



Memorandum

To: Reh-Lin Chen and Kevin Cooke, City of San Leandro

From: Terri O'Connor, David Chew, and Ted Huynh, CDM Smith

Date: December 20, 2013

Subject: Sample Parking Management Plan – Downtown San Leandro Parking Study

As part of the San Leandro Parking Study, which is funded by the Metropolitan Transportation Commission FOCUS Technical Assistance program, the following memorandum provides a sample scope for developing a parking management plan for the City of San Leandro. It contains the mechanisms and tasks necessary for development of such a plan, including an analysis, review, and evaluation of existing conditions, future demand analysis, and review and recommendation of policy tools related to the City's parking programs and strategies. The proposed plan scope also includes expected deliverables and an approximate cost per task.

Sample Scope

Task 0 Project Management and Communication

This task includes project management activities and the scoping process required to define further phases of the project and develop a clear, common understanding of goals and objectives.

Consultant shall remain accessible and shall proactively maintain clear communications during the course of the contract. Consultant shall be responsive to the City's project manager regarding project management activities so that modifications mid-project, if necessary and appropriate, can be made as the work effort progresses. A sound working relationship will be maintained between Consultant, the City, and project stakeholders.

Consultant shall hold a kick-off meeting with City staff to:

- i) Discuss and review the scope of services, proposed project strategy, project milestones and deliverables, and schedule to ensure that they meet project objectives and that they are clearly understood;
- 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.

Task 0 Deliverables

- Kick-off meeting ;
- Submit updated work plan/revised scope following kick-off meeting ;
- Monthly progress reports; and
- Conference calls as needed.

Estimated Task Cost: 20 staff hours (@\$150/hour) = \$3,000

Task 1 Data Analysis

1.1 Baseline Conditions Data Review and Assessment

The data review and assessment task will be fundamental to all other aspects of the parking study. A meaningful data set is a prerequisite for understanding current parking issues in the downtown, projecting future demand, and analyzing new policy tools. The City will provide extensive inventory, occupancy, duration, and reparking data for both on-street parking and off-street facilities for a City-established study area. The data will be provided to Consultant in the following formats:

- Peak parking occupancy on- and off-street (tables);
- Reparking, classified by user type (tables);
- Occupancy by block face and facility, hours over capacity (maps);
- Average length of stay and turnover by facility and on-street blockfaces (maps).

City will also provide Consultant appropriate GIS maps and layers with relevant data for use. Other raw data sources can be provided to Consultant with City staff discretion.

Consultant will review City-provided inventory, occupancy, and other data in order to understand existing conditions and parking behavior, as a basis for the remainder of the management study. The review will be provided in memorandum format.

1.2 Parking Supply Evaluation and Demand Analysis

The parking behaviors determined by the utilization analysis will be the basis for assessing the baseline needs and deficiencies in the current parking system. Data will be analyzed to determine a parking deficit or surplus given current demand (segmented by subarea). Consultant will analyze the occupancy data to determine if there is sufficient on- and off-street supply. Consultant will overlay the demand profile on the existing downtown area plan map to indicate where there are gaps and thus strong demand for more supply. Hot spots and deficits will be tabulated and mapped by downtown subarea. City staff will advise Consultant to changes in existing supply and anticipated alterations to parking availability.

Consultant will develop a parking demand model that will calibrate baseline parking demand to existing land uses in the study area. City staff will provide relevant land use data for Consultant, including square footage, zoning, and other information as needed.

The model that Consultant develops will be used in one or more scenarios to determine a level of development that triggers the need for new parking supply or other management interventions. For this

task, the City staff shall develop the scenarios and Consultant shall guide City staff in populating the model. It will produce demand estimates that are specific to the characteristics of the area being studied in terms of land use, parking supply, parking costs, and transit availability.

1.3 Intercept and Stakeholder Surveys (Optional)

Should the City desire, Consultant shall conduct intercept surveys of customers and visitors over a period of several days in San Leandro to link customer trip purpose to parking behaviors; determine user issues related to parking; and gauge reactions to potential changes in management policies or measures. Survey results shall be analyzed and developed into a memorandum summarizing the responses of visitors and customers. Consultant shall work with the City to determine the optimal timing of the survey to cover peak times and events to garner the most feedback regarding parking issues in the downtown.

Consultant will also create a brief survey for key stakeholder groups to use with their members to get feedback on specific issues to help guide the project. The survey will be developed in paper form and on-line. Survey results will be summarized in a brief memorandum and incorporated into the final parking management plan report.

Task 1 Deliverables

- Task 1.1 Technical memorandum – Baseline Conditions review and intercept survey analysis;
- Task 1.2 Technical memorandum – Parking supply evaluation and demand model analysis.
- Task 1.3 Intercept Survey Summary – optional

Estimated Task Cost: 130 staff hours + 20 optional staff hours (@\$150/hour) = \$22,500

Task 2 City Policy/Technology Evaluation/Best Practices Assessment

Task 2.1 Assessment of City Parking Policies and Practices

Consultant shall conduct a comprehensive evaluation all the elements of City's existing parking management program to understand all elements of the existing operation, management structure, and financial model.

Consultant's effort will include:

- Review of current revenue generation and operating costs. Revenue and operating costs would include: enforcement, lot maintenance, and all operating costs allocated to the public parking supply;
- Review of all codes and regulations for all public parking supply located in the City's study area. This includes evaluation of the existing parking enforcement hours and time limits, and of rate structures, as necessary, in place on-street and in public off-street lots;
- Evaluation of the employee parking permit program, as necessary;
- Evaluation of lot formats, by lot, where long-term and short-term stalls are co-mingled;
- Evaluation, as necessary of lot identification systems, wayfinding, signage in place on public parking facilities;

- Evaluation of existing City parking payment technology and related enforcement applications and effectiveness (meters and pay stations);
- Preparation of a revenue to expense analysis with resultant recommendations for pricing, as appropriate, within the public parking system as a means to balance any operating deficits that may exist. This shall include preparation of recommendations for strategies that may be implemented to off-set operating deficits identified; and
- Development of parking strategies shall be provided in immediate, near, mid and long-term implementation format and include recommendations for both on- and off-street parking.

Task 2.1 Deliverables

- Preparation of a revenue to expense analysis. This will include preparation of recommendations for strategies that could be implemented to offset operating deficits and other issues identified.
- Task 2.1 Technical memorandum – Management Structure and Financial Model findings and recommendations

Task 2.2 Best Practices

Based on Task 2.1, Consultant will evaluate and compare the City's management practices against market trends and best practices in the parking industry. Consultant shall evaluate parking management practices in three case studies in communities comparable to the City of San Leandro. Consultant shall select case studies that have strategies and policies that directly relate to the City's challenges. Relevant findings of best practices shall be developed and provided as detailed examples and excerpts for each case study city for the deliverables listed in Task 2.1. Best practice examples may include but are not limited to: analysis of pricing structure and policies, finance strategies, employee and residential parking permit programs, enforcement strategies, and parking requirements and supply development. Consultant will select strategies and policies from communities that directly relate to the City's challenges. Relevant findings of best practices will be developed and provided as detailed examples and excerpts by relevant management tools and policies.

If deemed necessary, Consultant shall also evaluate the City's existing technology and meter system and shall interview operations staff to understand issues with current equipment. Based on the evaluation, Consultant shall develop recommendations or improvements to the current technology used by the City. The above review will include interviews with current San Leandro parking operations, public works, planning, and enforcement staff. For the purposes of this task, two (2) in person meetings are proposed with any additional meetings to be conducted via conference call.

The City's policies/practices from Task 2.1 will be compared to each relevant best practice/trend and assessed whether the practice is in line with industry standards or should be targeted for change.

Task 2.2 Deliverables

- Task 2.2 Memorandum – Best Practices and Market Trends
- 2 Meetings in person

Estimated Task Cost: 160 staff hours (@\$150/hour) = \$24,000

Task 3 Stakeholder Engagement and Outreach

Task 3.1 Outreach Approach and Stakeholder Meetings/Interviews

Consultant will develop a brief initial outline summarizing the envisioned outreach strategy for the management plan project. A key element of the outreach strategy will include working with the City to identify key participants for a series of up to three stakeholder meetings/interviews, including business owners, City staff, elected officials, and select members of the public. The purpose of the stakeholder meetings will be to gain input on existing issues and concerns with parking in the City to gauge reaction to potential changes or new approaches to pricing and parking management and to explore ways to effectively communicate parking information to users.

Task 3.2 Project Open Houses

Consultant will work with the City to prepare for and facilitate two project open houses (approximately three hours). The first open house would be at the outset of the project in conjunction with stakeholder meetings to hear from members of the community, including local residents, employees, and visitors, about existing parking issues. The second open house would be towards the end of the study to provide a forum for presenting ideas, concepts, and recommendations for a new parking strategy for downtown. Consultant, in coordination with City staff, will prepare poster boards/open house stations (up to two stations) and provide the open house meeting summaries.

Task 3.3 Fact Sheet

Consultant shall create a fact sheet for the City's website to familiarize members of the public with parking information in San Leandro, along with answers to key questions and concerns. The content for the fact sheet will be provided by the City and Consultant.

Task 3.4 Parking Information and Communication Strategy

Consultant shall develop a simple marketing approach for the City's parking program, to both communicate existing features of the system and upcoming changes. The marketing approach shall center on a unified theme for the parking strategy to promote familiarity and ease of use while incorporating changes and ensure the City effectively identifies and communicates parking information to its intended audience. The marketing strategy shall include:

1. Branding strategy for the parking program including a sample logo that can also be used in the parking plan documentation. The branding shall create a unified theme for the parking strategy and plan to promote familiarity and ease of use.
2. Example parking signs/information boards (on-street and in lots) that can be introduced as part of the branding and communication strategy.

Task 3 Deliverables

- Stakeholder Interviews/ Meetings(3)
- Project Open House (2)
- Fact Sheet
- Parking Information and Communication Strategy memorandum

Estimated Task Cost: 110 staff hours (@\$150/hour) = \$16,500

Task 4 Key Findings and Recommendations

All of the analyses and evaluations performed in Tasks 1, 2, and 3 will be developed into a summary of key findings and recommendations for City review, within the management plan report.

Consultant will develop a parking strategy and recommendation plan based on the key findings in form of a parking management plan. Strategies will be provided in immediate, near-, mid-, and long-term implementation format and include recommendations to optimize parking policies and ensure adequate parking supply to meet the City's needs.

Task 4 Deliverables

- Summary of Key Findings within Draft/Final Report

Estimated Task Cost: 60 staff hours (@\$150/hour) = \$9,000

Task 5 Final Report

All of the analyses performed in Tasks 1 through 4 will be developed into a single report for City review. The report will be comprised of the technical memoranda prepared as part of each task and will include additional introductory and appendix material as appropriate. Consultant will submit a draft report for City review and incorporate revisions following comment by City staff into a final report.

Upon acceptance of the final report, Consultant and City staff will present the findings and recommendations to the public works commission meetings and the City Council.

Task 5 Deliverables

- Parking Management Plan (1 Draft and 1 Final Report)
- Presentation to Public Works Commission (1)
- Presentation to City Council (1)

Estimated Task Cost: 50 staff hours (@\$150/hour) = \$7,500

cc: Kyle Simpson and David Early, The Planning Center | DC&E