

Once the Net Fiscal Effects have been determined, Consultant shall evaluate the Project's ability to provide financial participation for the MC&FP for remaining Phase I or planned Phase II infrastructure improvements. In this regard, any potential financial participation would not jeopardize County's ability to provide municipal services to the Project.

Deliverables:

- Draft Technical Memorandum 1-9: Summary of the Net Fiscal Impact results of the Project
- Final Technical Memorandum 1-9: Summary of the Net Fiscal Impact results of the Project
- Project team meetings as needed
- Up to two (2) conference call meetings with County staff to discuss assumptions, methodology, or findings

Task 1.7: Evaluate Potential Financing Mechanisms

Consultant shall evaluate all potential existing and future financing mechanisms that may be available to fund remaining Phase I and new Phase II infrastructure improvements. The purpose of this task shall be to identify the universe of funding sources and financing mechanisms that may be considered for the Phase II MC&FP.

In considering future financing mechanisms, Consultant shall evaluate the efficacy of the existing MC&FP financing mechanisms to determine whether that mix of financing mechanisms and financing strategy met its intended purposes. This evaluation of the existing MC&FP Phase I financing strategy shall also include consultation with County and its land-secured financing team regarding potential refunding options for the existing Community Facilities District (CFD) bonds. Depending upon market conditions, a potential bond refunding could reduce existing debt service obligations and free up additional CFD bonding capacity to fund additional transportation capital improvements.

All potential financing mechanisms and funding sources identified in this task shall be considered in the following cash flow analysis and financing strategy task.

Deliverables:

- Draft Technical Memorandum 1-10: Financing Plan assumptions and approach
- Final Technical Memorandum 1-10: Financing Plan assumptions and approach
- Project team meetings as needed

Task 1.8: Prepare Cash Flow Analysis and Financing Strategy

Using the Project's Phase II transportation CIP (derived through earlier tasks) and the potential financing mechanisms and funding sources identified in **Task 1.7**, Consultant shall prepare the MC&FP Phase II Financing Strategy, which shall be informed by a dynamic, multi-year, Cash Flow Analysis.

The proposed MC&FP Phase II Financing Strategy shall be informed by the following items:

- Public financing principles.
- Statutory and legal considerations.
- Industry standards regarding who typically pays for what.
- The timing of public improvements related to private development.
- Commitments regarding the availability of public-sector funding.
- Negotiation-based preferences of stakeholders (e.g., advance-funding and reimbursement procedures).

The Phase II Financing Strategy shall require a similar approach to Phase I, wherein multiple funding sources would be used in combination to fund required transportation improvements to mitigate existing traffic congestion and to facilitate new development. When completed, the MC&FP Phase II Financing Strategy shall provide increased certainty to property owners regarding the timing of any required advance funding requirements and associated reimbursements while concurrently mitigating potential risks to County.

The MC&FP Phase II Cash Flow Analysis shall include the estimated timing of all potential funding sources, including incremental sales and property tax revenues to the extent they may be available as determined through **Task 1.6**, Prepare FIA. The financial feasibility of the proposed Cash Flow Analysis and Financing Strategy shall be evaluated as part of the market analysis and feasibility work completed as part of **Tasks 1.2 and 1.3**.

The MC&FP Phase II Financing Strategy shall also identify the steps and a proposed schedule required to implement each funding mechanism identified in the Financing Strategy. The steps and schedule shall reflect input from County staff and shall be consistent with County policies.

Deliverables:

- Draft Technical Memorandum 1-11: Cash Flow Analysis and draft Financing Strategy
- Final Technical Memorandum 1-11: Cash Flow Analysis and draft Financing Strategy
- Project team meetings as needed

Task 1.9: Coordinate TIM Fee and CIP Programming

Consultant shall closely monitor and interface with County's consultant team responsible for updating County's TIM Fee Program. This TIM Fee coordination shall ensure the Financing Strategy (described below) considers the latest TIM Fee guidelines and policies. Consultant shall also monitor the El Dorado County Transportation Commission (EDCTC) Project Monitoring Report and CIP to evaluate the availability of potential State and Federal funds that may be available to fund required

transportation infrastructure. Quincy shall participate with the team in providing updated project cost information, which can be used for the TIM Fee Update and subsequent CIP programming.

Consultant shall provide thorough and effective coordination that shall be applied to the following areas, as part of this task:

- Determination of existing deficiencies
- Definition of baseline and horizon years
- Land use assumptions
- Travel demand modeling and forecasts
- Development of CIP projects
- Identification of funding mechanisms

Deliverables:

- Draft Technical Memorandum 1-12: Required infrastructure funding and preliminary Project design
- Final Technical Memorandum 1-12: Required infrastructure funding and preliminary Project design
- Project team meetings, as needed, and one (1) Board meeting, if necessary

Task 1.10: Prepare Financing Plan and Report

The purposes of the Financing Plan are to identify the backbone infrastructure and public facility improvements required for Project development, describe the sources and uses of funding, and identify the Project's proportionate cost obligation for these improvements.

Consultant shall prepare a technical freestanding Draft Financing Plan to document these components, as well as the financial analysis and assumptions underpinning the Financing Plan, as conducted under previous tasks. The Financing Plan shall also discuss the timing and financing of improvements and evaluate the financial feasibility of these obligations, given projected home prices and commercial values. County shall use the Financing Plan to identify the overall cost obligation to move ahead with an initial phase of development and understand the advance-funding requirements, as well as potential reimbursements and recovery of these costs over time.

This task assumes that Consultant shall prepare three (3) to four (4) Financing Plan documents:

- An internal Draft Financing Plan, circulated to the Project team
- An administrative Draft Financing Plan, circulated to County for comments
- A Draft Financing Plan that incorporates any County comments, circulated for review and comment by the public and applicable agencies, stakeholders, and interest groups
- A Final Financing Plan that incorporates any public comments, if necessary

Deliverables:

- Internal Draft Financing Plan
- Administrative Draft Financing Plan for County review
- Draft Financing Plan for public review
- Final Financing Plan
- Project team meetings, as needed
- Attendance at up to two (2) Board meetings. Consultant shall ensure that these meetings shall be attended by Project team staff with previous experience presenting to the Board

Task 1.11: Conduct Public Outreach

As part of County's commitment to ensure maximum participation by individuals and businesses in the Missouri Flat Area, Consultant and its subconsultant Flint Strategies (Flint) shall ensure that resident involvement is a key component of this effort.

The plan focuses on three (3) main goals:

- To provide impacted parties ample opportunities to share ideas, concerns and priorities for the MC&FP
- To provide a transparent and accessible process making it as easy as possible to share those ideas
- To ensure that impacted parties feel that County has given their ideas and concerns ample consideration

It is assumed that the majority of interested parties are likely to be business interests and developers as opposed to residents. Consultant shall provide consistent communication with elected officials and extensive outreach to the broad range of stakeholders and interested parties. Consultant shall also provide overall public outreach to County residents interested in future development and circulation. Consultant's strategies include:

- Early and ongoing coordination with the Board
- Outreach meetings with small groups of stakeholders with similar concerns
- Development of interactive opportunities for engagement in the field
- Utilization of social media to promote engagement opportunities
- Leverage of local news media and trade publications
- Development/enhancement of partnerships with business, industry associations and organizations

Strategies

Board Study Sessions and Planning Commission Presentations

Consultant shall make at least one (1) presentation to County Planning Commission during each phase of the Project and hold up to seven (7) Study Sessions during each phase with the Board to get early and regular input on the MC&FP.

Stakeholder Presentations/Mini-Workshops

Given the nature of the MC&FP, Consultant shall focus efforts on stakeholder groups with shared interests in a series of six (6) roundtable “mini-workshops”. Consultant shall conduct two (2) rounds of meetings; the first to identify key issues and concerns regarding the plan and the second to vet proposed Financing Plan. Consultant anticipates participation by 12-20 individuals or representatives of the following groups, working with County staff to identify potential participants and promote the workshops:

- Building Industry/Developers
- Local Businesses/Economic Development Interests (Chambers of Commerce, Economic Development Partnership, Tourism)

Public Workshops

Consultant shall hold two (2) traditional public workshops during each phase of the process to provide an opportunity for residents and all interested parties to share concerns and pose questions relative to the update the MC&FP. The Project team shall “test” the content and format of the workshop with County staff prior the workshops in a rehearsal session at County’s office. The workshop shall include:

- Presentation- Overview of the purpose, structure and parameters of the update the MC&FP
- Facilitated discussion/Q&A regarding the process and concerns
- Review of comments received

Web Site and Social Media

Flint shall establish a Project website to post all relevant information about the update the MC&FP. This shall include:

- Project Overview
- Library and Background Documents
- Meetings and Workshops
- Comment/Questions
- Contact Information

The site shall be updated on a regular basis. Flint shall also support the plan as follows:

- Development of an eBlast database for stakeholders, meeting attendees and other Project participants
- Development of an eBlast system to send regular updates regarding the TIM Fee Update
- Posts on Facebook, Twitter and other relevant social media promoting engagement opportunities

Media Relations & Collateral Development

Flint shall prepare appropriate collateral materials and outreach tools to engage news media throughout the Project. All efforts shall be coordinated with County staff. This shall include:

- Creation and distribution of news releases and tip sheets
- Development of Fact Sheets, FAQs and other materials
- Development of posters/flyers promoting upcoming meetings and workshops

Deliverables:

- Final Communications Plan detailing all outreach efforts and implementation
- One (1) County Planning Commission meeting
- Up to seven (7) Board study sessions shall be held prior to finalizing a Financing Plan for the designated area, to obtain input on required roadway infrastructure requirements as well as proposed funding mechanisms
- Two (2) public workshop meetings in the communities, dates and locations to be coordinated with CA or designee
- Six (6) Mini-Workshops/Roundtable Discussions with key stakeholder groups.
- Handouts and presentation materials shall be prepared by Consultant for all public outreach meetings, County Planning Commission Meeting, and Board presentations
- Outreach Summary Report

Task 1.12: Provide Project Management

Consultant, with input from County, shall establish the assignment of lead roles versus support roles for a given task, and the proper management of the Project, including tracking of Project tasks, tracking expenditures, tracking deliverables and client communication. Consultant shall:

- Coordinate and monitor the work of the overall Project team, including all subconsultants
- Prepare monthly progress reports that shall be submitted with invoices
- Prepare and provide quality control for all deliverables
- Attend and facilitate Project team meetings as needed, and prepare agendas
- Ensure Project subconsultants remain on-task, on-time, and on-budget
- Prepare summary meeting notes and distribute to all meeting participants
- Serve as County's Project Manager and facilitator, providing direction to subconsultants, including content and format of presentations, interim support documents, and final reports
- Schedule and conduct bi-weekly Project status meetings and/or telephone conferences with County staff to discuss Project status, critical issues, schedule and budget
- Prepare e-mail summaries of Project status meetings
- Submit a draft invoice to County staff prior to completing work for the first Project invoice period. This shall allow County staff to identify any invoice modifications necessary prior to actual invoicing
- Prepare and submit monthly invoice prior to the 15th day of each month for work completed in the preceding calendar month

Deliverables:

- Project schedule, updated monthly
- Bi-weekly Project status updates
- Meeting agendas
- Meeting notes, including summaries of discussion and decisions
- Email summaries of Project status meetings
- Initial draft invoice
- Monthly invoices with monthly progress reports

COMPONENT 2: BUSINESS PARKS FINANCIAL AND MARKET STRATEGY REPORT:**Task 2.1: Initiate Project and Collect Data**

Consultant shall hold a **Task 2** kick-off meeting as a continuation of the kick-off for the **Task 1** Project (MC&FP Phase II Financing Plan). Overall goals, schedule, contacts, and protocols for the Project shall be established.

Consultant shall tour each business park and meet with the ownership groups involved. In each case, key questions and issues listed above shall be explored to gain a practical and comprehensive understanding of key issues, limitations, and opportunities. All available data regarding property characteristics, future improvements, leading market opportunities, and other site-specific information shall be gathered at this time.

Deliverables:

- Task 2 Kick-off meeting and property owner meeting
- Summary of Task 2 Kick-off meeting
- Summary of property owner's meeting
- Final schedule with tasks, milestones, and deliverables

Task 2.2: Conduct Market Review

The purpose of the market review shall be to establish assumptions on industrial and office capture and Project timing for the FIA and Financing Strategy outlined in subsequent tasks. For the Park West and Barnett Business Parks, Consultant shall focus on industrial uses (light and heavy) to understand overall demand, as well as the Parks' competitive position relative to competing regional supply. For the El Dorado Hills Business Park, the evaluation shall emphasize office and Research and Development uses to a greater degree.

Consultant shall conduct a review of industrial, office, and flex market dynamics in County and the region to provide an understanding of relative level of demand and potential development absorption for remaining development in the three (3) Business Parks. Specifically, Consultant shall gather information on existing inventory; vacancy rates; annual net absorption; average rental rates; and pipeline development projects for Business Park land uses. Consultant shall focus on collecting data specific to a defined study area, as well as the larger region, including subareas that might be useful

to compare to the study area (e.g., El Dorado Hills; Folsom), depending on the availability of data.

A technical memorandum shall be developed providing the following guidance for subsequent improvement and funding strategies:

- Strengths, Weaknesses, Opportunities, and Threats confronting the three (3) Business Parks
- Competitive position and outlook for each Park
- Estimated absorption (coordinated with the needs of the traffic analysis)
- Suggested changes to product mix and parcel sizes
- Any suggested infrastructure upgrades or other features to improve performance

Deliverables:

- Draft Technical Memorandum 2-1: Business park market assessment
- Final Technical Memorandum 2-1: Business park market assessment
- Up to two (2) conference call meetings with County staff to discuss assumptions, methodology, or market assessment findings

Task 2.3: Conduct Pro Forma Analysis

Consultant shall evaluate prevalent land economic trends, specifically looking to establish the following information:

- Document the real estate economics of the Business Park assets with reference to asset values, lease rate and occupancy trends, feasibility of new construction, and ability to finance new construction
- Determine the role that existing and proposed new fees and charges play as part of the cost burden confronting new construction

Consultant shall evaluate the impact of the infrastructure cost burden on the overall financial feasibility of the private real estate development land uses. Consultant shall base this analysis on the estimates of finished real estate values for private development, as provided by Project developers and supplemented by Consultant's research. To the extent that initial cost allocations appear infeasible based on industry standards, Consultant shall evaluate alternate allocations and other measures (e.g., cost reductions; re-phasing).

Deliverables:

- Draft Technical Memorandum 2-2: Cost burden analysis
- Final Technical Memorandum 2-2: Cost burden analysis
- Communication, as needed, with Project developers and County staff to identify and discuss assumptions, methodology, or financial feasibility findings
- Up to two (2) conference call meetings to discuss assumptions, methodology, or financial feasibility findings

Task 2.4: Determine Required Infrastructure and Project Design

KAI

This task is intended to analyze additional capacity and safety improvements needed to alleviate existing deficiencies and accommodate future expansion of the three (3) Business Park Projects.

KAI shall compile background research for the three (3) Business Parks—El Dorado Hills, Barnett and Park West, perform existing and future land use and traffic forecasting, evaluate existing and future operations and safety, and determine transportation infrastructure requirements within the study area. The assessment of Business Parks shall be performed in a targeted fashion. Only roadways that are located in the immediate vicinity and anticipated to be affected with the expansion of these Business Parks shall be studied.

In this deliverable-oriented approach, the interim products shall be developed and reviewed prior to moving forward with the next set of tasks. Final product is a list of roadway capacity improvements to relieve existing traffic congestion and accommodate future growth in traffic in the immediate vicinity of each Business Park.

Define Project Limits and Analysis Methodology

If deemed necessary, KAI shall incorporate analysis methodologies for the Business Parks in the same document as prepared in Task 1.4. The Project limit will include a one (1) mile radius from the Business Park in question as well as primary routes to/from US Highway 50. KAI recommends that the study locations should be selected based on the list of known over-capacity roadways and findings of the TIM Fee study.

Existing Traffic Conditions, Deficiencies and Needed Improvements

Operational Assessment

KAI shall gather and analyze the most recent available traffic data (peak hour and ADT) at up to five (5) roadways for each Business Park. The traffic count information assembled shall be used to compare roadway segment AM and PM peak hour traffic volume to peak hour thresholds and/or volume-to-capacity ratio that exceed County's design standards and/or LOS policy. KAI shall prepare a description of roadway, transit, bicycle and pedestrian systems within the study area of each Business Park.

Safety Assessment

A safety assessment shall be made using Statewide Integrated Traffic Records System (SWITRS) collision data for the most recent three (3) years available. In conjunction with County's most recent Accident Location Report, this assessment shall identify high collision locations based on statewide comparisons for like facilities.

Identification of Deficiencies

Existing deficiencies shall be identified based on County design standards and County's General Plan LOS policy as follows:

Policy TC-Xd: LOS for County-maintained roads and state highways within the unincorporated areas of County shall not be worse than LOS E in Community Regions or LOS D in the Rural Centers and Rural Regions except as specified in Table TC-2. LOS shall be as defined in the latest edition of the HCM (Transportation Research Board, National Research Council) and calculated using the methodologies contained in that manual.

Determination of Improvement Projects

For each deficiency type, KAI shall identify improvements to alleviate existing congestion and safety issues. KAI shall develop a list of potential improvement using County's CIP and our local knowledge. KAI shall prepare a full qualitative assessment of the operational changes that may result from each improvement Project. A Project description containing project designs such as lane configuration, limits of widening, and length of turn bays, shall be prepared and submitted to County staff prior to further analysis.

Future Traffic Conditions, Deficiencies and Needed Improvements

The future conditions analysis is designed to provide the future setting against which various land use scenarios are compared.

Future Land Use and Travel Forecasts

KAI shall follow the same process as outlined in **Task 1.4**. KAI shall update the existing program using the most current projections as well as other approved and/or pending projects that require General Plan amendment. Year 2014/15 shall be considered as baseline and 2035 as forecast horizon year. Any interim year forecasts shall be developed by linear interpolation.

KAI shall address up to three (3) land use scenarios, including future baseline and two (2) land use alternatives. Both baseline and future networks shall be modified to add local roadway network details in the study area. If needed, zone connectors shall be enhanced to allow appropriate loading on the local and collector streets. Depending upon the land use scenarios, KAI may also consider splitting the TAZs to reflect improved allocation of land uses in each TAZ. The enhanced model shall be run and validated against the field collected traffic data, and then shall be used to forecast year 2035 AM and PM peak hour travel demand for baseline and up to two (2) land use scenarios. The five (5), ten (10), and twenty (20) year CIP projects within the study area shall be assumed as part of future baseline network unless the on-going TIM Fees and CIP Update study eliminates them.

Operational Assessment

Using the travel demand forecasts, KAI shall calculate AM and PM peak hour LOS for segments of County's major roadway system that are candidates for improvement. The LOS calculations shall be performed using the Roadway Capacity Analysis Tool (RCAT) post-processor or maximum allowable peak hour volumes in accordance with County's General Plan policy.

Identification of Deficiencies

Based on County's General Plan policies, operational and safety deficiencies shall be assessed for the horizon year conditions between future baseline and land use scenarios. The study shall include an analysis of potential impacts and identify improvements to mitigate impacts. The analysis shall qualitatively examine potential effects on transit, pedestrians, and bicyclists.

Determination of Improvement Projects

KAI shall develop a list of improvement projects which may include, but not be limited, to realignment of roadways, widening of roadways, relocation of accesses, and bike lanes. KAI shall apply a holistic approach which so that improvements contained in County's CIP and new identified can be well integrated by each facility type. KAI shall provide narrative for each improvement project containing geometry, lane configuration, turn lanes length, traffic control, and channelization to the Project team for review prior to further analysis.

Quincy

Quincy shall develop schematic typical sections and planning level cost estimates based upon a per square foot basis for a total of one (1) mile of roadway segments at various locations to be identified by the traffic analysis by KAI for County's three (3) existing Business Parks (El Dorado Hills Business Park, Barnett Business Park, and Park West Business Park). These estimates shall be used by Consultant in its economic analysis.

Deliverables:

- Draft Technical Memorandum 2-3: Summary of Traffic Conditions and Improvement Need
- Final Technical Memorandum 2-3: Summary of Traffic Conditions and Improvement Needs
- One (1) conference call meeting with the Project team
- One (1) meeting with County staff (in-person) to discuss analysis details
- Narrative project descriptions (for the aforementioned assumed projects)
- Typical sections and planning level cost estimates to be used for economic development analysis
- Estimate methodologies

Task 2.5: Prepare Fiscal Impact Analysis

Consultant shall prepare the FIA to evaluate the impact of proposed land uses in each Business Park on the costs and revenues of County's General Fund and Road Fund. The FIA would reflect planned Business Park development using land use data resulting from the market review and pro forma tasks.

The FIA shall compare forecasts of the revenues generated through property tax, sales tax, transfer tax, and other general fund sources with the costs of providing urban services to the proposed Project.

Consultant shall work with County staff and other County consultants to integrate County's current policies and modeling practices into this analysis. This work shall be integrated with the FIA discussed in **Task 1.6 (Component 1)** and shall follow an identical methodology, in this case focusing on the fiscal dynamics related to Business Park development over the next ten (10) years.

Drawing from the revenue and expense projections developed in as part of **Task 1.6**, Consultant shall estimate potential fiscal effects of proposed Business Park development, including any land use alternatives being considered as a result of the market analysis and pro forma work. The cost and revenue estimates shall be presented in a format that clearly indicates the Net Fiscal Effects of proposed development for each Business Park. Once the Net Fiscal Effects have been determined, Consultant shall evaluate the Project's ability to provide financial participation towards any recommended infrastructure upgrades, to ensure that any potential financial participation would not jeopardize County's ability to provide municipal services to the Project.

Deliverables:

- Draft Technical Memorandum 2-4: Summary of the net Fiscal Impact results of the Project
- Financial Technical Memorandum 2-4: Summary of the net Fiscal Impact results of the Project

Meetings:

- Project team meetings, as needed
- Up to two (2) conference call meetings with County staff to discuss assumptions, methodology, and/or findings

Task 2.6: Evaluate Potential Financing Mechanisms

Consultant shall evaluate potential existing and future financing mechanisms that may be available to fund recommended infrastructure improvements needed to improve performance of the Business Parks, and/or needed to serve off-site traffic demand upon realization of additional growth. The purpose of this task is to identify the funding sources and financing mechanism that may be considered for these improvements. Consultant shall seek to reduce fees and other cost burdens affecting overall Business Park performance by supplanting external funding from State and Federal grant opportunities as described in **Task 1.7**. All potential financing mechanisms and funding sources identified in this task shall be considered in the following Cash Flow Analysis and Financing Strategy task.

Deliverables:

- Memorandum 2-6: Narrative of potential external funding grants that have applicability to the identified Projects that shall be contained in the Draft and Final Reports of the Business Park Financial and Market Strategy Report.

Meetings:

- Project team meetings, as needed.

Task 2.7: Prepare Cash Flow Analysis and Financing Strategy

Based on Consultant's assessment of recommended infrastructure upgrades, derived through earlier tasks, and the potential financing mechanisms and funding sources identified in **Task 2.6**, Consultant shall prepare the Business Park Financing Strategy, which shall be informed by a dynamic, multi-year Cash Flow Analysis established for each Business Park. This task shall be informed by the following items:

- Public financing principles.
- Statutory and legal considerations.
- Industry standards regarding who typically pays for what.
- The timing of public improvements related to private development.
- Commitments regarding the availability of public-sector funding.
- Negotiation-based preferences of stakeholders (e.g., advance-funding and reimbursement procedures).

Multiple funding sources would be used in combination to fund required transportation improvements to mitigate existing traffic congestion and to facilitate new development. When completed, the Business Park Financing Strategy shall provide increased certainty to property owners regarding the timing of any required advance funding requirements and associated reimbursements while concurrently mitigating potential risks to County.

The Cash Flow Analysis shall include the estimated timing of all potential funding sources, including incremental sales and property tax revenues to the extent they may be available as determined through the **Task 2.5** Prepare FIA. The financial feasibility of the proposed Cash Flow Analysis and Financing Strategy shall be evaluated as part of the market analysis and feasibility work completed as part of **Tasks 2.2** and **2.3**.

The Business Park Financing Strategy shall also identify the steps and a proposed schedule that would be required to implement each funding mechanism identified in the strategy. The steps and schedule shall reflect input from County staff and would be consistent with County policies.

Deliverables:

- Draft Technical Memorandum 2-6: Draft Financing Strategy for each Business Park, to be incorporated into the final written documentation for the Project
- Final Technical Memorandum 2-6

Meetings:

- Project team meetings, as needed

Task 2.8: Coordinate TIM Fee and CIP Programming

As one of the key constraints to development in the three (3) identified Business Parks is the burden imposed by fees and connection charges, it shall be imperative to ensure that the parallel processes of TIM Fees and the Business Park Financing Plan Update inform one another.

Consultant shall also closely monitor and interface with County's consultant team responsible for updating County's TIM Fee Program. This TIM Fee coordination shall ensure the Financing Strategy (described below) considers the latest TIM Fee guidelines and policies. Consultant shall also monitor the EDCTC Project Monitoring Report and CIP to evaluate the availability of potential State and Federal funds that may be available to fund required transportation infrastructure. Quincy shall participate with the Project team in providing updated Project cost information, which shall be used for the TIM Fee Update and subsequent CIP programming.

Deliverable:

- Technical Memorandum 2-7: Business Park-related preliminary cost estimates germane to the TIM Fee Update

Meetings:

- Strategy discussions in the form of two (2) one (1)-hour teleconferences

Task 2.9: Prepare Financial and Market Strategy Report

Consultant shall prepare a technical Draft Financial and Market Strategy Report (Report) to document the following components for each Business Park: market dynamics and competitive position (per Task 2.2); backbone infrastructure and public facility improvements required to support new development; sources and uses of funding; proportionate cost obligations; and the financial analysis and assumptions underpinning the financing strategy or strategies. The Report shall also discuss the timing and financing of improvements and evaluate the financial feasibility of these obligations, given projected home prices and commercial values. County shall use the Report to identify the overall cost obligation and economic development strategy to move ahead with an initial phase of new development in each Business Park.

This task assumes that Consultant shall prepare three (3) to four (4) Report documents:

- Internal Draft Financial and Market Strategy Report, circulated to the Project team
- Administrative Draft Financial and Market Strategy Report, circulated to County for comments

- Draft Financial and Market Strategy Report that incorporates any County comments, circulated for review and comment by the public and applicable agencies, stakeholders, and interest groups
- Final Financial and Market Strategy Report that incorporates any public comments, if necessary

Deliverables:

- Internal Draft Financial and Market Strategy Report
- Administrative Draft Financial and Market Strategy Report for County review
- Draft Financial and Market Strategy Report for public review
- Final Financial and Market Strategy Report

Meetings:

- Project team meetings, as needed and attendance at up to two (2) Board meetings. Consultant shall ensure that these meetings shall be attended by Project team staff with previous experience presenting to County Board.

Task 2.10: Conduct Public Outreach

It is part of an overall commitment by County to ensure maximum participation by businesses in the El Dorado Hills Business Park, Barnett Business Park, and Park West Business Park. As such, County's Economic Development Department intends to initiate outreach efforts to existing property owners at each Business Park to develop an understanding of opportunities and challenges related to economic development at each park. Consultant shall provide limited assistance to County in these outreach efforts, including dissemination of Project-related correspondence or surveys and convening one (1) to two (2) meetings with relevant stakeholders.

Deliverable:

- Consultant shall assist County in preparing two (2) to three (3) Project-related items of correspondence (e.g., emails, letters, or surveys)

Task 2.11: Provide Project Management

Consultant, with input from County, shall establish the assignment of lead roles versus support roles for a given task, and the proper management of the Project, including tracking of Project tasks, tracking expenditures, tracking deliverables and client communication. Consultant shall:

- Coordinate and monitor the work of the overall Project team, including all subconsultants
- Prepare monthly progress reports that shall be submitted with invoices
- Prepare and provide quality control for all deliverables
- Attend and facilitate Project team meetings as needed, and prepare agendas
- Ensure Project subconsultants remain on-task, on-time, and on-budget
- Prepare summary meeting notes and distribute to all meeting participants

- Serve as County's Project Manager and facilitator providing direction to subconsultants, including content and format of presentations, interim support documents, and final reports
- Schedule and conduct bi-weekly Project status meetings and/or telephone conferences with County staff to discuss Project status, critical issues, schedule and budget
- Prepare e-mail summaries of Project status meetings
- Submit a draft invoice to County staff prior to completing work for the first project invoice period. This shall allow County staff to identify any invoice modifications necessary prior to actual invoicing
- Prepare and submit monthly invoice prior to the 15th day of each month for work completed in the preceding calendar month

Deliverables:

- Project schedule, updated monthly
- Bi-weekly project status updates
- Meeting agendas
- Meeting notes, including summaries of discussion and decisions
- Initial draft invoice
- Monthly invoices with monthly progress reports

Economic & Planning Systems, Inc.

Exhibit B

Billing Schedule

Labor Rates

<u>Classifications</u>	<u>Hourly Rate</u>
Managing Principal	\$280-\$300
Senior Principal	\$300-\$320
Principal	\$225-\$240
Executive/Senior Vice President	\$215-\$225
Vice President	\$195-\$215
Senior Technical Associate	\$180-\$200
Senior Associate	\$165-\$185
Associate	\$145-\$165
Research Analyst II	\$100-\$120
Research Analyst I	\$80-\$100
Production and Administrative Staff	\$80-\$100



The above rates include standard overhead items.

Consultant may submit a new proposed Billing Schedule to the Contract Administrator, which shall require written approval and acceptance by County's Contract Administrator prior to the new rates becoming effective.

Direct Expenses

The rates in the table below apply to non-standard items. All outside services and expenses are billed at cost.

Item	Rate
Personal Auto Use	See Below*
Delivery	Actual Cost
Teleconferences, Long Distance Phone	Actual Cost
Outside Printing and Binding	Actual Cost
PDA's (Personal Digital Assistants)	\$2 per day



*Reimbursement for mileage expenses, if applicable, shall not exceed the rates to be paid to County employees under the current Board of Supervisors Travel Policy at the time the mileage expenses are incurred. Mileage reimbursement rates apply to Consultant and to any subconsultants authorized under this Agreement. There shall be no markups allowed on mileage rates for Consultant or for any subconsultant. Any reimbursement for mileage will only be made if such expenses are included in the Cost Proposal of this Agreement.

Economic & Planning Systems, Inc.

Exhibit C

Cost Proposal

Component 1

Task 1.1:	Initiate Project and Collect Data	\$	6,600.00
Task 1.2:	Conduct Market Review	\$	25,000.00
Task 1.3:	Analyze Cost Burden and Financial Feasibility	\$	18,000.00
Task 1.4:	Determine Required Infrastructure and Project Design	\$	4,000.00
Task 1.5:	Conduct CEQA Analysis	\$	3,000.00
Task 1.6:	Prepare Fiscal Impact Analysis	\$	18,000.00
Task 1.7:	Evaluate Potential Financing Mechanisms	\$	14,000.00
Task 1.8:	Prepare Cash Flow Analysis and Financing Strategy	\$	15,000.00
Task 1.9:	Coordinate TIM Fee and CIP Programming	\$	8,000.00
Task 1.10:	Prepare Financing Plan and Report	\$	55,000.00
Task 1.11:	Conduct Public Outreach	\$	15,000.00
Task 1.12:	Provide Project Management	\$	26,500.00

Consultant Direct Expenses \$ 2,500.00

Consultant Subtotal \$ 210,600.00

Subconsultants:

Kittelson and Associates, Inc.	\$	139,500.00
Quincy Engineering, Incorporated	\$	40,300.00
Ascent Technologies, Inc.	\$	33,100.00
Flint Strategies	\$	26,500.00
Subconsultant Subtotal	\$	239,400.00

Total Proposed Contract Budget Cost Estimate for Component 1 \$ 450,000.00

Economic & Planning Systems, Inc.

Exhibit C

Cost Proposal

Component 2

Task 2.1:	Initiate Project and Collect Data	\$	2,500.00
Task 2.2:	Conduct Market Review	\$	28,000.00
Task 2.3:	Conduct Pro Forma Analysis	\$	12,000.00
Task 2.4:	Determine Required Infrastructure and Project Design	\$	-
Task 2.5:	Prepare Fiscal Impact Analysis	\$	15,000.00
Task 2.6:	Evaluate Potential Financing Mechanisms	\$	7,000.00
Task 2.7:	Prepare Cash Flow Analysis and Financing Strategy	\$	9,500.00
Task 2.8:	Coordinate TIM Fee and CIP Programming	\$	1,000.00
Task 2.9:	Prepare Financial and Market Strategy Report	\$	20,000.00
Task 2.10:	Conduct Public Outreach	\$	1,000.00
Task 2.11:	Provide Project Management	\$	9,000.00

Consultant Direct Expenses \$ 1,000.00

Consultant Subtotal \$ 106,000.00

Subconsultants:

Kittelson and Associates, Inc.	\$	30,000.00
Quincy Engineering, Incorporated	\$	8,000.00
Ascent Technologies, Inc.	\$	1,000.00
Flint Strategies	\$	5,000.00
Subconsultant Subtotal	\$	44,000.00

Total Proposed Contract Budget Cost Estimate for Component 2 \$ 150,000.00

Total Proposed Contract Budget Cost Estimate for Project \$ 600,000.00

*All expenses and their distribution among Tasks are estimates only. This Exhibit represents the composition of the total not-to-exceed budget for this Agreement. In the performance of the scope of services to be provided in accordance with this budget, Consultant may request to reallocate the expenses listed herein among the various Tasks and among the direct expenses identified herein, (not including subconsultants) subject to County's Contract Administrator's written approval. In no event shall the total not-to-exceed amount of the Agreement be exceeded.