

Scope of Services

Task 1 Project Management, Work Plan and Meetings

As the prime consultant, W-Trans will manage the day-to-day implementation of the project, with Brian Canepa serving as project manager and reporting to the City's designated project manager. W-Trans will deliver monthly invoices with line items related to tasks and subtasks, hold regularly scheduled bi-weekly conference call progress meetings, and ensure that the schedule is met.

W-Trans will plan and facilitate a virtual project kickoff meeting with City staff to review the work plan, project schedule, and roles and responsibilities. Bi-weekly progress meetings will be held and include key staff from the City as well as the consultant team.

Task 1 Deliverables

- Virtual project kick-off meeting agenda, other meeting materials

Task 2 Existing Conditions

2.1 Data Needs and Collection

W-Trans will work with the City to determine a complete list of data needs that can be provided by the City to accomplish the project's objectives. Within two weeks of the project kickoff, W-Trans will prepare and submit a data needs request that includes related datasets, maps, plans, policies, ordinances, and any other relevant background documents. The data needs request will specify the preferred data format, and any additional notes or direction to help the City quickly gather and share the information.

In particular, the data needs analysis will focus on the actual (vehicle and bicycle) parking *supply* (and *demand*, if available) of projects recently constructed in the City as well as both quantitative and qualitative information related to TDM program implementation. For example, an ideal data list would include all projects approved in the past ten years with information pertaining to the project address, number of units, bedrooms, and square footage provided, parking requirements at the time of construction, actual built supply (including both short and long-term bicycle parking), implemented TDM measures or plans, and any other accompanying qualitative data. With this information, recommendations can be effectively tailored to both of the BART station areas within the City (i.e., TOC Tier 2 areas), areas in north San Leandro served by bus rapid transit (i.e., TOC Tier 3 areas), and any other areas the City wishes to address.

Any gaps in data will be identified and discussed with the City to determine the potential impacts on project findings.

2.2 Existing Parking Conditions

W-Trans will work with City staff to identify and compile all available data, reports, and studies related to recent parking policy and Code revisions, as well as supply and demand data for public and private parking, supplied by the City from available recent studies. This step will allow the team to identify existing data and document the current policy and regulatory framework for on- and off- street parking. The existing data collection effort will include gathering and analyzing current Code requirements (e.g. Z4-4.08.108) and examining all large approved and planned future developments in the City to qualitatively

assess the impact of these projects on parking demand in the City. For future development, W-Trans will use forecasted buildout plans developed as part of the General Plan Capacity revision project. This will enable us to reasonably estimate the anticipated parking demand and potential complementarity with other uses for shared parking.

W-Trans will examine the City's existing parking, mobility and transportation infrastructure plans and capital improvement projects. We will rely on the San Leandro General Plan, Downtown Parking Management Plan, other City planning efforts to inform the assessment of future parking conditions. We will also review relevant state laws adopted in the last four years pertaining to parking policy (e.g. AB 413, AB 894, AB 1317, AB 2097, AB 2345, etc.) and federal laws (e.g. Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way) to help shape TDM policy and parking recommendations.

2.3 Existing TDM Conditions

To provide a baseline understanding of local and regional TDM-related policy context in San Leandro, Nelson\Nygaard will conduct a review of existing plans and requirements, highlighting key implications for a TDM framework in San Leandro. Our review may include, but not be limited to:

- MTC Transit Oriented Communities policy
- MTC/ABAG Parking Policy Playbook
- Alameda County TDM Strategy
- San Leandro Zoning and Development Code
- San Leandro General Plan, including the Housing Element and Transportation Element
- San Leandro Downtown TOD Strategy
- San Leandro Parking Management Plan

Our existing conditions review will specifically spotlight the structure and implications of the MTC Transit-Oriented Communities framework and related guidance in the MTC/ABAG Parking Policy Playbook. Our experience working with these regional agencies to develop their parking and TDM plans and policies will help us quickly and efficiently focus on the most essential aspects for San Leandro.

As part of Task 3, we will also document key considerations and pathways for complying with MTC's TOC policy and develop a recommended approach for San Leandro based on our findings.

Task 2 Deliverables

- Technical Memorandum: Existing Parking & TDM Conditions (Draft and Final)

Task 3 Parking & TDM Best Practices Review

3.1 Parking Best Practices

Based upon the issues and opportunities identified in the existing conditions analysis, W-Trans will conduct a best practices review. The review will document what parking strategies and innovative practices have proven successful, identifying creative solutions in parking policy and management as a city makes the transition away from parking minimums. The review may draw on best practices from communities across the country, focusing on the most progressive examples in other states as well as in cities or city districts (e.g. Downtown) within the Bay Area or California to gather the most germane examples.

Key areas of the best practices review will be confirmed with the project team, but may focus on:

- Cities that have eliminated parking minimums and key lessons learned
- Cities that have adopted parking maximums, including creative approaches to the use of maximums in concert with TDM requirements
- Shared parking provisions for existing or new land uses
- Unbundled parking pricing requirements
- Car sharing programs with both residential and non-residential projects
- Innovative parking policy strategies and management strategies, such as residential permit programs and bicycle parking requirements

3.2 TDM Best Practices

Nelson\Nygaard will study relevant TDM requirements and frameworks from local peer cities to highlight best practices and clarify the key “ingredients” for a successful policy. After the project kickoff, we will propose a list of potential peer cities that offer relevant local lessons for successful TDM ordinance implementation. Based on feedback from City staff, we will finalize a list of up to five (5) peer cities to feature in our review.

Drawing on our firm’s depth of TDM resources and experience, we will study the pros, cons, strategic implications, and trade-offs of each of the TDM frameworks currently in place at the identified peer cities. We will comprehensively and succinctly summarize our best practice findings in a visual and user-friendly slide deck that highlights relevant lessons learned for San Leandro and informs our development of a recommended framework. Our findings will highlight topics including, but not limited to the following.

- **Ordinance structure and management:** What are the roles and responsibilities for managing the TDM program within each jurisdiction? Where in the City code are the TDM requirements housed, and what are the strategic implications?
- **Ordinance applicability:** Who does the ordinance apply to? Is there a differentiation based on the project size, land use, or location within the City?
- **Performance metrics and requirements:** How is TDM success to be measured? Are there project-level requirements and/or citywide goals or targets?
- **Monitoring and compliance:** What are the processes and mechanisms that ensure the TDM ordinance is followed? What data is collected during the monitoring process, and how is it to be used to manage and calibrate the overall TDM program? How is non-compliance addressed?

3.3 TDM Strategy Inventory

Nelson\Nygaard will create a comprehensive inventory matrix of potential TDM strategies that may be applicable in San Leandro. The matrix will include both “classic” TDM strategies that have been commonly implemented elsewhere, as well as potential “innovative” strategies that could respond to new and emerging travel patterns, services, or technologies.

To create our TDM strategy inventory matrix, we will draw on a range of sources, including publications from California Air Pollution Control Officers Association (CAPCOA), our best practices research (Task 2.1), and our extensive experience helping cities, employers, and institutions implement TDM programs throughout California and across the country. For each TDM strategy, the inventory matrix will include:

- The strategy name and TDM category (e.g. pricing, programs, marketing, etc.)

- How each strategy achieves mode shift or VMT reduction (i.e. by educating travelers about available options, by providing a financial incentive for a non-driving mode, etc.)
- A brief description of the strategy (including both a “baseline” definition that identifies a minimum threshold of implementation and, where applicable, an “enhanced” threshold for higher TDM performance)
- Potential applicability by urban context/City subarea and/or land use or trip type
- A planning-level assessment of TDM cost and level of effort required to implement

Nelson\Nygaard will present a draft of the matrix at a regular bi-weekly project meeting to orient the project team to the TDM inventory and gather initial feedback. After the team has completed a review and provided feedback on the draft, we will revise and finalize the TDM strategy inventory. The finalized and comprehensive TDM strategy inventory will feed into our Task 6 work, at which point we will screen the complete inventory based on the City’s preferred TDM approach and findings from our existing conditions (Task 2) and community engagement (Task 5) work to create a refined set of TDM options for San Leandro.

Task 3 Deliverables

- Parking Best Practices Review PowerPoint (Draft and Final)
- TDM Best Practices Review PowerPoint (Draft and Final)
- TDM Strategy Inventory Matrix (Draft and Final)

Task 4 Community Engagement

W-Trans will prepare a community outreach and engagement plan that will include the number and type of stakeholder engagement meetings, detailing specific focus group meetings, stakeholder interviews, targeted or citywide surveys or other means to allow for public input. The stakeholder engagement process will include consideration for incorporating input from stakeholders within specific subareas of the City (e.g., BART station areas).

To develop the type of specific recommendations the City is seeking through this process, the assessment of parking and TDM strategies and their relation to the TOC policy will require a technical understanding of these measures. Therefore, the community engagement efforts will be focused on soliciting input from both the broader community and stakeholders that will be faced with implementing parking and TDM measures. This be achieved by having a virtual public workshop as well as up to three meetings with other technical groups as needed during the project. In addition, detailed interviews or focus groups that may include stakeholders such as for-profit and non-profit developers active in San Leandro or other nearby communities will be conducted as part of this task to gauge the impacts of potential recommendations.

The budget for this task includes one (1) public workshop, two (2) virtual focus group/interview meetings, and three (3) virtual technical group meetings. For the meetings, it is assumed W-Trans will do the following.

- Prepare agendas and submit all other meeting materials (i.e. presentations)
- Facilitate all engagement and stakeholder focus group events
- Record and provide meeting minutes

Task 4 Deliverables

- Outreach summary and findings memorandum (Draft and Final)

- Agendas, meeting materials, and meeting minutes
- One (1) virtual public workshop, two (2) virtual focus group/interview meetings, three (3) virtual technical group meetings

Task 5 TDM Goals, Objectives, and Strategies

5.1 Recommended TDM Framework

Building on the outcomes of the previous tasks, Nelson\Nygaard will assemble a draft recommended TDM framework for San Leandro. The recommended draft framework will reflect best practice learnings, input from community members and stakeholders, and City goals related to sustainability, mobility, housing affordability, and economic vitality. We will present the draft TDM framework to City staff and discuss key implications and considerations, such as:

- Relationship to existing City code and development requirements;
- Monitoring and enforcement processes and responsibilities; and
- Integration with regional and state-level TDM-related policies and requirements.

After presenting the scenarios and receiving feedback from City staff, Nelson\Nygaard will collaborate, refine the framework as needed and develop a recommended TDM framework memorandum that documents the structure of the preferred scenario and summarizes the rationale for the decision. After receiving one set of non-conflicting comments from the City, we will refine and finalize the memorandum.

5.2 TDM Strategy Playbook and Implementation Plan

In addition to TDM ordinance language, many cities maintain a policy handbook that provides developers, stakeholders, and decision-makers with additional details and direction about how to fulfill TDM requirements. Rather than providing such information within the language of the TDM ordinance itself, a policy handbook can be a useful document where key information can be more thoroughly documented and more easily updated and maintained as the TDM program evolves over time.

Nelson\Nygaard will draft a TDM Policy Handbook that compliments and supports the TDM ordinance by providing documentation about TDM strategy effectiveness, intended outcomes, and implementation tips for developers and stakeholders. The Policy handbook will also include helpful visuals, diagrams, and graphics that help communicate the concepts clearly and in a way that is accessible to a non-technical audience. We will submit the draft TDM Policy Handbook to the City for review, and after incorporating one round of non-conflicting comments and revisions, we will finalize the handbook.

Task 5 Deliverables

- Technical Memorandum: Recommended TDM Framework (Draft and Final)
- TDM Policy Handbook (Draft and Final, Microsoft Word)

Task 6 Off-Street Parking Code Reforms & Implementation Plan

W-Trans will examine the full range of options available to condition, limit, or manage new parking spaces in order to provide recommended updates to the City's Zoning Code, including minimum/maximum requirements, sharing provisions, unbundling options, in-lieu fees, and other elements. Given that a considerable amount of the City's land is affected by AB 2097, maximum vehicle parking requirements will

be a focus of the analysis as they have historically been the most frequently used tool to manage parking and can be used in conjunction with shared parking requirements (also affected by AB 894). Special consideration will be given to the potential impacts of priced parking and car-share parking as they are also covered by that legislation.

This analysis will also include a review of other measures that can “stand alone” or be paired with parking maximums to provide greater development flexibility and/or help achieve broader City goals. Some examples could include:

- Shared (or publicly-accessible) parking requirements (in combination with AB 2097 provisions) during some or all hours
- Parking in-lieu fees (current Code Section 4.08.120) with monies that can be reinvested into multi-modal infrastructure or programs
- “Scaled” maximum requirements (e.g. scaled combination of fees and/or other requirements)
- Flexibility based on transportation demand management requirements
- Zero-emission parking requirements
- Required unbundled parking pricing
- Enhanced bicycle and other emerging technology parking requirements
- Carshare vehicle requirements

All proposed Code revisions will be summarized in a technical memorandum that includes a user-friendly matrix which clearly describes the proposed strategy and highlights strengths and potential challenges. The memorandum will include an implementation plan to demonstrate how the parking requirement changes comply with the TOC policy and address the City’s broader housing, economic development, and sustainability goals.

Task 6 Deliverables

- Technical Memorandum: Off-Street Parking Code Reforms (Draft and Final)

Task 7 Parking and TDM Policy Ordinance

With direction from the City’s project manager, the W-Trans team will draft parking and TDM policy ordinance language that builds on all work completed as part of Tasks 2 through 6 and reflects input received from community members and stakeholders. We will submit the draft ordinance language to the City for review, and after incorporating one round of non-conflicting comments and revisions, we will finalize the code language recommendations. Red-line zoning code edits will be included as appropriate. The W-Trans team will support City staff in drafting an accompanying City Council memo by contributing brief content and supporting visuals as needed.

Task 7 Deliverables

- Parking and TDM Ordinance Language (Draft and Final)

Task 8 Formal Public Hearings

The W-Trans team will prepare for and present at up to two (2) in-person formal public hearings (e.g. Planning Commission/City Council).

Task 8 Deliverables

Two (2) presentations for formal public hearings

Optional Task 9 On-Street Parking Reforms

Reforming off-street parking requirements and implementing TDM policy changes can have a profound impact on user travel behavior. Other cities have experienced this first-hand (e.g., Portland, OR) when off-street parking policy changes were made without accompanying on-street management improvements and they have resulted in considerable on-street congestion. It is strongly recommended that the City carefully consider its on-street parking management approach if off-street parking requirements are changed.

In this optional task, W-Trans would work with staff to develop the City's approach to managing on-street parking. The ultimate approach would take into consideration such factors as the City's desired level of decision-making flexibility for staff, staff oversight, necessary enforcement needs, financial requirements, sustainability interaction with off-street and TDM requirements, broader City objectives such as sustainability, and others. Based on this approach, W-Trans would develop draft updates to be discussed and vetted with City staff. Potential updates could include:

- Parking regulatory strategies, including appropriate parking time limits, refined zoning regulations, permit/placard regulations, shared parking, parking benefit districts, and policies on ADA parking;
- Residential or employee parking permit strategies, including the pricing, availability, and restrictions of permits;
- Pricing strategies and frameworks, including appropriate thresholds, guidelines, or targets for setting pricing, demand-based pricing and adjustment methodologies, long-term stay pricing, unbundling parking, and graduated parking rates; and
- Maximizing multimodal and TDM investments, focusing on high-level opportunities to coordinate with existing programs and future TDM requirements.

All proposed Code revisions would be summarized in a technical memorandum that includes a user-friendly matrix which clearly describes the proposed strategy and highlights strengths and potential challenges.

Optional Task 9 Deliverables

- Technical Memorandum: On-Street Parking Code Reforms (Draft and Final)

Cost Schedule

Parking Requirements & TDM Standards Proposal W-Trans Cost Schedule

Task	HOURS BY W-TRANS STAFF MEMBER						HOURS BY NELSON\NYGAARD STAFF MEMBER						Total Hours
	Dalene Whitlock	Mark Spencer	Brian Canepa	William Andrews	Adm in 1	Misc	Phil Olmstead	Alex Mercuri	Dana Matlaw	Associate 3	Expenses		
Task 1 - Project Management, Work Plan, and Meeting	0	0	20	20	0	\$0	3	15	15	15	0	88	
Task 2 - Existing Conditions	2	4	29	57	2	\$0	0	9	15	26	0	144	
Task 3 - Parking & TDM Best Practices Review	2	2	15	40	2	\$0	2	13	20	44	0	140	
Task 4 - Community Engagement	2	6	39	45	2	\$0	0	9	9	9	0	121	
Task 5 - TDM Goals, Objectives, and Strategies	0	0	0	0	0	\$0	4	46	26	70	0	146	
Task 6 - Off-Street Parking Code Reforms	2	9	35	53	2	\$0	0	0	0	0	0	101	
Task 7 - Parking & TDM Ordinance	2	7	15	31	2	\$0	2	18	9	18	0	104	
Task 8 - Formal Public Hearings	0	0	18	9	0	\$220	2	9	13	0	\$2,200	51	
Total without Optional Tasks	10	28	171	255	10	\$220	13	119	107	182	\$2,200	895	
Optional Task 9 - On-Street Parking Reforms	2	13	57	88	2	\$0	0	0	0	0	0	162	
Total with Optional Tasks	12	41	228	343	12	\$220	13	119	107	182	\$2,200	1,057	

Task	FEE AT HOURLY RATES INDICATED (W-TRANS)						FEE AT HOURLY RATES INDICATED (N\N)						TOTAL
	\$370	\$330	\$285	\$150	\$125	LS	\$275	\$230	\$205	\$170	Expenses		
Task 1 - Project Management, Work Plan, and Meeting	\$0	\$0	\$5,700	\$3,000	\$0	\$0	\$825	\$3,450	\$3,075	\$2,550	\$0	\$18,600	
Task 2 - Existing Conditions	\$740	\$1,320	\$8,265	\$8,550	\$250	\$0	\$0	\$2,070	\$3,075	\$4,420	\$0	\$28,690	
Task 3 - Parking & TDM Best Practices Review	\$740	\$660	\$4,275	\$6,000	\$250	\$0	\$550	\$2,990	\$4,100	\$7,480	\$0	\$27,045	
Task 4 - Community Engagement	\$740	\$1,980	\$11,115	\$6,750	\$250	\$0	\$0	\$2,070	\$1,845	\$1,530	\$0	\$26,280	
Task 5 - TDM Goals, Objectives, and Strategies	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100	\$10,580	\$5,330	\$11,900	\$0	\$28,910	
Task 6 - Off-Street Parking Code Reforms	\$740	\$2,970	\$9,975	\$7,950	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$21,885	
Task 7 - Parking & TDM Ordinance	\$740	\$2,310	\$4,275	\$4,650	\$250	\$0	\$550	\$4,140	\$1,845	\$3,060	\$0	\$21,820	
Task 8 - Formal Public Hearings	\$0	\$0	\$5,130	\$1,350	\$0	\$220	\$550	\$2,070	\$2,665	\$0	\$2,200	\$14,185	
Total without Optional Tasks	\$3,700	\$9,240	\$48,735	\$38,250	\$1,250	\$220	\$3,575	\$27,370	\$21,935	\$30,940	\$2,200	\$187,415	
Optional Task 9 - On-Street Parking Reforms	\$740	\$4,290	\$16,245	\$13,200	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$34,725	
Total with Optional Tasks	\$4,440	\$13,530	\$64,980	\$51,450	\$1,500	\$220	\$3,575	\$27,370	\$21,935	\$30,940	\$2,200	\$222,140	

These rates are valid for work performed prior to December 31, 2025. Work performed after January 1, 2026, and any subsequent year may be billed at the revised rates established for that year. * Mileage charge will be based on the IRS Standard Mileage Rate (set at \$0.67/mile effective January 1, 2024) plus 10 percent.

