

AM NO. 10-197 (C.7)

MEMO TO: City Council

FROM: John Marchione, Mayor

DATE: October 5, 2010

SUBJECT: **APPROVAL OF CONSULTANT AGREEMENT FOR THE TRANSPORTATION MASTER PLAN UPDATE, PROJECT NO. 101272**

I. RECOMMENDED ACTION:

Approve the attached Consultant Agreement for the 2010 Transportation Master Plan (TMP) Update, Project No. 101272, with Charlier Associates, Inc. in the amount of \$429,983, and authorize the Mayor to execute the Agreement.

II. DEPARTMENT CONTACT PERSONS:

Bill Campbell, Director of Public Works	425-556-2733
Ron Grant, Assistant Public Works Director/City Engineer	425-556-2742
Lei Wu, Senior Transportation Engineer	425-556-2749

III. DESCRIPTION:

Background and Project Description¹

The current TMP was approved in 2005. It includes transportation policies², plans for all traveling modes, performance measurements, the Transportation Facilities Plan (TFP) required by the Washington State Growth Management Act, and a three-year action plan for near-term implementation. The TMP establishes clear direction for Redmond's transportation future, and guides the development and delivery of the transportation system.

¹ Refer to the September 21, 2010 Council Study Session Package for **THE TRANSPORTATION MASTER PLAN (TMP) UPDATE** for more background and project information.

² Transportation policies are part of Redmond's Comprehensive Plan. They are also included in the TMP so that the TMP is a cohesive document.

The 2010 TMP Update is the planned five-year update to the original TMP, which responds to:

1. Lessons and experiences learned from implementing the current TMP since 2005;
2. Changed conditions since 2005 such as voter approval of ST2 and Complete Street Ordinance approval; and
3. Benchmark of current travel data and future demand forecast.

Expected Outcomes

Developing the TMP is a collaborative effort between staff and consultant. The TMP Update will include all elements in the current TMP. The expected outcomes include:

- A definition of sustainable transportation for Redmond;
- A new High Occupancy Vehicle (HOV) plan;
- A sub-master plan for pedestrian and bicycle facilities with an implementation strategy;
- Conceptual analysis and engineering of key issues;
- Update of the 2005-2022 Transportation Facilities Plan (TFP) to a 2010-2030 TFP with a new financial strategy, prioritization, cost estimation, life cycle costs, and investment analysis;
- A new regional transportation strategy chapter;
- Improved performance measures; and
- A new 3-Year Priority Action Plan.

Public Outreach

During the travel diary survey process, a significant portion of survey participants (over 600) indicated that they would be willing to participate in future transportation studies conducted by the City of Redmond. Staff plans to engage the travel diary survey community and other target population groups during the public outreach process. There will be quarterly community events and continued communication throughout the TMP update process.

The first community event will be a joint event to engage the public into both the Comprehensive Plan and TMP updates. The purpose of this event is to engage the community in a dialogue about sustainability.

The public outreach process will involve stakeholders so that their issues, concerns, and ideas can be heard and addressed.

Proposed Key Milestone Schedule

- **October 2010** – Start “The Study”

- **November 3, 2010** – Comp Plan/TMP updates kick-off event
- **February 2011** – Planning Commission reviews proposed update to transportation policies
- **September 2011** – Planning Commission reviews proposed update to the TMP
- **December 2011** – Council approval and adoption of the TMP

Consultant Selection

The consultant selection process included two steps – the request for qualifications (RFQ) and the request for proposals (RFP). Staff directly contacted over 20 firms and advertised the RFQ to open the process to all potentially interested consultants. Four consultant teams submitted Statements of Qualification. These teams included a blend of diverse local and national firms, and all four teams were asked to submit proposals. A seven-person staff team with members from Public Works and Planning were in full agreement that the Charlier team had the most qualified consultant team, strong project management, and the most responsive and complete proposal submitted for the TMP Update. Negotiations were then completed to finalize the scope of work and determine a fair and reasonable fee for the TMP Update. Included in the final scope and fee is approximately \$149,000 for subconsultant services with CH2M Hill, KPG and Nelson/Nygaard. For detailed information please see Exhibit D of the consultant agreement.

The attached Consultant Agreement is the standard City agreement with a detailed scope of work. The Risk Manager and City Attorney will review the agreement prior to signature by the Mayor.

IV. IMPACT:

A. Service/Delivery: The updated TMP will guide the development and maintenance of Redmond's transportation system. The proposed agreement will remain in force for the study period, which is tentatively scheduled for one year.

B. Fiscal:

Cost

City Administration (staff time and public outreach)	\$ 70,000
Consultant Agreement – Charlier Associates, Inc.	<u>429,983</u>
Total	\$499,983

Funding

Transportation CIP	\$499,983
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Attachment A

CONSULTANT AGREEMENT

PROJECT TITLE City of Redmond Transportation Master Plan Update	WORK DESCRIPTION Assist the City of Redmond to prepare a major update to its Transportation Master Plan (TMP)
PROJECT NO. 101272	
REDMOND BUSINESS LICENSE NO. red00053665	CONSULTANT/ADDRESS/TELEPHONE Charlier Associates, Inc. 2511 31 st Street Boulder, CO 80301
FEDERAL I.D. NO. 84-1383399	
MAXIMUM AMOUNT PAYABLE \$429,983	COMPLETION DATE December 30,2011

Index of Exhibits

- Exhibit "A" – Scope of Work
- Exhibit "B" – Payment (Negotiated Hourly Rate)
- Exhibit "C" – Consultant Fee Determination
- Exhibit "D" – Subcontracted Work/Fee Determination
- Exhibit "E" – Title VI Assurances

THIS AGREEMENT, made and entered into this _____ day of _____, 2010, between the City of Redmond, Washington, hereinafter called the "CITY", and the above organization hereinafter called the "CONSULTANT".

WITNESSETH THAT:

WHEREAS, the CITY desires to accomplish the above referenced project; and

WHEREAS, the CITY does not have sufficient staff to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a consultant to provide the necessary services for the PROJECT; and

WHEREAS, the CONSULTANT represents that he/she is in compliance with the Washington State Statutes relating to professional registration, if applicable, and has signified a willingness to furnish consulting services to the CITY.

NOW THEREFORE, in consideration of the terms, conditions, covenants and performance contained herein, or attached and incorporated and made a part hereof, the parties hereto agree as follows:

**I
GENERAL DESCRIPTION OF WORK**

The work under this AGREEMENT shall consist of the above described work and services as herein defined and necessary to accomplish the completed work for this PROJECT. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work as designated elsewhere in this AGREEMENT.

**II
SCOPE OF WORK**

The Scope of Work and project level of effort for this project is detailed in Exhibit "A" attached hereto, and by this reference made a part of this AGREEMENT.

**III
GENERAL REQUIREMENTS**

All aspects of coordination of the work of this AGREEMENT, with outside agencies, groups or individuals shall receive advance approval by the CITY. Necessary contacts and meetings with agencies, groups or individuals shall be coordinated through the CITY. The CONSULTANT shall attend coordination, progress and presentation meetings with the CITY or such Federal, Community, State, City or County officials, groups or individuals as may be requested by the CITY. The CITY will provide the CONSULTANT sufficient notice prior to meetings requiring CONSULTANT participation.

The CONSULTANT shall prepare a monthly progress report, in a form approved by the CITY, that will outline in written and graphical form the various phases and the order of performance of the work in sufficient detail so that the progress of the work can easily be evaluated.

All reports, plans & specifications, and other data furnished to the CONSULTANT by the CITY shall be returned. All designs, drawings, specifications, documents, and other work products, including all electronic files, prepared by the CONSULTANT prior to completion or termination of this AGREEMENT are instruments of service for this PROJECT and are property of the CITY. Reuse by the CITY or by others acting through or on behalf of the CITY of any such instruments of service, not occurring as a part of this PROJECT, shall be without liability or legal exposure to the CONSULTANT.

**IV
TIME FOR BEGINNING AND COMPLETION**

The CONSULTANT shall not begin any work under the terms of this AGREEMENT until authorized in writing by the CITY. All work under this AGREEMENT shall be completed by the date shown in the AGREEMENT under completion date.

The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays beyond the control of the CONSULTANT.

**V
PAYMENT PROVISIONS**

The CONSULTANT shall be paid by the CITY for completed work and services rendered under this AGREEMENT as provided in Exhibit "B" attached hereto, and by this reference made part of this AGREEMENT. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in Section II, "Scope of Work". The CONSULTANT shall conform with all applicable portions of 48 CFR 31.

**VI
SUBCONTRACTING**

The CITY permits subcontracts for those items of work as shown in Exhibit "D" attached hereto and by this reference made a part of this AGREEMENT.

Compensation for this subconsultant work shall be based on the cost factors shown in Exhibit "D".

The work of the subconsultant shall not exceed its maximum amount payable unless a prior written approval has been issued by the CITY.

All reimbursable hourly rates and direct non-salary costs for the subconsultant shall be substantiated in the same manner as outlined in Section V. All subcontracts shall contain all applicable provisions of this AGREEMENT.

With respect to subconsultant payment, the CONSULTANT shall comply with all applicable sections of the Prompt Payment laws as set forth in RCW 39.04.250 and RCW 39.76.011.

The CONSULTANT shall not subcontract for the performance of any work under this AGREEMENT without prior written permission of the CITY. No permission for subcontracting shall create, between the CITY and subcontractor, any contract or any other relationship.

VII EMPLOYMENT

The CONSULTANT warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CONSULTANT, to solicit or secure this contract, and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the CONSULTANT, any fee, commission, percentage, brokerage fee, gift, or any other consideration, contingent upon or resulting from the award or making of this contract. For breach or violation of this warrant, the CITY shall have the right to annul this AGREEMENT without liability, or in its discretion, to deduct from the AGREEMENT price or consideration or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

Any and all employees of the CONSULTANT or other persons while engaged in the performance of any work or services required of the CONSULTANT under this AGREEMENT, shall be considered employees of the CONSULTANT only and not of the CITY, and any and all claims that may or might arise under any Workmen's Compensation Act on behalf of said employees or other persons while so engaged, and any and all claims made by a third party as a consequence of any act or omission on the part of the CONSULTANT's employees or other persons while so engaged on any of the work or services provided to be rendered herein, shall be the sole obligation and responsibility of the CONSULTANT.

The CONSULTANT shall not engage, on a full or part time basis, or other basis, during the period of the contract, any professional or technical personnel who are, or have been, at any time during the period of the contract, in the employ of the CITY, except regularly retired employees, without written consent of the public employer of such person.

VIII NONDISCRIMINATION

During the performance of this contract, the CONSULTANT, for itself, its assignees, and successors in interest agrees to comply with the following laws and regulations:

Title VI of the Civil Rights Act of 1964
(42 USC Chapter 21 Subchapter V Section 2000d through 2000d-4a)

Federal-aid Highway Act of 1973
(23 USC Chapter 3 Section 324)

Rehabilitation Act of 1973
(29 USC Chapter 16 Subchapter V Section 794)

Age Discrimination Act of 1975
(42 USC Chapter 76 Section 6101 et. seq.)

Civil Rights Restoration Act of 1987
(Public Law 100-259)

American with Disabilities Act of 1990
(42 USC Chapter 126 section 12101 et. seq.)

49 CFR Part 21

23 CFR Part 200

RCW 49.60.180

In relation to Title VI of the Civil Rights Act of 1964, the CONSULTANT is bound by the provisions of Exhibit "E" attached hereto and by this reference made a part of this AGREEMENT, and shall include the attached Exhibit "E" in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto.

IX TERMINATION OF AGREEMENT

The right is reserved by the CITY to terminate this AGREEMENT at any time upon ten (10) days written notice to the CONSULTANT.

In the event this AGREEMENT is terminated by the CITY other than for default on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for actual hours charged at the time of termination of the AGREEMENT plus any direct nonsalary costs incurred at the time of termination of the AGREEMENT.

No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the Notice to Terminate. If the accumulated payment made to the CONSULTANT prior to Notice of Termination exceeds the total amount that would be due when computed as set forth herein above, then no final payment shall be due and the CONSULTANT shall immediately reimburse the CITY for any excess paid.

If the services of the CONSULTANT are terminated by the CITY for default on the part of the CONSULTANT, the above formula for payment shall not apply. In such an event, the amount to be paid shall be determined by the CITY with consideration given to the actual costs incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which was satisfactorily completed to date of termination, whether that work is in a form or a type which is usable to the CITY at the time of termination; the cost to the CITY of employing another firm to complete the work required and the time which may be required to do so, and other factors which affect the value to the CITY of the work performed at the time of termination.

Under no circumstances shall payment made under this subsection exceed the amount which would have been made using the formula set forth above.

If it is determined for any reason that the CONSULTANT was not in default or that the CONSULTANT's failure to perform is without the CONSULTANT'S or it's employee's default or negligence, the termination shall be deemed to be a termination for the convenience of the CITY. In such an event, the CONSULTANT would be reimbursed for actual costs in accordance with the termination for other than default clauses listed previously.

In the event of the death of any member, partner or officer of the CONSULTANT or any of its supervisory personnel assigned to the project, or, dissolution of the partnership, termination of the corporation, or disaffiliation of the principally involved employee, the surviving members of the

CONSULTANT hereby agree to complete the work under the terms of the AGREEMENT, if requested to do so by the CITY. The subsection shall not be a bar to renegotiation of the AGREEMENT between the surviving members of the CONSULTANT and the CITY, if the CITY so chooses.

In the event of the death of any of the parties listed in the previous paragraph, should the surviving members of the CONSULTANT, with the CITY's concurrence, desire to terminate this AGREEMENT, payment shall be made as set forth in the second paragraph of this section.

Payment for any part of the work by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the AGREEMENT by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it by the CITY. Forbearance of any rights under the AGREEMENT will not constitute waiver of entitlement to exercise those rights with respect to any future act or omission by the CONSULTANT.

X CHANGES OF WORK

The CONSULTANT shall make such changes and revisions in the complete work of this AGREEMENT as necessary to correct errors appearing therein when required to do so by the CITY, without additional compensation thereof. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as herein provided under Section XIV.

XI DISPUTES

Any dispute concerning questions of fact in connection with the work not disposed of by AGREEMENT between the CONSULTANT and the CITY shall be referred for determination to the Director of Public Works or City Engineer, whose decision in the matter shall be final and binding on the parties of this AGREEMENT; provided however, that if an action is brought challenging the Director of Public Works or City Engineer's decision, that decision shall be subject to de novo judicial review.

XII VENUE, APPLICABLE LAW AND PERSONAL JURISDICTION

In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this AGREEMENT, the parties hereto agree that any such action shall be initiated in the Superior court of the State of Washington, situated in King County. The parties hereto agree that all questions shall be resolved by application of Washington law and that the parties to such action shall have the right of appeal from such decisions of the Superior court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior court of the State of Washington, situated in King County.

XIII LEGAL RELATIONS

The CONSULTANT shall comply with all Federal, State, and local laws and ordinances applicable to the work to be done under this AGREEMENT. This AGREEMENT shall be interpreted and construed in accord with the laws of the State of Washington.

The CONSULTANT shall indemnify and hold the CITY and their officers and employees harmless from and shall process and defend at its own expense all claims, demands or suits at law or equity arising in whole or in part from the CONSULTANT's negligence or breach of any of its obligations under this AGREEMENT; provided that nothing herein shall require a CONSULTANT to indemnify the CITY against and hold harmless the CITY from claims, demands or suits based solely upon the conduct of the CITY, their agents, officers and employees and provided further that if the claims or suits are caused by or result from the concurrent negligence of (a) the CONSULTANT's agents or employees and (b) the CITY, their agents, officers and employees, this indemnity provision with respect to (1) claims or suits based upon such negligence, (2) the costs to the CITY of defending such claims and suits, etc. shall be valid and enforceable only to the extent of the CONSULTANT's negligence or the negligence of the CONSULTANT's agents or employees.

The CONSULTANT's relation to the CITY shall be at all times as an independent contractor.

The CONSULTANT shall comply with all applicable sections of the applicable Ethics laws, including RCW 42.23, which is the Code of Ethics for regulating contract interest by municipal officers. The CONSULTANT specifically assumes potential liability for actions brought by the CONSULTANT's own employees against the CITY and, solely for the purpose of this indemnification and defense, the CONSULTANT specifically waives any immunity under the state industrial insurance law, Title 51 RCW.

Unless otherwise specified in the AGREEMENT, the CITY shall be responsible for administration of construction contracts, if any, on the project. Subject to the processing of an acceptable, supplemental agreement, the CONSULTANT shall provide on-call assistance to the CITY during contract administration. By providing such assistance, the CONSULTANT shall assume no responsibility for: proper construction techniques, job site safety, or any construction contractor's failure to perform its work in accordance with the contract documents.

The CONSULTANT shall obtain and keep in force during the terms of the AGREEMENT, or as otherwise required, the following insurance with companies or through sources approved by the State Insurance Commissioner pursuant to Title 48 RCW.

Insurance Coverage

- A. Worker's compensation and employer's liability insurance as required by the State of Washington.
- B. Commercial general liability and property damage insurance in an amount not less than one million dollars (\$1,000,000) per occurrence/two million dollars (\$2,000,000) aggregate for bodily injury, including death and property damage.
- C. Professional liability insurance in the amount of \$1,000,000 or more against claims arising from the performance of professional services under this contract.
- D. Vehicle liability insurance for any automobile used in an amount not less than a one million dollar (\$1,000,000) combined single limit.

Excepting the Worker's Compensation and Professional Liability insurance secured by the CONSULTANT, the CITY will be named on all policies as an additional insured. The CONSULTANT shall furnish the CITY with verification of insurance and endorsements required by the AGREEMENT. The CITY reserves the right to require complete, certified copies of all required insurance policies at any time.

The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the CITY, and any other insurance maintained by the City shall be excess and not contributing insurance with respect to the CONSULTANT's insurance.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. The CONSULTANT shall submit a verification of insurance as outlined above within fourteen (14) days of the execution of this AGREEMENT to the CITY.

No cancellation of the foregoing policies shall be effective without thirty (30) days prior notice to the CITY.

The CITY will pay no progress payments under Section V until the CONSULTANT has fully complied with this section. This remedy is not exclusive; and the CITY may take such other action as is available to them under other provisions of this AGREEMENT, or otherwise in law.

XIV EXTRA WORK

The CITY may at any time, by written order, make changes within the general scope of the AGREEMENT in the services to be performed.

If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work under this AGREEMENT, whether or not changed by the order, or otherwise affects any other terms and conditions of the AGREEMENT, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule, or both; and (3) other affected terms and shall modify the AGREEMENT accordingly.

The CONSULTANT must submit its "request for equitable adjustment" (hereafter referred to as claim) under this clause within thirty (30) days from the date of receipt of the written order. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a claim submitted before final payment of the AGREEMENT.

Failure to agree to any adjustment shall be a dispute under the Disputes clause. However, nothing in this clause shall excuse the CONSULTANT from proceeding with the AGREEMENT as changed.

Notwithstanding the terms and conditions of the first two paragraphs above, the maximum amount payable for this AGREEMENT, shall not be increased or considered to be increased except by specific written supplement to this AGREEMENT.

**XV
ENDORSEMENT OF PLANS**

If applicable, the CONSULTANT shall place its endorsement on all plans, estimates or any other engineering data furnished by them.

**XVI
COMPLETE AGREEMENT**

This document and referenced attachments contains all covenants, stipulations and provisions agreed upon by the parties. No agent, or representative of either party has authority to make, and the parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein. No changes, amendments, or modifications of the terms hereof shall be valid unless reduced to writing and signed by the parties as an amendment to this AGREEMENT.

**XVII
EXECUTION AND ACCEPTANCE**

This AGREEMENT may be simultaneously executed in several counterparts, each of which shall be deemed to be an original having identical legal effect. The CONSULTANT does hereby ratify and adopt all statements, representations, warranties, covenants, and agreements contained in the proposal, and the supporting materials submitted by the CONSULTANT, and does hereby accept the AGREEMENT and agrees to all of the terms and conditions thereof.

In witness whereof, the parties hereto have executed this AGREEMENT as of the day and year first above written.

CONSULTANT

CITY OF REDMOND

By: _____

By: _____

John Marchione, Mayor

Title: _____

ATTEST: _____

City Clerk

APPROVED AS TO FORM:

City Attorney

EXHIBIT A

SCOPE OF WORK

Introduction

This scope of work describes the tasks Charlier Associates, Inc. and its subconsultants will perform to assist the City of Redmond to prepare a major update to its Transportation Master Plan (TMP). Two critical emphasis areas underlying this work scope are project implementation and defining sustainability for Redmond. Specific work tasks and activities to be completed are identified below.

Task 1. Project Mobilization

1(a) Transportation Conditions – Data, Studies, Policies

Objective: understand existing conditions and data

- Gather relevant studies and reports; review ongoing projects and programs.
- Obtain and evaluate travel diary data.
- Teleconference with staff and modeling consultant to review model development and baseline scenario.

Team Roles

- City Staff: Provide data, information, and studies; facilitate coordination; provide direction/focus for review
- CAI: Lead all tasks and data review; prepare brief summary memo
- KPG, CH2M, N/N: Assist in gathering, reviewing, and summarizing data by functional expertise

Logistics

- 1-2 teleconference calls; no on-site meetings

1(b) Staff Workshop #1

Objective: consensus expectations for TMP update

- Coordinate with staff on date and agenda for a three-hour kick-off workshop with City staff held in early November (anticipated).
- Collaborate with staff to prepare workshop materials; conduct, facilitate, and summarize the workshop.
- Workshop objectives: project expectations, issues and opportunities, and desired outcomes. Also critical is establishing an ongoing internal staff coordination process focused on project delivery.

Team Roles

- City Staff: Lead workshop coordination and logistics, assist consultant in preparing (and review) materials
- CAI: Lead workshop prep, facilitation, and summary

Logistics

- Three-hour staff workshop in Redmond in early November (anticipated) in conjunction with Community Workshop #1 and Comprehensive Plan sustainability workshop.

1(c) Community Workshop #1 (Staff Lead)

Objectives: a well-attended community workshop held in coordination with the City's Comprehensive Plan process that creatively engages the community on sustainability and provides direction for the TMP update

- Work with staff to schedule workshop and set format; provide support in the preparation of invitations, notices, and marketing materials.
- Produce content-focused materials, displays, and presentation to be used in the workshop with staff assistance.
- Participate in and summarize the workshop.

Team Roles

- City Staff: Lead workshop invitations, advertising, and other logistics activities; assist consultant in preparing (and review) materials
- CAI: Support staff in preparing/reviewing workshop materials; attend and help facilitate workshop; summarize workshop

Logistics

- Community workshop in early November (anticipated)

1(c) Ongoing Project Management

Objective: collaborative and proactive communication and coordination with City staff and consultant team

- Conduct frequent project coordination phone calls with staff throughout the project (and in person when in Redmond).
- Conduct periodic consultant team coordination phone calls throughout the project
- Collaborate with staff to prepare and periodically update a master project schedule with major milestones and public events.
- Regularly track project completion via the project schedule and budget status.

Team Roles

- City Staff: Coordinate with CAI and consultant team via regular conference calls and other means
- CAI: Lead coordination with City staff and coordination with and management of subconsultant team
- KPG, CH2M, N/N: Participate in periodic coordination activities

Logistics

- Periodic teleconference calls; in-person meetings when already in Redmond

Task 1 Deliverables

- Staff workshop summary that focuses on consensus expectations
- Master project schedule

Task 2. Support to Staff

2(a) Community Engagement (Staff Lead)

Objectives: continuous close coordination with staff; high quality materials that engage, inform and empower the public

- Initiate coordination 2-3 months in advance of key events; help staff determine meeting format, objectives, outcomes, needs, venue, and agenda. (Note: Consultant work effort for these activities will be shown as part of workshop/event tasks.)
- Assist staff in using social media (Facebook, Twitter, etc.) to generate and maintain community interest.
- Produce materials for community events at least two weeks in advance to allow time for staff review.
- Attend and participate in events; facilitate meetings as needed.

2(b) City Council (Staff Lead)

Objectives: continuous close coordination with staff; confidence-building interactions with Council

- Initiate coordination 1-2 months in advance of Council workshops or meetings. (Note: Consultant work effort for these activities will be shown as part of Council-related tasks.)
- Assist staff with producing and reviewing draft materials and memos at least three weeks in advance of meetings to allow time for staff review (presumes three briefings, two study sessions and two Council meetings during the project). (Note: Consultant work effort for these activities will be shown as part of Council-related tasks.)

2(c) TDM Plan (Staff Lead)

Objectives: continuous close coordination with staff to integrate TDM Plan/Chapter into overall TMP

- Communicate regularly with staff about their TDM Plan update efforts.
- Provide resources and support as needed. (see Task 3(h)).

2(d) Regional Transportation Plan (Staff Lead)

Objectives: continuous close coordination with staff to integrate Regional Plan/Chapter into overall TMP

- Communicate regularly with applicable staff.
- Provide resources and support as needed (see Task 3(i)).

2(e) Comprehensive Plan Update (Staff Lead)

Objectives: provide continuous close coordination with Planning staff in the Comprehensive Plan update process

- Communicate and meet regularly with Planning staff.
- Assist with the development of updated Policies based on the Sustainable Redmond Transportation Framework (Task 3(a)).
- Provide resources and support as needed.

Task 2 Team Roles

- City Staff: Lead all activities – meeting logistics, coordination, project website/social media development and updates
- CAI: Provide as-needed support in preparing/reviewing materials, facilitation, and coordination; prepare meeting summaries; assist in providing content for project website and social media updates

Task 2 Logistics

- Email, phone calls, in-person meetings when already in Redmond

Task 2 Deliverables

- Task 2(a): Meeting materials, agendas, and summaries (presumes three major milestone community engagement events)
- Task 2(b): Draft materials and memos for council packages (presumes three briefings, two study sessions and two Council meetings)
- 2(c–e) Materials as needed

Task 3. Modal Plans

3(a) Sustainable Redmond Transportation Framework

Objectives: a technically sound, practical set of sustainable transportation principles for Redmond that are integrated with goals and policies under development in the parallel Comprehensive Plan update process; introduce neighborhood context as a planning and design criterion that drives specific planning and design solutions to sustainability issues

- Develop a “Sustainable Redmond Transportation Framework” document that builds on the July 2010 white paper prepared by Charlier Associates to describe key sustainability issues and how they are to be addressed and customized for Redmond in the TMP update.
- Incorporate existing City documents and practices (e.g., stormwater management) into the document, avoiding duplication and conflicts.
- Work with staff to develop a “neighborhood context” classification that will be used to structure design guidelines and criteria, in development review requirements and guidelines, and will be reflected in new performance measures.

- The Framework will be usable as a stand-alone document, and will be suitable for development into a chapter for the Transportation Master Plan update that communicates the most important elements, conclusions and principles from the Sustainable Transportation Framework.

Team Roles

- City Staff: Provide guidance on sustainability focus and applicability, particularly local and regional initiatives and practices; provide land use and design information and data
- CAI: Lead development of Sustainable Redmond Transportation Framework document
- KPG, CH2M: Contribute specialized expertise and local familiarity towards the Framework

Logistics

- Periodic teleconference calls; in-person meetings when already in Redmond

Deliverable

- Draft and Final Sustainable Redmond Transportation Framework document

3(b) Staff Workshop #2

Objectives: a successful, facilitated staff workshop addressing sustainability topics and setting the stage for development of the modal plans; and preliminary creative discussions on neighborhood context classification and future land use vision

- Coordinate with staff to schedule and prepare for a three hour workshop on the draft Sustainable Redmond Transportation Framework document.
- Introduce and discuss potential approaches to neighborhood context classification as a way to bring structure to design guidelines and development review.
- Facilitate and participate in the workshop; take notes; publish outcomes.

Team Roles

- City Staff: Lead meeting invites, advertising, logistics, and other similar preparation activities
- CAI: Lead workshop prep, facilitation, and summary
- KPG, CH2M: Support workshop planning/prep and facilitation

Logistics

- Three-hour staff workshop in Redmond in December (anticipated)

Deliverables

- Staff workshop agenda and advance materials; workshop summary and consensus points

3(c) Pedestrian Program Plan

Objectives: develop an update to Chapter 5A of the TMP that communicates active living and public health considerations and highlights the practical role that pedestrian environments and facilities will play in making Redmond a highly sustainable, livable, and functional community

- Work with staff to determine what has been successful and not in Chapter 5A of the 2005 TMP, including the implementation section, design guidelines, and other program elements.
- Restructure Chapter 5A to be more consistent with Chapter 5B (Bicycle System Plan) in terms of mapping and focus on priority areas.
- Restructure Chapter 5A so that implementation and action steps are more prominent and compelling. Partner with staff to update the implementation section.
- Use data from the travel diary survey project to set a new baseline for pedestrian activity levels in Redmond.
- Develop data that estimates the role of walking in reducing VMT, vehicle trips and greenhouse gas emissions as well as other potential measures of sustainability in Redmond.
- Incorporate the City's current CPPW (Communities Putting Prevention to Work) healthy eating/active living project into the TMP's pedestrian, bicycle, and sustainable planning efforts.

- Work with staff to apply the neighborhood context concepts developed in the Sustainable Redmond Transportation Framework to refined and clear pedestrian standards, design guidelines and performance measures.
- Include short- and long-term actions and strategies that support walking, including encouragement and enforcement, besides infrastructure provision and design. Consider the economic development aspect of pedestrian networks and environments.
- Revise and update the corridor designations, missing links table and the needed transitions table with a focus on developing five year priorities and setting the stage for the City to undertake more detailed subarea pedestrian plans.

Team Roles

- City Staff: Provide guidance and data, participate equally with consultants in updating implementation section
- CAI: Lead pedestrian planning and Chapter 5A update
- KPG, CH2M, N/N: Provide pedestrian planning and design support based on specialized technical expertise and local familiarity; contribute content to Chapter 5A update

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- New Pedestrian Program Plan chapter for TMP Update

3(d) Bicycle System Plan

Objectives: develop an update to Chapter 5B of the TMP that communicates the role that bicycling will play in future mobility in Redmond, makes the connection between bicycle facilities and active living/public health, resonates with Redmond's tradition as a bicycling community and builds on the enthusiasm and interests of the significant bicycling population in Redmond

- Work with staff to determine what has been successful and not in Chapter 5B of the 2005 TMP.
- Use data from the travel diary survey project to set a new baseline for bicycle activity levels in Redmond.
- Develop data that estimates the role of bicycling in reducing VMT, vehicle trips and greenhouse gas emissions as well as other potential measures of sustainability in Redmond.
- Work with staff to apply the neighborhood context concepts developed in the Sustainable Redmond Transportation Framework to refined and clear bicycle standards, design guidelines and performance measures using the City's bicycle design guidelines.
- Include short- and long-term actions and strategies that support walking, including encouragement and enforcement, besides infrastructure provision and design. Consider the economic development aspect of bicycle networks and environments.
- Summarize bicycling best practices and innovations, such as bicycle boulevards.
- Working under staff direction, prepare display materials and other resources for staff use in a City booth at Derby Days event.
- Revise and update the corridor designations, missing links table and the needed transitions table with a focus on developing five year priorities and setting the stage for the City to undertake more detailed subarea bicycle plans.

Team Roles

- City Staff: Provide guidance and data, participate equally with consultants in updating implementation section
- CAI: Lead bicycle planning and Chapter 5B update
- N/N: Provide bicycle planning and design support based on specialized technical expertise and local familiarity; contribute content to Chapter 5B update

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- New Bicycle System Plan chapter for TMP Update

3(e) Transit System Plan

Objectives: develop an update to Chapter 5C of the TMP that communicates the role that transit will play in future mobility in Redmond, builds on the “Redmond Local Transit Study” completed in 2009, and charts a course for the City to work with Metro and Sound Transit on local and regional transit routes and corridors

- Work with staff to determine what has been successful and not in Chapter 5C of the 2005 TMP.
- Incorporate findings and conclusions of the Redmond Local Transit Study into the transit system plan, including the importance of more direct, frequent local connections, the growth in non-commute trips, and the importance of the Willows Road, Avondale Road and Redmond-Fall City Road corridors as potential local collectors along regional routes.
- Analyze options and implications for Redmond of providing additional local transit service as well as the status of the East Links LRT extension.
- Use Metro and Sound Transit ridership data to cross-check and calibrate data from the travel diary survey project.
- Develop data that estimates the role of transit in reducing VMT, vehicle trips and greenhouse gas emissions as well as other potential measures of sustainability for Redmond.
- Update performance measures in the annual Mobility Report Card and Five Year Transportation Status Report.

Team Roles

- City Staff: Provide guidance, data, and direction, particularly regarding City preferences and capabilities regarding expansion of the local transit network
- CAI: Lead transit planning policy and sustainability analysis
- N/N: Lead transit operations and performance analysis

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- New Transit System Plan chapter for TMP Update

3(f) Thoroughfare Plan

Objectives: develop an update to Chapter 5D of the TMP that communicates the multimodal function of Redmond’s streets; that applies principles from the Sustainable Redmond Transportation Framework and neighborhood context concepts to thoroughfare planning and design; introduces arterial HOV designations into the functional classification, build-out and design standards tables; and establishes a more robust basis for motor freight planning

- Work with staff to determine what has been successful and not in Chapter 5D of the 2005 TMP.
- Conduct an evaluation of potential arterial HOV corridors (coordinated with other agencies) that establishes a basis for programming HOV treatments and sets criteria for a conceptual feasibility system of HOV treatments and corridors keyed to SR 520 access and transition. Publish a stand-alone report documenting this evaluation for use with staff and with other agencies as appropriate. Incorporate key portions of this report into the new TMP Thoroughfare Plan chapter.
- Conduct an initial technical evaluation of freight movements in and through Redmond, using data from traffic counts and other sources.
- Use the neighborhood context concepts developed in 3(a) to review and potentially modify or add to the design standards table in the TMP.
- Review and update the build-out corridors plan, street design standards and new street connections elements of the Thoroughfare Plan.
- Use data from the updated travel model and travel diary survey and work with the City’s modeling consultant to develop VMT forecasts along with related demographic and travel data. These data and information will enable

the public and City Council to make a direct connection between sustainability measures and traffic trends in Redmond and will also facilitate updating the Transportation Facilities Plan.

- Review expected contributions of the conversion of Cleveland and Redmond Way to traffic circulation and access in Downtown Redmond. Revisit the through traffic issue in light of connections projects and the two-way conversion. Work with staff to address potential future network connections in and around Downtown Redmond.
- Update performance measures in the annual Mobility Report Card and Five Year Transportation Status Report

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead thoroughfare planning, freight analysis, connections evaluation, and VMT/travel data analysis
- CH2M: Prepare Arterial HOV report under CAI and City staff guidance; support freight analysis; support updating buildout corridors, design corridors, and other subtasks in coordination with KPG
- KPG: Support updating buildout corridors, design corridors, and other subtasks in coordination with CH2M Hill

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- Draft and final Arterial HOV Corridors report
- Updated Thoroughfare Plan chapter for TMP Update

3(g) Modal Integration: Access and Circulation

Objectives: develop an update to Chapter 5E of the TMP that communicates the important role that multimodal corridors will play in supporting access and circulation in Redmond; revisit the multimodal corridor concept in light of Redmond's Complete Streets policy

- Work with staff to determine what has been successful and not in Chapter 5E of the 2005 TMP.
- Consult with staff on the multimodal corridor designations. Determine whether that system is working as intended and address how it fits with the Complete Streets policy. Review peer systems from around the country, including Portland (OR) bike boulevards, Boulder (CO) multimodal corridors and others.
- Incorporate results from Task 4, Integrated Design Criteria.
- Update and revise multimodal corridor designations and plans as appropriate.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead multimodal corridors review, analysis, and updates
- KPG, N/N: Provide multimodal planning and design support based on specialized technical expertise and local familiarity

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- Updated Modal Integration chapter for TMP Update

3(h) TDM (staff lead)

Objectives: develop an update to Chapter 5F of the TMP that communicates the important role that demand management will play in Redmond's future transportation system and communicates the opportunities available in local and regional TDM programs

- Work with staff to determine what has been successful and not in Chapter 5F of the 2005 TMP.

- Conduct an evaluation of data from the travel diary survey and develop a cross-reference/calibration to TDM data sources. Coordinate with modeling consultant to verify mode shares, average occupancies, etc. for future scenarios.
- Provide other support to staff as needed and requested.
- Work with staff to incorporate results into TMP update.

Consultant Team Roles

- City Staff: Lead all activities
- CAI: Coordinate with staff and modeling consultant; conduct data evaluation/calibration

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- Updated TDM chapter (prepared by staff) for TMP Update

3(i) Regional Transportation (staff lead)

Objectives: develop an update to Chapter 8 of the TMP that communicates how Redmond's transportation program will be coordinated with the efforts of regional agencies and sister cities

- Work with staff to determine what has been successful and not in Chapter 8 of the 2005 TMP.
- Provide other support to staff as needed and requested.
- Work with staff to incorporate results into TMP update.

Team Roles

- City Staff: Lead all activities
- CAI, CH2M, N/N: Provide coordination and support to City staff as needed

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- Updated Regional Transportation chapter (prepared by staff) for TMP Update

3(j) Council Study Session #1 (Staff Lead)

Objectives: hold a productive conversation with City Council based on the Sustainable Redmond Transportation Framework and the preliminary results of modal plans; obtain general guidance on Council priorities and initial Council reaction to TMP direction

- Work with staff to schedule and prepare for study session.
- Assist staff with producing and reviewing materials to be used in City Council agenda package.
- Attend and participate in study session. Prepare notes on consensus points, issues and opportunities.

Team Roles

- City Staff: Lead all activities
- CAI: Support staff in preparing/reviewing materials and participating/summarizing study session

Logistics

- City Council study session in March (anticipated)

Deliverables

- Study session materials and summary

3(k) Community Workshop #2 (Staff Lead)

Objectives: a well-attended community workshop that provides an overview of the Sustainable Transportation Framework and the draft modal plans; engage the public in a conversation about priorities and potential implementation measures

- Work with staff to schedule workshop and set format; provide support in the preparation of invitations, notices, and marketing materials.
- Produce materials, displays, and presentation to be used in the workshop with staff assistance.

Consultant Team Roles

- City Staff: Lead workshop invitations, advertising, and other logistics activities; assist consultant in preparing (and review) materials
- CAI: Support staff in preparing/reviewing workshop materials; attend and help facilitate workshop; summarize workshop
- CH2M, KPG, N/N: Support CAI and staff in preparing/reviewing workshop materials; attend and help facilitate workshop as needed

Logistics

- Community workshop in April (anticipated)

Deliverables

- Workshop materials and summary

Task 4. Implementation Tools

4(a) Integrated Design Criteria

Objectives: integrate design criteria and guidelines for each travel mode into a coordinated system that resolves practical implementation issues; apply neighborhood context concepts and complete streets policy; use design criteria and guidelines to inform Capital Improvements Program

- Provide a technical assessment of modal guidelines and criteria and the development review criteria used by the City. Identify conflicts and inconsistencies, if any.
- Determine what has and has not worked for the City over the past five years and explore potential resolution techniques, including application of neighborhood context concepts developed in Task 3(a).
- Modify the implementation systems associated with each mode and with multimodal corridors.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead transportation design guidelines analysis and evaluation; support neighborhood context assessment
- KPG: Lead neighborhood context analysis and evaluation; support transportation design assessment
- CH2M, N/N: Support transportation and neighborhood context assessments

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- No stand-alone deliverable; outcomes inform and support other tasks

4(b) Transportation Objectives and Concurrency Management System

Objectives: provide an updated set of transportation objectives and LOS measures that create a more integrated and practical basis for the City's development review and project prioritization processes

- Utilize the outcomes from Task 4(a) to revise the Transportation Objectives and Concurrency Management System contained in Chapter 4 of the 2005 TMP.
- Work with staff to determine whether the chapter structure of the 2005 TMP is the right approach to providing a basis for development review decision making.
- Update the City's Multimodal LOS measures.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead transportation objectives update and LOS/CMS assessment
- KPG, CH2M, N/N: Support transportation objectives update and assist in LOS/CMS assessment

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- Content for TMP final report addressing updated transportation objectives and LOS/CMS assessment and recommendations

4(c) Key Sites Evaluation

Objectives: test drive the proposed Multimodal LOS Measures from Task 4(b) as well as the draft pedestrian program plan, bicycle system plan, transit system plan and thoroughfare plan on actual locations in Redmond

- Collaborate with staff to select five key "case study" locations for analysis.
- Apply the outcomes of Tasks 4(a) and (b) to the five test locations.
- Conduct five half-day mini charrettes, one for each site, involving city staff in a creative test drive and evaluation of the proposed multimodal LOS measures, as well as the integrated design concepts from Task 4(a). Design solutions should also recognize form, beauty, and art as reasonably feasible.
- Prepare five brief papers documenting each site and recommending design solutions.

Team Roles

- City Staff: Lead charrette invitations, advertising, and other logistics activities; assist consultant in preparing (and review) materials
- CAI: Lead charrette planning, preparation, and facilitation; prepare charrette summary reports
- KPG, CH2M: Support charrette planning and preparation; participate in and help facilitate charrettes; contribute content towards summary reports

Logistics

- Five mini-charrettes in April and May (anticipated)

Deliverables

- Five brief charrette summary reports documenting design recommendations

Task 5. Prepare Transportation Facilities Plan

5(a) Policy Context

Objectives: align Redmond's transportation capital programming and prioritization process with policies emerging from this TMP update and with emerging federal policy direction

- Provide a policy assessment of regional and state (City staff), and federal (consultant) policy directions, including HUD/EPA/DOT partnership, movement toward block grants, livable communities project objectives, and upcoming surface transportation bill reauthorization.
- Provide a preliminary assessment of potential changes in Redmond policies and programs based on modal plans and other completed tasks to date.

Team Roles

- City Staff: Lead regional (such as PSRC) and state (GMA) policy assessment and summary
- CAI: Lead federal/national policy assessment and summary
- CH2M: Support policy assessment

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- Powerpoint presentation summarizing findings and recommendations

5(b) TFP Project Identification

Objectives: develop a candidate TFP project list and data file for use in subsequent tasks that is generally consistent with outcomes of Task 5(a)

- Coordinate with staff to develop candidate TFP project list.
- Start with current TFP projects and add new projects based on outcomes of traffic modeling, modal plans, and other inputs.
- Develop initial summary project descriptions for projects that do not already have them; refine existing ones as needed.
- Coordinate with staff on design (content and format) of an updated candidate project data file for use in subsequent tasks.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead development of TFP project list, data file, and project descriptions
- CH2M: Support TFP project list development and description

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- Updated TFP candidate project list, data file, and project descriptions

5(c) Cost Estimation, Risk Analysis, Benefit Analysis

Objectives: improve accuracy of project cost estimates; provide a consistent basis for setting project contingency amounts; provide methodology for estimating benefits

- Coordinate with staff to develop a cost estimation system for Redmond's use that incorporates current data on unit costs and forecast trends.
- Develop a risk assessment methodology that takes into account potential fluctuations and trends in unit costs and that can be implemented by the City to routinely track and update project cost estimates.
- Develop a methodology for estimating project benefits based on the concepts of value, return on investment, and sustainability.
- Prepare initial cost and benefit estimates for input into the TFP candidate projects data file.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead development of the cost estimation system and technical memorandum; support other subtasks

- CH2M, KPG: Collaborate to support development of the cost estimation system and technical memorandum; lead development of the risk assessment methodology, project benefits methodology, and TFP project cost and benefit estimates

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverables

- Technical memorandum documenting methodologies and applications of cost estimation, risk assessment, and project benefits
- Initial cost, risk, and benefit estimates in TFP candidate projects data file

5(d) Project Review and Cost Containment; Finance, Revenues Forecast

Objectives: develop a project review system for Redmond's use in tracking projects through the planning, design, ROW, and construction phases to manage changes in projects and unit costs; develop 20-year revenue forecast from local, regional, state, and federal sources

- Coordinate with staff to develop an ongoing project review system that allows management to keep track of projects as they move from the planning and concept stage through the development process to construction.
- Coordinate with staff to develop 20-year revenue forecast.
- Prepare documentation of revenue forecasts for future use and revision.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead development of project review system and 20-year revenue forecast
- CH2M: Support development of 20-year revenue forecast
- KPG: Support development of project review system and 20-year revenue forecast

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- Forecast revenue tables with methodology documentation

5(e) Staff Workshop #3

Objective: a successful, facilitated staff workshop addressing draft methodologies, TFP candidate projects list, and potential project priorities using outcomes of Tasks 5(a- d)

- Coordinate with staff to schedule, plan and prepare for the workshop.
- Provide agenda and meeting materials at least a week in advance.
- Conduct meeting using interactive tools/format to facilitate a creative process that leads toward consensus on key priorities.
- Discuss and agree on forecast scenarios for Task 5(f).
- Discuss preparation for Council Workshop #2 (Task 5(g)).
- Take meeting notes, including consensus points and issues requiring further work.

Team Roles

- City Staff: Lead workshop coordination and logistics, assist consultant in preparing (and review) materials
- CAI: Lead workshop prep, facilitation, and summary
- KPG, CH2M: Support workshop planning/prep and facilitation

Logistics

- Three-hour staff workshop in Redmond in May (anticipated)

Deliverables

- Staff workshop agenda and advance materials; workshop summary and consensus points, outstanding issues

5(f) Transportation Priorities

Objectives: Using work completed to date and the results of Staff Workshop #2, create a categorization and prioritization of transportation projects to justify project selection; classify projects between the TFP, a buildout “vision” list, and fatal flaw projects; prioritize projects using a structure to be determined to indicate “value” with cost/benefit, risk assessment, and conformity with Redmond’s sustainability and policy objectives

- Work with staff to identify fatal flaw projects based on traffic model, policy, and/or other assessment.
- Use this evaluation framework to develop brief “purpose and need” statements for remaining projects.
- Coordinate with staff and modeling consultant to test remaining projects to determine TFP vs. buildout projects.
- Create a prioritization methodology that justifies project selection, emphasizes return on investment, incorporates sustainability elements, and links prioritization to performance monitoring.
- Develop and apply prioritization methodology to remaining projects organized by point value, scale, or other means.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead development of and application of project classification and prioritization methodologies
- CH2M, KPG: Support development and application of both methodologies

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- Project classification and prioritization tables; updated TFP projects list and attribute data file

5(g) Council Study Session #2

Objectives: a productive conversation with City Council based on proposed project identification and prioritization; provide an update on cost and benefits methodologies; obtain general guidance on Council priorities and Council reaction to TMP direction

- Work with staff to schedule and prepare for workshop.
- Coordinate selection and production of materials and displays to be used in City Council agenda package.
- Attend and participate in workshop. Prepare notes on consensus points, issues and opportunities.

Team Roles

- City staff: Lead all activities
- CAI: Support staff in preparing/reviewing materials and participating/summarizing study session

Logistics

- City Council study session in May (anticipated)

Deliverables

- Study session materials and summary

Task 6. Three-Year Priority Action Plan

Objectives: an achievable, but ambitious plan of actions to be taken by the City in 2012 – 2015 with a focus on concrete and realistic implementation steps

- Develop a draft priority action plan that includes: Ordinances and Council Actions; Studies and Plans; Project Development; Major Construction Projects, and Projects by Others

- Work with staff to review and revise action plan priorities and assign action elements to years 1, 2 and 3.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination; collaborate on creating draft priority action plan
- CAI: Develop three-year priority action plan and detailed implementation program
- KPG: Support development of three-year priority action plan and detailed implementation program

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- Three-Year Priority Action Plan and Implementation Program

Task 7. Mobility Report Card

7(a) Trends and Indicators

Objective: an integrated set of estimates and forecasts of key variables that documents the traffic model data and other information used in updating the modal plans and the TFP.

- Summarize estimates and forecasts of key variables, including land use (consistent with modeling input datasets), VMT, daily vehicle trips, transit ridership, and outcomes variables such as greenhouse gas emissions, and related variables resulting from prior tasks.
- Prepare a draft Trends Chapter for the TMP with graphics, figures and text.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Summarize data and prepare draft Trends Chapter for updated TMP
- KPG, CH2M: Assist in summarizing data and preparing Trends Chapter

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- Draft Trends Chapter for updated TMP

7(b) Updated Performance Measures

Objective: updated and refreshed set of performance measures for use in the Annual Mobility Report Card that links to the TFP prioritization process and retains a connection to the 2005 TMP measures

- Collaborate with staff to determine how the performance measures and Mobility Report Card system have been working.
- Incorporate TFP prioritization methodology for all modes to assess and refine the performance measures.
- Make other corrections and refinements needed to improve the accessibility and usefulness of the data and, if possible, to simplify the reporting process.
- Revisit and refine the motor vehicle LOS calculations and methodology.
- Provide methodology and documentation of data sources for all performance measures recommended for us in a new Mobility Report Card.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Lead refinement and update of performance measures; prepare technical memorandum
- KPG, CH2M, N/N: Support refinement and update of performance measures and technical memorandum development

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- Technical memorandum documenting methodology and data sources for all recommended performance measures

Task 8. Prepare Transportation Master Plan Document

8(a) Transportation Vision and Policies

Objective: consistent transportation vision and transportation policies that incorporate new elements of sustainability between the new Transportation Master Plan and Comprehensive Plan

- Review transportation vision statements and transportation policies in the Comprehensive Plan for consistency with TMP efforts to date.
- Incorporate Comprehensive Plan vision statements and policies into the new TMP.

Team Roles

- City Staff: Provide coordination between the TMP and Comprehensive Plan processes
- CAI: Review and comment transportation vision statements and policies

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- Updated Transportation Vision and Transportation Policies text for use in the Comprehensive Plan Update

8(b) Draft TMP Document

Objective: a leading edge, compelling six-year Transportation Master Plan that captures Redmond's character, its hopes and aspirations, and its intended approach to the transportation challenge

- Work with staff to develop an outline of TMP chapters.
- Prepare a draft six-year TMP that faithfully communicates the outcomes of the plan development process.
- Use graphics, maps, tables and well-written text to ensure accessibility of the information in the Plan.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Prepare draft TMP document
- KPG, CH2M, N/N: Support and provide content to preparing the draft TMP document

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- Draft TMP

8(c) Staff Workshop #4

Objective: a successful, facilitated staff workshop that provides staff an opportunity to discuss and comment on the draft TMP document and verify that it meets expectations and faithfully communicates the City's intent

- Work with staff to schedule and prepare for a six-hour workshop to go through the draft TMP carefully and completely with staff.

- Attend and facilitate the workshop. Create a meeting process and setting that empowers staff to become comfortable with the new draft TMP.

Team Roles

- City Staff: Lead workshop coordination and logistics, assist consultant in preparing (and review) materials
- CAI: Lead workshop prep, facilitation, and summary
- KPG: Support workshop planning/prep and facilitation

Logistics

- Six-hour staff workshop in Redmond in June (anticipated)

Deliverables

- Staff workshop agenda and advance materials; workshop summary

8(d) Community Open House (Staff Lead)

Objective: a well-attended community open house that presents the draft TMP and provides the public with an opportunity to consider the proposed transportation program in light of outcomes.

- Work with staff to schedule and prepare for an evening community open house.
- Attend and facilitate the open house.

Team Roles

- City staff: Lead all activities
- CAI: Support staff in preparing/reviewing open house materials; attend and help facilitate open house; summarize open house

Logistics

- Three-hour evening open house in July (anticipated)

Deliverables

- Workshop materials and summary

8(e) Final TMP Document

Objective: a leading edge, compelling Transportation Master Plan that captures Redmond's character, its hopes and aspirations and its intended approach to the transportation challenge.

- Prepare a final TMP that faithfully communicates the outcomes of the plan development process.
- Use graphics, maps, tables and well-written text to ensure accessibility of the information in the Plan.

Team Roles

- City Staff: Provide guidance, direction, data, and coordination
- CAI: Prepare final TMP document
- KPG, CH2M, N/N: Support and provide content to revising and finalizing the TMP document

Logistics

- Email, phone; in-person meetings coinciding with other meetings in events while already in Redmond

Deliverable

- Final TMP

8(f) Council Meetings (Staff Lead)

Objectives: two productive conversations with City Council about the draft TMP that provide Council the opportunity to understand the draft Plan, to clarify any uncertainties and obtain policy direction

- Work with staff to schedule and prepare for Council meetings.
- Coordinate selection and production of materials and displays to be used in City Council agenda package.
- Attend and participate in meetings. Prepare notes on consensus points, issues and opportunities.

Team Roles

- City staff: Lead all activities
- CAI: Support staff in preparing/reviewing materials and participating in two Council meetings

Logistics

- Two City Council meetings in August and September (anticipated)

Deliverables

- Meeting materials for staff; meeting notes for consultant team use

EXHIBIT B
PAYMENT
(NEGOTIATED HOURLY RATE)

The CONSULTANT shall be paid by the CITY for completed work and services rendered under this AGREEMENT as provided hereinafter. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work. The CONSULTANT shall conform with all applicable portions of 48 CFR Part 31.

1. Hourly Rates

The CONSULTANT shall be paid by the CITY for work done, based upon the negotiated hourly rates shown in Exhibit "C" attached hereto and by this reference made part of the AGREEMENT. The rates listed shall be applicable for the first 12-month period and shall be subject to negotiation for the following 12-month period upon request of the CONSULTANT or the CITY. If negotiations are not conducted for the second or subsequent 12-month periods within 90 days after completion of the previous period, the rates listed in this AGREEMENT, or subsequent written authorization(s) from the CITY shall be utilized. The rates are inclusive of direct salaries, payroll additives, overhead, and fee. The CONSULTANT shall maintain support data to verify the hours billed on the AGREEMENT.

2. Direct Non-Salary Costs

Direct Non-Salary costs will be reimbursed at the actual cost to the CONSULTANT. These charges may include, but are not limited to the following items: travel, printing, long distance telephone, supplies, computer charges, and fees of subconsultants. Air or train travel will only be reimbursed to economy class levels unless otherwise approved by the CITY. The CONSULTANT shall comply with the rules and regulations regarding travel costs (excluding air, train, and rental car costs) in accordance with the CITY's Travel Rules and Procedures. However, air, train, and rental car costs shall be reimbursed in accordance with the 48 CFR Part 31.205-46 "Travel Costs". The billing for direct non-salary costs shall include an itemized listing of the charges directly identifiable with the PROJECT. The CONSULTANT shall maintain the original supporting documents in their office. Copies of the original supporting documents shall be supplied to the CITY upon request. All above charges must be necessary for the services provided under this AGREEMENT.

3. Contingencies

If the CITY desires the CONSULTANT to perform additional work beyond that already defined in the AGREEMENT, the Agreement Administrator may authorize additional funds for this purpose. Such authorization(s) shall be in writing and shall not exceed the amount shown in Exhibit "C". Any changes requiring additional costs in excess of the contingencies shall be made in accordance with Section XIV, "Extra Work".

4. Maximum Amount Payable

The maximum amount payable by the CITY to the CONSULTANT under this AGREEMENT shall not exceed the amount shown in the heading of this AGREEMENT. The maximum amount payable is comprised of the total amount authorized and the contingencies. The maximum amount payable does not include payment for extra work as stipulated in Section XIV, "Extra Work". No minimum amount payable is guaranteed under this AGREEMENT.

5. Monthly Progress Payments

Progress payments may be claimed on a monthly basis for all costs authorized in 1 and 2 above. The monthly invoices shall be supported by detailed statements for hours expended at the rates established in Exhibit "C", including names and classifications of all employees, and invoices for all direct nonsalary expenses. To provide a means of verifying the invoiced salary costs for the consultant's employees, the agency may conduct employee interviews. These interviews may consist of recording the names, titles, salary rates, and present duties of those employees performing work on the project at the time of the interview.

6. Final Payment

Final payment of any balance due the CONSULTANT of the gross amount earned will be made promptly upon its verification by the CITY after the completion of the work under this AGREEMENT, contingent upon receipt of all PS&E, plans, maps, notes, reports, electronic data and other related documents which are required to be furnished under this AGREEMENT. Acceptance of such final payment by the CONSULTANT shall constitute a release of all claims for payment which the CONSULTANT may have against the CITY unless such claims are specifically reserved in writing and transmitted to the CITY by the CONSULTANT prior to its acceptance. Said final payment shall not, however, be a bar to any claims that the CITY may have against the CONSULTANT or to any remedies the CITY may pursue with respect to such claims.

The payment of any billing will not constitute agreements as to the appropriateness of any item and at the time of final audit, all required adjustments will be made and reflected in a final payment. In the event that such final audit reveals an overpayment to the CONSULTANT, the CONSULTANT will refund such overpayment to the CITY within thirty (30) days of notice of the overpayment. Such refund shall not constitute a waiver by the CONSULTANT or any claims relating to the validity of a finding by the CITY of overpayment.

7. Inspection of Cost Records

The CONSULTANT and their subconsultants shall keep available for inspection by representatives of the CITY, for a period of three (3) years after final payment, the cost records and accounts pertaining to this AGREEMENT and all items related to or bearing upon these records with the following exception: if any litigation, claim, or audit arising out of, in connection with, or related to this contract is initiated before the expiration of the three (3) year period, the cost records and accounts shall be retained until such litigation, claim, or audit involving the records is completed.

EXHIBIT C

**CONSULTANT FEE DETERMINATION
City of Redmond Transportation Master Plan Update**

Consultant: Charlier Associates, Inc.

NEGOTIATED HOURLY RATES

<u>Classification</u>	<u>Hours</u>	<u>Rate</u>	<u>Cost</u>
Principal (Jim Charlier)	176	\$196	\$34,496
Project Manager (Jacob Riger)	694	\$142	\$98,548
Transp. Planner I (Terri Musser)	204	\$142	\$28,968
Transp. Planner II (Jennifer Valentine)	520	\$89	\$46,280
Transp. Planner III (Malia Maunakea)	250	\$86	\$21,500
IT Support	32	\$86	\$2,752
Administrative Support	15	\$53	\$795
Subtotal:	0		\$233,339

REIMBURSABLES

Mileage Expense			\$374
Air Fare			\$4,200
Lodging Expense			\$7,200
Per Diem Expense			\$1,260
DIA Parking and Misc. Transp. Costs.			\$600
WA State Business & Occupation Excise Tax (not included in overhead rate)			\$4,200
		Subtotal:	\$17,835

SUBCONSULTANT COSTS (See Exhibits D-1 through D-3)

		Subtotal:	\$148,809
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TOTAL \$399,983

CONTINGENCY 30,000

GRAND TOTAL \$429,983

EXHIBIT D

SUBCONTRACTED WORK

The CITY permits subcontracts for the following portions of the work of the AGREEMENT:

<u>SUBCONSULTANT</u>	<u>WORK DESCRIPTION</u> (assist the prime consultant, Charlier Associates, Inc.)	<u>AMOUNT</u>
CH2M Hill	Develop and apply cost estimating, risk assessment, and other project assessment tools; supporting sustainability definition and application; updating modal plans	\$65,907
KPG	Updating modal plans, cost estimating and implementation tools, mobility report card, and writing the TMP document	\$38,494
Nelson\Nygaard	Updating modal plans (focusing on transit), mobility report card, and writing the TMP document	\$44,409
		TOTAL = \$148,809

EXHIBIT D-1

SUBCONSULTANT FEE DETERMINATION

PROJECT: City of Redmond Transportation Master Plan Update

Project Name: City of Redmond Transportation Master Plan Update

Project Number:

Consultant: CH2M Hill

NEGOTIATED HOURLY RATES

<u>Classification</u>	<u>Hours</u>	<u>Rate</u>	<u>Cost</u>
Torsten Lienau	120	\$194	\$23,314
Tim Bevan	12	\$249	\$2,985
John McKenzie	90	\$159	\$14,321
Andrew Bastasch	112	\$87	\$9,759
Stephanie Forman	32	\$99	\$3,183
Anneke Davis	68	\$113	\$7,670
Geraldine Diver	6	\$106	\$635
Linda Stewart	0	\$85	\$0
Lisa Miller	28	\$101	\$2,816
Subtotal:			\$64,683

REIMBURSABLES

Mileage @ \$.325 per Mile		
B&W Copies @ \$.10 per Copy		
Color Copies @ \$1.00 per Copy		
Binding, Other Printing		
Travel		\$59
Meals		
WA State Business & Occupation Excise Tax (Direct Expense)		\$1,164
	Subtotal:	\$1,223

GRAND TOTAL \$65,907

EXHIBIT D-2

SUBCONSULTANT FEE DETERMINATION

PROJECT: City of Redmond Transportation Master Plan Update

Consultant: KPG

NEGOTIATED HOURLY RATES

<u>Classification</u>	<u>Hours</u>	<u>Rate</u>	<u>Cost</u>
Project Manager	58	\$180	\$10,440
Senior Engineer	20	\$154	\$3,080
Project Engineer	140	\$125	\$17,500
Design Engineer	40	\$100	\$4,000
Technician	20	\$84	\$1,680
Clerical / Administration	10	\$72	\$720
Subtotal:			\$37,420

REIMBURSABLES

Mileage @ \$.325 per Mile			\$150
B&W Copies @ \$.10 per Copy			\$50
Color Copies @ \$1.00 per Copy			\$150
Binding, Other Printing			\$50
Travel			
Meals			
WA State Business & Occupation Excise Tax (Direct Expense)			\$674
		Subtotal:	\$1,074

GRAND TOTAL \$38,494

EXHIBIT D-3

SUBCONSULTANT FEE DETERMINATION

PROJECT: City of Redmond Transportation Master Plan Update

NEGOTIATED HOURLY RATES:

Consultant: Nelson\Nygaard

NEGOTIATED HOURLY RATES

<u>Classification</u>	<u>Hours</u>	<u>Rate</u>	<u>Cost</u>
Thomas Brennan	46	\$188	\$8,635
Tim Payne	24	\$188	\$4,505
Manuel Soto	40	\$138	\$5,500
Micheal Moule	36	\$200	\$7,191
Paul Lutey	40	\$138	\$5,500
Evan Cory	68	\$42	\$2,867
Victor Stover	48	\$95	\$4,579
Tomoko Kanai	20	\$97	\$1,947
Subtotal:			\$40,726

REIMBURSABLES

Mileage @ \$.325 per Mile		
B&W Copies @ \$.10 per Copy		
Color Copies @ \$1.00 per Copy		
Binding, Other Printing		
Travel		\$2,550
Meals		\$400
WA State Business & Occupation Excise Tax (Direct Expense)		\$733
Subtotal:		\$3,683

GRAND TOTAL

\$44,409

EXHIBIT E

TITLE VI ASSURANCES

During the performance of this AGREEMENT, the CONSULTANT, for itself, its assignees and successors in interest agrees as follows:

1. **COMPLIANCE WITH REGULATIONS:** The CONSULTANT shall comply with the Regulations relative to non-discrimination in the same manner as in federally assisted programs of the CITY, Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time, (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of the AGREEMENT.
2. **NON-DISCRIMINATION:** The CONSULTANT, with regard to the work performed by it during the AGREEMENT, shall not discriminate on the grounds of race, color, sex, or national origin in the selection and retention of subconsultants, including procurement of materials and leases of equipment. The CONSULTANT shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the AGREEMENT covers a program set forth in Appendix B of the Regulations.
3. **SOLICITATIONS FOR SUBCONSULTANTS, INCLUDING PROCUREMENTS OF MATERIALS AND EQUIPMENT:** In all solicitations either by competitive bidding or negotiation made by the CONSULTANT for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subconsultant or supplier shall be notified by the CONSULTANT of the CONSULTANT's obligations under this AGREEMENT and the Regulations relative to non-discrimination on the grounds of race, color, sex, or national origin.
4. **INFORMATION AND REPORTS:** The CONSULTANT shall provide all information and reports required by the Regulations or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the CITY to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of a CONSULTANT is in the exclusive possession of another who fails or refuses to furnish this information, the CONSULTANT shall so certify to the CITY, and shall set forth what efforts it has made to obtain the information.
5. **SANCTIONS FOR NON-COMPLIANCE:** In the event of the CONSULTANT's non-compliance with the non-discrimination provisions of this AGREEMENT, the CITY shall impose such sanctions as it may determine to be appropriate, including, but not limited to:
 - Withholding of payments to the CONSULTANT under the AGREEMENT until the CONSULTANT complies, and/or;
 - Cancellation, termination or suspension of the AGREEMENT, in whole or in part.
6. **INCORPORATION OF PROVISIONS:** The CONSULTANT shall include the provisions of paragraphs (1) through (5) in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Regulations, or directives issued pursuant thereto. The CONSULTANT shall take such action with respect to any subconsultant or procurement as the CITY may direct as a means of enforcing such provisions including sanctions for noncompliance; provided, however, that, in the event a CONSULTANT becomes involved in, or is threatened with, litigation with a subconsultant or supplier as a result of such direction, the CONSULTANT may request the CITY to enter into such litigation to protect the interests of the CITY.