

**AGREEMENT BETWEEN  
CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY  
AND  
TOOLE DESIGN GROUP**

This Agreement entered this \_\_\_\_ day of \_\_\_\_\_, 2019, by and between the CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY, a joint powers agency whose members include the County of San Mateo and the twenty incorporated cities and towns within San Mateo County, hereinafter called “C/CAG,” and Toole Design Group, hereinafter called “Consultant.”

**WHEREAS**, C/CAG, is the Congestion Management Agency for San Mateo County; and

**WHEREAS**, C/CAG has determined assistance is needed to update the San Mateo County Comprehensive Bicycle and Pedestrian Plan, adopted in 2011; and

**WHEREAS**, the purpose of the San Mateo County Comprehensive Bicycle and Pedestrian Plan update, herein referred to as the “PROJECT”, is to make all necessary revisions required to produce a bicycle and pedestrian plan reflective of San Mateo County’s existing conditions, recommendations, and visions; and

**WHEREAS**, C/CAG has determined that Consultant has the requisite qualifications to perform this work; and

**WHEREAS**, the total amount available to Consultant under this Agreement is not to exceed \$196,492; and

**WHEREAS**, by adoption of RESOLUTION 19-61, the C/CAG Board of Directors approved the PROJECT and authorized the C/CAG Chair to execute agreements with Consultant to provide an update to the PROJECT with services indicated in Attachment A and to assist C/CAG, and further authorize the C/CAG Executive Director to negotiate final terms, subject to legal counsel review prior to execution by the C/CAG Chair, in a cumulative amount not to exceed \$196,492.

**NOW, THEREFORE, IT IS HEREBY AGREED** by the parties as follows:

1. **Services to be provided by Consultant.** In consideration of the payments hereinafter set forth, Consultant shall provide services described in Attachment A, attached hereto (the “Services”).
2. **Payments.** In consideration of the services rendered with all terms, conditions, and specifications set forth herein, in Attachment B, and in any subsequent task orders

executed under the governance of this agreement, C/CAG shall reimburse Consultant on a time and materials basis. The aggregate total amount of payment by C/CAG to Consultant for services shall not exceed one-hundred ninety-two thousand and four-hundred ninety-two dollars (\$196,492) for Services provided during the Contract Term set forth below. It is understood and agreed that there is no guarantee, either expressed or implied that this dollar amount will be authorized under this contract through task orders. Payments shall be made to Consultant monthly based on an invoice submitted by Consultant that has been reviewed and approved by the project sponsor and identifies expenditures and describes services performed. C/CAG shall have the right to receive, upon request, documentation substantiating charges billed to C/CAG.

3. **Contract Materials.** At the end of this Agreement, or in the event of termination, all finished or unfinished documents, data, studies, maps, photographs, reports, and other written materials (collectively referred to as “contract materials”) prepared by Consultant under this Agreement shall become the property of C/CAG and shall be promptly delivered to C/CAG. Upon termination, Consultant may make and retain a copy of such contract materials if permitted by law.
4. **Relationship of the Parties.** It is understood that Consultant is an Independent Consultant and this Agreement is not intended to, and shall not be construed to, create the relationship of agent, servant, employee, partnership, joint venture or association, or any other relationship whatsoever other than that of Independent Consultant.
5. **Non-Assignability.** Consultant shall not assign this Agreement or any portion thereof to a third party, or subcontract with a third party, without the prior written consent of the C/CAG Executive Director. Any such assignment or subcontract without the C/CAG Executive Director’s prior written consent shall give C/CAG the right to automatically and immediately terminate this Agreement without penalty or advance notice.
6. **Contract Term/Termination.** This Agreement shall be in effect as of September 12, 2019 and shall terminate on December 31, 2020; provided, however, the C/CAG Chairperson may terminate this Agreement at any time for any reason by providing 30 days’ notice to Consultant. Termination will be effective on the date specified in the notice. In the event of termination under this paragraph, Consultant shall be paid for all services provided to the date of termination, subject to availability of funding. Such payment shall be that prorated portion of the full payment determined by comparing the work completed to the work required by the Agreement.
7. **Hold Harmless/Indemnity.**
  - a. *General.* Consultant shall indemnify and save harmless C/CAG and its officers, agents, employees, and servants from all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Consultant under this Agreement, or payments made

pursuant to this Agreement brought for, or on account of, any of the following: (A) injuries to or death of any person, including Consultant or its employees/officers/agents; (B) damage to any property of any kind whatsoever and to whomsoever belonging; (C) any sanctions, penalties, or claims of damages resulting from Consultant's failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or (D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of C/CAG and/or its officers, agents, employees, or servants. However, Consultant's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which C/CAG has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct. The duty of Consultant to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

The duty to indemnify and save harmless as set forth herein shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

- b. *Intellectual Property.* Consultant hereby certifies that it owns, controls, and/or licenses and retains all right, title, and/or interest in and to any intellectual property it uses in relation to this Agreement, including the design, look, feel, features, source code, content, and/or other technology relating to any part of the services it provides under this Agreement and including all related patents, inventions, trademarks, and copyrights, all applications therefor, and all trade names, service marks, know how, and trade secrets (collectively referred to as "IP Rights") except as otherwise noted by this Agreement.

Consultant warrants that the services it provides under this Agreement do not infringe, violate, trespass, or constitute the unauthorized use or misappropriation of any IP Rights of any third party. Consultant shall defend, indemnify, and hold harmless C/CAG from and against all liabilities, costs, damages, losses, and expenses (including reasonable attorney fees) arising out of or related to any claim by a third party that the services provided under this Agreement infringe or violate any third-party's IP Rights provided any such right is enforceable in the United States. Consultant's duty to defend, indemnify, and hold harmless under this Section applies only provided that: (a) C/CAG notifies Consultant promptly in writing of any notice of any such third-party claim; (b) C/CAG cooperates with Consultant, at Consultant's expense, in all reasonable respects in connection with the investigation and defense of any such third-party claim; (c) Consultant retains sole control of the defense of any action on any such claim and all negotiations for its settlement or compromise (provided Consultant shall not have the right to settle any criminal action, suit, or proceeding without C/CAG's prior written consent, not to be unreasonably withheld, and provided further that any settlement

permitted under this Section shall not impose any financial or other obligation on C/CAG, impair any right of C/CAG, or contain any stipulation, admission, or acknowledgement of wrongdoing on the part of C/CAG without C/CAG's prior written consent, not to be unreasonably withheld); and (d) should services under this Agreement become, or in Consultant's opinion be likely to become, the subject of such a claim, or in the event such a third party claim or threatened claim causes C/CAG's reasonable use of the services under this Agreement to be seriously endangered or disrupted, Consultant shall, at Consultant's option and expense, either: (i) procure for C/CAG the right to continue using the services without infringement or (ii) replace or modify the services so that they become non-infringing but remain functionally equivalent.

Notwithstanding anything in this Section to the contrary, Consultant will have no obligation or liability to C/CAG under this Section to the extent any otherwise covered claim is based upon: (a) any aspects of the services under this Agreement which have been modified by or for C/CAG (other than modification performed by, or at the direction of, Consultant) in such a way as to cause the alleged infringement at issue; and/or (b) any aspects of the services under this Agreement which have been used by C/CAG in a manner prohibited by this Agreement.

The duty of Consultant to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

8. **Insurance.**

- a. *General Requirements.* Consultant or its subconsultants performing the services on behalf of Consultant shall not commence work under this Agreement until all insurance required under this section has been obtained. Consultant shall use diligence to obtain such insurance. Consultant shall furnish C/CAG with Certificates of Insurance evidencing the required coverage and there shall be a specific contractual liability endorsement extending Consultant's coverage to include the contractual liability assumed by Consultant pursuant to this Agreement. These Certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to C/CAG of any pending change in the limits of liability or of non-renewal, cancellation, or modification of the policy.
- b. *Workers' Compensation and Employer Liability Insurance.* Consultant shall have in effect, during the entire life of this Agreement, Workers' Compensation and Employer Liability Insurance providing full statutory coverage. In signing this Agreement, Consultant certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for

workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code, and (b) it will comply with such provisions before commencing the performance of work under this Agreement.

c. *Liability Insurance.* Consultant shall take out and maintain during the life of this Agreement such Bodily Injury Liability and Property Damage Liability Insurance as shall protect Consultant, its employees, officers and agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage that may arise from Consultant's operations under this Agreement, whether such operations be by Consultant or by any sub-consultant or by anyone directly or indirectly employed by either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall be not less than \$1,000,000 unless another amount is specified below and shows approval by C/CAG Staff.

d. *Insurance Limits; Insured Entities; Breach.* Required insurance shall include:

	Required Amount	Approval by C/CAG Staff if under \$ 1,000,000
1. Comprehensive General Liability	\$ 1,000,000	_____
2. Workers' Compensation	\$ Statutory	_____
3. Professional Liability	\$1,000,000	_____
4. Motor Vehicle Liability	\$1,000,000	_____

C/CAG and its officers, agents, employees and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that the insurance afforded thereby to C/CAG, its officers, agents, employees, and servants shall be primary insurance to the full limits of liability of the policy, and that if C/CAG, or its officers, agents, employees, and servants have other insurance against a loss covered by such a policy, such other insurance shall be excess insurance only.

In the event of the breach of any provision of this section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, the C/CAG Chairperson, at his/her option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

9. **Compliance with All Laws.** Consultant shall at all times comply with all applicable federal, state, San Mateo County, and municipal laws, ordinances, and regulations, including without limitation those regarding services to disabled persons, including any requirements of Section 504 of the Rehabilitation Act of 1973. In the event of a conflict between the terms of this Agreement and any applicable State, Federal, San Mateo County, or municipal law or regulation, the requirements of the applicable law or regulation will take precedence over the requirements set forth in this Agreement. Consultant will timely and accurately complete, sign, and submit all necessary documentation of compliance.
10. **Non-discrimination.** Consultant and any subconsultants performing the services on behalf of Consultant shall not discriminate or permit discrimination against any person or group of persons on the basis of race, color, religion, national origin or ancestry, age, sex, sexual orientation, marital status, pregnancy, childbirth or related conditions, medical condition, mental or physical disability or veteran's status, or in any manner prohibited by federal, state or local laws.
11. **Substitutions.** If particular persons or classifications are identified in Exhibit A as working on this Agreement, Consultant will not assign others to work in their place without the prior written consent of the C/CAG Executive Director. Any substitution shall be with a person or classification of commensurate experience and knowledge unless otherwise authorized by the C/CAG Executive Director.
12. **Sole Property of C/CAG.** Work products of Consultant which are delivered under this Agreement or which are developed, produced and paid for under this Agreement, shall be and become the property of C/CAG. Consultant shall not be liable for C/CAG's use, modification or re-use of products without Consultant's participation or for purpose other than those specifically intended pursuant to this Agreement.
13. **Record Retention; Right to Monitor and Audit.**
  - a. Consultant shall maintain all required records relating to services provided under this Agreement for three (3) years after C/CAG makes final payment and all other pending matters are closed, and Consultant shall be subject to the examination and/or audit by C/CAG, a Federal grantor agency, and the State of California.
  - b. Consultant shall comply with all program and fiscal reporting requirements set forth by applicable Federal, State, and local agencies and as required by C/CAG.
  - c. Consultant agrees upon reasonable notice to provide to C/CAG, to any Federal or State department having monitoring or review authority, to C/CAG's authorized representative, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine

compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

14. **Permits/Licenses.** If any license, permit, or approval is required to perform the work or services required by this Agreement, Consultant bears the responsibility to obtain said license, permit, or approval from the relevant agency at Consultant's own expense prior to commencement of said work/services. Failure to do so will result in forfeit of any right to compensation under this Agreement.
15. **Merger Clause; Amendments.** This Agreement, including Exhibits A and B attached hereto and incorporated herein by reference, constitutes the sole agreement of the parties hereto regarding the matters covered in this Agreement, and correctly states the rights, duties and obligations of each party as of the document's date. Any prior agreement, promises, negotiations or representations between the parties not expressly stated in this Agreement are not binding. All subsequent amendments shall be in writing and signed by the C/CAG Chair. In the event of a conflict between the terms, conditions or specifications set forth herein and those in Exhibit A or B attached hereto, the terms, conditions or specifications set forth herein shall prevail.
16. **Governing Law.** This Agreement shall be governed by the laws of the State of California, without regard to its choice of law rules, and any suit or action initiated by either party shall be brought in the County of San Mateo, California.
17. **Notices.** All notices hereby required under this agreement shall be in writing and delivered in person or sent by certified mail, postage prepaid and addressed as follows:

City/County Association of Governments of San Mateo County  
555 County Center, 5th Floor  
Redwood City, CA 94063  
Attention: Mikaela Hiatt

Notices required to be given to Consultant shall be addressed as follows:

Toole Design Group  
1635 Broadway, Suite 200  
Oakland, CA 94612  
Attention: Brooke DuBose

IN WITNESS WHEREOF, the parties hereto have affixed their hands on the day and year first above written.

**Toole Design Group (Toole)**

By \_\_\_\_\_  
Date

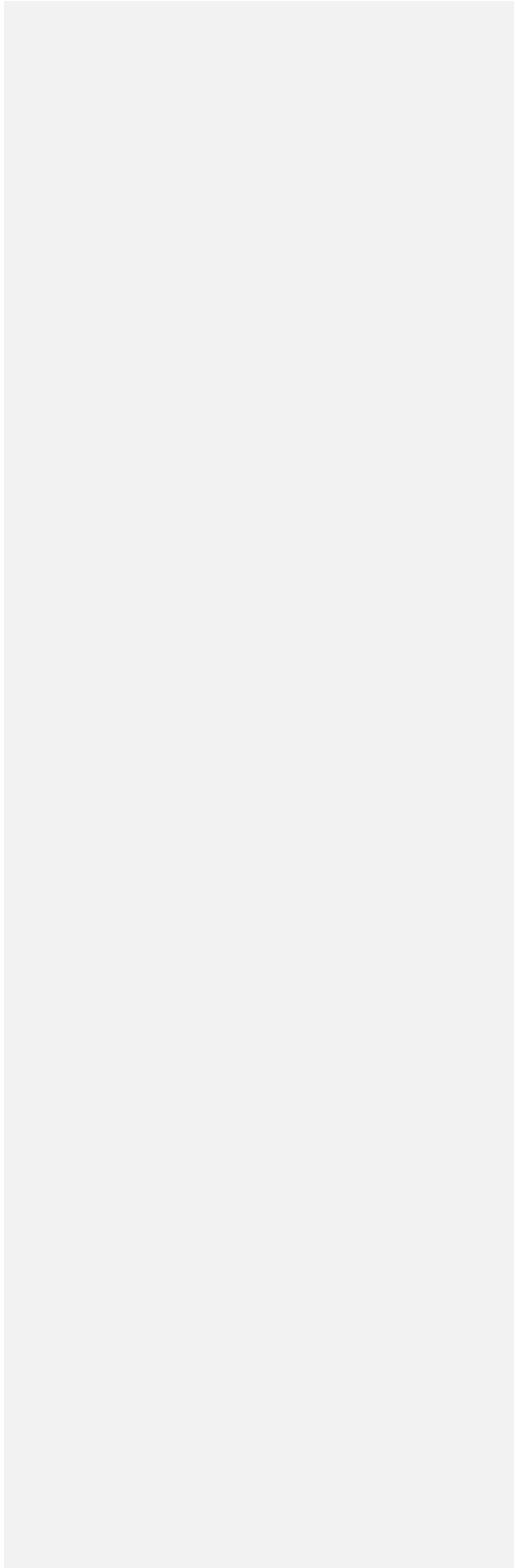
**City/County Association of Governments of San Mateo County (C/CAG)**

By \_\_\_\_\_  
Maryann Moise Derwin  
C/CAG Chair  
Date

C/CAG Legal Counsel

By \_\_\_\_\_  
C/CAG Counsel

|





**ATTACHMENT A**  
**SCOPE OF WORK**

Through the following process, we will develop a CBPP that:

- Outlines a shared regional vision and goals for active transportation through creative engagement with project stakeholders and community members
- Creates a countywide, low-stress active transportation network that establishes key links between jurisdictions, provides access to major transit stops and other activity centers, and promotes recreational opportunities
- Reflects national best practices in innovative bicycle and pedestrian planning, design and engineering
- Consolidates local bicycle networks and pedestrian projects by working directly with each local jurisdiction to ensure that project lists reflect local priorities

**Task 1: Project Management**

The purpose of Task 1 is to establish an effective client relationship, create a framework for collaborative project management, and promote ongoing public and stakeholder engagement throughout the life of the project.

Task 1.1: Project Kickoff Meeting

Toole Design will convene and facilitate a kickoff meeting with C/CAG staff to review the study objectives and work plan. In accordance with the results of this meeting, we will revise our scope of work, budget, schedule, and deliverables as needed to address agreed upon updates. During the kickoff meeting we will review planned public outreach activities, list of stakeholders to consult throughout the CBPP process, and establish a mutual understanding of the roles and responsibilities of C/CAG, Toole Design, and project stakeholders.

Task 1.2: Bi-Weekly Conference Calls

While our project manager, Lucas, will be available as needed to discuss project ideas and needs, we will hold bi-weekly conference calls with C/CAG staff to review project progress and discuss upcoming needs and deliverables. Toole Design will facilitate these calls, sharing agendas and notes with identified action items.

Task 1.3: Monthly Invoicing and Progress Reports

Toole Design will submit invoices monthly with progress reports summarizing work completed in each billing period.

**Task 1 Deliverables:**

- Attendance and meeting summary for project kickoff meeting
- Refined scope of work, budget, and schedule
- Meeting agendas and notes for bi-weekly check-in calls
- Monthly invoices and progress reports

**Task 2: Existing Conditions**

The purpose of Task 2 is to ensure that the work of the CBPP reflects the significant planning efforts that have already occurred in support of active transportation.

Task 2.1: Plans and Policy Review

Toole Design will work with C/CAG to identify themes to categorize the goals and objectives set forth in member jurisdictions' planning documents. Examples may include safety and Vision Zero, economic development, network completeness, facilities for all ages and abilities, project delivery, maintenance practices and other themes.

We will develop a survey for C/CAG staff to administer (online or via phone interview) asking jurisdictions to provide relevant policies or other language from their plans that relate to identified themes. We recommend that C/CAG host a webinar with its member jurisdictions to talk about the project and invite them to complete the survey or participate in a phone interview. Toole Design will develop materials and facilitate the webinar and we assume that C/CAG staff will assist in coordinating with cities and towns. This will help local jurisdictions to understand the purpose and goals and also set the stage for follow-up conversations to ensure that existing and proposed networks are captured and can be integrated into a consolidated active transportation database for San Mateo County.

Task 2.2: Plan Review Matrix

Toole Design will integrate the results from this survey with an analysis of other planning documents, including the San Mateo County Transportation Plan 2040, the Caltrans District 4 Bicycle Plan, and other corridor- scale efforts like the Grand Boulevard Initiative. Toole Design will summarize plans and policies by key themes identified in partnership with C/CAG in a concise matrix. This matrix will clarify commonalities between planning efforts and opportunities for coordination.

**Task 2 Deliverables:**

- Existing Conditions Analysis Memorandum
- Matrix summarizing member agencies' existing bicycle and pedestrian plans and policies

### **Task 3: CBPP Update Development Strategy**

The purpose of Task 3 is to develop a focused strategy for future analytical activities of the CBPP. This task will evaluate progress that has been made toward the goals established in the 2011 Comprehensive Bicycle and Pedestrian Plan and set the vision, goals, and policies for the updated plan. This policy framework will include performance measures that will both inform subsequent analytical tasks for the CBPP and provide a benchmark for progress over time.

#### Task 3.1: Coordination Meeting

Toole Design will hold a coordination meeting with C/CAG staff to ensure that the update strategy addresses key goals for active transportation in the region. Consensus on the vision, goals, and policies for the CBPP is important to have productive conversations about which analytical techniques should be used to evaluate the active transportation system and which criteria should be used to prioritize projects. During this meeting, we'll discuss successes and limitations of the previous CBPP, how priorities may have shifted since 2011, and how to incorporate new innovations and best practices in active transportation planning. The outcomes of this meeting will be documented in Task 3.2 and this discussion will help to clarify our approach to the pedestrian focus areas and countywide bicycle network development in Task 4.

#### Task 3.2: CBPP Update Strategy Memorandum

Toole Design will document a policy framework for the CBPP update along with a targeted action plan in the CBPP Update Strategy Memorandum. This memorandum will identify any recommended new goals and policies that relate to the analytical tools proposed in Task 6 and evaluate the Countywide Bike Routes identified in the 2011 plan to determine whether they still meet the needs of a county that has rapidly grown and developed since the 2011 plan.

In conjunction with the meetings planned with jurisdiction staff in Task 4 to update existing and proposed bikeway networks, Toole Design will discuss any projects of countywide significance that each jurisdiction planned to implement in the last CBPP to confirm completion or updated timeline for delivery.

#### **Task 3 Deliverables:**

- Coordination Meeting with C/CAG staff to discuss the CBPP Update Strategy and summary notes
- CBPP Update Strategy Memorandum

#### **Task 4: Inventory of Facilities, Programs, And Existing Conditions**

The purpose of Task 4 is to update the Countywide Bicycle Network and Pedestrian Focus Areas in partnership with C/CAG and member agencies.

##### Task 4.1: Meetings with Local Jurisdictions

Toole Design will hold working sessions with each C/CAG member agency to incorporate corrections to their bicycle and pedestrian data, understand their top priorities and identify key countywide connections in their bicycle and pedestrian networks. We will prepare for these meetings by building on the Plan and Policy Review and compiling the most up to date GIS data about pedestrian and bicycle facilities and recommendations for each jurisdiction. Toole Design will share a summary of findings from these working sessions.

##### Task 4.2: Updated Countywide Bicycle Network

While many of C/CAG's member agencies will have GIS data for their existing and proposed bicycle facilities, we anticipate that the format and quality of data may be uneven. Toole Design will consolidate data on existing and proposed facilities and incorporate the findings from meetings with each member agency into a streamlined, complete database of bicycle facilities in San Mateo County. Drawing on the stated priorities of member agencies and transit providers, the policy framework developed in Task 3, and coordination with C/CAG staff, Toole Design will develop an updated Countywide Bicycle Network from the consolidated bicycle plans. This network will highlight routes of countywide significance.

##### Task 4.3: Pedestrian Focus Areas

Toole Design will recommend a strategy for updating the Pedestrian Focus Areas identified in the 2011 plan, which will help C/CAG and member jurisdictions identify the appropriate types of investments and to prioritize projects. These focus areas may have distinct policies that support the pedestrian environment, such as frequency of signalized crossings, standards around red curbs for visibility, or other policies that emerge from the Plan and Policy review. We plan to adapt the Pedestrian Index of the Environment (PIE) tool developed by Portland State University and updated in 2014. This index will create a uniform grid across San Mateo County and calculate key metrics within them. These metrics can be tailored to the Plan's specific needs but generally include:

- Population Density
- Employment Density
- Density of Commercial Destinations
- Network Density
- High-frequency transit

#### Task 4.4: Online Mapping Tool

Toole Design will develop a webmap to circulate among C/CAG staff, member jurisdictions and other stakeholders. The webmap will identify existing and proposed bicycle facilities and pedestrian projects and include a form to collect feedback. Toole Design has developed customized tools to allow project stakeholders to easily access data about infrastructure recommendations and provide feedback directly in the project GIS database. This allows the project team to collect feedback in a transparent and efficient manner.

#### **Task 4 Deliverables:**

- Materials and summary for member agency meetings
- Updated GIS files for Pedestrian Focus Areas and Countywide Bicycle Network
- Online mapping tool

#### **Task 5: CBPP Update Document**

The purpose of Task 5 is to provide a direct update of the CBPP document adopted in 2011, ensuring that components supporting that planning effort are up to date for 2020.

##### Task 5.1: Project List

Drawing on the meetings with C/CAG member jurisdictions in Task 4, Toole Design will develop an updated project list. This list will include projects proposed in the bicycle and pedestrian plans for member jurisdictions, highlighting those included in Pedestrian Focus Areas and the Countywide Bicycle Network. Toole Design will ensure that the online mapping tool is consistent with the updated project list.

##### Task 5.2: Cost Estimates

Toole Design will provide updated unit cost estimates that reflect the current construction environment for active transportation facilities. For proposed projects without current cost estimates, we will be able to use these unit costs to quickly generate planning-level cost estimates to assist with project prioritization

and capital planning. We will draw on cost estimates for nearby communities as a starting point and provide assumptions to apply for more complex infrastructure projects and programs.

#### Task 5.3: Complete Streets Typology or Design Toolkit

Toole Design will develop a Complete Streets typology that recommends appropriate pedestrian and bicycle facility types and design elements based on the land use and operating characteristics of streets within San Mateo County. C/CAG staff will discuss with member jurisdictions whether a design toolkit that focuses on treatments used or a street typology that classifies street types in San Mateo County will be more useful.

#### Task 5.4: Plan Document

Toole Design will assemble key findings from technical memoranda and other deliverables developed through previous tasks into a succinct Draft Countywide Bicycle and Pedestrian Plan. The Draft Plan will focus on graphics and visuals that clearly convey the Plan's findings and recommendations.

We will revise the Draft Plan based on one set of consolidated comments in preparing for presentations to the C/CAG Committees and Board of Directors as specified in Task 8.

#### **Task 5 Deliverables:**

- Updated Bicycle and Pedestrian Project List
- Updated Online Map
- Updated Cost Estimate Spreadsheet
- Complete Streets Typology
- Draft and Final Plan Document

#### **Task 6: Innovative Solutions for The CBPP Update Document**

The purpose of Task 6 is to recommend innovative analytical tools or other solutions that can support the CBPP.

##### Task 6.1 Level of Traffic Stress

Level of Traffic Stress (LTS) methodology was developed in 2012 and evaluates how comfortable a street is to ride a bicycle, calibrated to an average individual who is interested in bicycling but concerned about safety. LTS is calculated based on the existing bicycle facility type, traffic speed and volume, and street

configuration. Toole Design will evaluate LTS for San Mateo County's roadways based on this methodology to identify the most important opportunities for enhancing the bicycle network. We have recently performed countywide LTS analysis for Alameda, Napa and Solano counties for their Active Transportation Plans.

#### Task 6.2 Network Gap Identification

Toole Design will perform a gap assessment to identify areas where the pedestrian and bicycle facility types do not match the needs of the local context. We anticipate identifying three types of infrastructure:

- *Bicycle and Pedestrian Network Gaps* - Toole Design will identify gaps in existing pedestrian and bicycle facilities. Examples may include places where existing bike lanes drop or where roadway shoulders decrease from eight feet to a narrower dimension. Gaps in the pedestrian network may include missing sidewalks where surrounding land uses warrant them.
- *Spot and Linear Barriers* - Outreach activities will identify key destinations where pedestrian and bicycle access are most important to the community, potentially including transit stops, schools, and barriers like railroad crossings and interchanges. This category highlights difficult crossings, high-priority ADA improvements, and other barriers.
- *Neighborhood Connectivity* - Toole Design will identify areas that may have a reduced density of bicycle and pedestrian infrastructure.

Toole Design will produce maps to summarize network gaps and locations of regional barriers. We will summarize our findings in a technical memorandum with associated countywide and location-specific maps.

#### Task 6 Deliverables:

- Technical memoranda as needed that summarize Level of Traffic Stress, and Network Gap Identification
- Level of Traffic Stress and Network Gap maps

#### Task 7: Outreach

The purpose of Task 7 is to provide broad, meaningful engagement opportunities for San Mateo County community members.

##### Task 7.1: Bicycle and Pedestrian Advisory Committee

The C/CAG Bicycle and Pedestrian Advisory Committee (BPAC) will be an important project partner both in soliciting input on the plan's recommendations

and spreading the word to other stakeholders. Toole Design will attend up to five BPAC meetings throughout the duration of the project. We will develop an agenda, slide presentation (as needed), and meeting notes for each meeting.

#### Task 7.2: Community Outreach

Toole Design will hold up to five outreach events; we recommend four pop-up events to occur in different project phases and one stakeholder workshop. The first round of outreach will coincide with existing conditions tasks to provide feedback on the experience of walking and bicycling in San Mateo County, identify key destinations, and highlight opportunities throughout San Mateo County. The second round of public engagement will focus on reviewing the draft bicycle networks and pedestrian project lists along with providing input on project prioritization criteria.

#### Task 7.3: Online Engagement

Toole Design will develop a project website to promote outreach and education materials, share project documents, and announce events such as pop-up events and workshops. The online mapping tool developed for Task 4.4 can be adapted to be a public-facing utility if desired. Toole Design can also draft social media content to be shared at key project milestones through NextDoor, Facebook, and Twitter to take advantage of networks with built-in followings.

#### **Task 7 Deliverables:**

- Materials for up to five BPAC meetings
- Summaries for each BPAC meeting
- Attendance and materials for four to six outreach events
- Summaries of each outreach event
- Project website and summary of online engagement

#### **Task 8: Presentation To C/CAG Board and Committees**

Toole Design will present to the C/CAG Board of Directors twice to share project updates and support the final adoption of the Plan. Toole Design will also present up to two times to the C/CAG Technical Advisory Committee (TAC) and the Congestion Management and Environmental Quality Committee (CMEQ). For each meeting, we will develop a slide presentation with one round of revisions by C/CAG staff.

#### **Task 8 Deliverables:**

- Presentations and materials for up to six C/CAG Board and Committee



meetings

**ATTACHMENT B  
COST PROPOSAL**

Toole Design, LLC										
Tasks	Labor Rate	DuBose	Woodward	Schoenberg	Proulx/Schoner	Wooley-Ousdahl/Hernandez	Lin	Krull	Shaffer	Final Fee
		Principal-in-Charge	Project Manager	Senior Engineer	Senior Data Analyst	Project Planner	Planner II	Planner II/ GIS Analyst	Engineer	
<b>Task 1: Project Management</b>										
Task 1.1 Project Kickoff Meeting	6	8							6	\$3,478
Task 1.2 Bi-weekly conference calls	4	24	4						26	\$8,658
Task 1.3: Monthly invoicing and progress reports	2	12								\$2,520
<b>Task 2: Existing Conditions</b>										
Task 2.1: Plan Review	4	10			32		80			\$16,916
Task 2.2: Plan Review Matrix	2	4			16					\$3,608
<b>Task 3: CBPP Update Development Strategy</b>										
Task 3.1: Coordination Meeting	4	8			8					\$3,544
Task 3.2: CBPP Update Strategy Memorandum	2	8			16		64			\$11,776
<b>Task 4: Inventory of Facilities, Programs, and Existing Conditions</b>										
Task 4.1: Meetings with Local Jurisdictions	2	24			60				24	\$16,452
Task 4.2: Updated Countywide Bicycle Network	2	8	4	8			80			\$13,096
Task 4.3: Pedestrian Focus Areas	2	8	4	8			80			\$13,096
Task 4.4: Online Mapping Tool	2	8				24	4			\$5,188
<b>Task 5: CBPP Update Document</b>										
Task 5.1: Updated Network Maps and Project List	2	6		4			40			\$6,788
Task 5.2: Updated Cost Estimates	1	4	8				8		24	\$5,928
Task 5.3: Complete Streets Typology*	1	4	8						40	\$6,800
Task 5.4: Document Layout	8	8			12		40			\$9,796
<b>Task 6: Innovative Solutions for CBPP Update Document Memorandum</b>										
Task 6.1: Level of Traffic Stress	2	4		8			40			\$7,056
Task 6.2: Network Gap Identification	1	6	4	8			40			\$7,836
<b>Task 7: Outreach</b>										
Task 7.1: BPAC Meetings (4)	2	20			40					\$10,000
Task 7.2: Pop-up events	2	4			12		48	12		\$9,968
Task 7.3: Public Workshops (1)**	2	4			8		28	8		\$6,500
Task 7.4 Online Engagement	4	8				8	32	32		\$10,640
<b>Task 8: Presentation to C/CAG Board and Committees</b>										
Task 8.1: Presentation to C/CAG Board of Directors (2)	2	8					8			\$2,776
Task 8.2: Committee Presentations (4)	2	16					16			\$5,072
<b>Optional Tasks</b>										
<b>Total Hours</b>	61	214	32	36	204	32	608	172		1582
<b>Subtotal Labor</b>	\$14,640	\$36,380	\$5,440	\$5,472	\$31,212	\$3,840	\$71,136	\$19,436		\$187,492
<b>Direct expenses (travel, printing, etc.)</b>										\$6,000
<b>Translation Services</b>										\$3,000
<b>Total Fee</b>										<b>\$196,492</b>

\*TBD following meeting with local jurisdictions - either typology or toolkit approach

\*\* C/CAG Cost Estimated/Allotted and to be revised as needed

**ATTACHMENT A  
SCOPE OF WORK**

Toole Design is pleased to propose the following scope of work for the development of the San Mateo Comprehensive Bicycle and Pedestrian Plan (CBPP). Our proposed approach draws on proven methods that we have used on similar regional and local projects yet is tailored to help you achieve your project goals. Through the following process, we will develop a CBPP that:

- Outlines a shared regional vision and goals for active transportation through creative engagement with project stakeholders and community members
- Creates a countywide, low-stress active transportation network that establishes key links between jurisdictions, provides access to major transit stops and other activity centers, and promotes recreational opportunities
- Reflects national best practices in innovative bicycle and pedestrian planning, design and engineering
- Consolidates local bicycle networks and pedestrian projects by working directly with each local jurisdiction to ensure that project lists reflect local priorities

#### **Task 1: Project Management**

The purpose of Task 1 is to establish an effective client relationship, create a framework for collaborative project management, and promote ongoing public and stakeholder engagement throughout the life of the project.

##### Task 1.1: Project Kickoff Meeting

Toole Design will convene and facilitate a kickoff meeting with C/CAG staff to review the study objectives and work plan. In accordance with the results of this meeting, we will revise our scope of work, budget, schedule, and deliverables as needed to address agreed-upon updates. During the kickoff meeting we will review planned public outreach activities, list of stakeholders to consult throughout the CBPP process, and establish a mutual understanding of the roles and responsibilities of C/CAG, Toole Design, and project stakeholders.

##### Task 1.2: Bi-Weekly Conference Calls

While our project manager, Lucas, will be available as needed to discuss project ideas and needs, we will hold bi-weekly conference calls with C/CAG staff to review project progress and discuss upcoming needs and deliverables. Toole Design will facilitate these calls, sharing agendas and notes with identified action items.

##### Task 1.3: Monthly Invoicing and Progress Reports

Toole Design will submit invoices monthly with progress reports summarizing work completed in each billing period.

#### **Task 1 Deliverables:**

- Attendance and meeting summary for project kickoff meeting
- Refined scope of work, budget, and schedule
- Meeting agendas and notes for bi-weekly check-in calls
- Monthly invoices and progress reports

### **Task 2: Existing Conditions**

The purpose of Task 2 is to ensure that the work of the CBPP reflects the significant planning efforts that have already occurred in support of active transportation.

#### **Task 2.1: Plans and Policy Review**

Many of C/CAG's member jurisdictions have been very proactive about planning for active transportation. This update to the Comprehensive Plan will document and reflect these efforts. In order to efficiently understand relevant planning efforts occurring at the local, regional, and statewide levels, Toole Design will work with C/CAG to identify themes to categorize the goals and objectives set forth in member jurisdictions' planning documents. Examples may include safety and Vision Zero, economic development, network completeness, facilities for all ages and abilities, project delivery, maintenance practices and other themes.

We will develop a survey for C/CAG staff to administer (online or via phone interview) asking jurisdictions to provide relevant policies or other language from their plans that relate to identified themes. We recommend that C/CAG host a webinar with its member jurisdictions to talk about the project and invite them to complete the survey or participate in a phone interview. Toole Design will develop materials and facilitate the webinar and we assume that C/CAG staff will assist in coordinating with cities and towns. This will help local jurisdictions to understand the purpose and goals and also set the stage for follow-up conversations to ensure that existing and proposed networks are captured and can be integrated into a consolidated active transportation database for San Mateo County. We have used this approach with success for other countywide efforts, including the Alameda Countywide Active Transportation Plan.

#### **Task 2.2: Plan Review Matrix**

Toole Design will integrate the results from this survey with an analysis of other planning documents, including the San Mateo County Transportation Plan 2040, the Caltrans District 4 Bicycle Plan, and other corridor-scale efforts like the Grand Boulevard Initiative. Toole Design will summarize plans and policies by key themes identified in partnership with C/CAG in a concise matrix. This matrix will clarify commonalities between planning efforts and opportunities for coordination.

#### **Task 2 Deliverables:**

- Existing Conditions Analysis Memorandum
- Matrix summarizing member agencies' existing bicycle and pedestrian plans and policies

### **Task 3: CBPP Update Development Strategy**

The purpose of Task 3 is to develop a focused strategy for future analytical activities of the CBPP. This task will evaluate progress that has been made toward the goals established in the 2011 Comprehensive Bicycle and Pedestrian Plan and set the vision, goals, and policies for the updated plan. This policy framework will include performance measures that will both inform subsequent analytical tasks for the CBPP and provide a benchmark for progress over time.

#### Task 3.1: Coordination Meeting

Toole Design will hold a coordination meeting with C/CAG staff to ensure that the update strategy addresses key goals for active transportation in the region. Consensus on the vision, goals, and policies for the CBPP is important to have productive conversations about which analytical techniques should be used to evaluate the active transportation system and which criteria should be used to prioritize projects. During this meeting, we'll discuss successes and limitations of the previous CBPP, how priorities may have shifted since 2011, and how to incorporate new innovations and best practices in active transportation planning. The outcomes of this meeting will be documented in Task 3.2 and this discussion will help to clarify our approach to the pedestrian focus areas and countywide bicycle network development in Task 4.

#### Task 3.2: CBPP Update Strategy Memorandum

Toole Design will document a policy framework for the CBPP update along with a targeted action plan in the CBPP Update Strategy Memorandum. This memorandum will identify any recommended new goals and policies that relate to the analytical tools proposed in Task 6 and evaluate the Countywide Bike Routes identified in the 2011 plan to determine whether they still meet the needs of a county that has rapidly grown and developed since the 2011 plan.

In conjunction with the meetings planned with jurisdiction staff in Task 4 to update existing and proposed bikeway networks, Toole Design will discuss any projects of countywide significance that each jurisdiction planned to implement in the last CBPP to confirm completion or updated timeline for delivery.

### **Task 3 Deliverables:**

- Coordination Meeting with C/CAG staff to discuss the CBPP Update Strategy and summary notes
- CBPP Update Strategy Memorandum

#### **Task 4: Inventory of Facilities, Programs, And Existing Conditions**

The purpose of Task 4 is to update the Countywide Bicycle Network and Pedestrian Focus Areas in partnership with C/CAG and member agencies. We will approach this task with a combination of thoughtful data analysis and focused working sessions with local jurisdictions and public transportation providers.

##### Task 4.1: Meetings with Local Jurisdictions

Toole Design will hold working sessions with each C/CAG member agency to incorporate corrections to their bicycle and pedestrian data, understand their top priorities and identify key countywide connections in their bicycle and pedestrian networks. We will prepare for these meetings by building on the Plan and Policy Review and compiling the most up to date GIS data about pedestrian and bicycle facilities and recommendations for each jurisdiction. Toole Design will share a summary of findings from these working sessions.

##### Task 4.2: Updated Countywide Bicycle Network

While many of C/CAG's member agencies will have GIS data for their existing and proposed bicycle facilities, we anticipate that the format and quality of data may be uneven. Toole Design will consolidate data on existing and proposed facilities and incorporate the findings from meetings with each member agency into a streamlined, complete database of bicycle facilities in San Mateo County. Drawing on the stated priorities of member agencies and transit providers, the policy framework developed in Task 3, and coordination with C/CAG staff, Toole Design will develop an updated Countywide Bicycle Network from the consolidated bicycle plans. This network will highlight routes of countywide significance.

##### Task 4.3: Pedestrian Focus Areas

Planning for pedestrians at a countywide scale can be challenging, because pedestrian networks and issues are highly localized. Toole Design will recommend a strategy for updating the Pedestrian Focus Areas identified in the 2011 plan, which will help C/CAG and member jurisdictions identify the appropriate types of investments and to prioritize projects. These focus areas may have distinct policies that support the pedestrian environment, such as frequency of signalized crossings, standards around red curbs for visibility, or other policies that emerge from the Plan and Policy review. We have identified pedestrian focus areas for many regional plans and recommend adapting the Pedestrian Index of the Environment (PIE) tool developed by Portland State University and updated

in 2014. This index will create a uniform grid across San Mateo County and calculate key metrics within them. These metrics can be tailored to the Plan's specific needs but generally include:

- Population Density
- Employment Density
- Density of Commercial Destinations
- Network Density
- High frequency transit

#### Task 4.4: Online Mapping Tool

Toole Design will develop a webmap to circulate among C/CAG staff, member jurisdictions and other stakeholders. The webmap will identify existing and proposed bicycle facilities and pedestrian projects and include a form to collect feedback. Toole Design has developed customized tools to allow project stakeholders to easily access data about infrastructure recommendations and provide feedback directly in the project GIS database. This allows the project team to collect feedback in a transparent and efficient manner.

#### **Task 4 Deliverables:**

- Materials and summary for member agency meetings
- Updated GIS files for Pedestrian Focus Areas and Countywide Bicycle Network
- Online mapping tool

#### **Task 5: CBPP Update Document**

The purpose of Task 5 is to provide a direct update of the CBPP document adopted in 2011, ensuring that components supporting that planning effort are up to date for 2020.

#### Task 5.1: Project List

Drawing on the meetings with C/CAG member jurisdictions in Task 4, Toole Design will develop an updated project list. This list will include projects proposed in the bicycle and pedestrian plans for member jurisdictions, highlighting those included in Pedestrian Focus Areas and the Countywide Bicycle Network. Toole Design will ensure that the online mapping tool is consistent with the updated project list.

#### Task 5.2: Cost Estimates

Toole Design will provide updated unit cost estimates that reflect the current construction environment for active transportation facilities. For proposed

projects without current cost estimates, we will be able to use these unit costs to quickly generate planning-level cost estimates to assist with project prioritization and capital planning. We will draw on cost estimates we have developed for the San Mateo Bike Plan and Unincorporated San Mateo County Active Transportation Plan as a starting point and provide assumptions to apply for more complex infrastructure projects and programs.

#### Task 5.3: Complete Streets Typology or Design Toolkit

San Mateo County has a diverse transportation network that reflects localized land use characteristics. Some streets serve as important hubs of community life while others provide a quiet, scenic environment for recreational bike rides. Toole Design will develop a Complete Streets typology that recommends appropriate pedestrian and bicycle facility types and design elements based on the land use and operating characteristics of streets within San Mateo County. C/CAG staff will discuss with member jurisdictions whether a design toolkit that focuses on treatments used or a street typology that classifies street types in San Mateo County will be more useful.

#### Task 5.4: Plan Document

Toole Design will assemble key findings from technical memoranda and other deliverables developed through previous tasks into a succinct Draft Countywide Bicycle and Pedestrian Plan. The Draft Plan will focus on graphics and visuals that clearly convey the Plan's findings and recommendations.

We will revise the Draft Plan based on one set of consolidated comments in preparing for presentations to the C/CAG Committees and Board of Directors as specified in Task 8. Toole Design's graphic design team creates a look and feel that is carried throughout public outreach, website, social media, and final documents. Clean and simple design, with clear hierarchy, makes our plans legible, and consistent design elements are used throughout to create a cohesive finished piece.

#### **Task 5 Deliverables:**

- Updated Bicycle and Pedestrian Project List
- Updated Online Map
- Updated Cost Estimate Spreadsheet
- Complete Streets Typology
- Draft and Final Plan Document

#### **Task 6: Innovative Solutions for The CBPP Update Document**

The purpose of Task 6 is to recommend innovative analytical tools or other solutions that



can support the CBPP. This task will ensure that the CBPP will not only update pedestrian and bicycle facility information, but that its recommendations will be informed by leading edge thinking in active transportation. These tools can help to identify gaps that might not otherwise be apparent from outreach and stakeholder engagement, provide quantitative metrics for the Plan's goals and objectives, prioritize projects, and provide support for grant applications.

#### Task 6.1 Level of Traffic Stress

Level of Traffic Stress (LTS) methodology was developed in 2012 and evaluates how comfortable a street is to ride a bicycle, calibrated to an average individual who is interested in bicycling but concerned about safety. LTS is calculated based on the existing bicycle facility type, traffic speed and volume, and street configuration. Toole Design will evaluate LTS for San Mateo County's roadways based on this methodology to identify the most important opportunities for enhancing the bicycle network. We have recently performed countywide LTS analysis for Alameda, Napa and Solano counties for their Active Transportation Plans.

#### Task 6.2 Network Gap Identification

Toole Design will perform a gap assessment to identify areas where the pedestrian and bicycle facility types do not match the needs of the local context. We anticipate identifying three types of infrastructure:

- *Bicycle and Pedestrian Network Gaps*—Toole Design will identify gaps in existing pedestrian and bicycle facilities. Examples may include places where existing bike lanes drop or where roadway shoulders crease from eight feet to a narrower dimension. Gaps in the pedestrian network may include missing sidewalks where surrounding land uses warrant them.
- *Spot and Linear Barriers*—Outreach activities will identify key destinations where pedestrian and bicycle access are most important to the community, potentially including transit stops, schools, and barriers like railroad crossings and interchanges. This category highlights difficult crossings, high priority ADA improvements, and other barriers.
- *Neighborhood Connectivity*—Toole Design will identify areas that may have a reduced density of bicycle and pedestrian infrastructure.

Toole Design will produce maps to summarize network gaps and locations of regional barriers. We will summarize our findings in a technical memorandum with associated countywide and location specific maps.

#### **Task 6 Deliverables:**

- Technical memoranda as needed that summarize Level of Traffic Stress, Network Gap Identification, Benefit-Cost Assessment, or Curve Severity Analysis for the CBPP
- Level of Traffic Stress and Network Gap maps (as needed)

### **Task 7: Outreach**

The most successful active transportation plans are those that bring local communities along and tap both their enthusiasm for active transportation and their local experience and knowledge. The purpose of Task 7 is to provide broad, meaningful engagement opportunities for San Mateo County community members.

#### Task 7.1: Bicycle and Pedestrian Advisory Committee

The C/CAG Bicycle and Pedestrian Advisory Committee (BPAC) will be an important project partner both in soliciting input on the plan's recommendations and spreading the word to other stakeholders. Toole Design will attend up to five BPAC meetings throughout the duration of the project. We will develop an agenda, slide presentation (as needed), and meeting notes for each meeting.

#### Task 7.2: Community Outreach

We find that providing a range of engagement opportunities helps to balance the goals of reaching large numbers of people and soliciting truly meaningful feedback on network and program recommendations. Toole Design will hold up to five outreach events; we recommend four pop-up events to occur in different project phases and one stakeholder workshop. The first round of outreach will coincide with existing conditions tasks to provide feedback on the experience of walking and bicycling in San Mateo County, identify key destinations, and highlight opportunities throughout San Mateo County. The second round of public engagement will focus on reviewing the draft bicycle networks and pedestrian project lists along with providing input on project prioritization criteria.

#### Task 7.3: Online Engagement

We propose using a variety of engaging web-based tools through a project website, providing a convenient means for community members to participate in this planning effort. The project website can be used to promote outreach and education materials, share project documents, and announce events such as pop-up events and workshops. The online mapping tool developed for Task 4.4 can be adapted to be a public-facing utility if desired. Toole Design can also draft social media content to be shared at key project milestones through NextDoor, Facebook, and Twitter to take advantage of networks with built-in followings.

#### **Task 7 Deliverables:**

- Materials for up to five BPAC meetings
- Summaries for each BPAC meeting
- Attendance and materials for four to six outreach events
- Summaries of each outreach event
- Project website and summary of online engagement

**~~Task 8: Presentation To C/CAG Board and Committees~~**

~~Toole Design will present to the C/CAG Board of Directors twice to share project updates and support the final adoption of the Plan. Toole Design will also present up to two times to the C/CAG Technical Advisory Committee (TAC) and the Congestion Management and Environmental Quality Committee (CMEQ). For each meeting, we will develop a slide presentation with one round of revisions by C/CAG staff.~~

**~~Task 8 Deliverables:~~**

- Presentations and materials for up to six C/CAG Board and Committee meetings

**ATTACHMENT B  
COST PROPOSAL**

Toole Design, LLC										
Tasks	Labor Rate	DuBose	Woodward	Schoenberg	Proulx/Schoner	Wooley-Ousdahl/Hernandez	Lin	Krull	Shaffer	Final Fee
		Principal-in-Charge	Project Manager	Senior Engineer	Senior Data Analyst	Project Planner	Planner II	Planner III/ GIS Analyst	Engineer	
<b>Task 1: Project Management</b>										
Task 1.1 Project Kickoff Meeting	6	8							6	\$3,478
Task 1.2 Bi-weekly conference calls	4	24	4						26	\$8,658
Task 1.3: Monthly invoicing and progress reports	2	12								\$2,520
<b>Task 2: Existing Conditions</b>										
Task 2.1: Plan Review	4	10			32		80			\$16,916
Task 2.2: Plan Review Matrix	2	4			16					\$3,608
<b>Task 3: CBPP Update Development Strategy</b>										
Task 3.1: Coordination Meeting	4	8			8					\$3,544
Task 3.2: CBPP Update Strategy Memorandum	2	8			16		64			\$11,776
<b>Task 4: Inventory of Facilities, Programs, and Existing Conditions</b>										
Task 4.1: Meetings with Local Jurisdictions	2	24			60				24	\$16,452
Task 4.2: Updated Countywide Bicycle Network	2	8	4	8			80			\$13,096
Task 4.3: Pedestrian Focus Areas	2	8	4	8			80			\$13,096
Task 4.4: Online Mapping Tool	2	8				24	4			\$5,188
<b>Task 5: CBPP Update Document</b>										
Task 5.1: Updated Network Maps and Project List	2	6		4			40			\$6,788
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<b>Optional Tasks</b>										
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<b>Subtotal Labor</b>	\$14,640	\$36,380	\$5,440	\$5,472	\$31,212	\$3,840	\$71,136	\$19,436		\$187,492
<b>Direct expenses (travel, printing, etc.)</b>										\$6,000
<b>Translation Services</b>										\$3,000
<b>Total Fee</b>										<b>\$196,492</b>
		4%	16%	2%	3%	15%	2%	45%	13%	

\*TBD following meeting with local jurisdictions - either typology or toolkit approach

\*\* C/CAG Cost Estimated/Allotted and to be revised as needed