

## EXHIBIT A

### SCOPE OF SERVICES

Dixon Resources Unlimited (DIXON) is pleased to submit this proposal to continue to provide parking consultant services to the City of San Leandro (City). Our uniquely qualified firm specializes in supporting municipal parking and mobility programs across the country, consistently proving our ability to identify and implement operations, management, and technology recommendations to transition municipal parking operations to long-term, sustainable programs.

#### Parking Management Support Services

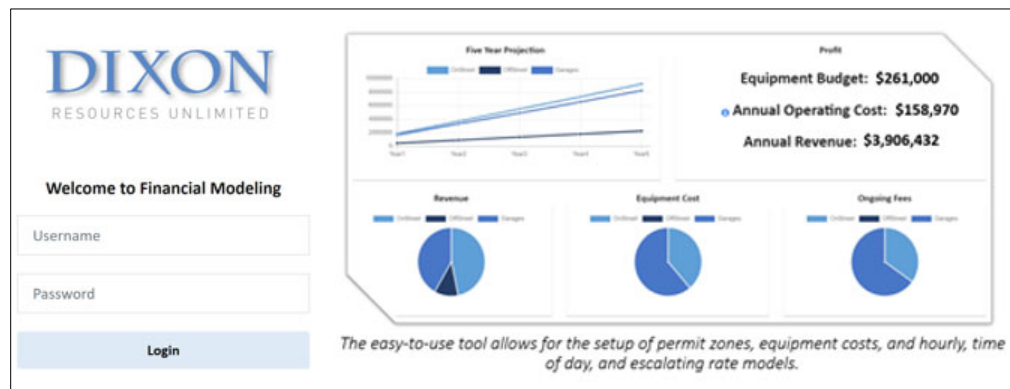
DIXON will work at the City's direction to provide parking management support to optimize and maintain the City's parking operation. Services may include but are not limited to the following areas: paid parking, enforcement optimization, permit management, data-driven parking management, active and future vendor management, community outreach, marketing support, revenue reconciliation, and other parking management impacts that may arise throughout the City.

DIXON will work as directed by the City to support the parking operation. Possible deliverables may include, but are not limited to the following:

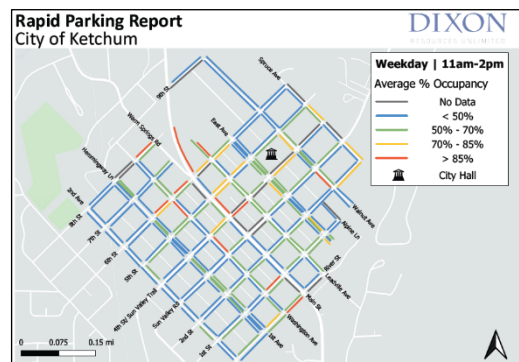
1. Project Management – DIXON will assign a dedicated Project Manager to serve as the single point of contact for overall communications and project coordination with the City. DIXON will work at the City's direction to provide support services to address the City's evolving priorities and ongoing needs. Services will include:
  - Preparation and participation in virtual City staff, commission, and Council meetings, as required.
  - General project support including monthly scheduled calls with City staff.
2. Procurement, Implementation, and Program Management Support for Parking Enforcement Services – DIXON will develop the specification, identify solicitation objectives, and prioritize deliverables with defined Service-Level Agreements (SLAs) that are supported by performance requirements which can include liquidated damages, ensuring that RFP respondents remain accountable to their performance commitments. This process will define financial penalties, compliance requirements, and corrective action processes to safeguard the proposed solution and ensure performance and system uptime, access, and revenue accountability. DIXON can define the phasing and evolution of the procurement process, including recommendations for schedule, submission requirements, and procurement management tools. We will clarify agreement/business terms, which will be incorporated into SLAs and/or Key Performance Indicators (KPIs), draft procurement documents in consultation with the City, and establish a framework through which to fairly evaluate respondents. DIXON can provide support throughout the proposal evaluation process, including question responses, reviewing proposals, preparing proposal comparison and cost matrices, supporting interviews, and coordinating various vendor technology demonstrations, including potential sandbox set-ups or other evaluation techniques that will provide City staff with the opportunity to thoroughly consider all proposal offerings. DIXON will work at the City's direction to provide implementation support/project management services to address the City's evolving priorities and ongoing needs regarding the implementation of parking enforcement services. DIXON will participate in vendor

check-in calls and work with the City and vendor to ensure the system is configured to support the City's business rules and customer needs.

3. Meter & Pay Station Installation and Allocation – DIXON will work with the City to upgrade existing meters and pay stations locations. Once final equipment numbers and types are decided, DIXON will assist in finalizing the contract and purchase order. DIXON will participate in vendor coordination leading up to the installation of the equipment, assist in the sign and decal design and requirements, help set up meter numbering and meter management system needs, finalize sign and equipment locations, and work with local stakeholders to ensure successful implementation. DIXON will support the installation process to ensure a seamless transition.
4. Financial Revenue Forecasting – Our team has experience forecasting the fiscal impacts of various parking management strategies. We can leverage modeling tools, particularly to develop projections based upon various future parking technology/management expenditures/scenarios. Several rate models can be compared, including hourly rates by zone, time of day, and escalating rates. DIXON's Financial Modeling Workbook allows customers to adjust variables including equipment and technology, operating days/hours, permit types, occupancy rates, compliance rates, and pricing.
  - Based on project needs, DIXON will provide an analysis that may be used to forecast the fiscal impact of various parking management strategies, accessible via an online portal.

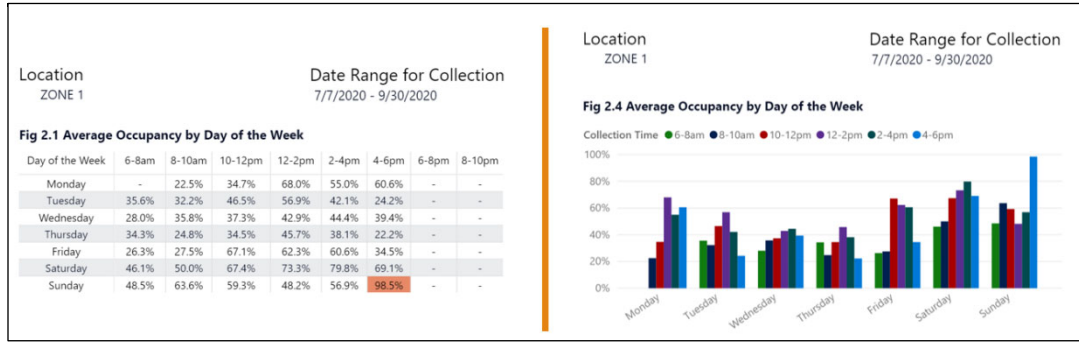


5. Rapid LPR Tool – Vehicle-mounted plate recognition technology (Mobile LPR) has evolved into an efficient and effective monitoring tool and DIXON has developed in-house tools to streamline the analysis of parking data collected using Mobile LPR technology to produce the **Rapid LPR Tool**. The Tool offers an accurate and cost-effective option to gain insight into the overall performance of the program, assessing parking occupancy and turnover down to the block face level. Rather than investing in dedicated data collection methods that are expensive and often sample a limited number of days throughout the year, DIXON will utilize the information that is already available to the City year-



*Example of Parking Occupancy Map for the City of Ketchum*

round. DIXON can convert the City’s ongoing LPR data and create exportable dashboards that will reflect up-to-date parking conditions for the target area. The Tool provides visualizations of parking occupancy and turnover so that the City can remain smart and adaptive for important policy decisions. The Tool can also monitor parking enforcement efficiency and optimize enforcement resources by identifying locations that would benefit from additional monitoring.



*Example of occupancy tables and charts from the Rapid LPR Tool.*

Project deliverables have been divided into two tasks:

- Project Setup:** DIXON will schedule a project kickoff meeting with the City to define the project and data objectives. This includes identifying the specific on-street block faces included in the Study Area. We have assumed up to 200 block faces within Downtown and commercial core areas will be included. The City’s NCRIC integration will need to be deactivated in order to access the City’s LPR data. DIXON will work with the City to establish appropriate LPR data encryption protocols to ensure data security. DIXON will setup the Rapid LPR Tool for the Study Area, which includes creating custom geofences used for data processing, building collection routes for Parking Ambassadors to ensure consistent and accurate coverage, establishing a data feed from the City’s LPR vendor to the Tool, and creating an online dashboard that will include exportable charts and tables that include parking occupancy, turnover, and officer analysis. In addition, parking space inventory is a critical component of the project setup. DIXON will leverage the City’s existing parking space inventory wherever possible. We will utilize Google Maps for parking space inventory collection to update areas where this information is limited. This step will include measuring and calculating a space count for unmarked curb space.



*Ongoing San Leandro Study*

- Quarterly Reporting: LPR data will be processed quarterly for up to 200 block faces that reflect up-to-date parking conditions within designated collection areas. Results will be displayed on the online dashboard that displays collection dates/times and various tables/charts for occupancy, turnover, sweeps, and officer statistics that will satisfy the project and data objectives. The interactive dashboard will allow for reporting of any combination of collection dates, times, subareas, and block faces. In addition, quarterly reporting will include PDF occupancy heat maps. Depending on feasibility, additional dashboard customization may be available upon request. The occupancy data will be combined with the quarterly parking report which will provide overall program status including program statistics and revenue overview.
6. Implementation of Parking Management Priority List – DIXON will support the City in implementing strategies to optimize the City’s parking program. These items include, but are not limited to:
- Parking Garage Updates: DIXON will work with the City to prioritize upgrading security, paid parking technologies, and signage and wayfinding at the Downtown Parking Garage. DIXON will solicit vendor quotations, estimate budget allocations, and provide support to the City through installation.
  - Monthly Parking Program Progress Report: DIXON will develop a monthly Parking Program Progress Report capturing parking program summaries including citation issuance, audit of enforcement, and financial tracking.
  - Meter Collections and Reconciliation: DIXON will review and develop optimized meter collection routes and improved reconciliation processes in partnership with the City. DIXON will work with Public Works to identify the most effective parking meter collection routes based on meter demand and zones. DIXON will also identify improved coin and credit card reconciliation updates based on industry best practices.
  - Time Limited Parking: DIXON will evaluate existing mix of time limited parking regulations. Based upon the evaluation, DIXON will provide recommended strategies to optimize and streamline the regulations, considering the needs of the individual blocks (residential, commercial, mixed-use).
  - Electric Vehicle Infrastructure: DIXON will work at the City’s direction to prepare for the installation of EV infrastructure in the Downtown Parking Garage and potentially additional off-street or on-street locations. DIXON will provide vendor, installation, and location recommendations.
  - Residential Parking Permit Program: DIXON will work with the City to improve the existing Residential Parking Permit Program and associated business rules. DIXON will provide recommendations for updated permit program guidelines including, but not limited to, eligible areas, petitioning requirements, application process, permit maximums/limits, eligibility documents, and permit costs.
7. Additional Services – DIXON will work with the City to support additional services as identified. Support terms will be mutually agreed upon between both parties.

DIXON will support the City as outlined above for an initial twelve (12) month term with the option to extend services for up to an additional twenty-four (24) months.

## EXHIBIT B

### COMPENSATION SCHEDULE & REIMBURSABLE EXPENSES

#### Parking Management Support Services: Flat Monthly Rate

The cost proposal is based upon a program management model that will provide the City with the direct support needed to ensure an efficient and optimized parking operation, especially for the long term. Our terms can be customized based upon the City's priorities. The model we have presented is both inclusive and adaptive. The rates presented below are inclusive for performing the services necessary to accomplish the City's objectives, and they incorporate all DIXON staff costs and any travel/incidental expenses required to produce the deliverables under the contract. The City will be invoiced monthly at one consistent flat monthly rate. We have supported enough similar projects to understand the labor required to support your initial, ongoing, and developing needs. This approach allows for flexibility, optimization, and convenience regardless of the phase or task.

Parking Management Support Services		
Time Period	Flat Monthly Fee	Annual
Year 1 (Months 1-12)	\$8,450	\$101,400
Year 2 (Months 13-24)	\$5,950	\$71,400
Year 3 (Months 25-36)	\$4,125	\$49,500
<b>Grand Total (36 months from Contract Date)</b>		<b>\$222,300</b>

#### (Optional) Additional Support Services: Time & Materials

This cost proposal is based upon a Time & Materials (T&M) approach to ensure that the project is managed in the most cost-effective and efficient manner. There is a NTE amount, and we will deliver within that budget, customizing our solution to focus on what the project needs to achieve its objectives and adapting in order to ensure that the task is completed within the agreed-upon budget and timing. The budget includes all required travel or related expenses, which are based upon GSA standards and will be billed per City requirements and guidelines. Our terms are negotiable and can be customized based upon the City's priorities. The DIXON bill rate schedule for each job classification is provided below.

Classification	Labor Rate Per Hour
Principal Consultant	\$225/hour
Senior Associate	\$175/hour
Associate	\$155/hour
Junior Associate	\$115/hour

<b>(Optional) Additional Support Services</b>	
<b>Description</b>	<b>Not to Exceed</b>
Comprehensive Parking Management Study including 2017 Downtown Parking Management Study Update	\$125,000
Shoreline Parking Management Plan	\$45,000
Targeted Data Collection (per study) <i>Recommended allocation \$50,000</i>	\$10,000