Fee Rate Study (October 2025)**

CONSULTANT will develop a short report documenting the impact fee rate methodology and results.

*Deliverable:*

- Report documenting rate program update (for reference in CITY ordinance)

## **8.8 Meetings/Council Presentation (April 2025-November 2025)**

CONSULTANT staff will attend up to four conference calls with staff (beyond the kickoff meeting) to discuss results of the analysis. We will also present the results of the updated impact fee study to City Council.

*Deliverable:*

- Four conference calls
- Presentation and virtual attendance at City Council meeting