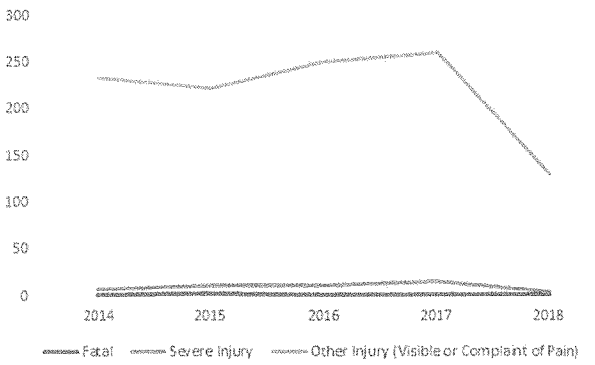
# D. Questions/Response to Scope of Services

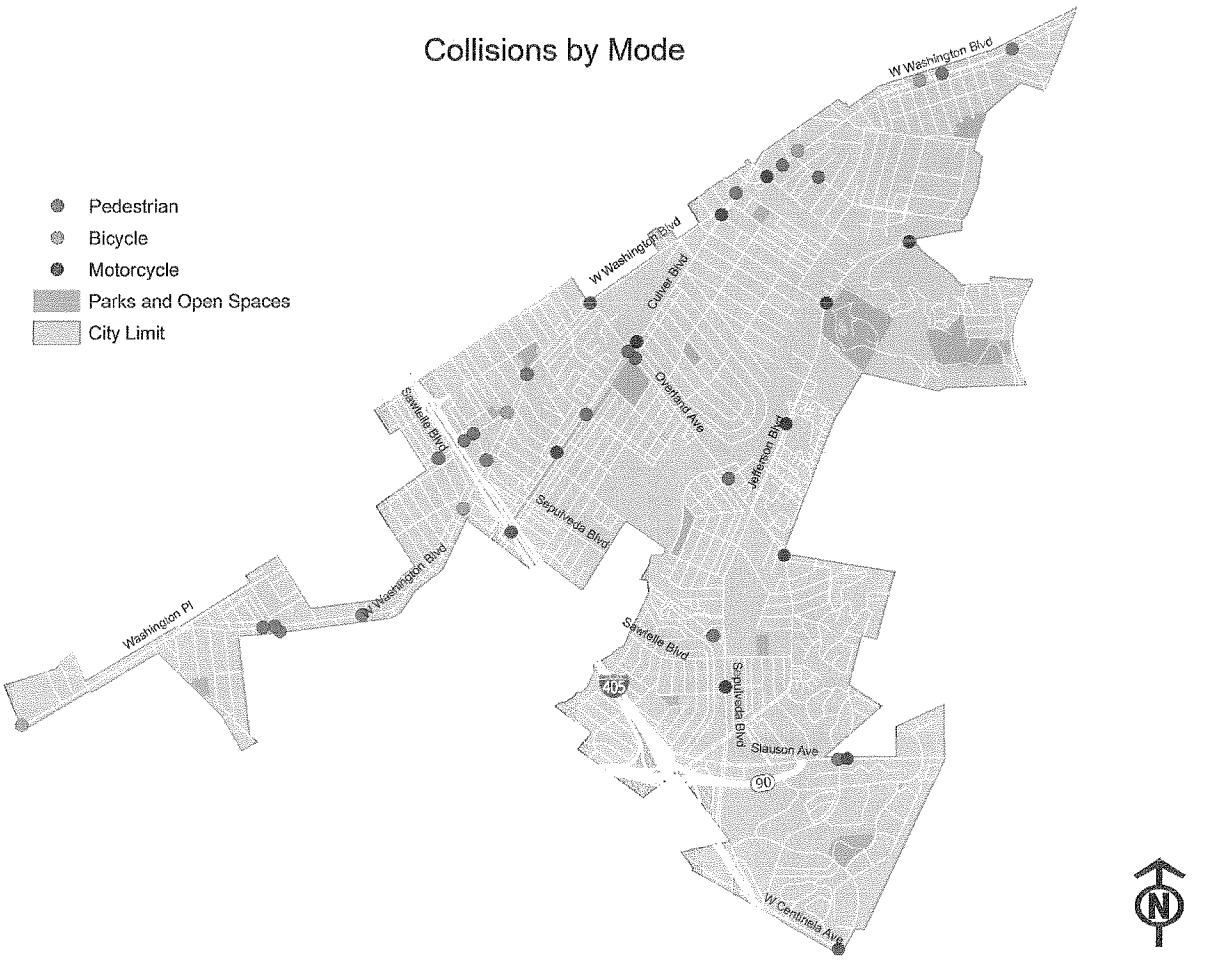
## 1. Describe the methods by which your firm will fulfill the services requested in the Scope of Services and subsequent sections

### Understanding Collision History

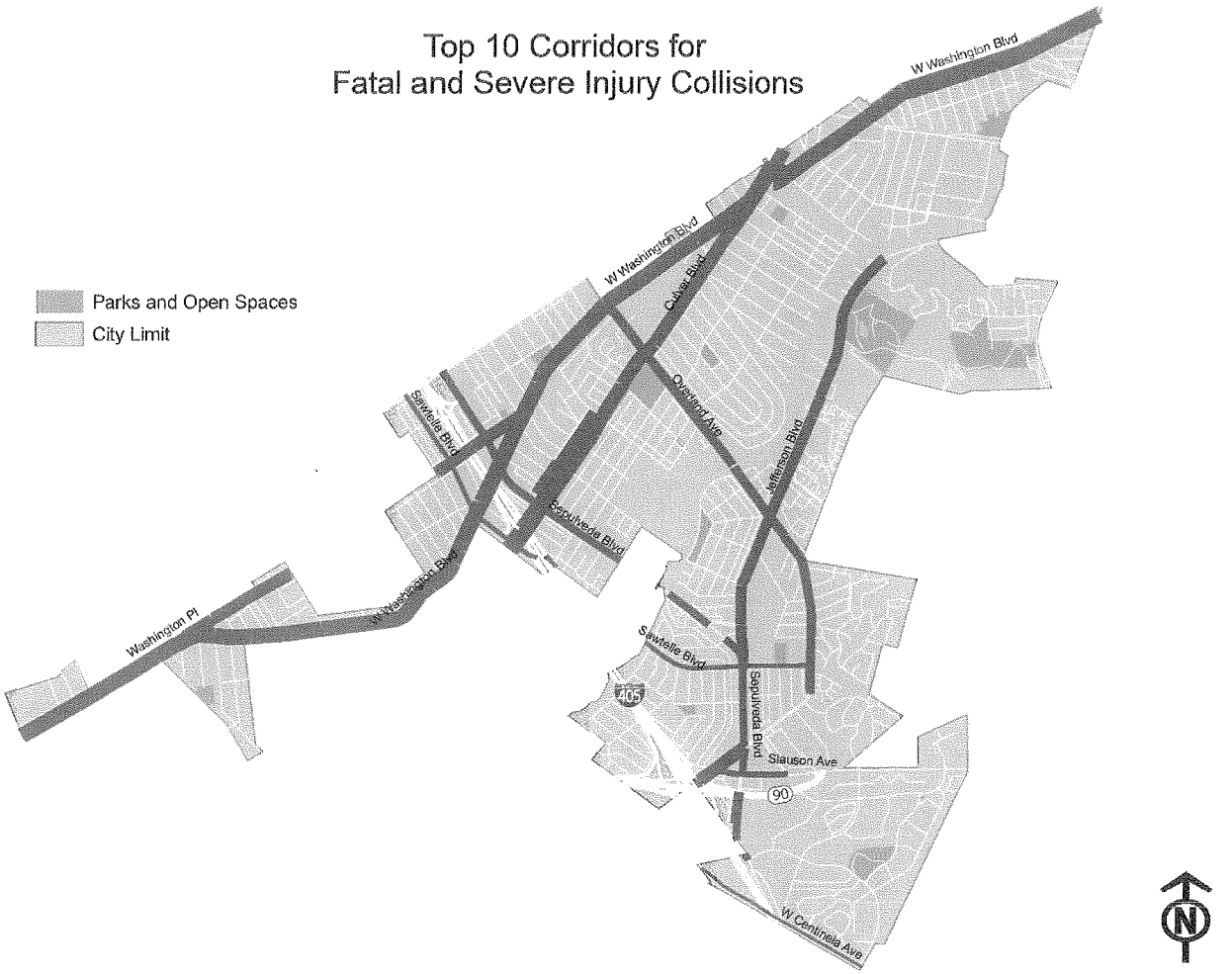
A high-level review of the Culver City collision data (TIMS) indicated that from 2014 to 2018, about 5% of the collisions resulted in a fatality or severe injury. Out of these fatal or severe injury (F+SI) collisions, pedestrian and bicycle collisions accounted for 44%. Of all the F+SI collisions, 69% occurred at a midblock location (non-intersection).

Though we observed a significant drop of total collisions since, the number of F+SI collisions maintained.




Prevalence of pedestrian collisions on City streets. Source: TIMS, 2014-2018, State highway excluded.




Top 10 corridors with highest number of F+SI collisions. Source: TIMS, 2014-2018, State highway excluded.

WASHINGTON BL - 14
CULVER BL - 9
WASHINGTON PL - 5
JEFFERSON BL - 4
OVERLAND AV - 4
SEPULVEDA BL - 4
SLAUSON AV - 4
SAWTELLE BL - 3
CENTINELA AV - 3
INGLEWOOD BL - 2

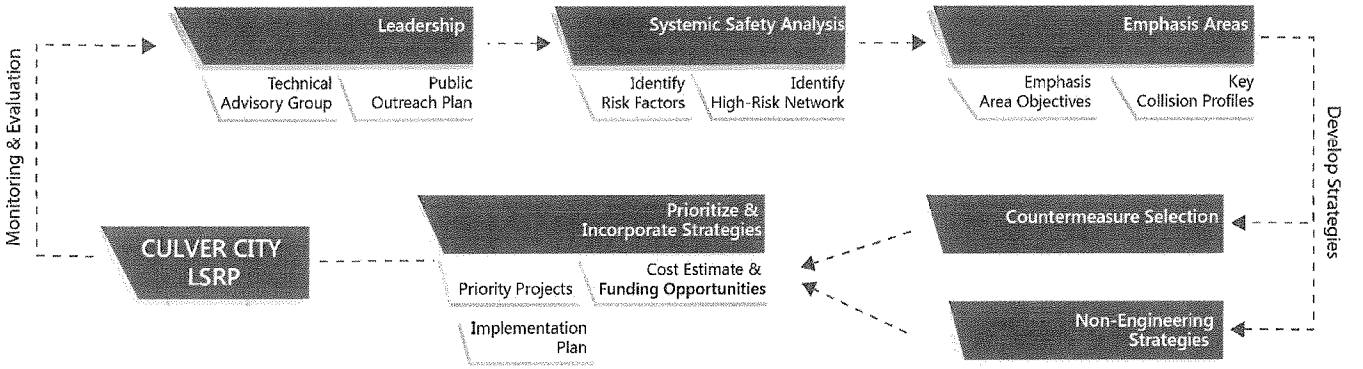
## Approach

We are confident and excited to assist the City with the LRSP development and thereby enhancing safety along City roadways. Our approach for the Culver City LRSP is tailored from our recently delivered safety programs in California.

The Culver City LRSP will fully comply with Federal and State guidelines and directives. **With our extensive experience in successfully delivering safety programs, TJKM has identified the following key milestones:**

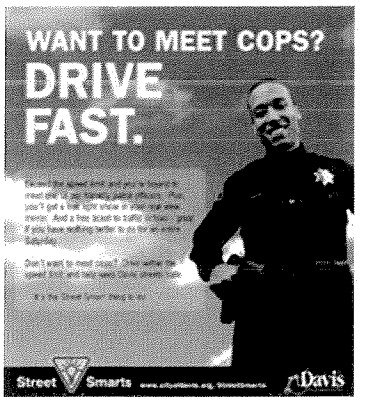
- **Determining Visions and Goals** – thorough document review and stakeholder discussions to finalize LRSP vision statement and goals.
- **Analyzing Collision Trend** – conducting comprehensive and systemic collision analysis which further helps develop lists of risk factors and define Emphasis Areas.
- **Identifying Countermeasures and Non-Engineering Strategies** – identifying countermeasures that are consistent with local and regional planning directions, design guidelines, and fund-eligible; identifying non-engineering strategies that can be engaged by local communities.
- **Engaging and Integrating Stakeholder Input** – the process to foster communication with stakeholders and general public, gathering valuable input/concerns related to City road safety; incorporating concerns into 4E strategies such that all concerns are addressed.
- **Prioritizing Actions and Identifying Funding Strategies** – develop a detailed implementation matrix containing timeline, responsible agencies, required cost, and potential funding opportunities.

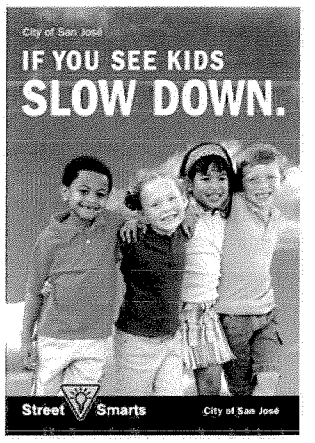
The following chart summarizes the major tasks that will result in the development of a successful LRSP that meets the City needs:




## Focus on the E's

We recognize that not all traffic safety concerns can be addressed by "engineering" solutions. Most engineering solutions require studies, extended time, and funding, and are not feasible in many situations. Hence, we have exceled at developing a wide variety of solutions based on other E's such as education, enforcement, encouragement, empowerment, and emergency response. The Culver City's LRSP will focus primarily on 4 E's – Education, Enforcement, Engineering, and Emergency Medical Response. We will develop effective solutions in all four areas with input and active participation from service providers in each of the four areas.



Although our data-driven analysis and evaluations will encompass all modes and all crash types, special attention will be given to the safety concerns identified by City staff and local stakeholders, such as first responders, citizens groups, and governing bodies.

## Guiding Principles

At the core of a LRSP rests a belief that every traffic crash is preventable and traffic related injuries and deaths can be avoided. We upload the following guiding principles the Culver City's LRSP will build on:

### 1. Commitment

The governing body, such as the Board members, must embrace the fact that traffic related deaths are preventable and that they are committed to eliminating such deaths and serious injuries from City roads. The SCAG's Regional Transportation Plan adopted the vision for providing for a safe and secure transportation system for all users shows City's commitment to eliminating traffic fatalities from the transportation infrastructure. A strong commitment to develop and implement a LRSP from various stakeholders is critical to achieving the goals of the Plan.

### 2. Collaboration

LRSP is a data-driven, actions-oriented plan, to be implemented in collaboration with various departments, residents, businesses, and other external entities that may include the enforcement agency, transit agency, school district, Health Department, emergency response groups, etc. Coordination and collaboration from these entities is expected at all stages of plan implementation.

### 3. Equity

The Plan must truly reflect the diversity of transportation system users in terms of mode choice, age, physical limitations, and socio-economic background. It should support safe and convenient accessibility needs of all without compromising needs of a specific group.

### 4. Accountability

Development of a LRSP does not guarantee elimination of traffic related death and injuries without full accountability from all departments and external stakeholders that contribute to various action items. To assure that the agreed-upon targets are met and everyone is held accountable, appropriate performance measures and targets must be developed and included in the final LRSP.

TJKM has extensive experience developing arterial traffic safety plans and neighborhood traffic calming programs that will be instrumental in developing an ambitious yet implementable LRSP for Culver City. From our knowledge of similar plans developed by numerous local agencies, we fully recognize that Culver City's LRSP will be unique and may include different elements that best meets the needs of its community. Our preliminary approach to developing this plan is outlined below. We do recognize that with further discussions with the City staff and community, this approach will be modified as appropriate.

## Challenges to Address

### ADT & Crash Rates

Traffic volume (Average Daily Traffic) is a critical variable in calculating reasonable crash rates for roadway segments. Though not a required factor, ADT is essential to perform a "fair" crash rate ranking of high-risk corridors as it normalizes the comparison among various roadway classifications. That is, a higher-volume corridor (usually an arterial or collector) usually results in having a higher crash rate and thus ranks on top the list; a low-volume road prone to collision might have been overlooked. We anticipate ADT data made available to the project team. If ADT is partly or completely unavailable, TJKM has extensive experience in traffic operations to develop robust traffic volume estimates through limited locations where ADTs are available, or the City travel demand model.

### HSIP Cycle 10 Submission & Project Timeline

We anticipate that the City would like to submit HSIP applications for the coming Cycle 10. We are aware of the deadlines and can ensure the team is fully committed to successful, in time project delivery. We have strategically scheduled to finish the LRSP report, along with the potential HSIP applications, in May 2020 to allow adequate time for City Council adoption of the LRSP and for finalizing of the HSIPs.

## Scope of Services

The scope of work presented in this section builds on the RFP requirements and is based on our extensive experience in safety analyses and programs developed for numerous counties and cities in California.

### Task 1. Project Management & Coordination Meetings (Including RFP III. G.)

*Subtask 1.1 Kick-Off Meeting & Project Team Meetings*

Within a week of notice-to-proceed, TJKM will facilitate a project kick-off meeting with the Project Team (PT) including staff of Public Works, Community Development, Transportation, Fire, Police, EMS, and others suggested by the City's Project Manager. The purpose of the meeting will be to:

- Clarify project goals and objectives
- Finalize project scope and schedule
- Discuss and confirm critical data needs and data protocol
- Determine the best time for potential PT meetings
- Discuss on potential list of stakeholders
- Discuss invoicing and progress updates
- Discuss other relevant information

TJKM will prepare meeting materials including agenda, sign-in sheets, and related handouts, PowerPoint presentations (if necessary), and summarize meeting notes and action items.

Throughout the project, TJKM expects ongoing emails and conference calls with the PT to keep the project on track and meet City's expectations. In addition, we will facilities up to three (3) in-person or conference calls with the PT at project milestones. Based on our experience, we recognize the following project stages which PT is necessary to be fully involved:

1. Discussing and finalizing on TJKM identified high-risk corridors and intersections
2. Discussing and finalizing on TJKM proposed countermeasures and non-engineering strategies
3. Providing feedback on TJKM developed safety projects and performance measures

Generally, TJKM will also update on budget, schedule and deliverables progress at these meetings. We will generate meeting summaries and deliver to the PT with one day of each meeting.

Subtask 1.1 Deliverables

- One project kick-off meeting
- Agenda, sign-in sheet, revised scope, revised schedule, and meeting summary
- Up to three PT meetings at major project stages and meeting summary (including action items and responsible parties)

*Subtask 1.2 Public Hearings (Optional)*

Under this as-needed task TJKM will attend and if needed, present on behalf of the City staff, at up to two public meetings, including potentially the BPAC and City Council meetings. We will assist with preparing PowerPoint slides and staff reports. At a minimum, the TJKM Project Manager and one Task Lead will be present to provide background information and answer technical questions.

Subtask 1.2 (Optional)

- Present at up to two public meetings
- Presentation materials

## Task 2. Community and Stakeholder Outreach

*Subtask 2.1 Project Website & Online Interactive Map Input*

Public engagement is essential to the success of a LRSP. It is also a vital component in the grant evaluation process. Public input is also beneficial to the development of safety projects and strategies. TJKM proposes to conduct a virtual community outreach process which we found most efficient with projects of short turnaround time. Under this task TJKM will develop a project website with a customized URL, potentially: ***culvercitysafestreets.com***.

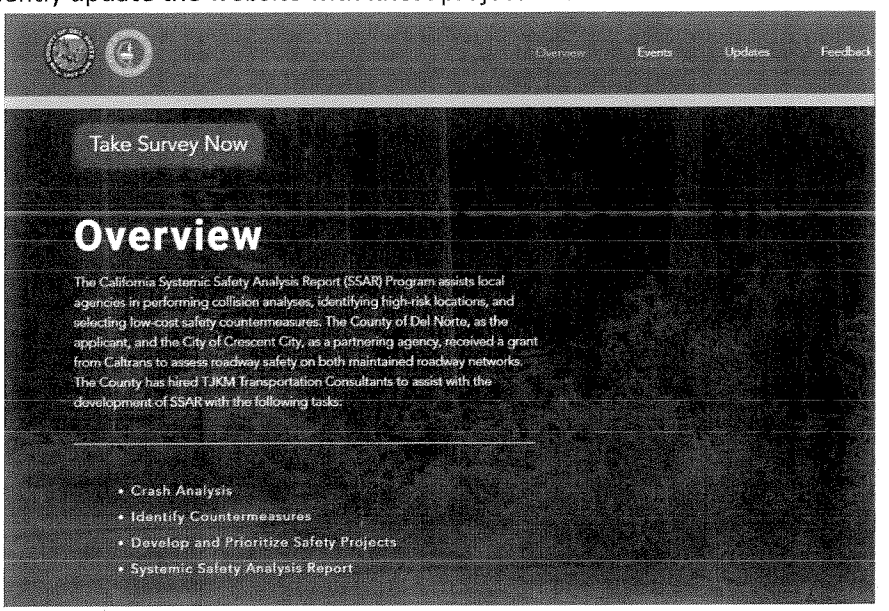
The website will consist of the following categories: 1) project overview; 2) progress update and public drafts; 3) upcoming events; and 4) ***interactive map input***.

We will work with City staff to promote the project website on City's official website and social media

(e.g., Facebook, Instagram, and Twitter) pages with graphics and text. Website materials will be in both English and Spanish. We will maintain and frequently update the website with latest project information.

Subtask 2.1

- Project website with dedicated domain
- Website maintenance and updates throughout the project duration
- Interactive map input and statistical summary

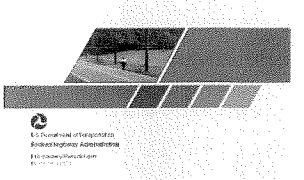


## Task 3. Background Research, Plan Goals & Objectives (Including RFP III.A., B., & D.)

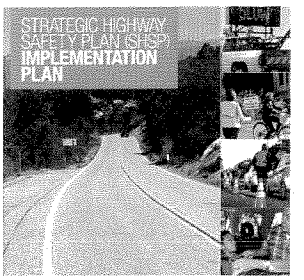
*Subtask 3.1 Document Review*

The purpose of this subtask is to ensure the LRSP visions and goals are aligned with prior planning efforts and that the potential 4E strategies are consistent with local and regional policies and guidelines. TJKM will first collect and review documents pertaining to the Culver City's LRSP. The Culver City's LRSP will build on the City's progress towards improving street safety through range of plans, policies, and programs. Documents to be reviewed include but not limited to:


- City's General Plan
- Culver City Bicycle and Pedestrian Master Plan
- City's design standards and guidelines
- SCAG's Regional Transportation Plan
- SCAG's Federal Transportation Improvement Program
- LA Metro Transportation Improvement Plan
- Capital Improvement Projects
- Safe Routes to Schools Initiative



We will summarize contents and key transportation and safety elements of the aforementioned documents in a technical memorandum. We will also base on our experience ensure the LRSP is developed in consistence with the following documents.





2015-2019

- FHWA – Local and Rural Road Safety Briefing Sheets: Local Road Safety Plans
- FHWA – Developing Safety Plans: A Manual for Local and Rural Road (2012)
- FHWA – Systemic Safety Project Selection Tool (2013)
- FHWA – Local and Rural Road Safety Program
- California's Strategic Highway Safety Plan (SHSP)
- Caltrans LRSM
- Highway Safety Manual
- NACTO, AASHTO, California MUTCD

Subtask 3.1 Deliverables

- Technical memorandum summarizing document review

*Subtask 3.2 LRSP Goals & Objectives*

The previous subtask will inform the PT with prior planning visions and guiding principles, and better guide the PT through the determination of LRSP goals and objectives. To our understanding, the following presents some of the key elements the LRSP will emphasize:

- Alignment with Federal, State, City's safety goals of achieving zero roadway fatality or severe injury
- Streamlined and accelerated implementation to meet HSIP Cycle 10 Call for Projects deadline
- Proactive, data driven, and systemic safety approach that enhance multimodal safety and accessibility
- An equitable and sustainable action plan that becomes the City's daily operations

TJKM will work closely with the PT to determine a vision statement, goals and objectives of the LRSP.

Subtask 3.2 Deliverables

- LRSP vision statement, goals and objectives

*Subtask 3.3 Data Collection*

**Collision Data.** TJKM will obtain the latest five years of collision data from the City, with supplemental information from both the Transportation Injury Mapping System (TIMS), UC Berkeley and the Statewide Integrated Traffic Records System (SWITRS). We will reference other information, such as complaint database, local police reports if available.

**Volume Data.** Multimodal count data is essential to prioritizing high-injury network. We will work with City staff on obtaining recently collected pedestrian/bicycle/automobile average daily traffic and/or intersection turning movement counts citywide. We will organize data in Excel and GIS formats and develop, as needed, a traffic count data plan, scheduling to collect any new traffic data agreed among project team and stakeholders. Alternatively, we will reference volumes built in City's travel demand model, in Cube or TransCAD, if made available, to understand regional traffic patterns and demand on major corridors.

**Roadway Inventory (Field Reconnaissance).** TJKM will conduct field reconnaissance for prioritized high-risk corridors and intersections. Supplemental verification of roadway configuration will be conducted through aerial review. We will identify major ***risk factors*** attributed to historical collisions. The following are roadway features that we will record:

- Multimodal activity, demand, and behavior
- Right-of-way information, including number of lanes, lane width, median type and width, shoulder type and width (if any)
- Pavement markings and signage
- Horizontal and vertical curvature, super-elevation, delineation or advance warning devices
- Presence of lighting
- Sight Distance
- Intersection skew angle
- Intersection traffic control device, including number of signal heads vs. number of lanes, presence of back plates, etc.
- Intersection located in or near horizontal curve
- Presence of left-turn or right-turn lanes
- Left-turn phasing
- Allowance of right-turn-on-red
- Overhead versus pedestal mounted signal heads
- Pedestrian crosswalk presence, crossing distance, signal head type
- Posted speed limit or operating speed
- Presence of nearby railroad crossing
- Location and presence of bus stops

We will summarize our findings by location in fact sheets format for City review.

Subtask 3.3 Deliverables

- Five years of collision data from both TIMS and SWITRS with geospatial database in .gdb and .shp, and .dwg if needed
- Multimodal traffic data matrix in .xlsx and .shp format
- Traffic count data plan and data collection (as needed)
- Field observation with supplemental aerial review
- Summarized fact sheets by location

## Task 4. Safety Issues Identification (Including RFP III.C.)

*Subtask 4.1 Systemic Safety Analysis*

TJKM will conduct a citywide collision analysis for all collisions, with an emphasis on fatal and severe injury (F+SI) collisions. This will be a data-driven process including the following steps:

- Collision Trend: analyzing and summarizing collision distribution including severity, travel mode, trend over time, lighting conditions, weather conditions, time of day, demographics of the victims and parties at-fault, collision type and violation category.

- Collision Profile: combining collision factors to identify prominent collision types.

We will produce GIS-based mappings, charts, and other visualizations to help inform decision making. We will summarize the collision analysis and maps in a technical memorandum.

Subtask 4.1 Deliverables

- Technical memorandum summarizing collision findings with maps and statistical charts
- Raw data delivered in GIS geodatabase (.gdb) or other formats as requested

*Subtask 4.2 Identify High-Risk Network*

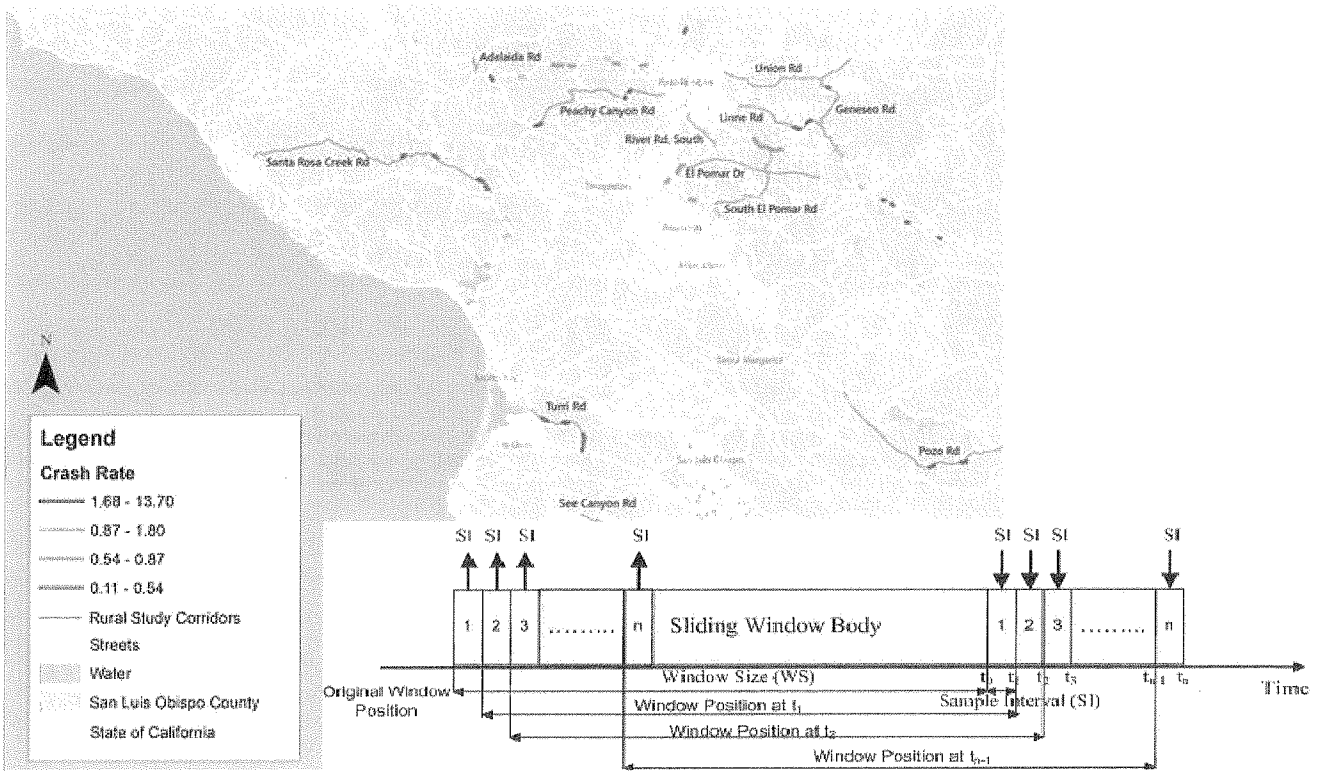
This is a critical step to identify locations throughout the City that are collision-prone such that future collision can be prevented. Primarily, TJKM will identify City's high-risk network (***top 30 high-risk intersections and top 10 roadway segments***) responsible for fatalities and severe injuries on City roadways. To achieve this, we propose to employ the ***Sliding Window Algorithm*** to partition City roadway system into comparable segments. This methodology is used to ensure the corridor ranking is based on normalized collision rate calculation. Our collision rate calculations are compliant with Caltrans LRSM, FHWA guidelines, and Highway Safety Manual.

Based on the collision history analyzed and high-risk network identified, TJKM will identify up to 10 emphasis areas and develop a collision profile for each emphasis area.

The collision profile will include description and goals of the emphasis area, indicating the primary risk factors, collision types, facility type, and related collision statistical summary.

Subtask 4.2 Deliverables

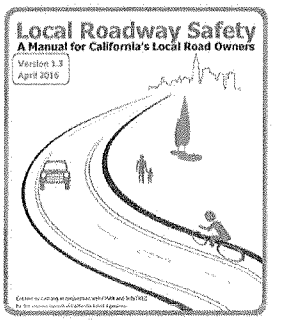
- Technical memorandum summarizing the top 30 high-risk intersections and top 10 roadway segments, up to 10 emphasis areas, and collision profiles for the 10 emphasis areas




Sliding Window Roadway Segment Prioritization (San Luis Obispo County SSARP, 2019)

*Subtask 4.3 Countermeasure Toolbox & Key Collision Profiles*

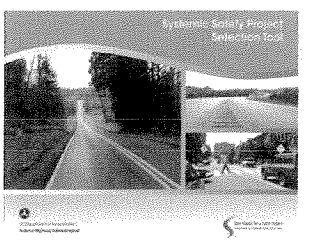
After completing community outreach, data review, field observations, and systemic analysis, TJKM will utilize the guidelines contained in the Caltrans LRSM and FHWA Systemic Safety Project Selection Tool to identify most feasible countermeasures. In addition, we will use the FHWA Crash Modification Factor Clearinghouse and other published research papers to further evaluate Crash Reduction Factor (CRF) and effectiveness of each countermeasure. ***We will make an emphasis on HSIP eligible countermeasures for Cycle 10 applications.***




Under this task, TJKM will identify countermeasures for high-risk network identified in the previous task.

Subtask 4.3 Deliverables

- Countermeasure matrix consists of Federal fund eligibility, CRF, crash types and risk factors to address, and other safety enhancement considerations



## Task 5. Safety Measures (Including RFP III.E.)

*Subtask 5.1 Non-Engineering Strategies*

Under this task TJKM will identify non-engineering strategies in Education, Enforcement, and EMS. We will develop actions, performance measures and monitoring steps for each emphasis area. We will first review existing safety programs provided by the City and extract ongoing efforts that could be utilized for the emphasis areas.

Education. TJKM brings exceptional experience developing educational material for transportation system users of all ages. Our extensive expertise with safety flyers/brochures, websites, age-specific training programs, safety videos, media campaigns, Safe Routes to Schools initiatives, and Street Smarts programs will be utilized to develop a broad range of educational enrichment programs for the City of Culver City. TJKM will also learn more about the many educational programs, if any offered by the School District, and recommend additional programs or services as appropriate.

Enforcement. TJKM will work closely with the Public Works and Police Departments, and develop strategies that will help calm traffic and improve compliance of traffic regulations. Our likely recommendations will include a wide range of strategies including reducing speed limits, radar enforcement of speed and red light violations, pedestrian right-of-way violations, and bicycle safety matters. We will also explore and recommend effective sting operations utilized by many enforcement agencies that result in eliminating dangerous behaviors and improved safety for all users.

Emergency Services. TJKM will coordinate with City's EMS Departments via emails and phone call follow-ups to collect input on concerns and challenges the EMS encounters while providing service on City roads on a daily basis. We will base on the input develop engineering and non-engineering strategies that improve roadway conditions and response time of their services.

We will summarize the E strategies in a technical memorandum.

Subtask 5.1 Deliverables

- Long term 4E strategic plan technical memorandum

*Subtask 5.2 Identify Priority Strategies & Cost Estimate*

Based on previously completed tasks, TJKM will conduct a B/C analysis on all strategies. The B/C ratio attached with each strategy will be used to prioritize strategies that are most to least beneficial to City roadway and intersection safety. We will first develop preliminary cost estimate for each engineering and non-engineering strategy. Our design team and planners, led by Mr. Atul Patel, has extensive experience in preparing safety programs and design plan cost estimates. The team will develop a robust and accurate cost estimate in construction, design, environmental, mobility, administrative and with reasonable contingency that has led to winning grant applications.

We will calculate the cost of collisions as per the latest edition of the Highway Safety Manual for F+SI collisions. The collision cost will then inflated to reflect 2020 dollars. We will use ***HSIP BCR Analyzer*** for eligible countermeasures (engineering). Lastly, we will work closely with City staff to screen and rank the strategies for implementation, based on the City staffing resources and planning directions.

Subtask 5.2 Deliverables

- Preliminary cost estimate and B/C ratio analysis
- Priority list of 4E strategies

*Subtask 5.3 Funding, Implementation, & Evaluation*
TJKM will first provide a matrix of pursuable Federal and State grant fact sheets that instructs City staff with materials and timeline for each funding opportunity. We will develop the Implementation Action Plan based on the E strategies with detailed descriptions, estimated timeline of completion, responsible agencies, and potential funding sources.

Subtask 5.3 Deliverables
- Grant fact sheets
- Implementation Action Plan

## Task 6. Local Road Safety Plan (Including RFP III.F.)

*Subtask 6.1 Draft & Final Culver City LRSP*
Based on the work completed under previous tasks, TJKM will prepare the Culver City LRSP report, first in draft format for review by City's Project Manager and stakeholders and, after receiving comments, a final report. The Culver City LRSP will contain the following sections:

- Introduction, Vision, Goals and Objectives
- Collision Data, Systemic Safety Analysis and Results
- Emphasis Areas, 4E Strategies and Performance Measures
- Prioritization and Implementation Action Plan
- Monitoring and Ongoing Coordination

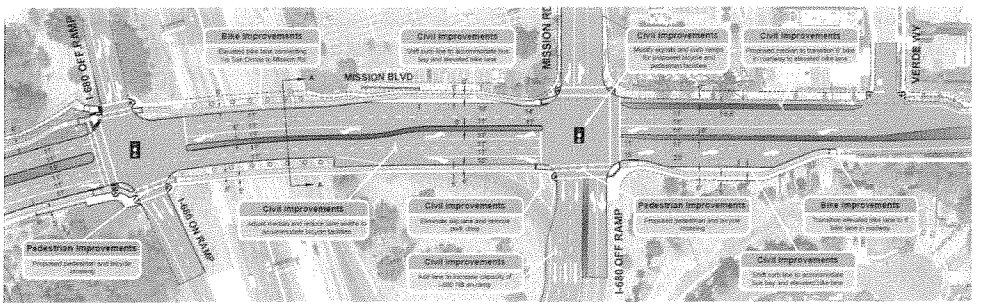
Subtask 6.1 Deliverables
- Draft and final Culver City LRSP

## Task 7. Grant Ready Materials & HSIP Preparation

*Subtask 7.1 Grant Ready Materials*
TJKM will develop required and supplemental materials for up to three HSIP applications. Materials include location maps, statements of need, project scope and descriptions, preliminary engineering design, collision diagrams, cost estimates for the improvements with assessment of benefit/cost ratio, letter of support from Caltrans Local Assistance and City's Police Department. These efforts will result in "shelf-ready" project details that can be utilized to submit applications for HSIP funding in Cycle 10.

Subtask 7.1 Deliverables
- Grant ready materials, including: location maps, photos, existing/proposed plans/cross sections, complete costs (construction, environmental, PS&E, ROW acquisition, etc.), HSIP B/C Analyzer, collision diagram/list, Sheriff letters of support, etc.

*Subtask 7.2 Assist with Preparation of HSIP Applications*
As needed, TJKM will prepare three HSIP applications upon City's approval. We could develop and submit the applications on behalf of the City in time (Approximate timeline: Call-for-Projects in April 2020; Deadline in August 2020).



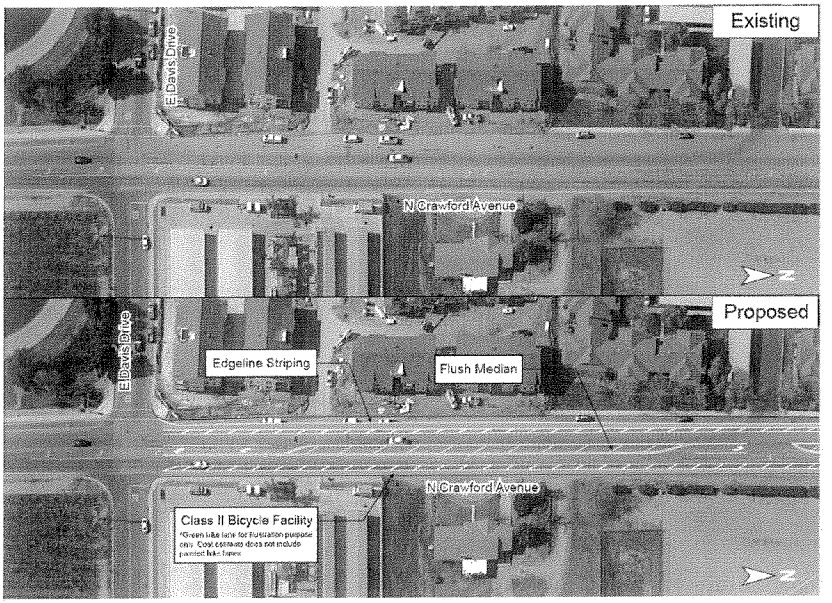
Sample Conceptual Design. City of Fremont Pedestrian and Bicycle Improvements.

Subtask 7.2 Deliverables
- Three HSIP applications and online submissions on behalf of City of Culver City

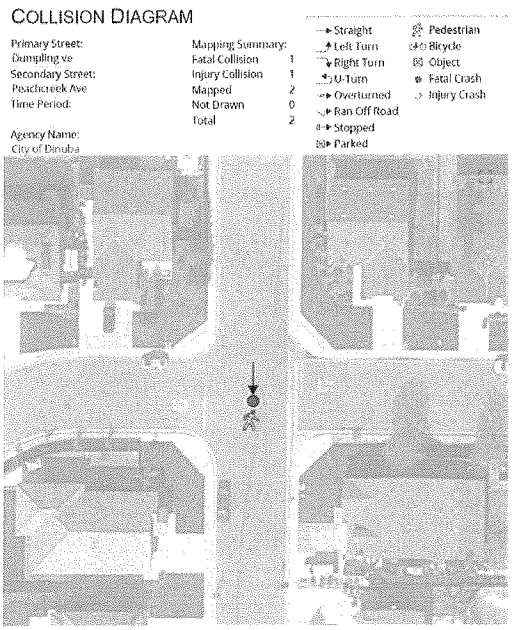
## 2. Provide a statement of the service(s) that differentiate your firm from other respondents.

### Streamlined Planning & Design Services

We are committed to delivering a quality Plan and successful grant applications for Culver City. Our dedicated, multi-disciplinary team of planners, engineers and grant writers are excited and prepared for the upcoming ATP and HSIP application processes. The team is aware of the short timeframe and we are flexible to accommodate additional requirements as requested to fulfill and excel City's needs.




Sample Project Layout Plan (Location: N Crawford Avenue between E Davis Drive and Avenue 424)




Sample HSIP materials

# E. Fees

1. Provide your fees for the proposed services. Fee quotes should be detailed by service. Identify all key members including sub consultants if applicable, in a work chart; including their name, title, hours per task, hourly rate, total hours, direct labor, overhead, and percentage of work by task. Include overall cost proposal

The cost proposal is provided below

| Task | Nayan Amin | Ruta Jariwala | Atul Patel | Rutvij Patel | Ian Lin | Janice Spuller | Areli Vasquez-Munoz | Divya Gandhi | Abhishikta Pal | Hours by Task | Percentage by Task | Cost by Task |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | PIC & QA/QC | Project Manager | Task Lead | Task Lead | Task Lead | Task Lead | Assistant Trans. Engineer | Assistant Trans. Planner | Assistant Trans. Engineer | | | |
| Direct Salary | $91.54 | $91.54 | $80.84 | $55.31 | $42.00 | $60.10 | $30.29 | $30.29 | $29.42 | | | |
| Overhead | 133.48% | 133.48% | 133.48% | 133.48% | 133.48% | 133.48% | 133.48% | 133.48% | 133.48% | | | |
| Fringe | 41.52% | 41.52% | 41.52% | 41.52% | 41.52% | 41.52% | 41.52% | 41.52% | 41.52% | | | |
| Profit | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% | | | |
| **Billing Rate** | **$276.91** | **$276.91** | **$244.54** | **$167.31** | **$127.05** | **$181.80** | **$91.63** | **$91.63** | **$89.00** | | | |
| **Task 1. Project Management & Coordination Meetings (Including RFP III. G.)** | **2** | **14** | **0** | **0** | **0** | **0** | **0** | **20** | **0** | **36** | **7.69%** | **$ 6,263.08** |
| Subtask 1.1 Kick-Off Meeting & Project Team Meetings | 1 | 8 | | | | | | 8 | | 17 | | $ 3,225.19 |
| Subtask 1.2 Public Hearings (Optional) | 1 | 6 | | | | | | 12 | | 19 | | $ 3,037.89 |
| **Task 2. Community & Stakeholder Outreach** | **1** | **1** | **0** | **0** | **0** | **0** | **0** | **16** | **0** | **18** | **3.85%** | **$ 2,019.85** |
| Subtask 2.1 Project Website and Online Interactive Map Input | 1 | 1 | | | | | | 16 | | 18 | | $ 2,019.85 |
| **Task 3. Background Research, Plan Goals & Objectives (Including RFP III.A., B., & D.)** | **3** | **8** | **0** | **0** | **12** | **0** | **0** | **14** | **8** | **45** | **9.62%** | **$ 6,565.34** |
| Subtask 3.1 Document Review | 1 | 2 | | | 4 | | | 8 | | 15 | | $ 2,071.94 |
| Subtask 3.2 LRSP Goals & Objectives | 1 | 4 | | | 4 | | | 6 | | 15 | | $ 2,442.51 |
| Subtask 3.3 Data Collection | 1 | 2 | | | 4 | | | | 8 | 15 | | $ 2,050.89 |
| **Task 4. Safety Issues Identification (Including RFP III.C.)** | **3** | **10** | **0** | **8** | **14** | **0** | **44** | **0** | **62** | **141** | **30.13%** | **$ 16,266.33** |
| Subtask 4.1 Systemic Safety Analysis | 1 | 2 | | | 6 | | 12 | | 16 | 37 | | $ 4,116.48 |
| Subtask 4.2 Identify High-Risk Network | 1 | 4 | | | 8 | | 16 | | 16 | 45 | | $ 5,290.91 |
| Subtask 4.3 Countermeasure Toolbox & Key Collision Profiles | 1 | 4 | | 8 | | | 16 | | 30 | 59 | | $ 6,858.95 |
| **Task 5. Safety Measures (Including RFP III.E.)** | **3** | **12** | **16** | **24** | **0** | **16** | **10** | **32** | **1** | **114** | **24.36%** | **$ 18,927.97** |
| Subtask 5.1 Non-Engineering Strategies | 1 | 4 | | 8 | | | 10 | | 1 | 24 | | $ 3,728.31 |
| Subtask 5.2 Identify Priority Strategies and Cost Estimate | 1 | 4 | 8 | 8 | | 8 | | 16 | | 45 | | $ 7,599.83 |
| Subtask 5.3 Funding, Implementation, and Evaluation | 1 | 4 | 8 | 8 | | 8 | | 16 | | 45 | | $ 7,599.83 |
| **Task 6. Local Road Safety Plan (Including RFP III.F.)** | **1** | **2** | **0** | **0** | **2** | **6** | **0** | **16** | **0** | **27** | **5.77%** | **$ 3,641.68** |
| Subtask 6.1 Draft and Final Culver City LRSP | 1 | 2 | | | 2 | 6 | | 16 | | 27 | | $ 3,641.68 |
| **Task 7. Grant Ready Materials & HSIP Preparation** | **3** | **6** | **6** | **0** | **0** | **12** | **0** | **60** | **0** | **87** | **18.59%** | **$ 11,638.69** |
| Subtask 7.1 Grant Ready Materials | 1 | 2 | 2 | | | 6 | | 24 | | 35 | | $ 4,609.68 |
| Subtask 7.2 Assist with Preparation of HSIP Applications | 2 | 4 | 4 | | | 6 | | 36 | | 52 | | $ 7,029.01 |
| **Sub-Total** | **16** | **53** | **22** | **32** | **28** | **34** | **54** | **158** | **71** | **468** | | **$ 65,322.94** |
| **Direct Cost** | | | | | | | | | | | | |
| Mileage | | | | | | | | | | | | $ 600.00 |
| **Total** | | | | | | | | | | | | **$ 65,922.94** |
| | | | | | | | | | | | | |
| **Percentage by Staff** | **3.42%** | **11.32%** | **4.70%** | **6.84%** | **5.98%** | **7.26%** | **11.54%** | **33.76%** | **15.17%** | | | |

## 2. Outline billing and payment expectations, including timing and method of payment.

TJKM will submit monthly invoices at the end of each calendar month to the City's Project Manager for review.

We will enclose a brief task summary for each invoice. Please contact us should you have any questions regarding the invoices, or remit check payment to:

TJKM
2055 Gateway Place, Suite 400
San Jose, CA 95110

## 3. Describe any remaining fees not previously detailed in the above.

TJKM has provided all associated fees in our estimated cost proposal.

# G. IMPLEMENTATION SCHEDULE

Include a detailed implementation schedule with an estimated project start in January 2020 following Council approval of award of contract, and note key project milestones and timelines for deliverables. The Consultant is encouraged to develop additional project schedule details and suggest changes within the basic constraints of the program. The schedule shall be provided in Microsoft Project schedule. It is preferable to maintain the complete project schedule within four to six (4-6) months. Council approval of the Local Road Safety Plan is planned for July 2020.

| Month | Jan | | | | Feb | | | | Mar | | | | Apr | | | | May | | | | Jun | | | | Jul | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Week | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| **Task 1. Project Management & Coordination Meetings (Including RFP III. G.)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 1.1 Kick-Off Meeting & Project Team Meetings | M | | | | | | | | | M | | | | M | | | | | M | | | | | | | | | |
| Subtask 1.2 Public Hearings (Optional) | | | | | | | | | | | | | | | | | | | | M | | | | M | | | | |
| **Task 2. Community & Stakeholder Outreach** | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 2.1 Project Website and Online Interactive Map Input | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Task 3. Background Research, Plan Goals & Objectives (Including RFP III.A., B., & D.)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 3.1 Document Review | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 3.2 LRSP Goals & Objectives | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 3.3 Data Collection | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Task 4. Safety Issues Identification (Including RFP III.C.)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 4.1 Systemic Safety Analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 4.2 Identify High-Risk Network | | | | | | | | | D | R | F | | | | | | | | | | | | | | | | | |
| Subtask 4.3 Countermeasure Toolbox & Key Collision Profiles | | | | | | | | | | | | | D | R | F | | | | | | | | | | | | | |
| **Task 5. Safety Measures (Including RFP III.E.)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 5.1 Non-Engineering Strategies | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 5.2 Identify Priority Strategies and Cost Estimate | | | | | | | | | | | | | | | | D | R | F | | | | | | | | | | |
| Subtask 5.3 Funding, Implementation, and Evaluation | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Task 6. Local Road Safety Plan (Including RFP III.F.)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 6.1 Draft and Final Culver City LRSP | | | | | | | | | | | | | | | | | | | | | D | R | F | | | | | |
| **Task 7. Grant Ready Materials & HSIP Preparation** | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 7.1 Grant Ready Materials | | | | | | | | | | | | | | | | D | R | F | | | | | | | | | | |
| Subtask 7.2 Assist with Preparation of HSIP Applications | | | | | | | | | | | | | | | | | | | | | | | | | D | R | F | |

P = Presentation; M = Meeting; D = Draft report/memorandum; R = City review time; F = Final report/memorandum