

# PROPOSAL



## Waterfront District Parking Management Plan For the City of Hercules

Robert Reber, Planning Manager  
111 Civic Drive, Hercules, CA

July 26, 2018





220 Montgomery Street, Suite 1418  
San Francisco, California 94104  
tel: 415 495-6201  
fax: 415 402-0718

Mr. Robert Reber, Planning Manager  
City of Hercules  
111 Civic Drive  
Hercules, CA 94547

July 25, 2018

*Subject: Waterfront District Parking Management Plan for the City of Hercules*

Dear Mr. Reber:

CDM Smith is pleased to submit this proposal for a parking management plan for the Hercules Waterfront District. Our extensive experience in developing parking solutions for cities across the Bay Area, and our team's national experience base will draw on best practices and proven solution strategies to further enhance this planning effort.

CDM Smith has assisted many cities/agencies with parking management planning in areas of major new development. Examples include Emeryville's North Hollis and Park Districts; San Francisco's Mission Bay and the Presidio; Mountain View's Shoreline Area; Hayward's Downtown BART Station Area; Millbrae's BART Station Specific Plan Area; and Oakland's Jack London Square. In many cases these projects involved working with the actual developers or employers involved in the growth and development of the area. We are leaders in the practical application of progressive parking management practices and use of new technologies. The GoBerkeley project, which implemented demand-based parking pricing and automated enforcement in three areas, is a good example of this. We also prepared the SMART Growth Parking Policy Toolbox for MTC which won awards from the International Parking Institute and the Institute of Transportation Engineers.

We have included PlaceWorks as part of our team for this project. They work closely with us on many of our parking management projects, providing meeting facilitation and stakeholder engagement services. We believe these services could be useful in Hercules' Waterfront District project.

We appreciate your consideration of this proposal. Please feel free to contact me at (415) 653-3317 or by email at [HurrellWE@CDMSmith.com](mailto:HurrellWE@CDMSmith.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "W. Hurrell", written over a light blue circular stamp.

William E. Hurrell, PE  
Vice President  
CDM Smith Inc.





# Proposal for the City of Hercules

## Waterfront District Parking Management Plan

*Managing parking is essential to accommodating growth and new transportation facilities in the Hercules Waterfront District while creating a vibrant, multi-modal environment for residents and visitors. Based on the requirements of the Hercules Waterfront EIR, the City must show that they are able to provide sufficient parking for the future Regional Intermodal Transportation Center (RITC) and other public spaces in the Waterfront District. This project will examine the existing parking conditions, future parking demand projections, and development phasing to determine how the necessary parking can be provided through the planned public parking district and a potential shared parking arrangement with the Bayfront developer.*

### Project Team

**CDM Smith** is an employee-owned corporation that specializes in parking operations and management services as well as transportation planning, economic analysis, and traffic engineering expertise. The firm was organized in 1947, and now employs a technical and support staff of more than 5,000 in 125 offices in the United States and abroad. CDM Smith is internationally known for its technical expertise, project orientation, and client responsiveness. The CDM Smith San Francisco office is comprised of staff experienced in development of implementable parking management plans, as the office serves as the company's home for its parking related technical team. In the Bay Area, CDM Smith is known for its innovative development of parking policies, plans and programs to address the needs of both the public and private sectors, as well as incorporating the latest in practical applications of advanced parking technology. Parking pricing, shared use parking, unbundled parking, parking information systems, parking enforcement, and parking program administration and oversight are all areas of expertise for our team. We also have specialized experience with the formation of parking districts and special-use parking management zones. Our engineering team can provide plans and cost estimates for new surface and structured parking, and for procurement and installation of parking pricing, enforcement and information technologies. We have worked in Hercules on parking related issues in the past, assisting the planning team for the RITC with the development of conceptual designs for a parking structure, and developing a plan for managing the parking on Sycamore Avenue in front of the Towne Centrale residential/commercial development in order to prevent misuse of this parking by residents and spillover of parking into the surrounding residential areas.

*Towne Centrale Residential/Commercial Development*



**PlaceWorks** is an urban design and public outreach firm with strong past and ongoing experience in Hercules. CDM Smith and PlaceWorks have a successful history of working together on parking management plans. For example, we are currently working together on supporting the City of Emeryville in their quest to implement paid parking and residential and

employee permit parking programs throughout the city. We envision that there may be times when it will be beneficial to have PlaceWorks employ their skills in meeting facilitation as we work through the Waterfront District Parking Management Plan process. This could be for internal meetings with the consultant team and the City, meetings with the Bayfront developer, or even a possible joint study session with the Planning Commission and City Council. This approach has proven very effective in our other parking management work, as parking is such a complex and volatile subject.

## Project Understanding

As noted above, the City of Hercules has a commitment to develop a parking management plan for the Waterfront District that addresses the potential demand for parking related to the RITC and other public uses in the area. The plan for the Waterfront District envisions this public parking supply being integrated with the private development to avoid free-standing parking structures and surface

*Proposed RITC Site*

lots, and to foster opportunities for shared-use parking. Parking for the RITC, for example, could be used by commuters during the day, and residents and retail customers on evenings and weekends. The parking management plan needs to address how this public parking could be provided and managed. This means exploring the potential institutional arrangements for a parking management district and identifying funding and



financing strategies. Also, there will be a need to manage on-street parking and to protect the on-street parking currently used by the existing residents in the area. The success of the plan will be dependent on a partnership between the City of Hercules and the developers of the Bayfront project. The parking management plan should set the groundwork for this partnership by outlining a workable and effective approach for achieving the parking goals or principles of the Waterfront District Management Plan. The City is also looking for specifics relative to parking pricing strategy, enforcement, parking time and use restrictions, permit programs (if necessary), and appropriate applications of parking technology.

The CDM Smith team will conduct technical analyses and qualitative research to offer a set of actionable recommendations for the City of Hercules that will in turn improve the urban form and mobility within the Waterfront District. This project will involve the following elements:

- Work with the City of Hercules to identify and define parking management priorities and needs in the Waterfront District
- Review existing parking data to understand current supply and occupancy
- Review current studies, plans, and policies related to parking in and around the Hercules Waterfront

- Review parking demand projections and estimate future parking demand scenarios based on development phasing
- Recommend policies and strategies to manage anticipated parking supply, including governance structures for shared parking facilities within the parking management district
- Work with the City of Hercules to craft policy language, and develop materials for implementing parking management strategies
- Work with the City of Hercules to ensure strategies are financially and politically feasible
- Develop strategies and actions which encourage alternatives to parking such as incentives to bicycling and walking and/or use of public and private transit
- Consider the potential short and long-range implications of TNC usage (such as Uber and Lyft) and self-driving autonomous vehicles on the need for parking and the ways in which on-street and off-street parking is used, and
- Identify the appropriate technologies to support the implementation and ongoing operation of the parking management program

### **Detailed Work Plan**

The following provides a more detailed description of the work plan for developing the Waterfront District Parking Management Plan.

#### **Task 1: Kickoff Meeting**

Establishing a strong working relationship is of the utmost importance to the CDM Smith team. An initial meeting of the consultant team with members of the city staff will get the project started off in the right direction. The expected goals of this meeting will be to:

- i) Discuss and review the proposed project strategy, scope of services, and schedule to ensure they meet project objectives and are clearly understood by all;
- ii) Establish a clear understanding of project team services;
- iii) Clarify each project task and establish responsibilities, reporting, coordination, and logistical procedures;
- iv) Obtain key project data and documents; and
- v) Perform project area reconnaissance with city staff, if needed.

The CDM Smith team will remain accessible and proactively maintain communication during the course of the engagement. CDM Smith also recommends establishing regular team meetings for ongoing coordination and communication. The schedule for these meetings will be established during the kickoff meeting, but typically a bi-weekly phone call is very effective.

#### **Assumptions:**

City staff will provide existing parking data and policies, previous plans and studies, and other information based on an information needs list prepared by the CDM Smith team.



*Deliverables:*

- Kickoff Meeting agenda and minutes
- Project schedule, including plan for ongoing meetings

**Task 2: Meeting with Site Developer**

As this project will require significant coordination with the private developer for the Bayfront development site, a meeting will be held early in the project to gather additional information about the development plan and to initiate a discussion regarding potential shared parking arrangements on-site. The outcome of this meeting will include an understanding of the number and location of publicly available parking spaces and any existing plans to manage parking on-site, as well as setting the groundwork for a potential future shared parking agreement to jointly manage parking for public uses.

*Optional: Meeting Facilitation*

The CDM Smith team will provide a neutral facilitator from PlaceWorks for this meeting to guide the conversation and navigate conflicts. While this meeting could proceed without an additional facilitator, adding this function will help the meeting go more smoothly and aid in the identification and potential resolution of areas of disagreement as they come up.

*Assumptions*

City staff will contact the developer and procure or coordinate meeting space.

*Deliverables*

- Developer Meeting agenda and minutes

**Task 3: Existing Data Review**

Throughout the course of planning and developing the waterfront, several parking studies, analyses, and plans have been completed. Before proceeding with the parking plan, the CDM Smith team will review these past documents and data to ensure a common understanding of parking conditions and needs at the waterfront. Using documents provided by the City, the CDM Smith team will compile and review all available existing studies, data, plans, and planning standards related to parking in and around the Hercules Waterfront, including on-street and off-street parking, and public and private facilities. The team will summarize the history and existing conditions at the site and provide a peer review of recent parking demand analyses and projections.

*Deliverables*

- Brief summary of past studies, existing policies, and parking conditions/needs

**Task 4: Future Parking Demand**

While previous studies have projected future parking demand for the project at full buildout, parking needs for each phase of development as currently planned have not yet been determined. Based on the parking data and demand projections reviewed in Task 3, planned phasing of development, and the RITC construction timeline, the CDM Smith team will estimate up to three (3) future parking demand “scenarios,” each representing an expected phase of development. CDM Smith will use a parking demand model calibrated to the existing conditions at the Hercules Waterfront and expanded to include new development in each phase tested. The CDM Smith team will work with City staff to develop a robust set of assumptions for modeling parking demand in the Waterfront District and clearly define the



different phasing “scenarios” being tested. This will involve using known or assumed future land uses and parking supply of the new development. The resulting parking demand projections will take into account the mix of uses in the area, future parking supply, and multi-modal access and mobility.

### *Assumptions*

City staff will work with CDM Smith team to identify the phased growth scenarios and provide projections of development square footage by land use for the demand model.

### *Deliverables*

- One technical memorandum detailing the phased growth scenarios and presenting the results of the parking demand model for each phase
- Detailed parking demand projections for each modeled phase

## **Task 5: Parking Management Strategies and Policies**

The CDM Smith team will develop recommended strategies and policies to manage the public and shared private parking resources and to meet the parking goals stated in the Waterfront Master Plan. To develop a comprehensive parking management plan, the CDM Smith team will:

- Determine, based on the results of Task 4, the amount of public parking spaces that should be available and evaluate whether the anticipated parking supply will be sufficient;
- Recommend parking management strategies for public and shared parking facilities, which may include, but are not limited to, parking pricing, adjusting time limits and enforcement hours, parking permits, wayfinding signage, and demand management programs;
- Consider the relationship and purpose of on-street parking versus off-street parking (often we find that off-street parking for residential development is underutilized while nearby on-street parking is fully occupied);
- Consider a variety of parking technology options, including meters, multi-space kiosks, mobile payment options, and sensors;
- Make recommendations for the establishment and operation of a public parking district or parking management zone, which will include shared parking arrangements with private developers;
- Consider the potential effects of recommended strategies, such as spillover into adjacent residential neighborhoods;
- Specify recommendations for each demand scenario phase developed in the previous task so that the recommended strategies adapt and scale to development over time; and
- Develop a plan for ongoing monitoring of parking demand to track progress in meeting parking goals.

### Assumptions

The CDM Smith team will develop recommendations based on the results of previous tasks and experience with previous projects. Strategies will be selected based on feasibility and suitability for the project site as well as potential short- and long-term effectiveness. Strategies will be presented in phases as developed for Task 4.

### Deliverables

- One technical memorandum that describes parking supply, management, technology, shared parking, and phasing recommendations

## Task 6: Financial Evaluation

The CDM Smith team will estimate costs (including City staff time) of implementing the parking management strategies, technologies, and enforcement recommended in Task 5, as well as costs associated with establishing, operating, and maintaining a Public Parking District and its facilities. The team will also propose methods for financing construction and long-term maintenance and operations, discussing best practices and tradeoffs associated with these methods. A ten-year financial proforma will be developed showing annual operations and maintenance costs (staff and outside contractors), potential revenues, and capital costs for facilities and equipment.

*Example: Five Year Parking System Financial Plan – City of Hayward*

	Fiscal Year							
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Revenues</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>				
RPP Permits	\$ 1,813	\$ 18,548	\$ 10,180	\$ 15,270	\$ 16,770	\$ 18,270	\$ 19,770	\$ 21,270
Employee Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
South Hayward BART Station <sup>1</sup>	\$ 20,000	\$ 20,500	\$ 21,013	\$ 21,538	\$ 22,076	\$ 22,628	\$ 23,194	\$ 23,774
Citations (gross revenue) <sup>2</sup>	\$ 193,284	\$ 215,168	\$ 215,672	\$ 219,501	\$ 415,978	\$ 690,465	\$ 792,769	\$ 898,109
<b>Total Revenue</b>	<b>\$ 215,096</b>	<b>\$ 254,215</b>	<b>\$ 246,864</b>	<b>\$ 256,308</b>	<b>\$ 454,825</b>	<b>\$ 731,364</b>	<b>\$ 835,732</b>	<b>\$ 943,153</b>
<b>Expenditures</b>								
Positions	1.7	1.7	1.7	1.7	1.7	2.7	2.7	2.7
Salaries and Benefits <sup>3,4</sup>	\$ 215,845	\$ 221,380	\$ 226,914	\$ 232,587	\$ 238,402	\$ 365,988	\$ 375,138	\$ 384,516
Citation Processing/Collections	\$ 61,782	\$ 69,876	\$ 70,009	\$ 71,217	\$ 134,994	\$ 224,094	\$ 257,302	\$ 291,495
<b>Total Expenditures</b>	<b>\$ 277,627</b>	<b>\$ 291,256</b>	<b>\$ 296,923</b>	<b>\$ 303,803</b>	<b>\$ 373,396</b>	<b>\$ 590,082</b>	<b>\$ 632,440</b>	<b>\$ 676,011</b>
<b>Net Revenue</b>	<b>\$ (62,531)</b>	<b>\$ (37,041)</b>	<b>\$ (50,059)</b>	<b>\$ (47,495)</b>	<b>\$ 81,429</b>	<b>\$ 141,281</b>	<b>\$ 203,293</b>	<b>\$ 267,141</b>
<b>Capital Equipment<sup>5</sup></b>								
Enforcement Vehicles	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -
LPR Equipment	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -
Signage for Downtown LPR	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Wayfinding Signage Program	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -
<b>Subtotal Capital Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Revenue Including Capital Expense</b>	<b>\$ (62,531)</b>	<b>\$ (37,041)</b>	<b>\$ (50,059)</b>	<b>\$ (47,495)</b>	<b>\$ (38,571)</b>	<b>\$ 61,281</b>	<b>\$ 203,293</b>	<b>\$ 267,141</b>

### Deliverables

- One technical memorandum that summarizes the financial evaluation

## Task 7: Final Report

All of the analyses performed in the previous tasks will be compiled into a final report, including a section of overall key findings and recommendations. CDM Smith will incorporate feedback from City staff from each task to present a cohesive final report and plan.

### *Deliverables*

- An administrative draft report and then a draft report after city staff review. A final report after the public review process is complete. All reports will be provided in electronic, PDF format.

### **Optional Task 8: Meetings/Presentations**

The CDM Smith team will be available to attend and participate in formal public meetings related to the project, such as meetings with the Planning Commission, City Council or a joint meeting of the two. We also offer the services of PlaceWorks to facilitate the meetings or assist in preparing the presentation materials. In the recent City of Albany Parking Management Plan, CDM Smith and PlaceWorks coordinated to help the City host a special parking study session meeting of the combined planning commission and council in which the public was encouraged to participate. This meeting was well attended by business owners and residents.

## **Brief Description of Similar Projects**

Parking management is a specialty of CDM Smith. We take care to be certain we are up to date as to the latest innovations and technological advances in parking, as such, we are active members in the International Parking Institute and the California Public Parking Association.

In the Bay Area we have assisted numerous cities with their parking management needs including:

- |                       |                |
|-----------------------|----------------|
| • San Francisco       | • Oakland      |
| • San Jose            | • Richmond     |
| • Vallejo             | • Albany       |
| • Walnut Creek        | • Danville     |
| • Berkeley            | • San Leandro  |
| • Emeryville          | • Hayward      |
| • San Rafael          | • Sausalito    |
| • Davis               | • Santa Rosa   |
| • South San Francisco | • Novato       |
| • Millbrae            | • San Mateo    |
| • Burlingame          | • Belmont      |
| • Mountain View       | • Redwood City |
| • Los Gatos           | • Los Altos    |
| • Morgan Hill         | • Sunnyvale    |

We also assist private sector business, employers and developers with their parking related needs.

### **Relevant Projects**

#### ***Metropolitan Transportation Commission Parking Initiatives***

For many years we have supported the Metropolitan Transportation Commission in their efforts to encourage cities to adopt parking policies that encourage “Smart Growth” and transit-oriented development. This involved three significant parking management efforts:

1. **Smart Growth Parking Policy Toolbox** – In MTC’s Planned Development Area (PDA) implementation activities, parking issues have been repeatedly cited by local jurisdictions, transit interests, developers and community interests alike as a major barrier to smart growth patterns and transit-oriented development (TOD) projects. CDM Smith was selected to assess current parking policies in the Bay Area, describe potential parking policies, conduct case studies on potential parking policies in several Bay Area communities, develop a handbook and training to assist local jurisdictions in developing effective parking policies for various settings, conduct outreach to local jurisdictions, and make recommendations for MTC and the state of



- California for supportive regional and state policies. This project received two awards: Award of Excellence for Parking Program from the International Parking Institute, and Best Practices Award given by the Institute of Transportation Engineers Parking Council.
2. **Parking 101 & 102** – MTC hosted regional workshops with training offered by noted experts in the parking field as well as providing a select group of cities with technical assistance on specific parking issues.
  3. **Value Priced Parking Program** – CDM Smith assisted MTC in the delivery of the VPP Regional Parking Pricing Analysis project. The project had two key and complementary elements – a regional policy analysis and development of a local jurisdiction toolbox. CDM Smith established a regional parking database framework to structure the organization of and access to the data; collect parking and related data; integrate data into the framework; build and use land use and transportation models to evaluate alternative approaches to regional parking pricing; and develop parking analysis tools for local jurisdictions. This project established a national best practice and is expected to result in subsequent implementation of parking reforms in the San Francisco Bay Area.

The reference for this work is Doug Johnson at (510) 464-7700 or [djohnson@mtc.ca.gov](mailto:djohnson@mtc.ca.gov).

### ***San Francisco Mission Bay Development Parking***

CDM Smith was the lead transportation planner for the Mission Bay Development Project. We developed the overall transportation and parking management plan for Mission Bay. One aspect of our role was to assist with the review of project proposals from the developers of each of the Mission Bay parcels. In the overall plan each parcel had been allocated a certain number of parking spaces. Any new development project would need to conform by managing the amount of parking to be less than or equal to the parking allocation or by obtaining the rights to some of the allocation assigned to adjacent sites. CDM Smith worked for the master developer Catellus-ProLogis and coordinated with the San Francisco City Planning Department in this role.



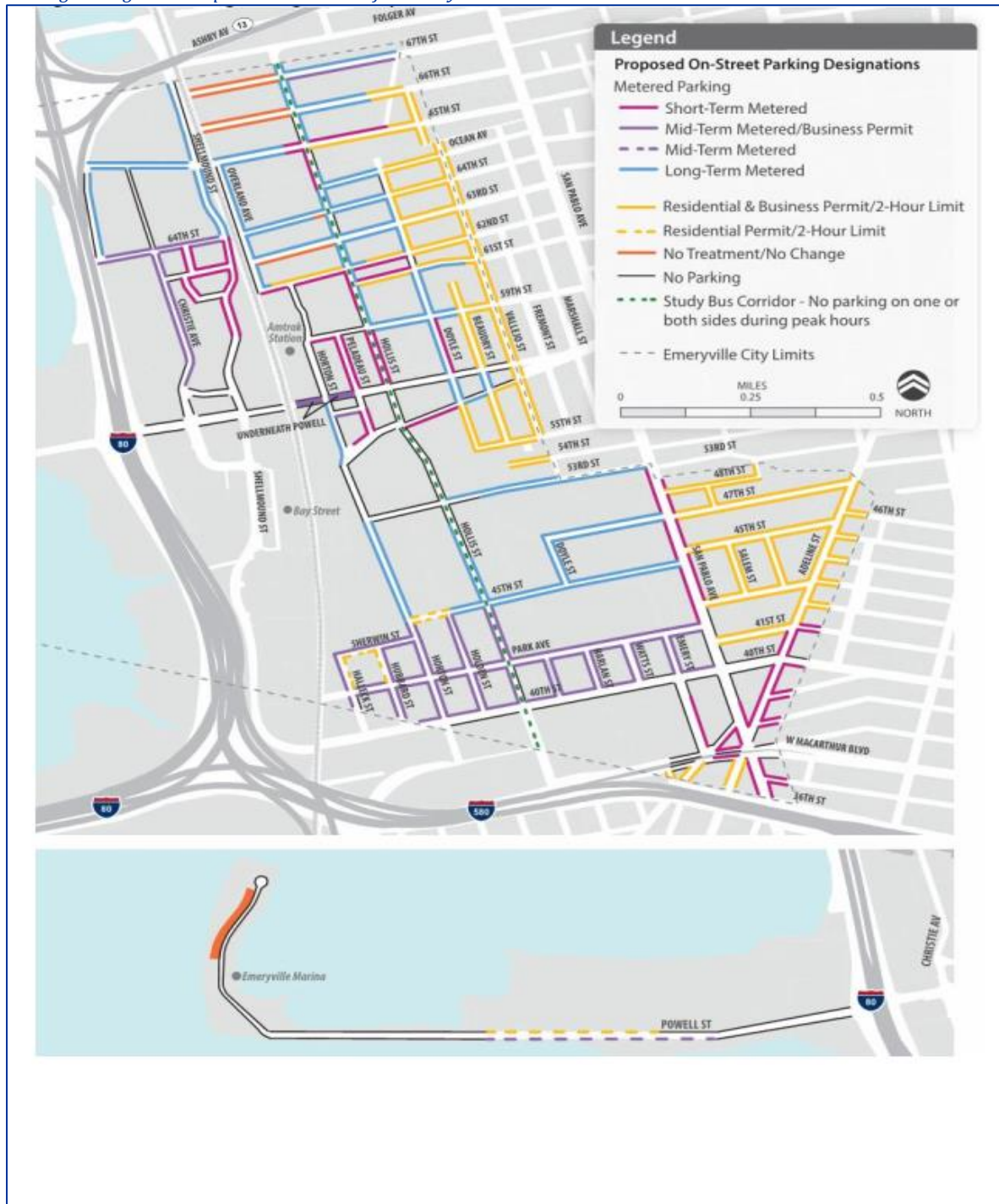
The reference for this work is Tim Beedle at (415) 355-6635 or [tbeedle@catellus.com](mailto:tbeedle@catellus.com)

### ***Emeryville Parking Management Plan Update***

CDM Smith is assisting the City of Emeryville in updating the citywide parking management plan with new parking occupancy data and an expanded study area to include all city-controlled parking. The update to the plan has been spurred by new residential and commercial development throughout the city, which has exacerbated parking issues, and by housing occupancy and vehicle ownership increases occurring in existing residential areas. CDM Smith has analyzed a variety of parking management solutions including parking meters, residential and business permits, and mobile payment, to recommend a phased, citywide parking management plan. The plan includes features such as combining residential and business permits to protect on-street parking for residents while providing parking options for employees, and implementing variable parking meter rates to encourage short, medium, and long-term parking in appropriate areas without strict time restrictions. This plan was shared with the public during meetings facilitated by PlaceWorks, which helped the City and consultant team to refine the recommendations to account for potential spillover and conflicts between varying uses throughout the city, address equity concerns, and provide a detailed plan responding to very localized needs and conditions.



*Parking Management Implementation Plan for Emeryville*



The reference for this work is Amber Evans at (510) 596-4382 or [aevans@emeryville.org](mailto:aevans@emeryville.org)

**San Bruno Parking Management Plan**

CDM Smith and PlaceWorks have also worked together on a parking plan in downtown San Bruno in preparation for significant planned development in Downtown San Bruno as set forth in the Transit Corridors Plan. CDM Smith collected parking occupancy data and estimated future parking demand using a parking demand model calibrated to the existing conditions and escalated based on planned development. Planning for future growth in San Bruno presented a challenge, as the existing residential parking demand already exceeds

the capacity of both private and on-street parking facilities in the area, and future development will only increase the activity, and therefore the parking demand. To address both existing and future parking issues, CDM Smith developed a parking management plan that would implement parking management in phases, starting with immediate solutions to ease the existing parking issues, with later phases including additional capacity as well as parking meters and permits to accommodate future growth and prevent additional spillover into the residential areas. PlaceWorks facilitated a public meeting and a series of stakeholder meetings with business owners and developers to understand existing parking issues, get feedback on an initial list of parking management solutions, and build support for the plan.

The reference for this work is Mark Sullivan at (650) 616-7053 or [msullivan@sanbruno.gov](mailto:msullivan@sanbruno.gov)

### ***BART Station Joint Development Parking***

CDM Smith has been assisting BART with their station access and joint development program for many years. One aspect of this work has been coordinating with the developers and the cities associated with each station to determine the appropriate parking requirements, parking management measures around the station, and how to implement BART's parking replacement policy. We have performed these types of services at the Millbrae, Hayward Downtown, San Leandro, Union City, North Concord, Pittsburg Bay Point, Pittsburg Center, and Antioch Stations.

## **Project Staffing and Schedule**

### **Staffing**

The key staff members on this project will be Bill Hurrell and Anne Spevack of CDM Smith. We have also identified the key staff from PlaceWorks who will be available to assist as needed if meeting facilitation or stakeholder engagement efforts are desired.

### **CDM Smith**

**Bill Hurrell, PE** will be project director and principal technical advisor. Bill is an industry expert in managing comprehensive parking studies and facility feasibility analyses. His parking expertise includes supply and demand analysis, parking operations and management, financial and physical feasibility, special activity parking studies, and comprehensive traffic and parking studies. He is a specialist in the development of parking financing programs, including revenue forecasts from parking fees and financial feasibility studies for new parking programs. He was given the Parking Professional of the Year award by the California Public Parking Association. He was the manager of the development of the transportation and parking plan for the massive Mission Bay development project in San Francisco and for the Kaka'ako Waterfront Area in Hawaii. He is also skilled in the development and implementation of parking districts and special parking management zones. His work has involved large comprehensive studies for cities such as Los Angeles, San Francisco, Oakland, and Sacramento, as well as studies for smaller communities such as Danville, Los Altos, Menlo Park, Albany and Burlingame.

**Anne Spevack** will be the day-to-day project manager. Anne has extensive experience working on parking plans throughout the Bay Area, including data collection and analysis, demand projections, financial analysis, and development of management strategies and implementation plans. She is currently the lead planner on the Emeryville Parking Management Plan, the San Bruno Downtown Parking Management Plan, and the Harbor Bay Ferry Terminal Parking Management Study. She has also been a planner on previous parking



studies for San Mateo, Berkeley, and other Bay Area studies and has contributed parking expertise to access planning for the new eBART stations and the Dublin/Pleasanton BART station. Anne is highly proficient in GIS for map making and data analysis and has a thorough understanding of current and cutting-edge parking technologies.

## PlaceWorks

**Joanna Jansen**, AICP, LEED AP, Principal, has been with PlaceWorks for 20 years and currently oversees the firm's comprehensive planning practice in Northern California. In addition to her comprehensive planning work, Ms. Jansen has significant experience in the organization and facilitation of stakeholder involvement programs, both as stand-alone efforts and as part of larger planning projects. She believes that meaningful stakeholder engagement from the earliest stages of a project enhances the ultimate outcome and establishes invaluable public support for its implementation. Ms. Jansen regularly facilitates public involvement at all scales, from community workshops with hundreds of participants to citizen committees and focus groups. She is skilled at designing and running meetings that result in focused, relevant input and at translating this input into effective policies. In addition to conducting extensive community engagement processes as part of general plan updates, she has managed or served as a facilitator on the Emeryville Parking Management Plan for the City of Emeryville, the San Bruno Downtown Parking Management Plan for the City of San Bruno, and the Albany and San Leandro Parking Management Plans for the Alameda County Transportation Commission, all as a subconsultant or team member with CDM Smith.

**Bruce Brubaker**, LEED AP, Associate Principal, is a California Registered Architect with over 25 years of experience in urban design and architecture. His work has ranged in scale from regional blueprint plans to detailed multimodal street design projects. Mr. Brubaker is very interested in the middle scale of station area plans, downtown plans, and neighborhood plans, and he brings this understanding to the careful, complicated work of developing visions that generate excitement while being feasible in the real world. He is well known for innovative planning and design work on transit-oriented development projects in northern and southern California, all of which demand a sophisticated understanding of real estate economics, parking demand, and the rapidly-changing world of parking innovation. Mr. Brubaker is a highly collaborative facilitator and has successfully forged consensus in numerous workshop settings.

## Project Fee Estimate

We have developed a preliminary estimate of the project fee based on our understanding of the work to be performed. We anticipate that this would be reviewed and discussed with the city at the time the scope of services is finalized. Services by PlaceWorks are not included but could be added if the city determines that meeting facilitation or other outreach activities would be useful. We would plan for monthly invoicing on a time and materials basis.

Task	Bill Hurrell	Anne Spevack	Colin Piethe	Paula Hirsch/ Admin	Totals
<b>Billing Rate</b>	<b>\$332</b>	<b>\$112</b>	<b>\$100</b>	<b>\$155</b>	
1. Kickoff Meeting	4	8	3	12	\$4,384
2. Site Developer Meeting(s)	8	8			\$3,552
3. Existing Data Review	2	8	34		\$4,960
4. Future Parking Demand	4	42	68		\$12,832
5. Parking Management Strategies and Policies	4	42			\$6,032
6. Financial Evaluation	4	68			\$8,944
7. Final Report	4	34	34	8	\$9,776
8. Optional: City Council Meeting/ Presentation	6	6	8		\$3,464
Local Travel (mileage)					\$300
<b>Total</b>					<b>\$54,244</b>

## Project Schedule

A tentative project schedule is shown below. This would also be subject to review and negotiation with the City.

- Late August 2018 – Kickoff Meeting
- September 2018 – Site developer meeting & review existing data
- October 2018 – Future parking demand memo completed
- November 2018 – Parking Management Strategy memo & Financial Evaluation
- December 2018 – Draft Final Report
- January 2018 – Final Report and optional presentations