

**AGREEMENT BETWEEN  
CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY  
AND  
FEHR & PEERS**

This Agreement entered this \_\_\_\_ of \_\_\_\_\_, 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 FEHR AND PEERS, hereinafter called "Consultant."

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

**WHEREAS**, Senate Bill (SB) 743 was signed into law in 2013, which required agencies to change the significance metric used to assess the transportation impacts of land use and transportation projects under CEQA (California Environmental Quality Act) from LOS (automobile delay, Level of Service) to VMT (Vehicle Miles Traveled); and

**WHEREAS**, Statewide application of the new metric is slated to begin on July 1, 2020; and

**WHEREAS**, land use project VMT evaluation will involve a combination of: (a) "screening out" projects that meet certain criteria so their VMT does not need to be quantified; (b) running a travel demand model for larger or more unique projects; and (c) using a spreadsheet or web-based "sketch/estimation tool" for more routine projects; and

**WHEREAS**, C/CAG has convened the SB 743 Ad Hoc Working Group for member agencies to gather information and share updates on the SB 743 implementation; and

**WHEREAS**, C/CAG has received responses from the SB 743 Ad Hoc Working Group represented by staff of C/CAG member agencies for C/CAG to assist in the SB 743 implementation process by coordinating consistent methods to estimate VMT across the county; and

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

**WHEREAS**, the C/CAG Congestion Management Program Technical Advisory Committee (CMP TAC) recommended approval of selecting Fehr & Peers to develop a VMT estimation tool for San Mateo County at their October 17, 2019 meeting; and

**WHEREAS**, consistent with C/CAG's Procurement Policy, the Consultant was selected based on the results of another public agency's selection process of consultant services to develop a VMT estimation tool.

**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 agrees to perform the services described in Exhibit B, attached hereto (the “Scope of Work”).
2. **Payments.** In consideration of Consultant providing the Services, C/CAG shall reimburse Consultant based on the fee schedule set forth in Exhibit A in an amount not to exceed two hundred twenty thousand dollars (\$220,000) for Services provided during the Contract Term as set forth below. Payments shall be made to Contractor monthly based on an acceptable invoice submitted by Contractor that identifies expenditures and describes services performed in accordance with the Agreement. 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 \_\_\_\_\_, \_\_\_\_\_ 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 actually 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 with regard to 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: Jeffrey Lacap

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

Fehr and Peers  
332 Pine Street, 4th Floor  
San Francisco, CA 94104  
Attention: Dan Rubins

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

**Fehr and Peers (Consultant)**

By \_\_\_\_\_

\_\_\_\_\_

Date

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

By \_\_\_\_\_

Sandy Wong  
C/CAG Executive Director

\_\_\_\_\_

Date

C/CAG Legal Counsel

By \_\_\_\_\_

Matthew J. Sanders, C/CAG Counsel

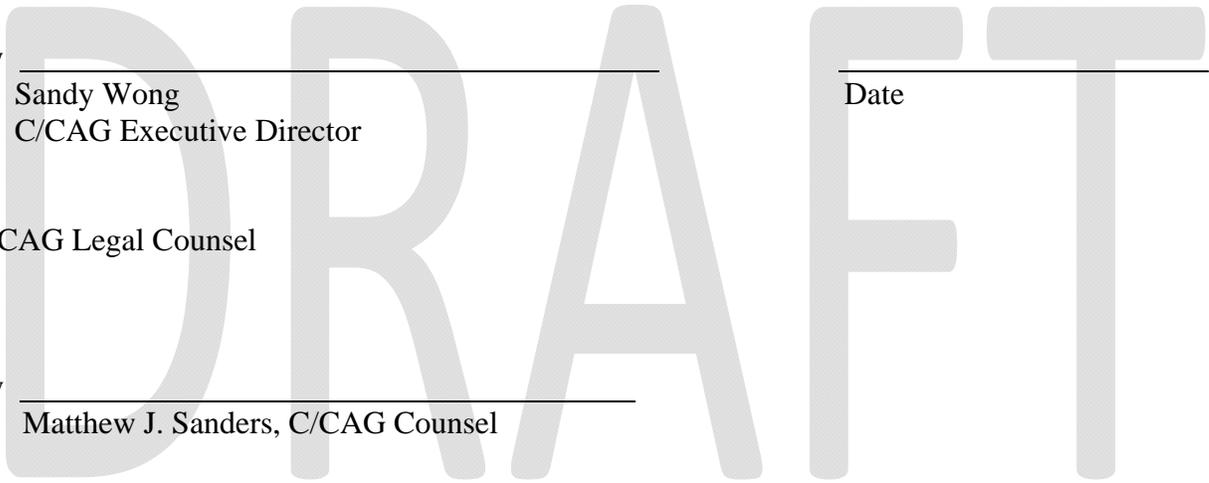


Exhibit A

CONSULTANT BILLING RATES

Hourly billing rates and staff for CONSULTANT and SUBCONSULTANT(S) are included on the following pages.

# Proposed Project Budget

Tasks	Project Manager Rubins	Principal-in-Charge Haynes	F&P Technical Insight	Senior Planner Whinery	Data Architect Ballard	Senior Travel Modeler	Transp. Planner	Graphics and Mapping	Admin	Labor Hours	Direct Costs	Total
<b>Task 1 - Project Initiation / Coordination with Project Partners</b>												
1.1 Project Kick-Off	12	4	4	4	0	0	0	0	2	26	\$480	\$6,900
1.2 Hold TAG Meetings	38	10	10	26	6	0	6	0	6	102	\$1,670	\$24,800
1.3 Monthly Teleconferences	12	2	2	12	0	0	2	0	2	32	\$520	\$7,400
<b>Task 2 - Data Collection / Establish Baseline Vehicle Miles Traveled Data</b>												
2.1 Planning Document Review	2	0	2	4	0	0	4	0	2	14	\$170	\$2,900
2.2 Travel Model Review	4	0	2	8	0	16	24	0	4	58	\$810	\$11,600
2.3 Baseline VMT Data	2	0	4	4	0	16	16	0	4	46	\$680	\$9,700
2.4 Documentation	4	0	2	8	0	0	16	0	2	32	\$410	\$6,200
<b>Task 3 - Development of VMT Mitigation Measures</b>												
3.1 Review VMT Mitigation Measures	2	0	0	4	0	0	0	0	0	6	\$100	\$1,300
3.2 Localized Mitigation Guidance	6	2	4	12	0	0	0	0	2	26	\$400	\$6,200
<b>Task 4 - Development of Potential VMT Thresholds, Methods &amp; VMT Tool</b>												
4.1 Threshold Review	2	0	2	2	0	0	2	0	2	10	\$140	\$2,200
4.2 Evaluate Threshold Alternatives	8	0	2	16	0	0	24	4	4	58	\$750	\$11,000
4.3 VMT Calculation Methods	8	0	2	16	16	0	24	8	6	80	\$1,050	\$15,400
4.4 VMT Threshold Guidance	8	0	2	16	0	0	0	0	2	28	\$390	\$6,100
4.5 Guidance Documentation	4	2	2	12	0	0	16	0	2	38	\$470	\$7,600
4.6 VMT Tool and User's Manual	12	2	2	8	80	0	20	16	10	150	\$11,990	\$40,700
<b>Task 5 - Draft and Final Reports</b>												
5.1 Draft Report	16	4	4	16	0	0	32	8	6	86	\$1,160	\$17,300
5.2 Final Report and Presentations	12	2	2	16	0	0	12	4	4	52	\$730	\$10,700
<b>Task 6 - Training</b>												
6.1 Local Agency Training Sessions	12	4	4	8	16	0	0	4	4	52	\$760	\$12,000
<b>Total for all Tasks</b>	<b>164</b>	<b>32</b>	<b>52</b>	<b>192</b>	<b>118</b>	<b>32</b>	<b>198</b>	<b>44</b>	<b>64</b>	<b>896</b>	<b>\$22,680</b>	<b>\$200,000</b>
<b>Optional Tasks</b>												
Task 2.5 Model Calibration & Support											\$15,000 to \$50,000	
Task 4.7 Coordinate Legal Review	8	4	2	8	0	0	4	0	2	28	\$470	\$6,600
Task 4.8 Extended Web Hosting	2	0	0	0	16	0	0	16	2	36	\$5,480	\$11,800
Task 4.9 Support Migrating Webtool	2	0	0	0	20	0	0	16	4	46	\$540	\$8,500

Notes:

This fee proposal is valid for a period of 90 days from the proposal submittal date.

Actual billing rate at the time of service may vary depending on the final staffing plan at the time the project starts; the overall fee will not be exceeded.

Mileage is billed at the IRS rate plus 10% handling fee.

All other direct and subconsultant expenses are billed with 10% handling fee.

Other direct costs include computer, communications, and reproduction charges are billed as a percentage of labor.

Rates and staff are subject to change at any time, without notice, and within the total budget shown.

VMT webtool jumpstart Intellectual Property fee is \$10,000.

Optional: Additional annual hosting and updates \$5,000 each.

Optional: Web tool hosting transition \$5,000.

Exhibit B  
SCOPE OF WORK

DRAFT

# Proposed Project Approach

## OVERALL APPROACH

The purpose of this project is to help prepare C/CAG member agencies to meet the new requirements of CEQA under SB 743. To meet this objective, Fehr & Peers will prepare and assemble curated SB 743 implementation information that includes substantial evidence to support decisions for VMT metrics, VMT calculation methods, VMT impact thresholds, and VMT actions for use by C/CAG member agencies. This project will also deliver a project generated VMT estimation tool for land use projects that will be used by C/CAG and its member agencies. The project will address the unique context of San Mateo County, including its booming economy, diversity of communities, connections to regional transit (i.e., Caltrain), and historical development patterns.

The proposed scope of work below includes the following tasks:

1. **Project Initiation / Coordination:** Fehr & Peers will work with agency staff to identify goals, finalize schedule, and ensure the right people are at the table. Fehr & Peers will attend key meetings to hear from a technical advisory group about how thresholds should be set, and what local consultants, engineers, and jurisdictions require from a VMT tool.
2. **Data Collection / VMT Baselines:** Fehr & Peers will review available model information, land use plans, local policies, and completed model runs from two models (the MTC regional model and the C/CAG-VTA bi-county model), and summarize a VMT baseline for the County, as well as identify key sub-County regions that may warrant separate thresholds and analysis.
3. **VMT Mitigation:** Fehr & Peers will prepare an overview of available strategies to mitigate potential VMT impacts, with special attention to how those strategies would operate in San Mateo County. This will be integrated into the planned VMT tool in Task 4.
4. **Development of Thresholds, Methods, and Tool:** Fehr & Peers will prepare recommendations for a VMT impact threshold, a VMT analysis method for a variety of projects, and an interactive forecasting tool for use in analyzing individual projects.
5. **Draft and Final Reports:** Fehr & Peers will fully document the analysis and process behind this project.
6. **Training:** Fehr & Peers will conduct a training session for local agencies and/or consultants on how to use the newly developed VMT screening, forecasting and mitigation tool.

In addition to the basic scope of work, several options are listed that could be added as the work proceeds:

**Optional Task 2.5:** Provide additional technical assistance in preparing and calibrating travel demand model for use in VMT tool.

**Optional Task 4.7:** Provide additional coordinating support with legal counsel, and prepare memorandum summarizing key legal questions that can be used by member agencies.

**Optional Task 4.8:** Fehr & Peers can continue to host the online VMT tool for an extended period of time.

**Optional Task 4.9:** Fehr & Peers can provide technical assistance with migration of the VMT tool to a C/CAG hosted environment.

Fehr & Peers is open to providing ongoing support or additional analysis beyond the optional tasks listed above; however, these efforts will require development of a separate scope of work.

## **TASK 1: PROJECT INITIATION/ COORDINATION WITH PROJECT PARTNERS**

### **Task 1.1: Project Kick-Off Meeting**

Fehr & Peers will hold and document a kick-off meeting with C/CAG staff and the Technical Advisory Group (TAG, see Task 1.2) to refine, clarify, and finalize project scope, schedule, deliverables, and expectations.

Prior to the meeting, Fehr & Peers will review documents relevant to the project. Due to our participation during OPR's development of the updated CEQA Guidelines and Technical Advisory and our ongoing work on projects related to the implementation of SB 743, we are very familiar with:

- Final updated CEQA Guidelines (December 2018)
- Most recent OPR "Technical Advisory on Evaluating Transportation Impacts in CEQA" (December 2018)

We will also review the following documents and associated prior to the kick-off meeting with consideration of their impacts to the project:

- Plan Bay Area 2040 – Metropolitan Transportation Commission's (MTC) long-range Regional Transportation Plan /Sustainable Communities Strategy (RTP / SCS)
- General Plans for the County of San Mateo, and for each of the twenty incorporated towns and cities within the County

Fehr & Peers will discuss aspects of these documents important to the project and identify additional data or documents needed. Because many jurisdictions may not have land use data available in digital form, Fehr & Peers will discuss how the available data will shape future analysis, and potential barriers this poses to project analysis.

Deliverables:

- Meeting agenda and presentation
- Meeting minutes
- Refined schedule

- Project team contact list
- List of additional documents and data needed

### **Task 1.2: Conduct TAG Meetings**

C/CAG Staff will identify key technical stakeholders, potentially including staff from Caltrans, MTC, constituent cities, and environmental consultants who will serve as the technical advisory group (TAG) for the project. Fehr & Peers will meet with the TAG during the study to solicit input on the project and its recommendations, as well as identify key user needs for the VMT tool. Content will be developed for the meetings without the presumption of prior knowledge of CEQA or VMT by those who attend the meetings. TAG meetings are planned at the following milestones:

- Project initiation (Following Task 1.1; prior to Task 2)
- Presentation of baseline VMT data and TDM strategies and review of demo of the VMT tool (Following Task 3.2)
- Presentation of draft recommendations for methods and modeling (following Task 4.4)
- Solicitation of user needs for VMT tool (following Task 4.5, prior to Task 4.6)
- Presenting draft recommendations and showcasing VMT tool (During Task 5.1)

Fehr & Peers will prepare agendas, presentations and/or other meeting materials; and prepare other meeting logistics for up to five two-hour meetings. This scope is based on C/CAG contacting attendees, securing meeting locations and covering location costs, if any. If desired, these items can be added to the scope as an additional cost. Following the meetings, Fehr & Peers will summarize outreach results including public comments received.

#### Deliverables

- Agendas, meeting materials, and meeting notes for each of the meetings.

### **Task 1.3: Monthly Teleconferences**

Fehr & Peers will hold teleconferences with C/CAG staff at least once per month during the project. Meetings may be held more often as necessary during different stages of the project. These meetings will include the Fehr & Peers project manager and other staff as appropriate for the phase of the project.

#### Deliverables

- Monthly teleconference agendas
- Monthly teleconference minutes

## **TASK 2: DATA COLLECTION/ESTABLISH BASELINE VEHICLE MILES TRAVELED (VMT) DATA**

### **Task 2.1: Collect, Review, and Incorporate Relevant Data from Planning Documents**

Fehr & Peers will review the following documents and data wherein for review with C/CAG to ensure the level of quality meets the needs to be included into the VMT tool.

- Plan Bay Area 2040
- General Plans (including Circulation Elements for each of the C/CAG member agencies)
- Selected recent environmental impact reports representative of projects within or affecting the region (up to three, selected in discussions with the technical advisory group)
- CEQA Guidelines Update
- OPR Technical Advisory
- Caltrans SB 743 Interim Guidance
- Other relevant planning documents identified by Fehr & Peers

#### Deliverables

- List of resources reviewed and summary of relevant items

### **Task 2.2: Review Existing Travel Demand Models**

Fehr & Peers will conduct a review of the existing Valley Transportation Authority (VTA)-C/CAG Countywide Travel Demand Model (“CCAG Model”) and MTC Travel Model One (“MTC Model”) to determine how the models may be used for estimating VMT and establishing thresholds.

Fehr & Peers will also identify portions of the County not well-represented by existing travel demand models, and recommend how to address such areas in conjunction with Task 2.3. The results of this task will be used during development of VMT methods and thresholds (Task 4). These results of Task 2.2 and Task 4 will be used together to identify potential model modifications, which may include improving accounting for trip distances across model boundaries, adjustments for tourist traffic, or changes to land use assumptions based on agency General Plans.

We have allocated 80 hours of staff time to review the two travel demand modes as-is. Model runs or calibration based on the potential modifications can be conducted as an optional task (see Optional Task 2.5 for details). Under this scope, Fehr & Peers will rely on C/CAG or VTA modeling staff to implement the proposed modifications, or to provide necessary documentation to allow for post-processing of model outputs ‘as-is’ in areas identified as potentially problematic.

#### Deliverables

- Draft technical memorandum #1 summarizing results of model review
- Final technical memorandum #1 incorporating one round of consolidated comments

### **Task 2.3: Develop Baseline VMT Data**

Based on the review of the travel demand models in Task 2.2 and data collected from other sources, the consultant will estimate and summarize the baseline VMT by major trip types by jurisdiction for review by the TAG. This task will rely on C/CAG or MTC modeling staff to provide completed model runs of the C/CAG model or MTC model in a common format (i.e., Cube, TransCAD, etc.) such that Fehr & Peers staff may summarize results accordingly.

Other sources of data may include:

- California Statewide Travel Demand Model (CSTDM)
- California Household Travel Survey (CHTS)

The consultant will also compare this data and make a recommendation regarding the best approach to generate baseline VMT for areas that may not be well represented by the model, in conjunction with Task 2.2.

Because there are differences in VMT generation in different parts of the County, comparison of subregions, consisting of areas with similar travel characteristics, will be included (for example, VMT per capita summarized by zones such as Coastal / Larger City / Smaller City or Town, or by areas with higher or lower levels of transit access). Fehr & Peers will develop the subregion categories with input from C/CAG Staff and the TAG.

### **Task 2.4: Document Jurisdictional VMT Data**

Fehr & Peers will review the results of VMT data analysis with the TAG, incorporate changes to reflect comments from the TAG, and document the results in a technical memorandum.

Deliverables

- Draft technical memorandum #2 summarizing baseline VMT and jurisdictional data
- Final technical memorandum #2 incorporating one round of consolidated comments

### **Optional Task 2.5: Provide Technical Assistance Running and Calibrating Travel Models**

For an additional fee, Fehr & Peers can provide staff assistance to run the C/CAG and MTC travel demand models that will be evaluated in Task 2.1, and exporting data in the appropriate structure for use in Task 2.3 and Task 4. Because travel modeling testing, calibration, and summarization can be a time-intensive process, the fee for this task will depend on the extent of assistance requested, and the number and type of travel models requiring our attention.

## **TASK 3: DEVELOPMENT OF VMT MITIGATION MEASURES**

### **Task 3.1: Review Applicable VMT Mitigation Measures**

Fehr & Peers will review available data on strategies to reduce VMT, with a focus on those most applicable to San Mateo County, including measures listed in C/CAG's Congestion Management Plan TDM requirements or in other countywide policy documents identified by the TAG. Fehr & Peers will review each individual strategy for its VMT reduction potential, and provide estimates of how each measure may affect VMT for sample projects in the area.

Fehr & Peers has conducted a recent overhaul of VMT reduction strategies contained in the widely used California Air Pollution Control Officers Association (CAPCOA) document entitled "Quantifying Greenhouse Gas Mitigation Measures." The latest research from this overhaul will be included in the Air Resources Board (ARB) Zero Carbon Buildings / Zero Carbon Communities project, but Fehr & Peers has already mapped the old and new strategies and identified key differences in strategy effectiveness. We will use this information to identify the most effective strategies for jurisdictions in San Mateo County, with the goal of allowing individual member agencies to integrate the analysis with localized policy goals.

### **Task 3.2: Develop Localized Quantification Method for High Priority Mitigation Measures**

Fehr & Peers will identify methods and approaches to quantify VMT reductions associated with the mitigation measures identified in Task 3.1. Fehr & Peers will also include a "crosswalk" for measures that overlap with the existing countywide TDM requirements in the congestion management plan, and resources showing documentation of the reductions associated with each measure.

#### Deliverables

- Draft technical memorandum #3 summarizing VMT mitigation measures
- Final technical memorandum #3 incorporating one round of consolidated comments

## **TASK 4: DEVELOPMENT OF POTENTIAL VMT THRESHOLDS, METHODS & VMT TOOL**

### **Task 4.1: Review and Analyze Potential VMT Thresholds**

Fehr & Peers will review examples of VMT thresholds for consideration, including previously adopted thresholds and those outlined in the OPR and ARB guidance documents on the implementation of VMT thresholds. The results of Tasks 2 and 3 will be included in this process. Fehr & Peers will identify potential thresholds for use with projects of varying sizes, locations, types of uses, and other considerations. We will also develop recommended thresholds and methods for transportation projects and program-level planning documents (i.e. General Plans and Specific Plans). As part of this task, Fehr & Peers will consider screening criteria that may limit the need for detailed analysis on projects that meet specific criteria, keeping in mind the need to meet the substantial evidence criterion.

The following land use project and land use plan VMT thresholds will be included in this analysis:

- Project level thresholds by jurisdiction or sub-region
- Cumulative thresholds, especially related to land use and transportation planning documents (such as Plan Bay Area-based projections)

For transportation projects, OPR guidance allows lead agencies to presume that transit and active transportation projects would have a less than significant impact on transportation because they do not increase VMT. For roadway capacity expansion projects that may increase VMT, the lead agency has the discretion to select its preferred metric and threshold. As such, current practices in the county may continue.

However, the legislative intent of SB 743 will need to be considered when applying these practices. Fehr & Peers will confirm the preferred impact analysis approach for transportation projects with the TAG and include recommendations for specific metrics and thresholds. Potential thresholds will need to consider both project and cumulative impacts.

“Where those VMT effects will grow over time, analyses should consider both a project’s short-term and long-term effects on VMT.” – (P.30 – Technical Advisory on Evaluating Transportation Impacts in CEQA, December 2018)

The OPR Technical Advisory only includes project threshold recommendations but recommends the inclusion of both short- term and long-term project effects on VMT. Further, CEQA does not limit VMT impact analysis to project impacts only. Another important aspect of the threshold evaluation is the OPR Technical Advisory specification below:

“When using models and tools for those various purposes, agencies should use comparable data and methods, in order to set up an “apples-to-apples” comparison between thresholds, VMT estimates, and VMT mitigation estimates.” – (P. 30 – Technical Advisory on Evaluating Transportation Impacts in CEQA, December 2018)

This specification means that the method used to establish the threshold needs to be consistent with the method used to perform project analysis. For this reason, Fehr & Peers proposes to perform Tasks 4.1, 4.2, and 4.3 simultaneously. As noted in Task 2, sub-regional evaluation may be appropriate. Fehr & Peers will consider and evaluate this approach throughout Task 4. Potential thresholds will be shared with the TAG as discussed in Task 1.

#### **Task 4.2: Develop, Evaluate & Recommend Threshold Alternatives**

After receiving feedback in the stakeholder meetings, Fehr & Peers will identify up to three potential thresholds for each subregion that could be used for projects of varying sizes, types of uses, and other considerations, contingent on adoption by lead agencies. The VMT tool (a screening tool) will allow individuals to screen out potential development projects that fall within either Transit Priority Areas (TPA) or a low VMT generating TAZ.

We will include at least one potential threshold each for land use projects, land use plans, and transportation projects, with the potential for up to three thresholds that vary by subregion. Thresholds will likely be presented in terms of percentage of a “baseline” VMT per resident or employee, for flexibility in applying to multiple land uses; an illustrative example is shown below.

Sub-Region	Land Use Projects	Land Use Plans	Transportation Projects
<b>Sub-Region A (Coast)</b>	Average daily VMT per service population below X.X	Plan results in average daily VMT below existing conditions for Plan area	No net increase in total VMT on local roadways
<b>Sub-Region B (Caltrain Corridor)</b>	Average daily VMT per service population below Y.Y, or location within half mile of Caltrain	Plan results in average daily VMT below existing conditions for Plan area	No net increase in total VMT on local roadways
<b>Sub-Region C (Other Locations)</b>	Average daily VMT per service population below Z.Z	Plan results in average daily VMT below existing conditions for Plan area	No net increase in total VMT on local roadways

We will test the thresholds with case studies representative of local projects and plans to ensure they can be applied without creating unintended consequences.

### Task 4.3: Identify, Review & Recommend Potential VMT Calculation Methods

Fehr & Peers will identify a minimum of three and up to five potential VMT calculation methods for use in the county. These methods will consider projects of varying size and scale while also considering current methods used to estimate and forecast VMT for energy, air quality, and greenhouse gas (GHG) impact analysis.

Evaluating the methods will include consideration of the following questions:

- What form of the VMT metric (VMT per capita, per employee, etc.) should be calculated?
- How to estimate and forecast the metric for specific land use types (i.e., residential, retail, office, industrial, recreational, etc.)?
- What trip purposes to include?
- What types of vehicle trips to include (i.e., automobile only or autos and commercial vehicles)?
- Should the analysis include both "project generated VMT" and "project effect on VMT"?

These methods will consider projects of varying size and scale while also considering current models and methods used to estimate and forecast VMT for energy, air quality, and greenhouse gas (GHG) impact analysis, and the level of effort needed for each method. Examples of VMT analysis methods include conducting regional travel demand model runs that show changes associated with new projects, simple calculations of trip length and average daily trips, or qualitative assessments.

As noted in Task 4.1, Review and Analyze Potential VMT Thresholds, the method used to establish the VMT threshold must be consistent with the method used to perform project analysis. Therefore, Fehr & Peers will conduct this task

in parallel with Task 4.1 so that method and thresholds are considered in tandem for land use projects and land use plans. Further, methods will consider both "project" and "cumulative" impact analysis.

Fehr & Peers will evaluate a minimum of three and up to five sample projects to verify these methods are appropriate to use in San Mateo County. We will then recommend the best methods for use by jurisdictions in San Mateo County.

Deliverables

- Draft technical memorandum #4 summarizing VMT Thresholds, Alternatives, and Methods
- Final technical memorandum #4 incorporating one round of consolidated comments

#### **Task 4.4: Prepare VMT Threshold Guidance Documents**

After completion of Tasks 4.1, 4.2, and 4.3, Fehr & Peers will prepare a model guidance document that can be incorporated into each jurisdiction's planning guidelines. This task will be integrated with Task 4.5, Prepare Updated Guidance Documents for VMT Calculations.

#### **Task 4.5: Prepare Updated Guidance Documents for VMT Calculations**

After completion of Tasks 4.1, 4.2, and 4.3, Fehr & Peers will prepare a model guidance document that can be incorporated into each jurisdiction's planning guidelines. This task will be integrated with Task 4.4, Prepare VMT Threshold Guidance Documents. We will work with the TAG to obtain current traffic study guidelines used by each jurisdiction and identify changes that can be readily incorporated.

Fehr & Peers will provide updated guidance that considers the latest OPR Technical Advisory plus additional suggested practices based on expectations established by the CEQA statute, guidelines, and case law.

Deliverables

- Draft technical memorandum #5 with model guidance document
- Final technical memorandum #5 incorporating one round of consolidated comments

#### **Task 4.6: Develop VMT Tool & User Manual**

Fehr & Peers will review available quick response VMT screening and forecasting tools that could be modified for use in San Mateo County, considering the particular needs of small and medium sized projects (including Fehr & Peers existing baseline VMT screening tool, the tool in development for VTA, and others as appropriate). This tool will be web-based, and will be hosted by Fehr & Peers for up to one year after delivery of the final VMT tool.

Fehr & Peers has already completed multiple VMT tool reviews for other projects. These are largely designed for small to medium-sized projects, and similar reviews have been conducted in research projects by UC Berkeley and UC Davis. We will include this research as part of the review.

We have found in practice through work with previous clients that most want a summary VMT tool, and want to use the local travel demand model for forecasting. Fehr & Peers will work with C/CAG or MTC modeling staff (depends on the model selected for the C/CAG VMT tool) to visualize and develop a user interface that shows key metrics from the C/CAG VMT tool, including estimates of VMT per capita, trip lengths, and other elements, to estimate VMT per capita for individual land uses at different locations throughout the County. The goal would be to quickly assess whether 1) an individual project is suitable for VMT analysis screening, and, if not, 2) what average trip length and VMT per resident or per worker can be expected from the project, with the ability to test VMT reductions based on the measures identified in Task 3. Information on user needs from TAG meetings will also be incorporated into the development of the VMT tool.

### **VMT Tool Jumpstart**

We offer the opportunity to “Jumpstart” the VMT tool development by using a flat fee for Fehr & Peers’ intellectual property specifically developed for SB 743 VMT applications. This will spring-board the tool development process forward much quicker at a much lower entrance cost while also removing much of the uncertainty associated with developing new tools. The development of custom web tools becomes expensive, especially understanding how to implement geoprocessing with regional travel demand and land use model data. Our proposed approach includes a one-time fee of \$10,000 for licensing the VMT tool that will be applied to leverage past work completed by F&P, with future maintenance and support billed at a Time and Materials basis. Much of our past tool development was completed in coordination with one of our GIS programming partners, Blue Raster. As a Fehr & Peers partner, Blue Raster can assist and advise on various web tool enhancements. If the “Jumpstart” is not exercised, Blue Raster will likely be required to join the development team and the costs of development from scratch will need to be added into the existing budget and schedule. Blue Raster was not included as a subconsultant due to the potential of “Jumpstarting” and our working relationship that allows us to consult with Blue Raster on specific web development troubleshooting either by licensing current intellectual property or developing something from scratch at no additional project cost.

With our combined expertise from the SB 743 implementation and GIS workflow and interactive web tools, we have developed a holistic tool development approach. We envision this as a dynamic and collaborative discussion with C/CAG staff and select C/CAG member agency staff to help C/CAG achieve its desired outcomes:

- Estimate VMT generated by land use projects per person per weekday anywhere in San Mateo County
- Provide reduction estimations for analyzed project by project characteristics, multimodal infrastructure, parking measures, and Transportation Demand Management measures.
- Web-based GIS tool for project estimation and report generation, intended for use by local jurisdictions and environmental consultants.
- Outputs available of pre-defined reports, charts and maps

## **Web Tool Launch Approach**

Development of a geographic information system (“GIS”) to support and operate a web-based VMT tool to estimate land use project generated vehicle miles traveled (“VMT”) begins with the preparation of a few core elements: Data, User Interface, Workflows, Reporting, and Tool Sustainability.

### **Data**

The underlying data is of utmost importance to establish the core functionality of the VMT tool. How this data is stored, maintained and hosted for the VMT tool to utilize will be examined and discussed in detail with C/CAG and its member agencies. Countywide data will be used; however, it is important to recognize jurisdictional specific data may be incorporated into the creation of the VMT tool dependent on specific trip caps, or VMT preferences.

### **User Interface**

Leveraging our geospatial expertise to deliver the solutions and technical expertise on SB 743 will create an innovative web-based VMT tool. The VMT tool is a tool designed with a holistic sustainable approach that enables it to be used and updated by the owner as new data and or improved workflows are created.

### **Workflows**

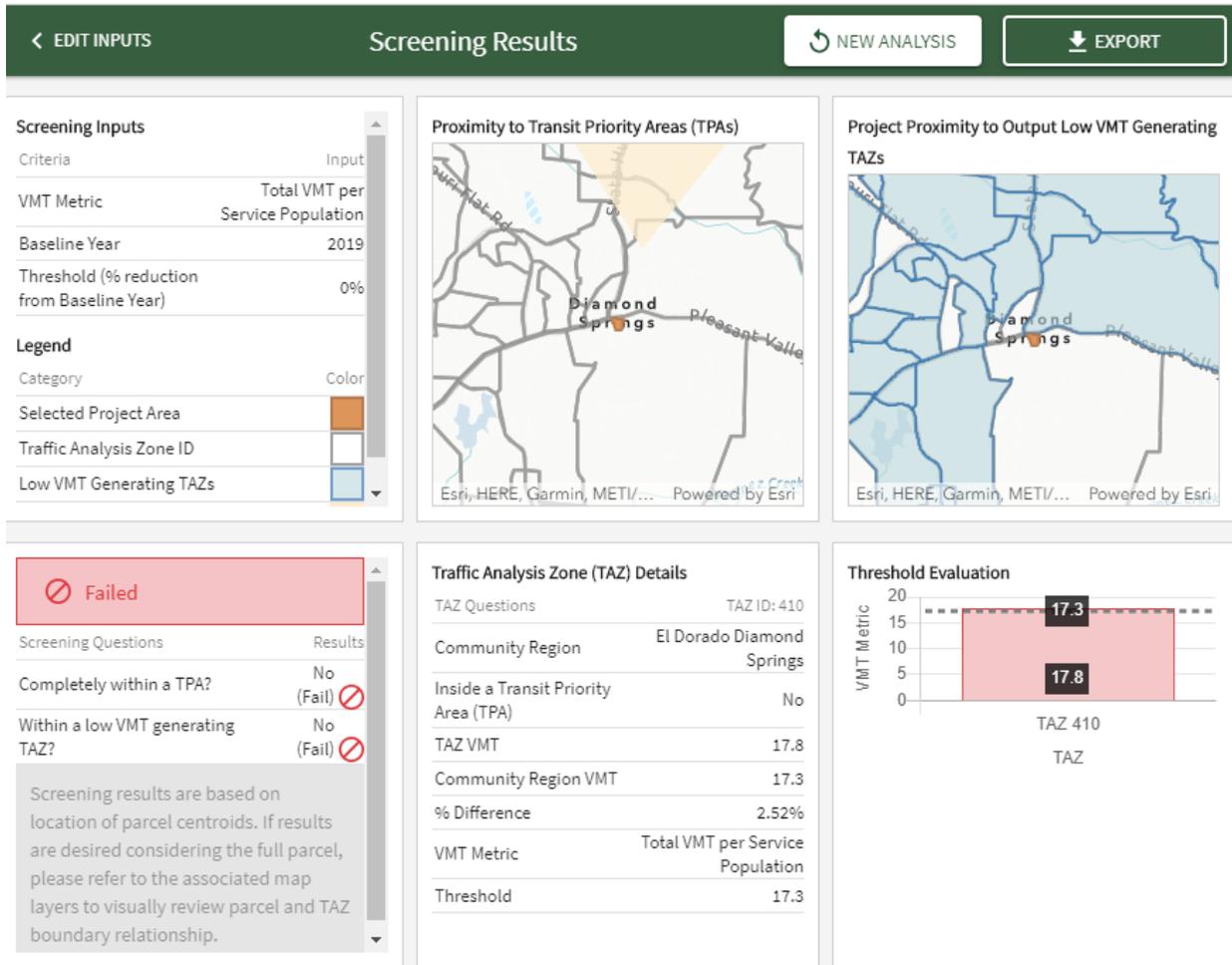
The underlying workflow is rooted in GIS geoprocessing functions to analyze data and calculate results from the specified criteria. The applicable workflows will be designed specifically for the vetted data.

### **Reporting**

Throughout meetings with C/CAG and the TAG, reporting will be discussed. Which data resources need to be reported, what reductions can be made to mitigate project generated VMT and how best to achieve these.

### **Tool Sustainability**

It is very pertinent to establish a data schema to follow for all future enhancements of the VMT tool. Maintaining specific data schemas to allow updates and republishing of the applicable data services. As data is updated, maintaining the existing schema will allow updates to the underlying GIS web services which power the VMT tool.



*Pictured above: Sample map-based VMT screening report*

We have already produced regional/ sub area tools for this purpose, including for the City of Los Angeles and City of San José, and will develop a tool that best fits the needs of jurisdictions in San Mateo County. Our recent tools have provided a map interface that allows the user to easily select parcels to be analyzed and quickly perform analysis. Fehr & Peers has scoped this task under the presumption that model run results by parcel or zone will be provided by C/CAG staff; additional model calibration, model runs, or changes to model land use inputs may be incorporated under Optional Task 2.5.

**Deliverables**

- Web-based VMT Screening, Forecasting, and Mitigation tool, with one year of hosting on Fehr & Peers servers
- Draft VMT user manual
- Final VMT user manual incorporating one round of consolidated comments

### **Optional Task 4.7: Coordinate Legal Review**

During this task, Fehr & Peers will work with legal counsel on staff at C/CAG to identify key areas of concern with regards to CEQA law, defensibility, and establishment of substantial evidence for the new recommended thresholds. Fehr & Peers will work with legal counsel to provide a brief appendix or memorandum for member agencies that summarizes key legal questions associated with implementation of the C/CAG recommendations developed in tasks 4.4 and 4.5.

### **Optional Task 4.8: Extended Web Hosting and First-Year Updates**

For an additional fee of approximately \$5,000 annually (depending on maintenance needs), Fehr & Peers can continue to host the VMT tool beyond the first year of operation. Additionally, Fehr & Peers can update data and variables used in the VMT reduction factors, based on land use or revised model runs provided by City staff.

### **Optional Task 4.9: Migration of Web Tool**

On request, Fehr & Peers technical staff can assist with migration of the VMT tool to a C/CAG hosted environment following the first year of web hosting.

## **SUMMARY OF TASK 4 CONSULTANT DELIVERABLES**

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### **TASKS 4.1, 4.2, 4.3**

- Draft technical memorandum #4 summarizing VMT Thresholds, Alternatives, and Methods
  - Final technical memorandum #4 incorporating one round of consolidated comments
- 

### **TASK 4.4, 4.5**

- Draft technical memorandum #5 with model guidance document
  - Final technical memorandum #5 incorporating one round of consolidated comments
- 

### **TASK 4.6**

- VMT tool
- Draft VMT forecasting user manual
- Final VMT forecasting user manual incorporating one round of consolidated comments

## **TASK 5: DRAFT & FINAL REPORTS**

### **Task 5.1: Prepare and Present Draft Report**

Fehr & Peers will prepare a draft report for review and comment by the TAG. The report will summarize the results of each of the previous tasks and memoranda.

#### Deliverables

- Draft Report – Eight (8) print copies, plus one digital copy (Microsoft Word format)

#### **Task 5.2: Prepare and Present Final Report**

Fehr & Peers will incorporate one round of comments received on the draft report into the final report, as appropriate. We will also present the report at a public meeting of C/CAG.

#### Deliverables

- Final Report – Eight (8) print copies, plus one digital copy (PDF)
- Presentation to a public meeting of C/CAG

### **TASK 6: TRAINING**

#### **Task 6.1: Conduct Local Agency Training**

Fehr & Peers will schedule and conduct a half-day training session for local agency staff on the use and application of the tools, procedures, and “user manual” developed under Tasks 2, 3, and 4. A facility for the training and attendee list will be provided by C/CAG or local agencies. This will include recording of the training as a webinar for reference by future agency staff unable to attend the training.

#### Deliverables

- Training material presentation
- Recorded video training for use by future agency staff
- Presentation to local agency staff

# Proposed Project Schedule

	Oct	Nov	Dec	Jan (2020)	Feb	Mar	Apr	May	Jun
	18 25	1 8 15 22 29	6 13 20 27	3 10 17 24 31	7 14 21 28	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26
<b>Task 1 - Project Initiation / Coordination with Project Partners</b>									
1.1 Project Kick-Off	█		█	█					
1.2 Conduct TAG Meetings		█		█	█		█	█	
1.3 Monthly Teleconferences		█	█	█	█	█	█	█	█
<b>Task 2 - Data Collection / Establish Baseline Vehicle Miles Traveled Data</b>									
2.1 Planning Document Review	█	█	█	█					
2.2 Travel Model Review		█	█	█					
2.3: Baseline VMT Data			█	█	█				
2.4: Documentation				█	█	█			
<b>Task 3 - Development of VMT Mitigation Measures</b>									
3.1 Review VMT Mitigation Measures			█	█					
3.2 Localized Mitigation Guidance				█	█				
<b>Task 4 - Development of Potential VMT Thresholds, Methods &amp; VMT Tool</b>									
4.1 Threshold Review			█	█	█				
4.2 Evaluate Threshold Alternatives				█	█				
4.3 VMT Calculation Methods					█	█			
4.4 VMT Threshold Guidance					█	█	█		
4.5 Guidance Documentation						█	█	█	
4.6 VMT Tool and User's Manual						█	█	█	█
<b>Task 5 - Draft and Final Reports</b>									
5.1 Draft Report			█	█		█	█	█	█
5.2 Final Report and Presentations								█	█
<b>Task 6 - Training</b>									
6.1 Local Agency Training Sessions			█	█					█

Note: This is a proposed schedule with a start date in at the end of October 2019. This schedule will be updated at the time of the actual kick-off meeting, which means some portions of the project may be completed after June 2020.

# Proposed Project Budget

Tasks	Project Manager Rubins	Principal-in-Charge Haynes	F&P Technical Insight	Senior Planner Whinery	Data Architect Ballard	Senior Travel Modeler	Transp. Planner	Graphics and Mapping	Admin	Labor Hours	Direct Costs	Total
<b>Task 1 - Project Initiation / Coordination with Project Partners</b>												
1.1 Project Kick-Off	12	4	4	4	0	0	0	0	2	26	\$480	\$6,900
1.2 Hold TAG Meetings	38	10	10	26	6	0	6	0	6	102	\$1,670	\$24,800
1.3 Monthly Teleconferences	12	2	2	12	0	0	2	0	2	32	\$520	\$7,400
<b>Task 2 - Data Collection / Establish Baseline Vehicle Miles Traveled Data</b>												
2.1 Planning Document Review	2	0	2	4	0	0	4	0	2	14	\$170	\$2,900
2.2 Travel Model Review	4	0	2	8	0	16	24	0	4	58	\$810	\$11,600
2.3 Baseline VMT Data	2	0	4	4	0	16	16	0	4	46	\$680	\$9,700
2.4 Documentation	4	0	2	8	0	0	16	0	2	32	\$410	\$6,200
<b>Task 3 - Development of VMT Mitigation Measures</b>												
3.1 Review VMT Mitigation Measures	2	0	0	4	0	0	0	0	0	6	\$100	\$1,300
3.2 Localized Mitigation Guidance	6	2	4	12	0	0	0	0	2	26	\$400	\$6,200
<b>Task 4 - Development of Potential VMT Thresholds, Methods &amp; VMT Tool</b>												
4.1 Threshold Review	2	0	2	2	0	0	2	0	2	10	\$140	\$2,200
4.2 Evaluate Threshold Alternatives	8	0	2	16	0	0	24	4	4	58	\$750	\$11,000
4.3 VMT Calculation Methods	8	0	2	16	16	0	24	8	6	80	\$1,050	\$15,400
4.4 VMT Threshold Guidance	8	0	2	16	0	0	0	0	2	28	\$390	\$6,100
4.5 Guidance Documentation	4	2	2	12	0	0	16	0	2	38	\$470	\$7,600
4.6 VMT Tool and User's Manual	12	2	2	8	80	0	20	16	10	150	\$11,990	\$40,700
<b>Task 5 - Draft and Final Reports</b>												
5.1 Draft Report	16	4	4	16	0	0	32	8	6	86	\$1,160	\$17,300
5.2 Final Report and Presentations	12	2	2	16	0	0	12	4	4	52	\$730	\$10,700
<b>Task 6 - Training</b>												
6.1 Local Agency Training Sessions	12	4	4	8	16	0	0	4	4	52	\$760	\$12,000
<b>Total for all Tasks</b>	<b>164</b>	<b>32</b>	<b>52</b>	<b>192</b>	<b>118</b>	<b>32</b>	<b>198</b>	<b>44</b>	<b>64</b>	<b>896</b>	<b>\$22,680</b>	<b>\$200,000</b>
<b>Optional Tasks</b>												
Task 2.5 Model Calibration & Support											\$15,000 to \$50,000	
Task 4.7 Coordinate Legal Review	8	4	2	8	0	0	4	0	2	28	\$470	\$6,600
Task 4.8 Extended Web Hosting	2	0	0	0	16	0	0	16	2	36	\$5,480	\$11,800
Task 4.9 Support Migrating Webtool	2	0	0	0	20	0	0	16	4	46	\$540	\$8,500

Notes:

This fee proposal is valid for a period of 90 days from the proposal submittal date.

Actual billing rate at the time of service may vary depending on the final staffing plan at the time the project starts; the overall fee will not be exceeded.

Mileage is billed at the IRS rate plus 10% handling fee.

All other direct and subconsultant expenses are billed with 10% handling fee.

Other direct costs include computer, communications, and reproduction charges are billed as a percentage of labor.

Rates and staff are subject to change at any time, without notice, and within the total budget shown.

VMT webtool jumpstart Intellectual Property fee is \$10,000.

Optional: Additional annual hosting and updates \$5,000 each.

Optional: Web tool hosting transition \$5,000.