



TJKM

VISION THAT MOVES YOUR COMMUNITY

SCOPE OF WORK FOR DEVELOPMENT OF A MULTIMODAL IMPROVEMENT PLAN AND NEXUS STUDY FOR A CITY-WIDE DEVELOPMENT IMPACT FEE CITY OF MOUNTAIN VIEW

Our detailed Scope of Work for the Development of a Multimodal Improvement Plan and Nexus Study for a City-wide Development Fee in the City of Mountain View is detailed below. The Multimodal Improvement Plan developed for the City of Mountain View will be consistent with VTA's guidelines and requirements.

SCOPE OF WORK

Task 1: Kick-Off Meeting and Project Management

Within five days of Notice-to-Proceed on the project, we will schedule a Kick-Off Meeting to meet with City of Mountain View and VTA. The main purpose of the meeting will be to clearly set respective roles and responsibilities of the project participants including the proposed timeline for the technical tasks. At this meeting we will also establish communication channels and protocols, discuss goals of the project, scope of work and schedule. At this meeting we would also collect existing data, reports and plan sets from the City staff. List of data to be collected from the City will be provided along with the Agenda for the meeting. The TJKM Team will prepare the meeting agenda and minutes summarizing the action items.

Project Coordination and Management

TJKM will conduct monthly meetings (or conference calls) with the City to monitor the progress of the Project and to ensure the goals of the Project are met. In addition, TJKM will also provide monthly, written status reports to City of Mountain View in electronic format which would include work completed, and a Project Issues Page or action list to highlight any issues that may prevent the timely completion of the Project. TJKM will document in the Project log formal communications between City of Mountain View's staff and the TJKM Team throughout the duration of the project.

Deliverables:

- ✓ Monthly Status Reports
- ✓ Project Communication Log

Task 2: Review Documentation Associated with Transportation Needs

Under this task, TJKM will collect and review relevant planning and transportation studies and plans, including but not limited to the following:

- General Plan Update and General Plan EIR
- Greenhouse Gas Reduction Program
- El Camino Real and San Antonio Precise Plan
- Bicycle Transportation Plan Update
- Pedestrian Master Plan
- Shoreline Regional Park Community Transportation Study
- Shoreline Boulevard Corridor Transportation Study

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- Mountain View Transportation Management Association
- Rengstorff Grade Separation Design Concepts
- Stevens Creek Trail Four Cities Study
- Mayfield Tunnel Feasibility Study
- Transit Center Improvements
- North Bayshore Bonus FAR Projects
- VTA's Deficiency Plan Guidelines
- North Bayshore Precise Plan
- Nexus Study and Fee Program for North Bayshore Precise Plan
- California Street/Escuela/Shoreline Boulevard Improvements Feasibility Study
- Potential Future Transit Concepts, such as PRT
- 5 Year CIP

In addition to the above TJKM Team will also collect and review some of the major development projects within the City of Mountain View, including but not limited to the following:

- 700 East Middlefield TIA Study
- South Whisman TIA Study
- 801 Castro Street TIA Study
- 100 Moffett TIA Study
- 1975 El Camino Real TIA Study

TJKM Team will also identify, collect and review additional documents from regional agencies and surrounding cities. The review will be summarize to highlight relevant policies, programs and actions and also identify any gaps that needs to be addressed for the Multimodal Improvement Plan.

Deliverables:

- ✓ Technical Memorandum summarizing the policies, programs, actions from the review of the relevant documents and identification of gaps to address Multimodal Improvements Plan requirements.

Task 3: Community Outreach and Meetings

Under this task, TJKM Team will support City of Mountain View's community outreach efforts and attend coordination and other meetings as needed. TJKM Team will prepare study materials as directed by the City of Mountain View Project Manager, establish a project website and surveys/mailings as needed. At a minimum, TJKM Team will attend the following meetings:

- Up to one meeting with the Council Transportation Committee
- Up to two meetings with the City Council
- Up to 3 meetings with VTA (2 meetings with VTA advisory/standing committees and 1 meeting with the VTA Board)
- A developer meeting to discuss the Fee
- One other small stakeholder meeting
- A web presence (format to be determined)
- Some phone conversations/meetings with Caltrans, VTA, Palo Alto, Los Altos, Sunnyvale, Caltrain, County, etc.



TJKM will take a lead role in coordination and discussion of the Deficiency Plan with VTA staff. TJKM will also prepare/develop all relevant materials for the VTA Board meeting and make presentation to the Board dependent on approval for City of Mountain View staff.

Deliverables:

- ✓ Attendance at Meetings
- ✓ Presentation Material for Outreach

Task 4: Analysis of Intersections and Roadways

TJKM Team will compile traffic data and projects as developed through the several Precise Plans and other recent traffic projections (base year and future year). Compiled traffic data will be reviewed and LOS impacts will be summarized for study intersections (not to exceed 60 study intersections) and roadway segments (not to exceed 60 study segments). Intersections will include CMP intersections and freeway ramps/intersections as agreed upon by the City and VTA (including facilities located outside the City), and locally-controlled intersections as directed by the City. Segments will include CMP roadways other than freeways as agreed upon by the City and VTA (including facilities located outside the City), and locally-controlled roadways as directed by the City. Deficient locations based on the future conditions based on City's General Plan, Precise Plans and development projects will be identified. It should be noted that roadway segments would include local roadways owned, operated and maintained by City of Mountain View. Based on the analysis, TJKM Team will identify potential improvement, if any, that would maintain the LOS thresholds. Potential improvement measures will include but not limited to physical infrastructure changes, signal timing, signal phasing, traffic control, and TDM, etc. Potential improvement measures will be documented in the report with description of the measures, pros and cons of the measures, projected improvements to the measure of effectiveness, graphic and/or preliminary concept plans as appropriate. TJKM Team will evaluate the feasibility of the potential improvements and discuss the feasibility of their implementation.

Deliverables:

- ✓ Technical Memorandum summarizing the analysis of intersections, roadways and potential improvements.

Task 5: Develop Multimodal Improvement Plan Action List

This task will involve assembling a preliminary list of improvement programs and actions as part of a Multimodal Improvement Plan. Key elements that will be covered in the plan include, but not limited to:

- Land use and urban design
- Traffic circulation
- Transit oriented streetscape design
- Transit Improvements
- Pedestrian and bicycle networks and amenity
- Parking and travel demand management (TDM)

The first step in completing this task will be a citywide assessment of the coverage and content of various efforts including, but not limited to:

- Draft and Final complete streets and network recommendations of the Shoreline Boulevard Corridor study, and California/Escuela/Shoreline study



- Draft recommendations and networks from the Bike Transportation Plan and Pedestrian Master Plan
- Draft or Final land use, urban design and streetscape improvements recommended under the El Camino Real Precise Plan, San Antonio Precise Plan, and North Bayshore Precise Plan
- Other planned improvements such as the Rengstorff grade separation
- Street design and planning standards applicable to all areas of the City

We will assess the list of improvement programs and actions in relation to confirm or evaluate the list holistically in relation to the following criteria:

- Comprehensive – Are all elements of a Multimodal Improvement Plan included? Where are the gaps in the system? Are additional improvements needed?
- Alignment – Do the actions align across planning area boundaries?
- Efficiency – Are there any actions that are double counted under different efforts? Could actions be implemented more efficiently if they are undertaken together?
- Cohesion – Do the actions tie together portions of the City in a cohesive manner? In particular, how do multimodal transportation facilities knit together the City across facilities such as El Camino Real, Central Expressway, US 101, State Route 237 and 85?
- Design – How can elements of the plans be designed in a more unified manner?
- Standards – Are there elements that need to be incorporated into design standards?
- Cooperation – How does the City need to collaborate with other agencies such as Caltrans, VTA, Santa Clara County Roads & Airports, Caltrain, California PUC, and neighboring jurisdictions to enhance multimodal outcomes?

It should be noted that the above referenced criteria are subject to approval by City staff. TJKM team will work with City staff to reach consensus on the list of criteria to be used for evaluation. Detailed list with quantitative measures for the criteria will be developed and submitted to the City staff for review. Based on the comments/input received the list will be revised and submitted to the City staff for approval.

This work will be used to produce a unified set of action items along with their respective costs and feasibility/implementation considerations such as preliminary concept plans, right-of-way requirements, sequencing, phasing, and funding that has been associated with the actions.

The Action List will include a description of each action items as well as implementation mechanisms, costs and benefits in terms of improving multimodal transportation performance and improving air quality. This work will leverage work that has been done as part of previous planning effort, with updates to address emerging policy changes, potential phasing issues, and inflation.

Deliverables:

- ✓ Technical Memorandum summarizing the list of improvements, feasibility/implementation considerations such as preliminary concept plans, programs, actions and cost estimates.

Task 6: Develop Preliminary Action Plan with Available Funding

For each of the items listed in the above Action List, the TJKM Team will develop a preliminary action plan that identifies:



- Lead agency and responsibility;
- Costs associated with the action item (cost estimates will be developed to the CIP level cost estimate);
- Currently available funding as well as likely sources such as grant sources and developer fees;
- Phasing of projects (short, medium and long term items) and
- Scheduling in relation to other events and grant schedules.

This work will consider the timeframe of development within Mountain View and related impacts on transportation need in order to provide a comprehensive action plan of all items and available funding. The Multimodal Improvement Plan will identify funding for all the improvements in the Action Plan. The action plan will identify a range of potential sources to close the “funding shortfall”. The action plan will be prioritize based on the discussion with the City staff.

Deliverables:

- ✓ Technical Memorandum summarizing action plan based on available funding. The technical memorandum will also summarize funding shortfall.

Task 7: Draft and Final Multimodal Improvement Plan

Based on the work completed under earlier tasks, TJKM Team will prepare a draft and final Multimodal Improvement Plan. Draft Multimodal Improvement Plan will be developed and submitted for City review and coordination with VTA and other jurisdictions. Under this task, TJKM will assist the City in determining the CEQA compliance and the effect of this document on future CEQA analysis. The draft plan will incorporate at a minimum the following elements:

- Final Action Plan
- Monitoring and reporting plan, including indicators and VTA reporting requirements
- Mapping concurrent improvements
- Procedural requirements related to impacts in other jurisdictions

Multimodal Improvement Plan will be developed taking into account innovative formatting, mapping and other user-friendly interfaces so that the plan is easy to use. Our plan will be developed identifying improvements, operational programs and strategies by mode. Draft Plan will be revised based on the comments and inputs received from the City and other stakeholders. The Final Plan will be submitted to the City for approval and adoption.

Deliverables:

- ✓ Draft and Final Multimodal Improvement Plan that incorporates the Final Action Plan and other Plan requirements.

The preliminary outline of the Draft and Final Multimodal Improvement Plan is as follows:

- Executive Summary
- Introduction



- Deficiency Analysis
- Deficiency Plan Action List
- Multi-Jurisdictional Coordination
- Action Plan
- Deficiency Plan Monitoring
- Environmental Review/Documentation

OPTIONAL TASK – NEXUS STUDY

The Multimodal Improvement Plan (MIP) prepared in Tasks described earlier will identify an action plan, priorities within the plan and costs to implement the plan. It will also identify any funding shortfalls that could be funded by an improvement fee and nexus study authorized by Government Code Section 66000 and subsequent sections. The proposed scope for conducting the Nexus Study is as follows:

Task A: Overview and Relationship

In a traditional traffic impact fee study, the most important determinations are the number of trips generated by land use development projects within the study area along with the costs of the transportation mitigation measures associated with the development. In this instance, the multimodal nature of the projects results in a need to identify the person trips (not just vehicle trips normally considered) developed by the land use projects being considered. The costs of the improvements could include new programs and facilities for bicycles, pedestrians, and transit, and non-single occupant vehicles. The ultimate product is the cost per person trip, which would lead to a fee program associated with various types of land use.

Task A1: Community Outreach

The TJKM Team will lead outreach meetings with the development community and City officials to explain the program and provide justification for using development fees to generate need fees for funding implementation of the MIP.

Task A2: Develop Baseline Data

In this task the land use quantities to be included in a potential fee would be identified. This information should be readily available through analysis of general and specific plans and development applications. The projected costs developed in the draft MIP to implement the projects would be assembled. All available funding sources, other than a potential fee, would be identified in order to determine fee needs.

Task A3: Preliminary Fee Calculation

The “cost per person trip” analysis described in Task A would be developed in this task. This analysis would be applied to standard Institute of Transportation Engineers (ITE) land use categories (such as retail, residential (single family, etc.), office, etc.). The target year for the Nexus Study would be likely 2035 (20 years in the future). The fees will match current land use definitions. Final fee schedule with include fees both for with and without significant TDM measures, using the fee schedule as an incentive for substantial TDM measures.



Task A4: Prepare Nexus Report

The TJKM will prepare a draft nexus report that describes the assumptions and methodology and establishes nexus findings:

- Identify the purpose of the fee
- Identify the use to which the fee is to be put
- Determine how there is a reasonable relationship between the fee's use and the type of development on which the fee is imposed
- Determine how there is a reasonable relationship between the need for the public facility and the type of development project on which the fee is imposed
- Determine how there is a reasonable relationship between the amount of the fee and the cost of the public facility or portion of the public facility attributable to the development on which the fee is imposed

The final fee schedule will be a set of standard land use categories, such as retail, residential (single family, etc.), office, etc. in which the fee is based either on dwelling units or square feet. To develop the fee to arrive at the final schedule, the most important intermediate product is cost per trip. The fee schedule will be developed based on square footage based on the cost per trip developed. TJKM Team will conduct an analysis to ensure that the new fee is legally compatible with the North Bayshore Impact Fee. The draft report will be subjected to public review; TJKM will respond to questions and comments and prepare the Final Nexus Report.

Task A5: Incorporate Recommended Fee into MIP

The revenue derived from the recommended fee will be incorporated into the MIP; the action plan will be revised to reflect inclusion of the fee and its revenue.

Deliverables:

- ✓ Draft and Final Nexus Study that documents the key assumptions, methodology, nexus findings and administrative procedures to implement the fee.

City of Mountain View

TIKIM Team Level of Effort and Cost Estimate for Development of A Multimodal Improvement Plan and Nexus Study for a City-wide Development Impact Fee

Task Name	TIKIM												Nelson Nygaard		Mark Thomas & Co.		Hours by Task	Cost by Task
	Chris Kinzel PC/Task Leader \$ 2,300.00	Nayan Anni Project Manager \$ 2,100.00	Ruta Jariwala Task Leader \$ 2,000.00	Shruti Shrivastava Task Leader \$ 1,200.00	Amit Kohari Director \$ 200.00	Colin Bugeitt Senior Project Manager \$ 180.00	Jeff Tumlin Principal \$ 270.00	Ria Lo Principal \$ 180.00	Patrick Slegman Principal \$ 195.00	Magnus Barber Associate \$ 130.00	Admas Zewdie Senior Project Engineer \$ 215.00	Steffen Meyer Project Engineer \$ 175.00						
Project Management	2	48												20	2	90	\$ 18,440.00	
Kick-Off Meeting																6	\$ 1,210.00	
Review Documentation Associated with Transportation Needs	0	16	0	12	0	0	28	0	9	0	4	10	0	79	0	79	\$ 12,450.00	
Data Collection		4		12					4			4		16		16	\$ 2,260.00	
Review of the Data Collected		4					16					4		28		28	\$ 4,340.00	
Draft Technical Memorandum		4					8		2		4	4		22		22	\$ 3,540.00	
Final Technical Memorandum		4					4		3		2	2		13		13	\$ 2,290.00	
Community Outreach and Meetings	0	4	2	0	0	0	0	0	4	0	0	4	0	14	0	14	\$ 2,820.00	
Project Website		4	2						4			4		14		14	\$ 2,820.00	
Analysis of Intersection and Roadways	0	10	28	20	0	0	20	0	0	0	0	0	0	78	0	78	\$ 12,500.00	
Analysis		4		20			20							60		60	\$ 8,840.00	
Draft Technical Memorandum		4	8											12		12	\$ 2,440.00	
Final Technical Memorandum		2	4											6		6	\$ 1,220.00	
Multimodal Improvement Plan (MIP) Action List	0	30	10	0	10	10	24	4	28	0	32	24	52	253	0	253	\$ 44,740.00	
Develop MIP		16	10				24	4	16		20	16	40	171		171	\$ 29,940.00	
Draft Technical Memorandum		10					16		8		8	4	8	54		54	\$ 9,720.00	
Final Technical Memorandum		4					8		4		4	4	4	28		28	\$ 5,080.00	
Preliminary Action Plan (PAP)	0	20	0	0	12	0	0	2	14	0	0	8	0	56	0	56	\$ 11,380.00	
Develop PAP		8					8		8			4		30		30	\$ 6,120.00	
Draft Technical Memorandum		8					4		4			4		20		20	\$ 4,060.00	
Final Technical Memorandum		4							2					6		6	\$ 1,200.00	
Multimodal Improvement Plan	0	24	0	0	0	0	30	18	0	24	0	24	0	120	0	120	\$ 22,080.00	
Draft MIP		16					20	12		16		16		80		80	\$ 14,720.00	
Final MIP		8					10	6		8		8		40		40	\$ 7,360.00	
Sub-Total without Nexus Study	2	154	40	32	22	69	90	6	101	0	36	52	52	696	0	696	\$ 125,670.00	
Optional Task - Nexus Study																		
Develop Baseline Data	16				16					8				40		40	\$ 8,440.00	
Preliminary Fee Calculation	12								8			16		76		76	\$ 14,760.00	
Prepare Nexus Report																		
Draft	16	4			8				4					32		32	\$ 6,900.00	
Final	10	4			8				4					26		26	\$ 5,570.00	
Sub-Total Nexus Study	54	8	0	0	32	0	0	0	24	0	0	16	40	174	0	174	\$ 35,620.00	
Direct Cost																		
Mileage																	\$ 500.00	
Production Cost																	\$ 500.00	
Sub-Total Direct Cost																	\$ 1,000.00	
Total	56	162	40	32	54	69	90	6	101	24	36	108	92	870	0	870	\$ 162,240.00	
Contingency (15%)																	\$ 24,500.00	
Total with Contingency																	\$ 186,740.00	

1. It is assumed that the Nexus Study will be authorized by the City Council and as a result some of the work between Multimodal Implementation Plan and Nexus Study such as Cost Estimating for Improvements will be overlapped.
2. Attendance to meetings (not to exceed 6 meetings) for the Project is accounted under Project Management Task. Six meetings refers to meeting with the VIA Committees, VIA Board, Council Committee and City Council Meetings.
3. The cost for the Nexus Study will be charged at \$20 per hour for the Project.
4. Blawieck Consulting will be charged at \$135 per hour for the Project.
5. Cost for attendance at any additional meetings not included within the Scope of Work will be charged at \$1,500 per meeting.

Assumptions: