AMENDMENT NO. 1 TO THE AGREEMENT
BETWEEN
THE CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY
AND
KITTELSON & ASSOCIATES, INC.

WHEREAS, the City/County Association of Governments of San Mateo County (hereinafter referred to as "C/CAG") and Kittelson & Associates, Inc. (hereinafter referred as "Consultant") are parties to an Agreement originally dated May 9, 2025, for consultant services for the San Bruno-Millbrae El Camino Real Multimodal Corridor Improvement Study (the "Study") in an amount not to exceed $760,000 through December 31, 2026; and

WHEREAS, the purpose of the Study is to develop and prioritize short-term transportation projects along El Camino Real between Murchison Drive in the City of Millbrae to Noor Avenue in the City of San Bruno that enhance multimodal safety and connectivity using the existing transportation corridor; and

WHEREAS, the San Mateo County Transportation Authority ("SMCTA") and the City of Millbrae identified additional funding to study long-term project alternatives along the Study corridor; and

WHEREAS, the SMCTA will provide funding to C/CAG to study long-term alternatives along the Study corridor; and

WHEREAS, C/CAG desires to add $538,649.44 to the Agreement for a new not-to-exceed amount of $1,298,617.59 and to extend the contract end date to December 31, 2027 to allow Consultant to study long-term project alternatives along the Study corridor;

WHEREAS, C/CAG and Consultant desire to amend the Agreement as set forth herein.

IT IS HEREBY AGREED by C/CAG and Consultant that:

1. Section 2, "Payments," of the Agreement shall be amended to reflect the new not-to-exceed amount of $1,298,617.59.

2. Section 3, "Term," of the Agreement shall be extended through December 31, 2027.

3. The scope of work for the Agreement, as provided in Exhibit A, "Scope of Work", shall be replaced in its entirety with the new Exhibit A, "Revised – Scope of Work", attached hereto and incorporated into the Agreement.

4. The Project Budget and Schedule of the Agreement as provided in Exhibit B, shall be replaced in its entirety with the new Exhibit B, "Revised – Project Budget" and "Revised – Project Schedule," attached hereto and incorporated into the Agreement.

5. Except as expressly amended herein, all other provisions of the Agreement shall remain full force and effect.

6. This amendment shall take effect on April 15, 2026.

City/County Association of Governments (C/CAG)

_____

Sean Charpentier
C/CAG Executive Director

Date: _____

Approved as to form:

_____

Melissa Andrikopoulos
Legal Counsel for C/CAG

Kittelson & Associates, Inc.

_____

Laurence Lewis, AICP, LEED AP
Senior Principal Planner

Date: _____

Exhibit A
Revised Scope of Work

TASK 1: PROJECT MANAGEMENT

1.1 Project Kick-Off Meeting and Goal Setting

The Kittelson team will prepare for and attend a project kick-off meeting with C/CAG and agency partners to review the project details, discuss reporting requirements, review project schedule, and confirm list of documents and data to be used in the Plan. As part of the kick-off meeting, the Kittelson team will facilitate a discussion to establish project goals and define what project success looks like. The project goals and desired outcomes will serve as a cornerstone for subsequent technical analysis and stakeholder engagement activities. Kittelson will also prepare a risk register, identifying potential risks to budget, schedule, and achievement of the project goals.

1.2 Project Charter

Kittelson will prepare a project charter to ensure all parties have the same expectations and understanding of the project. The project charter will build upon the project goals identified during the kick-off meeting and will identify agency roles and responsibilities for the project.

1.3 Schedule

Kittelson will prepare a draft project schedule to be reviewed at the kick-off meeting, with adjustments made based on the meeting outcomes. We will update the project schedule as needed throughout the project to reflect necessary changes to better serve the project's goals.

1.4 Project Administration and Management

To facilitate consistent and open communication, the Kittelson team proposes the following types of project management meetings:

Bi-weekly Check-in Conference Calls and Continuous Coordination. Over the course of the project, we will conduct recurring bi-weekly 30-minute check-in calls with C/CAG staff. The calls will serve to provide quick updates as well as to resolve unexpected issues. The Kittelson team's preparation and follow-up for the project management meetings will include agendas in advance of the meeting and summary notes following each meeting.

Invoices and Progress Reports. As part of each monthly invoice, Kittelson will prepare project status reports that communicate progress on each task, identify anticipated challenges, and identify methods for overcoming these challenges, as discussed in the bi-weekly coordination meetings.

1.4(a) Additional Coordination

Kittelson will conduct additional coordination with C/CAG and partner agencies associated with the long-term alternatives. Coordination will include additional bi-weekly project management meetings and additional meetings with SMCTA and other agency partners.

TASK 1 DELIVERABLES

1. Project kick-off meeting agenda and summary

2. Draft and final project charter

3. Project schedule with regular updates

4. Bi-weekly project management meeting agendas and meeting summaries

5. Monthly invoices and progress reports

TASK 2: EXISTING CONDITIONS AND DATA COLLECTION

Task Purpose: Evaluate historical plans and data concerning the El Camino Real corridor, assess its existing uses, and demonstrate where gaps exist between current and intended function.

2.1 Literature Review

The Kittelson team will compile existing plans and reports related to El Camino Real, including any work done within ½ mile of the corridor. We will include those within San Bruno and Millbrae but also within South San Francisco and Burlingame, as well as Safe Routes to School plans, and countywide plans like the C/CAG Local Road Safety Plan or Comprehensive Bicycle and Pedestrian Plan.

Collectively, these plans will provide planning history and context and available historical data. Once we review these plans, we will be able to revisit and corroborate or update assumptions and conclusions drawn in these planning efforts: we will not reinvent the wheel but will build on the prior work completed.

2.2 Baseline Conditions Analysis

The Kittelson team will compile existing plans and data, plus perform original analysis, to understand current uses and needs (met and unmet) on the corridor. Data collection will include the following items listed in the table on the following page.

Compiling these data, the Kittelson team will demonstrate the usage patterns of the corridor today and the extent to which El Camino Real creates a gap for given modes and trip types.

Data	Source	Status / How Obtained
Roadway geometry (cross-sections, median width)	Aerial review Augment with field review	Will collect
Traffic volumes and speeds	Prior traffic reports Original data collection	Will collect
Existing and planned bike lanes Pedestrian Infrastructure (marked and improved or controlled crossings, sidewalk presence and width, lighting)	Millbrae, San Bruno, C/CAG, South San Francisco, Burlingame Active Transportation Plans and GIS Repositories Augment with field review Big data sources: INRIX and Replica	Obtained and reviewed relevant GIS data as part of Countywide LRSP
Travel markets and origin/destination patterns	Big data sources: Replica	Obtained and reviewed Replica data as part of Countywide LRSP
Demographics and equity focus opportunities	C/CAG Equity Focus Areas MTC Equity Priority Communities USDOT Climate & Economig Justice Screening Tool Census and American Community Survey	Collected, mapped and analyzed as part of Countywide LRSP
Land use and key destinations	City-provided land use GIS data Augmented with field review and community engagement input	Will request data and analysis from: Downtown Millbrae and El Camino Real Specific Plan (2022); and San Bruno Transit Corridors Specific Plan (2013)
Transit stops, routes, amenities, ridership, speed, reliability	SamTrans	Will request data and analysis from SamTrans' El Camino Real Speed and Reliability Study
Multimodal collision data	Publicly available from TIMS and SWITRS	Collected, mapped, and analyzed 2018-22 data as part of Countywide LRSP
Roadway and utility as-built drawings	Available from utility providers, Caltrans, and city staff	Will request in preparaton for Task 4

2.3 Parking Analysis

Kittelson will complete a parking analysis to understand existing on-street parking and use patterns. As a first step, we will complete a GIS curb inventory to identify the location and number of on-street parking spaces. This inventory will also document curb locations such as bus stops where on-street parking is prohibited.

Kittelson will also develop a methodology document for review by C/CAG and partner agencies to ensure the data collection and analysis leverages prior data collection such as the Downtown Millbrae Parking Study. An agreed-upon parking methodology will also ensure that the analysis addresses potential local concerns. As a starting point, we assume that parking occupancy will be collected for four days (combination of weekday and weekend) on both sides of the street, and will be collected for morning (7-9 AM), afternoon (11 AM – 2 PM), and evening (11PM-2 AM) periods. The parking analysis will also document locations of bicycle parking along the corridor.

Based on our experience conducting similar parking analyses for the East Bay Greenway Multimodal Project (San Leandro, unincorporated Alameda County, and Hayward), we recommend the following:

- Develop analysis zones or districts to account for "park once" conditions where people do not access a single destination
- As part of the evaluation of alternatives (Task 5), we will document areas where off-street parking is currently available adjacent to the corridor.

2.3(a) Planned Long-Term Parking Conditions

Kittelson will review existing parking codes, policies, and plans for San Bruno and Millbrae to identify planned long-term parking changes for the El Camino Real study area. Long-term changes include but are not limited to: additional parking supply in planned off-street lots and garages, parking pricing to reduce parking demand, and reduced parking requirements as part of planned redevelopment. No additional parking data collection is included as part of this task.

2.4 Draft Existing Conditions Report

Kittelson will prepare a draft existing conditions PowerPoint slide deck summarizing the results of the prior tasks. The slide deck will use infographics and tables to convey the findings in an easy-to-understand fashion.

Based on best practices from the E. 14th St./Mission Blvd. Corridor Project and the East Bay Greenway Multimodal Project, we propose that the existing conditions report include a

brief (3-4 page) executive summary for use in presenting the project to groups such as BPACs, City Councils, and the C/CAG Board. The executive summary will also include a purpose and need statement.

2.5 Final Existing Conditions Report

Kittelson will prepare a final existing conditions PowerPoint slide deck based on comments from C/CAG and partner agencies. We assume one set of revisions based on consolidated comments. In cases where conflicting comments are provided, Kittelson will work with C/CAG to identify the preferred resolution.

TASK 2 DELIVERABLES

1. Draft existing conditions PowerPoint slide deck and executive summary document
2. Final existing conditions PowerPoint slide deck and executive summary document
3. Project data files

TASK 3: DEVELOP AND EVALUATE ROADWAY CONCEPTS/ALTERNATIVES

3.1 Initial Alternatives Screening

Kittelson will identify project alternatives that address the project purpose and need as identified through the existing conditions analysis. Up to three quick-build alternatives will be identified; alternatives will build upon previously completed plans and proposed solutions such as a buffered bike lane. The alternatives will also account for "fatal flaw" criteria that should be avoided.

Based on best practices from the E. 14th St./Mission Blvd. Corridor Project, we propose the following:

- Dividing the corridor into segments by jurisdiction (i.e., San Bruno segment and Millbrae segment)
- Identification of areas requiring special attention in the development of alternatives (for example, the I-380 interchange)
- Documentation of alternatives that were discussed but not carried forward due to fatal flaws or inconsistency with project needs and goals

3.1(a) Long Term Alternatives Screening

Kittelson will develop three long-term alternatives for the El Camino Real corridor in San Bruno and Millbrae (i.e., three alternatives for each segment). Long term alternatives will fall within the universe of options presented in the Grand Boulevard Initiative (GBI) and will consider opportunities to advance the long-term community goals for San Bruno and Millbrae. The alternatives development and screening process will follow the same process recommended for the near term alternatives – i.e., corridor segmentation, identification of areas requiring special attention, and documentation of alternatives that were identified but not carried forward.

3.2 Cross-Section Concept Designs

Following the alternatives screening, the Kittelson team will prepare typical corridor cross-sections for three quick-build alternatives (i.e., three alternatives for the San Bruno segment and three alternatives for the Millbrae segment). This task will include the following components:

3.2a Roadway/Lane Configuration

As a first step in determining roadway and lane configurations for the alternatives, Kittelson will complete a travel demand analysis to estimate near-term future year volumes for the corridor and study area.

Kittelson regularly updates and applies the C/CAG travel model for studies in the El Camino Real corridor including recent city General Plans and Caltrans US 101 managed lane studies. Kittelson will first review the travel model network with Caltrans and city staff to ensure that potential traffic diversion routes are appropriately represented and will adjust the model as needed. The travel model will be used to generate the following information for No Project conditions and each of the three alternatives for the selected future year:

- Traffic volumes for daily, AM and PM peak hours
- Systemwide and corridor vehicle miles traveled (VMT) and vehicle hours traveled (VHT)
- Person trips by mode in the study area
- Maps displaying potential traffic volume diversions to alternative routes compared to No Project forecasts

The travel model can reasonably estimate changes in VMT due to traffic diversion but is not sensitive to potential mode shifts due to improvements in bicycle and pedestrian environments. Kittelson recommends that the VMT impacts of increased bicycle use be

estimated using the California Air Resources Board (CARB) Benefits Calculator Tool for the Urban Greening Grant Program, which Kittelson has used successfully on other Complete Streets evaluation studies.

3.2a(a) – Roadway/Lane Configuration (Long-Term Alternatives)

Kittelson will complete a travel demand analysis to estimate long-term future year volumes for the corridor and study area. As a first step, Kittelson will prepare a methodology document for review and input from C/CAG and partner agencies.

Kittelson will use a combination of the travel model and off-model analyses to generate the following information for long-term No Project conditions and each of the three alternatives for the selected future year:

- Traffic volumes for daily, AM and PM peak hours
- Systemwide and corridor vehicle miles traveled (VMT) and vehicle hours traveled (VHT)
- Person trips by mode in the study area
- Person throughput comparisons
- Bus speed and travel time forecasts
- Bicycle and pedestrian level of service metrics by segment
- Bicyclist and pedestrian Level of Traffic Stress analysis identifying high-stress locations and changes compared to existing conditions
- Maps displaying potential traffic volume diversions to alternative routes compared to No Project forecasts

As stated earlier, since the travel model is not sensitive to mode shift changes due to bicycle and pedestrian improvements, we will use the CARB Benefits Calculator Tool to estimate the VMT benefits of increased bicycle use. 3.2b Traffic Operations Analysis

Kittelson will analyze traffic operations for signalized intersections along the El Camino Real corridor. Traffic operations will be evaluated for base year and near-term future year AM and PM peak hour conditions for No Project and three alternatives.

The traffic operations analysis will use the appropriate methodologies from the current Highway Capacity Manual for each study intersection. Signal timing information will be obtained from Caltrans (El Camino Real) or cities as appropriate.

The results of the traffic operations analysis will include:

- Intersection delays, volume/capacity ratios and level of service
- Corridor travel times

- Maximum (95th) percentile queues for each lane group

Kittelson will identify appropriate mitigation for alternatives with unacceptable traffic operations, such as excessive delays or queues, or large amounts of traffic diverting onto other streets.

Kittelson will document the traffic analysis findings as part of the technical memorandum summarizing the three alternatives. (A standalone traffic operations report is not assumed as part of this task.) The documentation will include:

- Existing and forecast traffic volumes
- Maps of potential traffic diversions for each alternative
- Systemwide performance measures including VMT and VHT
- Traffic operations at study intersections including delays and queues for base and future years
- Potential mitigation measures for unacceptable traffic conditions associated with the alternatives

3.2b(a) Traffic Operations Analysis (Long-Term Alternatives)

Kittelson will analyze traffic operations for signalized intersections along the El Camino Real corridor. Traffic operations will be evaluated for base year and long-term future year AM and PM peak hour conditions for No Project and three alternatives.

The results of the long-term traffic operations analysis will include:

- Intersection delays, volume/capacity ratios and level of service
- Changes in corridor travel times compared to measured existing conditions

The long-term analysis findings will be documented as part of the technical memorandum included in Task 3.2b summarizing the three alternatives.

3.2c Design Concepts

Kittelson will prepare design concepts in the following sequence:

- We will lay out the corridor over high-quality aerial imagery. We will request aerial imagery from the cities, but we have access to Nearmap and can use imagery provided by their database.
- We will overlay the available as-built drawings for roadways requested and obtained in Task 2 to identify available cross sectional width and any utility conflicts. Where as-built drawings are not available, we will trace existing curb lines to determine available curb-to-curb cross sectional width.

- We will determine with the cities, C/CAG, and Caltrans the desired standards and minimums for cross-section elements like lane widths, median widths, bikeways, on-street parking, and transit stops. We will document the desired and minimum standards at prototype locations.
- We will determine with the cities, C/CAG, and Caltrans the desired and acceptable intersection treatments
- We will proceed with developing prototypical cross sections based on land use and roadway context, plus available curb-to-curb width. During this step, we will note conflicts with existing raised medians.
- We will note all locations where available curb-to-curb width is not sufficient to meet project objectives and will verify potential conflicts behind the curb through a field visit. Potential conflicts may include utility poles, trees, traffic signal poles and equipment, and fire hydrants.
- Where excess width is available (between curbs or behind them), we will note opportunities for green infrastructure.

The Kittelson team will coordinate between design and environmental teams to note potential environmental analysis implications of the design options. Where the project can be completed within existing curb-to-curb width, we will identify opportunities for installation with quick-build materials.

3.3 Preliminary Designs and Cost Estimates

Once stable cross-section alternatives have been developed, Kittelson will proceed to lay concepts out in plan view. We will identify space / right-of-way challenges at intersections and present those in a working meeting with the project team. We will document decisions made using a "comment tracker" to be submitted with the draft designs as a decision record.

For each segment (San Bruno and Millbrae), we will prepare a cross section for each alternative and two prototypical intersections (with bus stops). In this way, we as a project team can weigh the considerations and see how they may change along different portions of the corridor—without needing to prepare a full-length concept to do so.

Based on feedback from the C/CAG, the cities and Caltrans, we will lay out corridor concepts for the three alternatives for each segment (i.e., three concepts for the San Bruno segment and three concepts for the Millbrae segment).

Once the draft concept designs have been reviewed and accepted, we will prepare a preliminary construction cost estimate based on the preliminary design plans. Items of work in this task include: demolition, roadway concrete and asphalt concrete pavement, curb and gutter, sidewalk, driveways, and drainage structures. Unit costs will be obtained from the Caltrans Cost Data Book, recent bid information, and in conjunction with City staff. Allowances will be included for any items not completely defined and measurable for construction costs.

3.3(a) Preliminary Designs and Cost Estimates (Long-Term Alternatives)

Kittelson will lay out the long-term alternatives concepts in plan view. The long-term concepts will identify right-of-way needs and constraints based on the proposed cross sections. The approach for preparing long-term concepts will follow the approach used for preparing near-term concepts as described under Task 3.3:

- For each segment (San Bruno and Millbrae), we will prepare a cross section for each long-term alternative and two prototypical intersections (with bus stops).
- We will lay out corridor concepts for the three long-term alternatives for each segment (i.e., three concepts for the San Bruno segment and three concepts for the Millbrae segment).
- We will prepare a preliminary construction cost estimate based on the preliminary design plans.

3.4 Technical Memo

Kittelson will evaluate the alternatives and summarize the results in a technical memo for C/CAG review. As a first step, Kittelson will define quantitative and qualitative evaluation criteria that address multimodal transportation and land use goals, in addition to cost and ease of implementation. The evaluation will also highlight tradeoffs associated with the alternatives.

Based on best practices from the East Bay Greenway Multimodal Project, we propose the following:

- Using community engagement activities to discuss tradeoffs and prioritize project goals
- Soliciting input from partner agencies regarding technical evaluation criteria

3.5 Posters or Information Fact Sheets

Kittelson will prepare informational posters or fact sheets to summarize the evaluation process. These materials will be used to solicit input on the analysis results.

Posters or fact sheets will be prepared for the three near-term alternatives and the three long-term alternatives (six total) and will include before/after photosimulations.

TASK 3 DELIVERABLES

1. Technical memo summarizing the three near-term alternatives, including the initial screening and the traffic analysis findings

2. Planning-level cross sections and prototype intersections (including far side bus stops) for each alternative and segment

3. Preliminary 35% design of the corridor for the three near-term alternatives for each segment (San Bruno and Millbrae)

4. Planning-level cost estimate methodology memo

5. Planning-level cost estimate for each alternative

6. Alternatives scoring and summary matrix

7. Draft technical memo with project list and comparison matrix

8. Final technical memo with project list and comparison matrix

9. Posters or informational fact sheets summarizing each alternative

TASK 4: ENVIRONMENTAL STUDIES AND DOCUMENTATION

Circlepoint will work with Kittelson to gather relevant environmental data and examine previous studies and other available files, exhibits, maps, and reference documents for the corridor. Upon review of the information, as well as the California Environmental Quality Act (CEQA) Guidelines and National Environmental Policy Act (NEPA) regulations, we will recommend the appropriate level of CEQA and NEPA environmental analysis for in a technical memorandum.

TASK 4 DELIVERABLES

1. Draft environmental analysis technical memorandum

2. Final environmental analysis technical memorandum

TASK 5: COMPARATIVE ANALYSIS AND SELECTION OF PREFERRED ALTERNATIVE

Based on the results of the project evaluation, Kittelson will work with C/CAG and partner agencies to identify a preferred alternative. The preferred alternative will reflect modifications based on community and partner agency input. Documentation of the preferred alternative will highlight the anticipated benefits, tradeoffs, and potential mitigations, implementation plan, and potential funding sources.

5.1(a) Long-Term Alternatives Evaluation

To evaluate the long-term alternatives, Kittelson will use the metrics from the GBI Action Plan to show how each near-term and long-term initiative aligns with the GBI.

Kittelson will prepare a benefit/cost analysis for the long-term alternatives to support their evaluation and the selection of the preferred long-term alternative. Kittelson will use Caltrans' California Life-Cycle Benefit/Cost Analysis Model (Cal-B/C) for this task.

TASK 5 DELIVERABLES

1. Benefit/Cost Analysis for the Long-Term alternatives

2. Draft Comparative Analysis Report

3. Final Comparative Analysis Report

TASK 6: PUBLIC OUTREACH AND STAKEHOLDER PARTICIPATION

6.1 Development of a Communications & Community Engagement Plan/Communications Memo (Outreach Plan)

Circlepoint will work closely with the project team to develop a Communications and Community Engagement Memorandum that further defines the key goals, objectives, and desired outcomes for stakeholder engagement; identifies target audiences, tailored messaging, communications tools designed to engage people "where they are;" and provides a detailed implementation plan that aligns with the development of the Study.

The outreach plan will also identify potential community-based organization (CBO) partners and targeted community organizations and will outline approaches for multi-cultural and multi-lingual communications. CBOs would be engaged to perform the following tasks:

- Provide input on Draft Community Engagement Plan (including target audiences, messages, communications tools and forums)

- Support in distributing the approved communications toolkit (Task 6.2) to community members/listservs
- Participate in and/or co-facilitate pop-up events and support logistics for public meetings

6.1a Updated Communications & Community Engagement Plan/Communications Memo (Outreach Plan)

Circlepoint will prepare an update to the Communications and Community Engagement Memorandum to address additional messaging, communications, and activities associated with the long-term alternatives.

6.2 Development of Communications Toolkit and Website Content for CCAG, Millbrae and San Bruno and other Partner Agencies (includes ADA Compliance)

As we did for the C/CAG LRSP, Circlepoint will develop content for C/CAG's and partner agency websites, social media platforms, e-newsletter, and other existing communications channels. The approved content is prepared as part of a communications toolkit, which will also include an approved press release(s), a project fact sheet, online surveys, and other materials that can be posted and distributed by CCAG, partner agencies, as well as key stakeholder groups, including the BPACs and CBO and community partners, pending C/CAG's consent. In this way, the communications toolkit can broaden the level of public outreach and engagement.

The toolkit will also include surveys and other informational materials in multiple languages, including Simplified and Traditional Chinese, Spanish and Tagalog.

6.2a Additional Communications Toolkit and Website Content

Circlepoint will develop additional and/or revised content to address the development and analysis of long-term alternatives. The content will be prepared for C/CAG's and partner agency websites, social media platforms, e-newsletter, and other existing communications channels.

Proposed content includes the following:

- Revised communications toolkit to incorporate the development of long-term alternatives
- Online survey with video (prepared by Kittelson) of alternatives and trade-offs
- Additional web content and social media advertising for survey release
- Mailers for community members to vote on alternatives
- Advertisements for surveys at bus stops

6.2(b) Videos/Animations for Long-Term Alternatives

Kittelson will prepare short videos or 3D animations depicting the long-term alternatives. The video content will include physical characteristics of the street cross section, illustrative transportation users (cars, pedestrians, bicyclists, and buses), and context such as landscaping and buildings. Circlepoint will support Kittelson by providing input into the video setup and reviewing draft products, with an eye toward developing engaging products that are easily understood by general audiences.

6.3 Pop-Up Events

Circlepoint will work closely with C/CAG, stakeholders and partner agencies to identify potential locations and events coinciding with key project milestones. We will plan for and conduct six pop-ups, and local CBO partners may be engaged to co-facilitate the pop-up events. We propose that the two pop-ups occur in advance of Community Meetings #1 and #2 as a way to promote those events.

6.4 Stakeholder List

Circlepoint will create a stakeholder list with initial input from recent and ongoing outreach efforts as provided by C/CAG, the Cities, key stakeholder groups, including the BPACs, and other sources. Circlepoint will periodically update the list with new contacts gathered at stakeholder and public outreach events.

6.5 Community Meetings (In-Person/Hybrid)

Circlepoint will work closely with the project team to plan, facilitate and document three community meetings. We will work with the project team to determine the most effective meeting formats and forums. For in-person meetings, we assume that C/CAG will secure the meeting venue. For each meeting, Circlepoint's responsibilities will include meeting agendas, logistics plans, dry runs, meeting facilitation (if needed), meeting summaries. Circlepoint will work with translation/interpretation vendors and CBO partners to provide simultaneous interpretation in up to four languages (Cantonese, Mandarin, Spanish, and Tagalog).

6.6 Business-Focused Listening Sessions

Circlepoint will leverage its recent experience supporting outreach to businesses and storefronts along the San Pablo Avenue corridor to solicit input from businesses along the El Camino Real corridor. We envision two listening sessions (ideally towards the beginning of the project) to identify specific concerns related to parking, business access, and other considerations.

6.6(a) Additional Business-Focused Engagement

Circlepoint will conduct door-to-door surveys of businesses along the El Camino Real corridor to obtain input regarding existing conditions and proposed alternatives. Circlepoint will provide two staff members to go to each storefront and conduct surveys in real time to achieve a high response rate. With support from Kittelson, Circlepoint will develop the brief survey which will be comprised of 5-7 questions to facilitate gathering feedback efficiently in the field.

6.7 Agency Staff Coordination Meetings

Kittelson will plan for and support agency coordination meetings aligning with key decision points. At a minimum, agency coordination will include the Cities of San Bruno and Millbrae, SMCTA, Caltrans, BART, and Caltrain, with other agency partners to be identified through coordination with C/CAG. Based on prior experience with similar projects, we have found that a combination of Technical Advisory Committee (TAC) meetings plus one-on-one agency meetings is most efficient and effective in achieving buy-in and resolving specific issues that may arise.

6.7(a) Alternatives Workshops

At the beginning of the alternatives development task, Kittelson will plan for and conduct workshops (likely in-person) with San Bruno and Millbrae staff to develop near-term and long-term alternatives. One workshop per city is proposed.

At the beginning of the concept design task, Kittelson will plan for and conduct a workshop (either in-person or virtual) with emergency services staff (fire, police, and paramedics) to discuss the proposed design and identify key design issues. The workshop will be in person or virtual. One workshop per city is proposed.

6.8 Agency Presentations

Kittelson will plan for and present project updates to agency elected and appointed bodies, including the C/CAG BPAC, Millbrae and San Bruno City Councils or Bike and Pedestrian Committees, and the C/CAG Board. The timing of presentations will be defined as part of the project schedule.

6.8(a) Additional Agency Presentations

As needed, Kittelson will provide additional project updates to agency elected and appointed bodies, including the C/CAG BPAC, Millbrae and San Bruno City Councils or Bike and Pedestrian Committees, and the C/CAG Board. The timing of presentations will be defined as part of the project schedule. Approximately 10 hours per presentation is

assumed, accounting for presentation prep, agency review, meeting attendance, and travel.

TASK 6 DELIVERABLES

1. Draft & Final Communications Plan
2. Updated Communications & Community Engagement Plan/Memo
3. Communications toolkit
4. Additional Communications Toolkit and Website Content
5. Community engagement summary for each phase (3)
6. Pop-up events (6)
7. Stakeholder mailing list
8. Community meetings (3)
9. Business listening sessions (2)
10. Agency staff coordination meetings (4 TAC and 4 one-on-one meetings)
11. Alternatives development workshops (2)
12. Emergency services design workshops (2)
13. Agency presentations (3 BPAC, 6 City Council/City BPAC, two C/CAG Board)
14. Additional agency presentations (up to 6)

TASK 7: DRAFT AND FINAL PLAN

7.1 Draft Plan

Based on the prior deliverables and feedback received on the final concepts, the Kittelson team will prepare a plan document that summarizes the project process and recommendations. The plan will utilize the materials prepared in previous tasks and will represent all relevant project activities and deliverables for the corridor. We anticipate the draft plan will undergo two rounds of review: first by C/CAG staff and then by partner agency staff.

7.2 Draft Final Plan

Based on a consolidated set of comments, Kittelson will update the draft plan consistent with the feedback received and prepare a draft final plan and executive summary. The draft final plan will be submitted to appointed and elected bodies such as the C/CAG BPAC, City Bike and Pedestrian Committees, and City Councils for review and comment. Presentations to these bodies are included under Task 6.

7.3 Final Plan and Executive Summary

Kittelson will review the comments received on the draft final plan and will update the document consistent with the feedback to develop a final plan. Concurrent with the preparation of the final plan, we will develop a graphic-intensive executive summary. The final plan will be presented to the C/CAG Board for review and approval. The presentation to the C/CAG Board is included under Task 6.

TASK 7 DELIVERABLES

1. Draft Plan
2. Draft Final Plan
3. Final Plan and Executive Summary

Exhibit B
Revised Project Budget

TASK	DIRECT LABOR: TOTAL HOURS (Kittelson)	TOTAL HOURS (Circlepoint)	TOTAL HOURS (Bottomley)	TOTAL HOURS	SUBTOTAL DIRECT LABOR (Kittelson)	SUBTOTAL DIRECT LABOR (Circlepoint)	SUBTOTAL DIRECT LABOR (Bottomley)	OVERHEAD COSTS AND PROFIT (Kittelson)	OVERHEAD COSTS AND PROFIT (Circlepoint)	OVERHEAD COSTS AND PROFIT (Bottomley)	TOTAL COST (Kittelson)	TOTAL COST (Circlepoint)	TOTAL COST (Bottomley)	TOTAL COST
Task 1 - Project Administration and Management														
1.1 Project Kickoff Meeting	16	17	4	37	$ 1,162.44	$ 1,314.46	$ 940.00	$ 2,672.07	$ 4,370.83	$ -	$ 3,834.51	$ 5,685.29	$ 940.00	$ 10,459.80
1.2 Project Charter	18	0	0	18	$ 1,288.82	$ -	$ -	$ 2,962.57	$ -	$ -	$ 4,251.39	$ -	$ -	$ 4,251.39
1.3 Project Schedule	18	0	0	18	$ 1,315.89	$ -	$ -	$ 3,024.80	$ -	$ -	$ 4,340.69	$ -	$ -	$ 4,340.69
1.4 Project Administration and Management (biweekly)	78	10	8	96	$ 5,702.19	$ 637.04	$ 1,880.00	$ 13,107.45	$ 2,118.28	$ -	$ 18,809.64	$ 2,755.32	$ 1,880.00	$ 23,444.96
1.4(a) - Additional Coordination	96	106	0	202	$ 7,018.08	$ 6,692.00	$ -	$ 16,132.25	$ 22,252.17	$ -	$ 23,150.33	$ 28,944.17	$ -	$ 52,094.50
Subtotal	226	133	12	371	$ 16,487.42	$ 8,643.50	$ 2,820.00	$ 37,899.14	$ 28,741.28	$ -	$ 54,386.56	$ 37,384.78	$ 2,820.00	$ 94,591.34
Task 2 - Existing Conditions Report and Data Collection														
2.1 Literature Review	32	0	8	40	$ 2,210.40	$ -	$ 1,480.00	$ 5,080.98	$ -		$ 7,291.38	$ -	$ 1,480.00	$ 8,771.38
2.2 Baseline Conditions Analysis	100	0	24	124	$ 5,915.30	$ -	$ 4,440.00	$ 13,597.33	$ -		$ 19,512.64	$ -	$ 4,440.00	$ 23,952.64
2.3 Parking Analysis	96	0	0	96	$ 4,985.65	$ -	$ -	$ 11,460.36	$ -		$ 16,446.01	$ -	$ -	$ 16,446.01
2.3(a) Planned Long-Term Parking Conditions	96	0	0	96	$ 4,985.65	$ -	$ -	$ 11,460.36	$ -		$ 16,446.01	$ -	$ -	$ 16,446.01
2.4 Draft Existing Conditions Slide Deck and Exec Summary	132	0	16	148	$ 7,850.16	$ -	$ 2,960.00	$ 18,044.92	$ -	$ -	$ 25,895.08	$ -	$ 2,960.00	$ 28,855.08
2.5 Final Existing Conditions Slide Deck and Exec Summary	44	0	0	44	$ 2,450.10	$ -	$ -	$ 5,631.98	$ -	$ -	$ 8,082.08	$ -	$ -	$ 8,082.08
Subtotal	500	0	48	548	$ 28,397.26	$ -	$ 8,880.00	$ 65,275.94	$ -	$ -	$ 93,673.20	$ -	$ 8,880.00	$ 102,553.20
Task 3 - Develop Roadway Concepts/Alternatives														
3.1 Initial Alternatives Screening	60	0	16	76	$ 3,724.94	$ -	$ 2,960.00	$ 8,562.41	$ -	$ -	$ 12,287.35	$ -	$ 2,960.00	$ 15,247.35
3.1A Long Term Alternatives Screening	60	0	16	76	$ 3,724.94	$ -	$ 2,960.00	$ 8,562.41	$ -	$ -	$ 12,287.35	$ -	$ 2,960.00	$ 15,247.35
3.2 Cross-Section Concept Designs	0	0	0	0	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
3.2a Roadway/Lane Configurations (Near-Term Alts)	40	0	0	40	$ 3,091.70	$ -	$ -	$ 7,106.80	$ -	$ -	$ 10,198.50	$ -	$ -	$ 10,198.50
3.2a(a) Roadway/Lane Configurations (Long-Term Alts)	180	0	0	180	$ 10,366.93	$ -	$ -	$ 23,830.14	$ -	$ -	$ 34,197.07	$ -	$ -	$ 34,197.07
3.2b Traffic Operations Analysis (Near-Term Alts)	200	0	0	200	$ 10,842.54	$ -	$ -	$ 24,923.41	$ -	$ -	$ 35,765.95	$ -	$ -	$ 35,765.95
3.2b(a) Traffic Operations Analysis (Long-Term Alts)	200	0	0	200	$ 10,842.54	$ -	$ -	$ 24,923.41	$ -		$ 35,765.95	$ -	$ -	$ 35,765.95
3.2c Design Concepts	172	0	0	172	$ 10,217.97	$ -	$ -	$ 23,487.74	$ -	$ -	$ 33,705.71	$ -	$ -	$ 33,705.71
3.3 Preliminary 35% Designs (Near-Term Alts)	424	0	0	424	$ 21,731.04	$ -	$ -	$ 49,952.48	$ -	$ -	$ 71,683.52	$ -	$ -	$ 71,683.52
3.3(a) Preliminary 10% Designs (Long-Term Alts)	264	0	0	264	$ 14,532.22	$ -	$ -	$ 33,404.77	$ -		$ 47,936.99	$ -	$ -	$ 47,936.99
3.4 Planning Level Cost Estimate Methodology Memo	30	0	0	30	$ 2,109.60	$ -	$ -	$ 4,849.26	$ -	$ -	$ 6,958.86	$ -	$ -	$ 6,958.86
3.5 Planning Level Cost Estimates for Alternatives (Near-Term)	70	0	0	70	$ 4,717.76	$ -	$ -	$ 10,844.57	$ -	$ -	$ 15,562.33	$ -	$ -	$ 15,562.33
3.5(a) Planning Level Cost Estimates for Alternatives (Long-Term)	70	0	0	70	$ 4,717.76	$ -	$ -	$ 10,844.57	$ -	$ -	$ 15,562.33	$ -	$ -	$ 15,562.33
3.6 Alternative Analysis Scoring and Weighting Summary Matrix (Near-Term)	108	0	16	124	$ 6,429.14	$ -	$ 2,960.00	$ 14,778.47	$ -	$ -	$ 21,207.61	$ -	$ 2,960.00	$ 24,167.61
3.6(a) Alternative Analysis Scoring and Weighting Summary Matrix (Long-Term)	108	0	16	124	$ 6,429.14	$ -	$ 2,960.00	$ 14,778.47	$ -	$ -	$ 21,207.61	$ -	$ 2,960.00	$ 24,167.61
3.7 Draft Technical Memo with Project List and Comparison Matrix	108	0	0	108	$ 6,429.14	$ -	$ -	$ 14,778.47	$ -	$ -	$ 21,207.61	$ -	$ -	$ 21,207.61
3.8 Final Technical Memo with Project List and Comparison Matrix	48	0	0	48	$ 2,715.37	$ -	$ -	$ 6,241.74	$ -	$ -	$ 8,957.11	$ -	$ -	$ 8,957.11
3.9 Three Posters or Informational Fact Sheets	60	0	0	60	$ 2,817.98	$ -	$ -	$ 6,477.60	$ -	$ -	$ 9,295.58	$ -	$ -	$ 9,295.58
3.9(a) Three Posters or Informational Fact Sheets (Long-Term Alts)	156	0	0	156	$ 7,024.84	$ -	$ -	$ 16,147.79	$ -	$ -	$ 23,172.64	$ -	$ -	$ 23,172.64
Subtotal	2358	0	64	2422	$ 132,465.53	$ -	$ 11,840.00	$ 304,494.55	$ -	$ -	$ 436,960.08	$ -	$ 11,840.00	$ 448,800.08
Task 4 - Environmental Studies and Documentation														
4.1 Draft Technical Memo on Environmental Analysis	2	56	0	58	$ 146.21	$ 2,932.80	$ -	$ 336.09	$ 9,752.12	$ -	$ 482.30	$ 12,684.92	$ -	$ 13,167.22
4.2 Final Technical Memo on Environmental Analysis	2	46	0	48	$ 146.21	$ 2,411.68	$ -	$ 336.09	$ 8,019.29	$ -	$ 482.30	$ 10,430.97	$ -	$ 10,913.27
Subtotal	4	102	0	106	$ 292.42	$ 5,344.48	$ -	$ 672.18	$ 17,771.41	$ -	$ 964.60	$ 23,115.89	$ -	$ 24,080.49
Task 5 - Comparative Analysis and Selection of Preferred Alternative:														
5.1 Draft Comparative Analysis Report	136	0	16	152	$ 7,915.31	$ -	$ 2,960.00	$ 18,194.69	$ -	$ -	$ 26,110.00	$ -	$ 2,960.00	$ 29,070.00
5.1(a) Benefit/Cost Analysis and Selection of Long-Term Alternative	180	0	16	196	$ 10,446.05	$ -	$ 2,960.00	$ 24,012.02	$ -	$ -	$ 34,458.07	$ -	$ 2,960.00	$ 37,418.07
5.2 Final Comparative Analysis Report	80	0	0	80	$ 4,631.48	$ -	$ -	$ 10,646.24	$ -	$ -	$ 15,277.72	$ -	$ -	$ 15,277.72
Subtotal	396	0	32	428	$ 22,992.84	$ -	$ 5,920.00	$ 52,852.95	$ -	$ -	$ 75,845.78	$ -	$ 5,920.00	$ 81,765.78
Task 6 - Outreach and Engagement														
6.1 Outreach Plan	8	59	0	67	$ 584.84	$ 3,085.29	$ -	$ 1,344.35	$ 10,259.18	$ -	$ 1,929.19	$ 13,344.47	$ -	$ 15,273.66
6.1(a) Outreach Plan Update	8	33	0	41	$ 584.84	$ 1,852.38	$ -	$ 1,344.35	$ 6,159.52	$ -	$ 1,929.19	$ 8,011.90	$ -	$ 9,941.09
6.2 Communications Toolkit and Website Content (includes ADA compliance)	8	147	0	155	$ 584.84	$ 8,081.37	$ -	$ 1,344.35	$ 26,872.09	$ -	$ 1,929.19	$ 34,953.46	$ -	$ 36,882.65
6.2(a) Additional Communications Materials (web content, mailers, online survey, video, bus stop ads)	8	147	0	155	$ 584.84	$ 8,081.37	$ -	$ 1,344.35	$ 26,872.09	$ -	$ 1,929.19	$ 34,953.46	$ -	$ 36,882.65
6.2(b) Videos/animations for long-term alternatives	144	32	0	176	$ 7,013.10	$ 2,049.04	$ -	$ 16,120.80	$ 6,813.45	$ -	$ 23,133.90	$ 8,862.49	$ -	$ 31,996.39
6.3 Pop-Up Events	48	56	0	104	$ 2,337.70	$ 2,848.34	$ -	$ 5,373.60	$ 9,471.27	$ -	$ 7,711.30	$ 12,319.61	$ -	$ 20,030.91
6.3(b) Additional Pop-Up Events (2 per city)	76	66	0	142	$ 3,798.97	$ 3,484.38	$ -	$ 8,732.58	$ 11,586.23	$ -	$ 12,531.55	$ 15,070.61	$ -	$ 27,602.15
6.4 Stakeholder List	4	42	0	46	$ 292.42	$ 2,398.47	$ -	$ 672.18	$ 7,975.37	$ -	$ 964.60	$ 10,373.84	$ -	$ 11,338.44
6.5 Community Meetings (In-Person/Hybrid)	120	129	0	249	$ 7,601.26	$ 6,605.60	$ -	$ 17,472.79	$ 21,964.88	$ -	$ 25,074.05	$ 28,570.48	$ -	$ 53,644.52
6.6 Business-Focused Listening Sessions	12	28	0	40	$ 877.26	$ 1,592.12	$ -	$ 2,016.53	$ 5,294.10	$ -	$ 2,893.79	$ 6,886.22	$ -	$ 9,780.01
6.6(a) Door-to-Door Business Engagement	48	140	0	188	$ 3,075.92	$ 6,669.48	$ -	$ 7,070.53	$ 22,177.29	$ -	$ 10,146.45	$ 28,846.77	$ -	$ 38,993.21
6.7 Agency Staff Coordination Meetings	128	0	0	128	$ 9,357.44	$ -	$ -	$ 21,509.67	$ -	$ -	$ 30,867.11	$ -	$ -	$ 30,867.11
6.7(a) Alternatives Workshops	144	32	0	176	$ 9,017.42	$ 1,787.52	$ -	$ 20,728.06	$ 5,943.84	$ -	$ 29,745.48	$ 7,731.36	$ -	$ 37,476.84
6.8 Agency Presentations	72	0	0	72	$ 3,263.56	$ -	$ -	$ 12,099.19	$ -	$ -	$ 17,362.75	$ -	$ -	$ 17,362.75
6.8(a) Additional Agency Presentations	60	0	0	60	$ 4,657.00	$ -	$ -	$ 10,704.91	$ -	$ -	$ 15,361.91	$ -	$ -	$ 15,361.91
Subtotal	888	911	0	1799	$ 55,631.41	$ 48,535.36	$ -	$ 127,878.24	$ 161,389.29	$ -	$ 183,509.65	$ 209,924.65	$ -	$ 393,434.30
Task 7 - Draft and Final Plan														
7.1 Draft Plan	120	0	0	120	$ 7,510.10	$ -	$ -	$ 17,263.24	$ -	$ -	$ 24,773.34	$ -	$ -	$ 24,773.34
7.1(a) Draft Plan (long-term recommendation)	60	0	0	60	$ 3,755.05	$ -	$ -	$ 8,631.62	$ -	$ -	$ 12,386.67	$ -	$ -	$ 12,386.67
7.2 Draft Final Plan	60	0	0	60	$ 3,755.05	$ -	$ -	$ 8,631.62	$ -	$ -	$ 12,386.67	$ -	$ -	$ 12,386.67
7.3 Final Plan and Executive Summary	44	0	0	44	$ 2,378.45	$ -	$ -	$ 5,467.27	$ -	$ -	$ 7,845.72	$ -	$ -	$ 7,845.72
Subtotal	284	0	0	284	$ 17,398.65	$ -	$ -	$ 39,993.75	$ -	$ -	$ 57,392.40	$ -	$ -	$ 57,392.40
													TOTAL LABOR COST	**$ 1,202,617.59**
													Subtotal of Optional Tasks	$ -
													TOTAL COST (with Direct Expenses)	**$ 1,298,617.59**

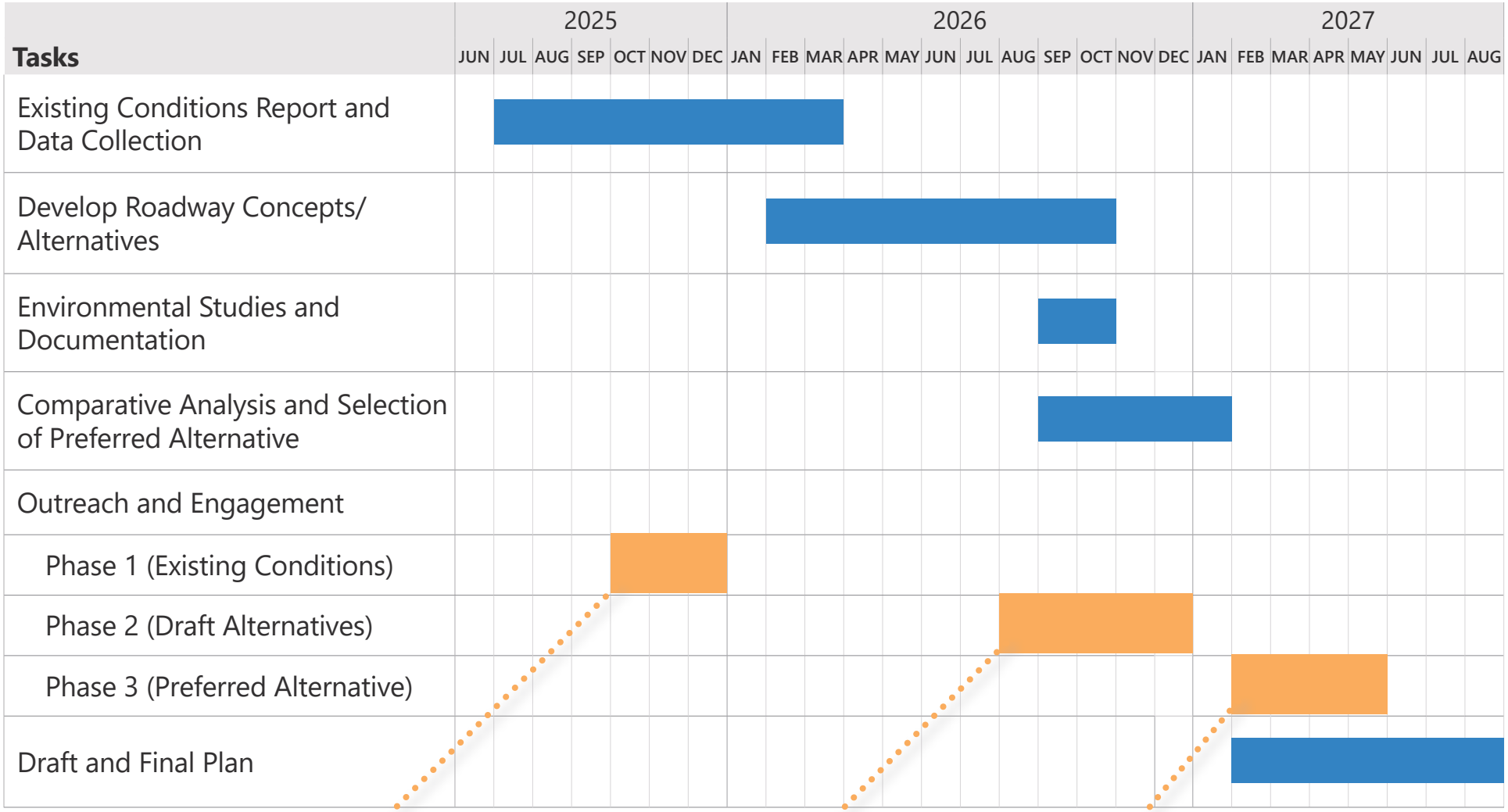
ITEMIZATION OF DIRECT EXPENSES

Traffic Data Collection (counts for parallel routes and/or side streets)	$ 30,000.00
Parking Data Collection	$ 20,000.00
Translation, Interpretation	$ 9,500.00
Printing, Room & Equipment Rental (govt. facilities, minimal printing)	$ 5,000.00
Printing of fact sheets / FAQ/ flyer	$ 1,000.00
Printing, Postage, and Advertisements	$ 4,500.00
Travel	$ 2,000.00
CBO Stipends	$ 24,000.00
Total	$ 96,000.00

OPTIONAL TASKS

TASK	TOTAL HOURS (Kittelson)	TOTAL HOURS (Circlepoint)	TOTAL HOURS (Bottomley)	TOTAL HOURS	SUBTOTAL DIRECT LABOR (Kittelson)	SUBTOTAL DIRECT LABOR (Circlepoint)	SUBTOTAL DIRECT LABOR (Bottomley)	OVERHEAD COSTS AND PROFIT (Kittelson)	OVERHEAD COSTS AND PROFIT (Circlepoint)	OVERHEAD COSTS AND PROFIT (Bottomley)	TOTAL COST (Kittelson)	TOTAL COST (Circlepoint)	TOTAL COST (Bottomley)	TOTAL COST
Task 9 - Optional Task														
To be determined														
Subtotal				0			$ -	$ -	$ -	$ -	$ -			$ -

Exhibit B
Revised Project Schedule



PHASE 1 ENGAGEMENT
Community Meeting 1
C/CAG BPAC 1
Millbrae BPAC or Council
San Bruno CSC

PHASE 2 ENGAGEMENT
Community Meeting 2
C/CAG BPAC 2
Millbrae BPAC or Council
San Bruno CSC
C/CAG Board 1

PHASE 3 ENGAGEMENT
Community Meeting 3
C/CAG BPAC 3
Millbrae Council
San Bruno Council
C/CAG Board 2