EXHIBIT A

NELSON
NYGAARD

Dear Jennifer,

In response to your February 22, 2016 letter regarding a Request for Best and Final Offer for our proposal for a Parking Management Plan and Progressive Parking Strategy (RFP 15-70), we have made updates to our proposal.

These modifications are minor –adding clarification about scope details and adding one task.

The updates are:

- Within Task 7.1, we added language to further clarify that the solutions will be aimed at helping address potential parking shortages, and that one goal for that Task would be to recommend funding sources for creation of additional parking in Railroad Square.
- Added Task 7.4: Fiscal Impacts. This added Scope will allow Nelson\Nygaard to provide analysis of the financial implications of recommendations, and has a +$3,280 budget impact.
- Clarifying that the advisory meetings may be City Council meetings (Task 8.2). This was assumed and has no budget implications.

These changes are reflected in the updated Scope of Work only in the tasks listed above, and are reflected in the Schedule (new task added and meeting schedule clarified) and Budget (small budget addition related to new task).

Please let me know if you have any questions. We appreciate your feedback in helping to best shape this proposal to meet the goals for the project, and are excited about the possibility of helping the City of Santa Rosa tackle these important parking opportunities.

Sincerely,

Paul Jewel

116 NEW MONTGOMERY STREET, SUITE 500 SAN FRANCISCO, CA 94105 415-284-1544 FAX 415-284-1554

www.nelsonnygaard.com

NELSON
NYGAARD

Jennifer Myles, Senior Buyer
City of Santa Rosa
635 1st Street
Santa Rosa, CA 95404
707-543-3709

January 25, 2016

RE: Parking Management Plan and Progressive Parking Strategy

Dear Ms. Myles,

On behalf of Nelson\Nygaard Consulting Associates, Inc., I am pleased to submit this proposal to the City of Santa Rosa for a Railroad Square Area Parking Management Plan and Citywide Progressive Parking Strategy. We are excited about the possibility of working with the City of Santa Rosa and are committed to the project's success.

Nelson\Nygaard is a full service transportation planning firm. We focus on proven, sustainable transportation solutions that support economically vibrant cities. Our firm is nationally recognized for developing innovative parking management strategies that support the complex needs of city neighborhoods and districts. We understand that Santa Rosa is a major economic and social hub in Sonoma County and the region. We know that ensuring convenient parking will support Santa Rosa's future growth and maintain the vitality of downtown and surrounding neighborhoods.

We have considered the needs of the City of Santa Rosa and have assembled a team that combines national expertise with local knowledge to complete the study. Ria Hutabarat Lo has over a decade of public and private sector experience in sustainable transportation policy. Lauren Mattern recently served as a key leader on the SF*park* pilot projects in San Francisco. She is an industry expert on parking pricing policies, emerging parking technologies, and communicating about parking in an accessible manner. She helped build a highly innovative parking management system, the first system of its kind in the world, and has helped transportation officials around the country adapt parking innovations in their cities. Terra Curtis has worked on several parking and transportation demand management projects, and has a strong track record wielding large data sets and applying economic principles and new technologies to transportation challenges.

We hope you will recognize the strengths of our proposal, staff capabilities, and firm experience as indications of our capacity to carry out this important project. We submit our proposal in accordance with the terms and conditions outlined in the Request for Proposal (RFP) document and our offer will remain in effect for at least ninety (90) days from the date of submittal, January 25, 2016. We also acknowledge receipt of addendums 1-3, as signed in Appendix B. Please see Appendix C for contract and insurance edits.

If we can provide any additional information about our firm or this proposal, please do not hesitate to contact Ria Hutabarat Lo at rlo@nelsonnygaard.com or 415-284-1544, or me at pjewel@nelsonnygaard.com or 415-284-1544. I am authorized to negotiate with the City of Santa Rosa in connection with this effort.

Sincerely,

Paul A Jewel

Paul Jewel, President and CEO

116 NEW MONTGOMERY STREET, SUITE 500 SAN FRANCISCO, CA 94105 415-284-1544 FAX 415-284-1554

www.nelsonnygaard.com

Table of Contents

Appendices

Table of Figures

City of Santa Rosa

Parking Management Plan and Progressive Parking Strategy Proposal

Submitted by
Nelson\Nygaard Consulting Associates
116 New Montgomery Street, Suite 500, San Francisco, CA 94105
415-284-1544

CONTACT: Ria Hutabarat Lo TITLE: Principal
EMAIL: rlo @nelsonnygaard.com

INTRODUCTION

A DIFFERENT KIND OF TRANSPORTATION FIRM

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a 123-person, full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

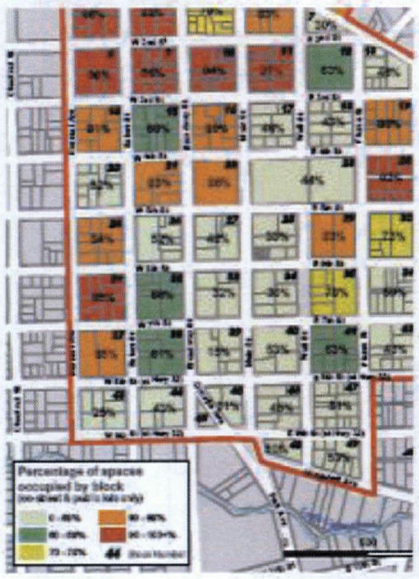
Nelson\Nygaard specializes in:

QUALIFICATIONS

Nelson\Nygaard is uniquely qualified to develop the Railroad Square Area Parking Management Plan and Citywide Progressive Parking Strategy for the City of Santa Rosa. We have extensive experience working in all types of communities and understand the delicate tradeoffs between the various users of the street and public realm. The Nelson\Nygaard approach to this project will be defined by the following core tenants:

- **Parking is just one piece of the transportation system.** Nelson\Nygaard is an industry-leading, multimodal firm with the ability to understand how parking is intimately connected to a city's approach to transit, biking, and walking. We have helped cities develop a defined strategy to ensure that the parking system supports, and is supported by, other modes.
- **We are technically rigorous, but understand that project success goes beyond data.** Our scope of work includes a detailed methodology to review, analyze, and document parking inventory and demand, both existing and future. However, we know from experience that a city's parking challenges go beyond numbers and are driven by perception and individual experience. We will create a valuable data set, but supplement data analysis with feedback from stakeholders.
- **Offer a fresh and innovative perspective.** Nelson\Nygaard will bring a new perspective to Santa Rosa's parking issues. We will utilize the good work that has been done, and inject our innovative thinking that has led other Bay Area cities, including San Francisco, Oakland, and Berkeley, to rethink how they provide and manage their parking.
- **Build consensus among many stakeholders.** We recognize that numerous entities have an important stake in Santa Rosa's parking system. Our goal is to engage in meaningful dialogue with all of the stakeholders to identify the common ground that is needed for implementation.
- **Prioritize a user-friendly project.** Discussion of parking can be boring, technical, and confusing. Through our experience with user surveys, focus groups, interactive workshops, and easy-to-understand materials, Nelson\Nygaard has a history of making parking an approachable and engaging topic for staff, the community, and decision-makers.

Nelson\Nygaard believes effective parking management is the key to unlocking multiple community goals, from economic development to congestion management and historic preservation. With more than 50 parking management projects completed for cities, public agencies, developers, universities, and nonprofits, we can analyze and share best practices from all sides of the table.



Parking Policy

From citywide parking strategies to neighborhood plans, Nelson\Nygaard has developed policies for small downtowns and major metropolitan centers. Our outreach tools help foster community consensus on policy objectives, and translate these into decisions on specific management policies. The firm is also at the cutting edge of new policy formulation: we have written best practice guides for the EPA, taught training courses for the American Planning Association, and developed our in-house best practice database.

Demand Analysis

Nelson\Nygaard helps developers and cities to go beyond the *Parking Generation* manual and accurately quantify parking demand for a new development, neighborhood plan or zoning ordinance. The firm's integrated financial and transportation models incorporate the impacts of density, transit access, pricing and demand management, and the potential for shared parking. We can analyze when more parking is needed, and when it is more effective to invest in alternatives to driving.

Parking Management

Our senior staff includes former parking managers who can lead clients through the implementation process for parking cash-out, shared parking, residential permit parking, and other programs. We advise on how to take advantage of new payment and enforcement technologies, and implement customer-friendly information systems.

Recent Projects Include:

Downtown Oakland Parking Study, Oakland, CA

Glendale Downtown Mobility Plan, Glendale, California

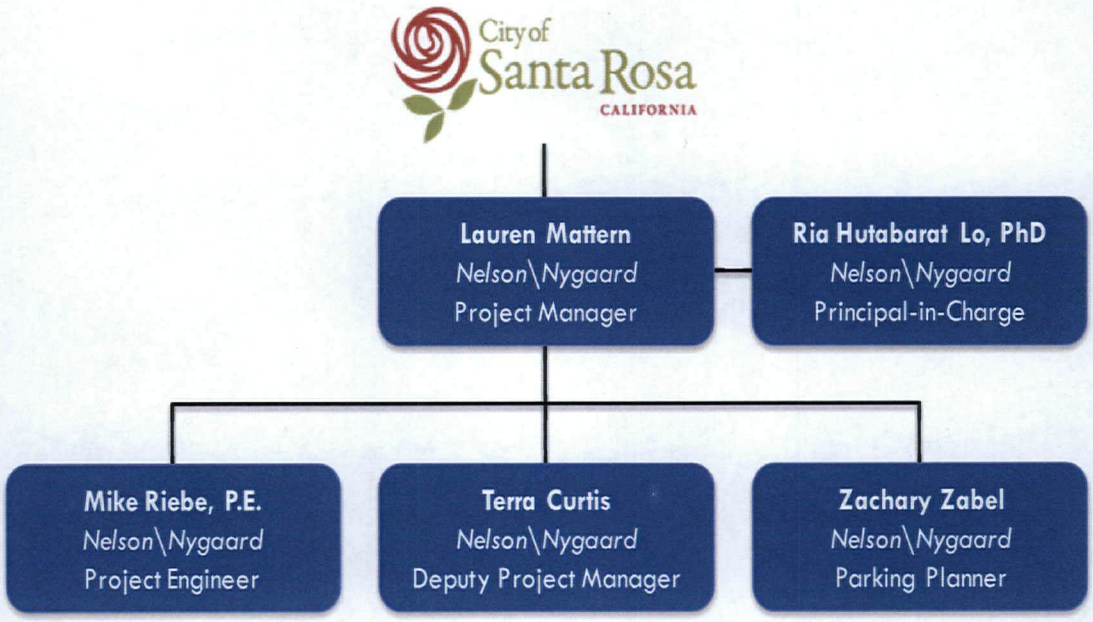
South Lake Union On-Street Parking Plan, Seattle Department of Transportation, Washington

Parking and TDM Plan, Meriam Park, Chico, California

PROJECT TEAM

We are pleased to offer a team of experts in the transit planning field. The proposed staffing for this project is described in the organization chart on the following page. Core team members' bios are included directly after. Full resumes can be found in Appendix A.

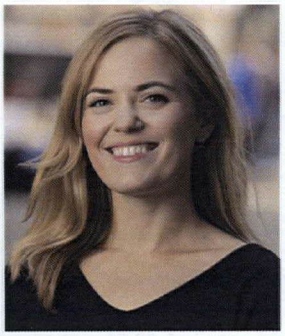
Figure 1 Organizational Chart



Ria Hutabarat Lo, Principal-in-Charge

Ria Hutabarat Lo has 18 years of public, private, and research sector experience in sustainable transportation and travel demand management. She has produced award-winning transportation and parking plans for Occidental College and San Francisco State University. At Genentech, her work resulted in better connections to regional transit, introduction of a parking-cash-out, introduction of a transit eco-pass program, and increased alternative mode shares from 21% in 2004 to 46% in 2013. She has also analyzed and designed parking policies and programs for public agencies such as the City of Beverly Hills, where she analyzed parking occupancies, feasible FARs, parking built ratios, and development (pro forma) impacts associated with parking standards and potential expansion of the parking in-lieu fee program. Ria has also developed TDM plans and programs for organizations that range from small preschools to large research universities and from residential developments to industrial (R&D) campuses. This work has facilitated growth, while knitting campuses into the urban fabric and reducing traffic impacts. A former adjunct planning professor, Ria holds a PhD in City and Regional Planning with a focus on transportation, walkability, and urban form.

Lauren Mattern, Project Manager



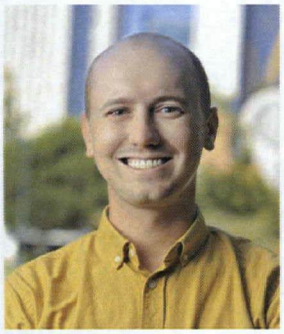
Lauren Mattern brings eight years of city and transportation planning experience, with a focus on parking, transportation demand management, and multimodal planning. She has strong expertise with data-driven decision making, agile project management, and public sector communications strategies. Before joining Nelson\Nygaard, Lauren served as Manager of Parking Policy and Technology at the San Francisco Municipal Transportation Agency, where she oversaw the innovative SF*park* program and related parking programs and policy efforts such as neighborhood plans, on-street car sharing pilots, and Residential Permit Parking. While an analyst, Lauren led pricing policy projects using new technology, coordinating with an array of technical experts and public officials. She also directly managed development of neighborhood parking plans in San Francisco, including a waterfront parking plan incorporating extended hours and special event pricing.

Lauren connects transportation projects with broader city goals, such as economic development and public health, leading both technical projects and conceptual policy development. Her rich municipal experience implementing technically challenging projects allows her to build projects that are both forward-thinking and highly implementable. In her previous roles, Lauren worked on planning projects around the Bay Area, including in Sonoma and Marin counties.

Terra Curtis, Deputy Project Manager

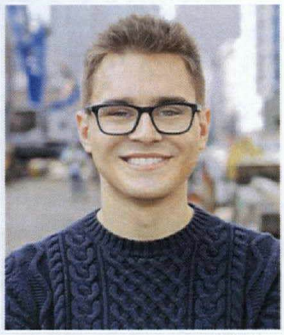
Terra Curtis specializes in transportation demand management, parking, and innovative mobility services, with experience from planning to implementation. She has worked on several local parking and TDM projects, including plans for large private developments and corporate campuses in Northern California. She is a skilled writer and data analyst, and is highly involved in the local transportation community. Terra has recent local experience in helping the SMART rail system plan for bicycle parking at its stations in Santa Rosa and in assessing bike share feasibility in the cities throughout Sonoma County.

Mike Riebe, P.E., Project Engineer



Michael Riebe is a technical expert in multimodal design who is experienced with transportation engineering and planning on a variety of projects. At Nelson\Nygaard, Michael serves as a project engineer and designer for innovative streetscapes that include traffic calming elements, bicycle facilities, pedestrian safety, and neighborhood greening. Michael is an expert at overcoming challenges to find the best way to utilize limited space in a dense urban environment for all modes of transportation. As project engineer for the San Mateo Sustainable Streets Plan, Michael oversaw the design for four focus area corridors in the City of San Mateo, all with varying street typology. Also, Michael coordinates Complete Streets design and traffic engineering analysis to support the Mountain View Shoreline Corridor Study, as well as a variety of other technical analyses involving traffic modeling software and signal timing.

Zachary Zabel, Parking Planner



Zachary Zabel specializes in parking policy, transit service planning, and transportation demand management (TDM) programs. He has contributed to data collection, mapping, survey implementation, research and report writing efforts on parking related projects for a variety of clients including the City of Beverly Hills, the Golden Gate National Recreation Area, the City of Livermore, the City of Oakland, the San Francisco County Transportation Authority, and the Southern California Association of Governments. Most recently, he completed a study for the City of Placentia in Orange County that outlined an initial policy plan for an in-lieu fee program and improved parking management. In addition, Zachary has played a key role in formulating campus TDM and parking management strategies for universities across the United States and major private employers in Silicon Valley.

PROJECT EXPERIENCE

SF*PARK* PILOT PROJECTS IMPLEMENTATION ASSISTANCE — 2008-2013
SAN FRANCISCO, CA

Client: San Francisco Municipal Transportation Agency, 1 South Van Ness Avenue
San Francisco, CA 94103-1267
Contact: Jay Primus, Program Director, SFpark, 415-203-4784, jay.primus@gmail.com

The San Francisco Municipal Transportation Agency's SF*park* program, which won the 2012 Institute for Transportation and Development Policy's Sustainable Transport Award, aims to dramatically improve parking in San Francisco by testing best-practice parking management policies, techniques and supporting technologies. SFMTA received a Federal Urban Partnership Program grant, which required a robust evaluation of SF*park*'s impacts, reaching beyond the rhetoric of "smarter parking" to understand true benefits.

SFMTA hired Nelson\Nygaard to help develop the SF*park* program, which covers seven pilot and three control areas representing approximately 25% of San Francisco's total public parking supply. Nelson\Nygaard first supported creation of an evaluation framework, developed survey instruments, and survey implementation plans including search time, merchant, and shopper/visitor surveys. Nelson\Nygaard also provided detailed input on the SF*park* data collection plan, suggesting methodologies and measures to provide reliable, cost-effective measures of success. We conducted numerous data collection efforts, including surveys of parking search time, spillover parking into residential areas, and instances of double parking and use of disabled placards in pilot areas.

Finally, Nelson\Nygaard developed recommendations for potential reforms to the management of disabled parking and residential parking districts, both of which are critical components of San Francisco's parking system. And we provided support with public outreach, framing sometimes controversial parking policy reforms in ways that highlighted the tensions and tradeoffs of implementing changes versus doing nothing.

In 2013, the International Parking Institute recognized SF*park* as the most innovative parking program in the U.S., and Harvard named it among the top 25 innovations in government. The project's pilot evaluation, completed in 2014, found that SF*park* achieved its key objectives: in the pilot areas, average parking rates decreased, parking availability improved, GHG emissions and vehicle miles traveled decreased, and it was easier to find a parking space, pay for parking, and avoid citations.

Staff contribution:

In addition to the firm's work supporting SF*park* pilot projects, Senior Associate Lauren Mattern was a key leader in creating, implementing, and evaluating this innovative program. While working at the SFMTA, Lauren:

- Served as Manager of Parking Policy and Technology, overseeing a team working on the SF*park* pilot and a broad portfolio of innovative parking projects.
- Created pricing policies at the heart of the pilot, including data-driven update mechanisms based on parking sensor data.
- Oversaw implementation and operations of demand-responsive rate adjustments.
- Worked with meter, sensor, and data-warehouse vendors to ensure smooth interface among operational technology.
- Led FHWA-sponsored parking policy workshops to share lessons learned with transportation officials nationwide.

BERKELEY DOWNTOWN PARKING & TRANSPORTATION DEMAND MANAGEMENT PLAN, BERKELEY, CA — 2009-2012

Client: City of Berkeley, Transportation Division 2180 Milvia Street, 3rd Floor Berkeley, CA 94704

Contact: Kara Vuicich, Former City of Berkeley Associate Planner, Senior Transportation Planner, Alameda County Transportation Commission, 510-208-7410 kvuicich@alamedactc.org

Downtown Berkeley, home to a world-class university and historic buildings, faced numerous challenges in managing growth. With its progressive reputation, the City wanted a downtown that was a model of environmental sustainability and accommodating to new housing. Nelson\Nygaard led the development of the parking and transportation demand management plan, one of four major initiatives. We recommended a comprehensive parking and TDM strategy, including a shared parking facility development program, a financing plan, zoning code amendments, and variable parking pricing policies for both curb parking and off-street garages. Far-reaching demand management rules require that new developments provide employees and residents with free transit passes, ensure amenities for bicyclists, and unbundle the full cost of parking from the cost of housing and commercial space. The program also provides real incentives that encourage car sharing, parking cash out, and efficient sharing of automobile parking.

The City adopted the Berkeley Downtown area plan in 2012, and more than 1,400 new housing units are under development. In 2014, the Downtown Area Project was awarded the American Planning Association's National Planning Achievement Award for Best Practice, the profession's highest honor, for having "successfully translated community aspirations into concrete actions."

DOWNTOWN OAKLAND PARKING STUDY, OAKLAND, CA — 2014-ONGOING

Client: Metropolitan Transportation Commission, 250 Frank K. Ogawa Plaza, Suite 4314 Oakland, CA 94612

Contact: Bruce Williams, 510-238-7229, bwilliams@oaklandnet.com

The Downtown Oakland Parking Study is designed to explore parking and transportation issues and opportunities in downtown Oakland, evaluating how future transportation and parking policies and investments can support local retail and economic growth. Nelson\Nygaard is leading this study, which includes developing a comprehensive inventory of public on- and off-street parking, assessing parking utilization in public facilities, and implementing a survey to better understand how merchants and shoppers alike use parking and transportation resources in the downtown area. The aim of this study is to prepare a comprehensive Parking Management Plan for downtown Oakland, including an implementation plan designed to move the plan from concept to reality on the streets of downtown Oakland.

NAPA ARCHER HOTEL PARKING STUDY, NAPA, CA — 2013-2014

Client: LodgeWorks, 8100 E 22nd Street, N Bldg 500, Wichita, KS 67226
Contact: Mike Daood, President, 316-681-5101, mike.daood@lodgeworks.com

LodgeWorks, a hotel developer and management company, is planning to build a new boutique hotel in Downtown Napa. The Archer Hotel will include meeting and event space, retail space, a restaurant, and a rooftop lounge, making the hotel an ideal destination for Napa tourists. A few years prior, Nelson\Nygaard Consulting Associates conducted a shared parking study for its sister property, Avia Hotel, just two blocks from this new hotel. Based on Nelson\Nygaard's extensive experience with parking studies and strategies in the Downtown Napa area, the City asked the developer to retain Nelson\Nygaard for a similar parking study for the Archer Hotel.

Nelson\Nygaard analyzed current hotel parking demand, parking occupancy in the existing city-owned Pearl and Clay Street Garages, future parking conditions, and the proposed uses of the Archer Hotel property. Based on the study's findings, Nelson\Nygaard recommends a parking plan for the Pearl Street Garage that includes reserving the top floor of the garage for 24/7 hotel valet parking and maintaining the Clay Street Garage as a parking option to absorb any overflow demand.

The methodology for this parking study was consistent with that of the 2012 Downtown Napa Specific Plan Environmental Impact Report. Given the proposed parking recommendations, Nelson\Nygaard does not anticipate any parking shortfalls associated with the completion of the Archer Hotel project.

DOWNTOWN LIVERMORE PARKING STUDY, LIVERMORE, CA — 2013-2014

Client: City of Livermore, CA, 1052 S. Livermore Ave, Livermore, CA 94550
Contact: Cheri Sheets, City Engineer, 925-960-4510, crsheets@ci.livermore.ca.us

Over the past decade, historic downtown Livermore has emerged as a popular regional destination for dining and entertainment in proximity to East Bay vineyards and wineries. As a result of this success, finding available on-street parking in the heart of downtown during peak hours has grown more challenging. Adding to this challenge, the City has plans for continued redevelopment in the downtown core, which could further impact existing parking.

The City of Livermore and its downtown business community sought creative strategies for improving the availability and convenience of parking in downtown, as well as strategies to finance a new parking structure. Nelson\Nygaard Consulting Associates, Inc. led the development of a downtown parking study to help the City manage existing and future parking challenges in cost-effective manner while supporting economic development goals.

In support of this effort, a comprehensive parking analysis was conducted, including detailed parking occupancy and turnover counts. After studying the parking occupancy rates throughout downtown, both on-and off-street, Nelson\Nygaard determined that parking shortages are focused on a small portion of downtown, particularly around the commercial core of First Street. The study also projected future parking demand and supply based on planned land uses.

A recommended suite of strategies was developed to maximize use of existing parking supply and facilitate pedestrian activity as part of a "park once" environment. These strategies included improving wayfinding, developing an employee parking permit program, increasing enforcement of existing time limits, and considering pricing of on-street spaces. Nelson\Nygaard also identified an abundance of available parking in private lots throughout downtown and helped the City identify and craft shared parking arrangements allowing the general public to park in underutilized private lots.

Throughout the study, Nelson\Nygaard conducted extensive stakeholder outreach, both through traditional public meetings and through more interactive methods, such as a dedicated project website (ParkDTL.com), a sister city van tour, web-based surveys, and tabling activities at community events. Downtown residents, visitors, employees, and businesses owners all provided feedback on existing parking challenges in downtown, and helped shape the strategies through their input.

The study and recommended package of strategies was approved by City Council in late 2014.

ONGOING LOCAL PROJECTS

SMART STATIONS' BICYCLE INVESTMENT PLAN, SONOMA AND MARIN COUNTY — 2015-ONGOING

Client: Sonoma-Marin Area Rail Transit District, 5401 Old Redwood Hwy, Suite 200, Petaluma, CA 94954
Contact: Linda Meckel, Senior Planner, 707-794-3330, lmeckel@sonomamarintrain.org

The arrival of the Sonoma-Marin Area Rail Transit District service is a once-in-a-generation opportunity to improve regional access, expand physical mobility, reduce vehicle trips, and facilitate locally appropriate development across Sonoma and Marin Counties. To ensure SMART becomes a primary mode of transportation and creates significant community benefits, this new transit service and associated development must be accompanied by programs and policies throughout the corridor that connect the rail line to a robust multimodal network of transportation options. Nelson\Nygaard was hired by SMART to develop a Bicycle Parking Investment Plan for each of SMART's new stations. Though this study is ongoing, it is clear that SMART's Railroad Square Station in Santa Rosa is an opportune location to promote bicycling. With limited automobile parking, a local and regional retail environment nearby, and plans for additional development, investments in bicycle access, coupled with appropriate automobile parking policies, will ensure Santa Rosa's Railroad Square area continues to thrive with the implementation of SMART.

TRANSPORTATION MODE SHIFT ACTION PLAN, SONOMA COUNTY — 2015-ONGOING

Client: Sonoma County Transportation Authority
Contact: Dana Turréy, Transportation Planner, 707-565-5376, dturrey@sctainfo.org

Nelson\Nygaard was hired by the Sonoma County Transportation Authority to develop a strategic action plan to promote a shift in modes used for personal transportation in Sonoma County. This countywide plan includes feasibility studies for bike share and car share, an assessment of shared mobility and transportation demand management efforts, and the development of an action plan tied to specific geographic locations within the county. As the largest city in Sonoma County with a compact, walkable downtown, comprehensive local transit service, and SMART rail about to be implemented, Santa Rosa has great potential to contribute to transportation mode shift.

REFERENCES

Nelson\Nygaard has served hundreds of clients, and we are proud of our record of positive relationships with clients, enjoyed both during and after completion of project engagements. Some of Nelson\Nygaard's most relevant recent projects are highlighted below. For each project, we have included a project contact and contact information.

Client	Project	Contact
San Francisco Municipal Transportation Agency	SF*park* Pilot Projects Implementation Assistance San Francisco, CA	Jay Primus Program Director, SFpark 415-203-4784 Jay.Primus@gmail.com
Sonoma County Transportation Authority, SCTA	Transportation Mode Shift Action Plan Sonoma County, CA	Dana Turréy Transportation Planner Sonoma County Transportation Authority 707-565-5376 dturrey@sctainfo.org
City of Berkeley, CA Transportation Division	Berkeley Downtown Parking & Transportation Demand Management Plan Berkeley, CA	Kara Vuicich Former City of Berkeley Associate Planner, Current Senior Transportation Planner Alameda County Transportation Commission 510-208-7410 kvuicich@alamedactc.org
Lodge Works	Napa Archer Hotel Parking Study Napa, CA	Mike Daood President 316-681-5101 mike.daood@lodgeworks.com

PROJECT UNDERSTANDING

The City's upcoming Railroad Square Area Parking Management Plan and a Citywide Progressive Parking Strategy together present a tremendous opportunity to address parking issues ahead of future development and the opening of the train station. The City of Santa Rosa can move the needle to improve the parking experience in a way that also improves the experience of living, working, and visiting the downtown area.

Located in the heart of Sonoma County, Santa Rosa is the largest city in the North Bay, and the northernmost social and economic hub within the Bay Area. Its restaurants, wineries, and craft breweries are revered among visitors and locals. Downtown Santa Rosa is charming and thriving, lined with shops and restaurants. Across Highway 101, the Railroad Square area is dense with noteworthy historic commercial buildings, and local restaurants and shops.

Changes are afoot in downtown Santa Rosa. In late 2016, Sonoma-Marin Area Rail Transit (SMART) will open two stations in Santa Rosa, including one at Railroad Square, across the 101 from the downtown core. As with other stations located in vibrant downtown areas, no off-street parking will be provided at the station. The station is located at the site of a historic depot and also proposed mixed-use development featuring a food and wine center that is expected to become a major attraction. There are several other planned and proposed developments in the area. Just blocks from the train station is a more residential area--the mixed-use West End neighborhood--which may see changes in parking demand as development increases.

To respond to these coming changes and to continue to grow Santa Rosa as a desirable place to work and live, the City of Santa Rosa has begun to study and transform its parking system, with a focus on the downtown and, specifically, the Railroad Square area.

A Santa Rosa Parking Analysis was conducted in 2015 to understand the patterns of parking use in the downtown and Railroad Square areas, as well as surrounding blocks. This study provided a baseline understanding of parking supply and use in the area, and reviewed current conditions against future demand projections based on developments in the area and the opening of the downtown SMART station. The study reported an excess of parking supply in the area, including in the downtown and Railroad Square subareas. Like many successful places, however, some parking was full on certain blocks and during certain times of day. In addition, it was observed that some parkers avoid time limits and meters by seeking out unrestricted blocks to the north of the downtown core, spilling over into other areas.

Many municipalities are facing similar parking demand distribution patterns. On-street spaces near popular destinations tend to be most heavily utilized, because they are the most visible and convenient, and there is insufficient price incentive to seek out less-convenient parking in a nearby parking garage. This understandable parking behavior can eventually lead to on-street parking often being full, causing drivers to circle to look for an open spaces, creating a frustrating search for visitors and unnecessary traffic. This experience may create the perception that there is inadequate parking supply and spur interest in building more parking while the existing off-street supply is not yet fully utilized.

Demand-responsive pricing management of on- and off-street parking supply is key to providing more convenient parking in a fiscally sustainable way. It isn't sufficient to have open parking spaces if they are not visible to the people looking for them. Communications strategies and coordinated pricing can achieve uniformly distributed parking demand, directing drivers to the spots that best match their need.

Santa Rosa has a long track record of coordinating parking policy for maximum benefit. A Central Parking District was formed downtown in the 1950s to provide parking for businesses in the area. Construction of off-street facilities was funded by parcel assessments and parcels within the district are exempt from most parking requirements. Railroad Square falls outside of this District and therefore does not have a financing mechanism in place to address possible future parking needs – now potentially a need due to the opening of the SMART station. The City has taken steps in recent years to advance parking policy. A 2009 visit by UCLA professor and author of *The High Cost of Free Parking*, Dr. Donald Shoup, recommended implementing demand-based pricing, among other parking management changes. His visit spurred additional focus groups and data collection work.

By advancing both a Railroad Square Area Parking Management Plan and a Citywide Progressive Parking Strategy, the city will be able to comprehensively review the citywide parking system, working from a unified set of goals. Railroad Square has its own unique set of issues and will require in-depth discussion about parking supply and the upcoming developments near the future station. However, pricing policies must have some consistency and coherency citywide, in order to best manage parking as a system. Public engagement efforts for both these planning processes will be facilitated in coordination.

As the proposed consultants for this effort, our role is to provide technical analysis, facilitate productive dialogue, integrate community values and priorities, and develop actionable recommendations that address downtown Santa Rosa and the surrounding neighborhoods. At the conclusion of the Parking Management Plan and Progressive Parking Strategy, we will have helped Santa Rosa:

- Better understand existing parking assets in the Railroad Square and downtown area
- Comprehensively document how those assets are being utilized, with a focus on parking behavior
- Identify the Railroad Square area's future parking needs, within the context of planning efforts and development projects
- Develop an integrated set of parking recommendations that ensure the parking system facilitates future growth and supports transit and multimodal investments, while making it easier to find parking
- Incorporate the diverse needs of many stakeholders throughout the project and build community support to actively implement project recommendations
- Present findings and ideas in a visually attractive way that is easy to understand

Develop strategies that are ready for implementation and provide clear guidance on future parking changes. We intend for the Railroad Square Area Parking Management Plan and Citywide Progressive Parking Strategy to provide a consistent set of parking recommendations for the City based on rigorous analysis and lessons learned from cities similar to Santa Rosa. With a new train station and associated growth and development, a strategic, comprehensive, and integrated plan for the location and management of parking assets is crucial to ensuring a high quality experience for residents, patrons, workers, and visitors in the downtown area.

SCOPE OF WORK

We have included what we believe is adequate detail to demonstrate how we would undertake all the activities outlined in the initial scope of services. Our approach is based on our experience doing this type of work. However, if selected, our first task would be to refine and confirm the scope, schedule, and budget in conversation with the City of Santa Rosa to ensure it aligns with the goals and the resources available for these studies.

Unless otherwise requested, we propose to provide all interim work products in Word and PDF format. We will produce a single draft of all Technical Memoranda/Deliverables and will incorporate feedback into a final version of each Memoranda based on a single set of non-conflicting comments. All electronic files will be provided to the team.

TASK 1: PROJECT INITIATION AND MANAGEMENT

1.1 Kickoff Meeting

Nelson\Nygaard will lead a kickoff meeting with the project team and relevant stakeholders to confirm project goals and refine the proposed work plan and schedule. The kickoff meeting will also provide our team with the opportunity to determine the history of parking issues in Santa Rosa. At minimum, we will seek to identify:

- Who are the key stakeholders?
- What are the stakeholders' current visions for downtown?
- How does parking specifically support or detract from those visions?
- What are the strengths of the current parking system? What specific aspects need improvement or revision?
- How would the team define project success?

The team will also use this visit to meet with up to six stakeholders and conduct up to three focus groups to better understand parking challenges (as described in Task 2.2). The team will work with the City of Santa Rosa to develop a list of key stakeholders, and the City will facilitate introductions and meeting scheduling.

1.2 Project Management

The Project Manager will provide oversight throughout the duration of the project and guarantee that the City of Santa Rosa and project team receive a quality product by assuring that:

- The Scope of Work is produced, adhered to, and revised as mutually agreed
- The team is regularly informed of project status and is an active partner in the execution of the project
- Meeting materials and all deliverables are of the highest quality

Nelson\Nygaard will also host bi-weekly conference calls with the project team to provide ongoing project updates, review project deliverables, and troubleshoot any project issues.

Deliverables: Final Scope, Budget, and Schedule
Meeting notes

TASK 2: RESEARCH PHASE

2.1 Review of Planning Context

Parking is an ongoing subject of interest in Santa Rosa. Our desire is not to duplicate effort, but to clearly understand the planning context and previous analysis, and to identify gaps or questions.

The team will work with City of Santa Rosa staff and stakeholders to identify and review all relevant and available data, reports, and studies related to parking and relevant transportation programs in Santa Rosa. Data to be requested from the city may include, but not be limited to:

- Downtown area studies and reports
- Geographic Information Systems (GIS) files
- Traffic, multimodal, and demographic data
- Parking inventory and utilization data, including the 2015 Parking Analysis report
- Current and future land use and development data
- Zoning policies and standards, especially as they relate to parking minimums/maximums and language related to shared parking
- Information on area-wide collaborations, policies, or funding streams

2.2 Stakeholder Interviews and Focus Groups

Data review and analysis can reveal only part of the parking story. Gaining an understanding of stakeholder perspectives—including, but not limited to, business owners, employers, residents, developers, and city staff--is necessary to understand the context of parking conditions.

Nelson\Nygaard will work with the City of Santa Rosa to identify appropriate stakeholders. Although the details can be determined at the project start, the team proposes to hold a series of individual meetings (up to six) and small focus groups (up to three) to capture a representative cross-section of perspectives.

2.3 Survey Stakeholders in the Railroad Square Area

To hone in on parking conditions specific to the Railroad Square area, Nelson\Nygaard will work with city staff to design, distribute, and analyze a survey of a selected number of businesses, residents, customers, and employees in the Railroad Square area. Information from the survey will be used to identify perceptions of parking, use patterns, and willingness to accept new approaches. Nelson\Nygaard has developed and executed dozens of parking surveys in communities across the country. There are several options for survey design, including an intercept- or mail-based survey, which can be discussed and finalized at the kickoff meeting. The survey will be tailored to specific Railroad Square area issues and designed to solicit meaningful data that will be used to guide development of the Railroad Square Parking Strategy.

2.4 Review Parking System in the Railroad Square Area

Nelson\Nygaard will analyze existing zoning, development standards, enforcement practices, and other factors that influence the parking experience in the Railroad Square area, with consideration of how they will perform given future intensified demand in the area.

Deliverables: Technical Memorandum #1: Stakeholder Input: Focus Groups, Interviews, and Survey Summary

TASK 3: DATA ANALYSIS

3.1 Review and Analyze Existing Data

Nelson\Nygaard will review and analyze existing parking data, including raw data from the 2015 Parking Analysis report and reports from the parking meter system and the garage control system. Through this analysis we will identify the factors that influence parking demand and distribution in and around downtown Santa Rosa, and thus will influence development of a pricing strategy.

3.2 Map Railroad Square Parking Supply

Primarily relying on existing data sources identified during tasks 2.1 and 3.1, Nelson\Nygaard will map the existing parking supply of all public and private parking spaces within the Railroad Square planning area. The 2015 Parking Analysis, city GIS files, and city parking supply data are likely to be key data sources for this task. Nelson\Nygaard anticipates only minor fieldwork will be needed to fulfill this task. All GIS files will be provided in a format to allow for easy updates and modifications by City staff.

Deliverable: Railroad Square Parking Supply Map

TASK 4: RAILROAD SQUARE PARKING DEMAND ASSESSMENT

4.1 Existing System Performance

Parking supply and utilization rates and patterns will be analyzed to assess the capacity of the existing supply to meet current demand. We recognize that parking demand and behavior can vary significantly in different areas. Therefore, our analysis will evaluate parking demand by on-street vs. off-street, public vs. private, user group, and geography. User-friendly and easily readable maps and charts will be created to represent the dynamics of the supply and demand relationship.

4.2 Existing Parking Demand and Land Use Assessment

In collaboration with the City of Santa Rosa and stakeholders, the team will develop an understanding of land uses and square footages within the study area using the most current land use data provided. Utilizing the land use inventory, we will determine the built ratio and demand ratio of parking. The built ratio compares the total number of existing parking spaces to the total existing square footage of occupied building spaces within the study area. The demand ratio represents peak-hour parking occupancy within the study area.

In short, actual observed parking demand will be utilized to develop a parking generation rate specific to Railroad Square. Whereas traditional parking generation methodologies do not account for dynamics of a walkable, mixed use area, this local generation rate will allow us to more accurately estimate future parking needs.

4.3 Future Parking Demand Assessment

This work stems from earlier data review efforts, but takes the data one step further by relating it to surrounding land uses and adjusted national standards in order to determine if parking supply is sufficient. This analysis will lead us to incorporate projections on future parking supply and

demand based on changes in land use (i.e., upcoming developments) in the study area. We will work with the City of Santa Rosa to identify and analyze new and expected downtown and Railroad Square area development.

Nelson\Nygaard's parking model analyzes the relationship between supply and demand in the Railroad Square area, specifically analyzing:

- Expected parking demand based on land use
- Observed parking demand
- Ratio between parking spaces and built square footage, existing and future
- Up to two model scenarios based on estimated changes in travel behavior and mode split determined by implementation of parking management strategies.

The Nelson\Nygaard team has experience all over the country in developing parking demand model tools that can be easily adjusted based on new land uses, parking supply, and mode split. Although material and data can be complex, our team works hard to demystify the "black box" of modeling and demonstrate the key takeaways and most salient points to stakeholders.

Deliverable: Technical Memorandum #2: Railroad Square Area Existing and Future Parking Demand

TASK 5: BEST PRACTICE REVIEW

5.1 Best Practices Review

Based upon the issues and opportunities thus far, the project team will conduct a best practices review of up to five similar cities to document type types of strategies that have proven successful, the emerging innovations in parking management, and how they can be applied to Santa Rosa's unique context. We will use our existing extensive research library to provide peer data on a variety of topics, including cost-effective infrastructure improvements, new technology, public and private financing and ownership strategies, governance/administrative structures, and wayfinding systems. These case studies can focus on citywide pricing and/or on the parking issues more specific to the Railroad Square area.

Deliverable: Technical Memorandum #3: Best Practices

TASK 6: CITYWIDE PROGRESSIVE PARKING STRATEGIES

Based on our findings in previous tasks, Nelson\Nygaard, in consultation with the City of Santa Rosa and key stakeholders, will identify strategies that are most supportive of ongoing vitality of Santa Rosa. Each recommendation will be summarized in an easy-to-understand "cut sheet" that describes its strategy, rationale based on project analysis, key benefits, costs, and other relevant information. The tasks in this section refer to the citywide parking policies, as opposed to Railroad Square, which is address in different tasks.

6.1 Management Strategies

A comprehensive set of strategies will seek to maximize the study area's current parking resources, balance the needs of all users, and emphasize cost-effective approaches.

This package will focus on pricing strategies, including appropriate on-street and off-street pricing, demand-based pricing and adjustment methodologies, long-term stay pricing, and

graduated parking rates. Depending on the analysis and stakeholder input thus far, the package may also include other parking management options such as enforcement of hours, parking time limits, communications and wayfinding strategies, and other operational recommendations.

The set of strategies will be influenced by the data analysis conducted in earlier tasks, and driven by data-driven evaluation of which factors most heavily influence parking behavior and demand in Santa Rosa.

6.2 Multimodal and Traffic Flow Analysis

Congestion reduction is a key goal of the Strategic Parking Management Strategy. Nelson\Nygaard will analyze and compare traffic impacts of the key strategies identified for consideration. As part of this analysis we will also note the multimodal effects of the Citywide Progressive Parking Strategy and therefore the effects on total transportation system capacity, walkability and likely levels of foot traffic. Parking has an impact not only on traffic levels, but also on the quality of other modes of transportation and the surrounding neighborhoods.

6.3 Fiscal Impact Analysis

For each of the key strategies identified for consideration, a fiscal impact analysis will be prepared to assess the financial impact of potential parking management decisions.

Deliverable: Technical Memorandum #4: Progressive Parking Policy and Management Strategies and Analysis

TASK 7: RAILROAD SQUARE POLICY AND MANAGEMENT STRATEGIES

7.1 Management Strategies

A comprehensive set of strategies will seek to maximize Railroad Square area's current parking resources, address potential future parking shortfalls, balance the needs of all users, and emphasize cost-effective approaches. The suite of strategies will consider elements such as:

- Operational and structural changes, including administration and enforcement.
- Phased supply strategies, such as those that utilize zoning and financial incentives to maximize public-private partnerships.
- Optimization of existing supply and addition of supply, through new structured parking, shared parking of private lots, reconfiguration of public lots, and on-street restriping.
- Identification of potential funding sources for creation of additional parking.
- Communication and wayfinding strategies, including district-wide communication and marketing strategy, electronic messages, occupancy tracking systems, and user interface devices to provide real-time pricing and occupancy data. This strategy will be evaluated in the context of the recent wayfinding study, ensuring no duplicative efforts or non-supportive recommendations.
- Advanced parking technologies, such as pay stations, electronic occupancy signs, cell-phone enabled occupancy and payment information. This strategy will be evaluated in the context of the recent investments in meters and smartphone apps, ensuring no duplicative efforts or non-supportive recommendations.

- Parking regulatory strategies, including appropriate parking time limits, refined zoning regulations, permit/placard regulations, shared parking, parking benefit districts, and policies on accessible parking.
- Pricing strategies, including appropriate on-street and off-street pricing, demand-based pricing and adjustment methodologies, long-term stay pricing, unbundling residential parking costs, parking cash out, leasing of private spaces, and graduated parking rates.
- Enforcement policies, including staffing needs, technology, routes, time of day and week policies, and violation fee structure.

7.2 Multimodal and TDM Strategies

The changes coming in downtown and in Railroad Square present exciting opportunities for the city to leverage its vibrant, multimodal core into a community of even greater transportation options. The changing transportation network will impact travel behavior and parking demand. With the right multimodal and transportation demand management (TDM) investments, the Railroad Square area and downtown can have reduced parking demand, increased travel by transit, biking, and walking, and ensure that parking facilities can be easily accessed.

Nelson\Nygaard will develop potential multimodal and TDM strategies to complement the Railroad Square area parking management strategies developed in Task 7.1.

Examples include strategies to maximize transit access through "last-mile" improvements, pedestrian comfort enhancements through lighting and streetscape, use of incentive-based programs to encourage employees not to drive, and implementation of car share programs to maximize mobility and flexibility for those choosing not to drive.

7.3 Zoning Strategies

Outdated or little known provisions of a city's municipal and/or zoning code can often inhibit desired developments and stymie economic growth. In many cities, the vision of citizens and city leaders for economic development and livable, active cores is not actually feasible when parking requirements are considered. Revising development standards to set requirements that are more appropriate for the local context can often stimulate development and allow for better urban design. In addition, changes to code language can help foster shared parking arrangements, especially with private parking facilities.

The Nelson\Nygaard team will review the city's current code requirements with regard to parking, building on the preliminary work conducted in Task 2. We will consider the parking requirements in relation to actual utilization as well as their effects on feasible development (feasible floor-to-area ratios or FAR).

The primary focus will be on potential changes to parking requirements to ensure they produce the appropriate amount of parking. Any new or revised requirements will be clear and understandable, tailored to the specific land uses and market contexts of Santa Rosa, while ensuring flexibility to respond to changing conditions over time. We will address key areas of the zoning code, such as:

- Minimums and maximums
- Mixed-use or shared parking requirements
- In-lieu fees

- Design standards, including access lanes, stall dimensions, aisle widths, sight-lines, screening, bicycle parking standards, landscaping, accessibility, etc.
- Development review standards
- Leased parking requirements
- Parking cost unbundling
- Ground-floor or screening use mixes

7.4 Financial Analysis of Recommendations

For each of the strategies identified for consideration, a fiscal impact analysis will be prepared to assess the financial implications of these recommendations, including the costs of implementation.

Deliverable: Technical Memorandum #5: Railroad Square Policy and Management Strategies and Analysis

TASK 8: PUBLIC INVOLVEMENT

Nelson\Nygaard understands that parking data alone does not tell the whole story of a parking system. Hearing from key stakeholders early on and often is essential to project success and development of a plan that can be supported by multiple groups, often with very different needs. We propose the following program to involve stakeholders and the public throughout the project.

Additional public involvement efforts are also listed in Task 2.2 (Stakeholder Interviews and Focus Groups) and 2.3 (Survey Stakeholders in the Railroad Square area).

8.1 Community Workshops

Nelson\Nygaard believes that public meetings are critical to hear perceptions, educate about parking policies and best practices, and refine ideas and strategies with everyday system users. The most successful parking plans include community dialogue from the outset in order to build public trust and support for project outcomes. Our experience has shown it is better to engage, rather than avoid, challenging conversations.

The team proposes to lead two widely advertised public meetings. The first meeting will be held at the beginning of the project and will be led as a charrette-style workshop. At this meeting we will invite participants to share their concerns, needs, and issues with visiting and parking downtown and in the surrounding area. The meeting will allow the team to gain an understanding of parking perceptions and concerns from a wide range of users. The format of the public workshop will be worked out during the kickoff meeting, but is intended to be interactive and to stimulate productive dialogue.

The second workshop will be held when the team develops an initial set of recommendations. The recommendations will be presented as a draft set of ideas, open to public input. The input will be incorporated as appropriate and used to create a preferred parking management plan.

8.2 Advisory Meetings

Nelson\Nygaard will present at up to four (4) meetings at key points in the project to summarize work to date and solicit strategic feedback on project direction. These could include advisory bodies, relevant committee meetings, or City Council meetings.

It is assumed that:

- Some or all of these meetings may be City Council meetings, in order for Nelson\Nygaard to assist in presenting findings.
- The City will organize the membership of the advisory bodies and manage meeting set up, scheduling, and logistics.
- When appropriate, meetings will be coordinated to the extent possible so as to occur on the same day or site visit.

Deliverable: Meeting notes and documentation, and presentations when appropriate

TASK 9: DRAFT AND FINAL PARKING STRATEGIES

The team will compile all analysis and recommendations into two documents: a Railroad Square Area Parking Management Plan and a Strategic Parking Management Plan. Both plans will include a user-friendly Executive Summary and document the project goals and objectives, study approach, data analysis methodology, and recommendations. The plans will be written in a concise and clear manner that will incorporate appropriate visual graphics to ensure the documents are easily understandable by the public and decision-makers.

9.1 Draft Final Citywide Progressive Parking Management Strategy

Nelson\Nygaard will submit a Draft Strategic Parking Management Strategy for the project's team review.

9.2 Final Citywide Progressive Parking Management Strategy

The city will coordinate, compile, and consolidate comments from the project team into a single set of non-conflicting comments prior to transmitting the revisions to Nelson\Nygaard. Based on a single set of electronic comments from the City, we will revise and submit a Final Strategic Parking Management Strategy.

9.3 Draft Final Railroad Square Area Parking Management Plan

Nelson\Nygaard will submit a Draft Railroad Square Area Parking Management Plan.

9.4 Final Railroad Square Area Parking Management Plan

The City's Project Manager will coordinate, compile, and consolidate comments from the project team into a single set of non-conflicting comments prior to transmitting the revisions to Nelson\Nygaard. Based on a single set of electronic comments from the City, we will revise and submit a Final Railroad Square Area Parking Management Plan.

Deliverables:
Draft Citywide Progressive Parking Management Strategy
Final Citywide Progressive Parking Management Strategy
Draft Railroad Square Area Parking Management Plan
Final Railroad Square Area Parking Management Plan

SCHEDULE

Figure 2 Project Schedule

		2016																								
		April				May					June				July				August							
Task	Description	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29			
1	PROJECT INITIATION AND MANAGEMENT																									
1.1	Kick Off Meeting	M																								
1.2	Project Management																									
2	RESEARCH PHASE																									
2.1	Review of Planning Context																									
2.2	Stakeholder Interviews and Focus Groups																									
2.3	Survey Stakeholders in Railroad Square Area			D																						
2.4	Review Parking System in Railroad Square Area																									
3	DATA ANALYSIS																									
3.1	Gather and Analyze Existing Data																									
3.2	Map Railroad Square Parking Supply								D																	
4	RAILROAD SQUARE PARKING DEMAND ASSESSMENT																									
4.1	Existing System Performance																									
4.2	Existing Parking Demand and Land Use Assessment																									
4.3	Future Demand Assessment												D													
5	BEST PRACTICES REVIEW																									
5.1	Best Practices Review							D																		
6	CITYWIDE PROGRESSIVE PARKING STRATEGIES																									
6.1	Management Strategies											D														
6.2	Multimodal and Traffic Flow Analysis																									
6.3	Fiscal Impact Analysis																									
7	RAILROAD SQUARE POLICY AND MANAGEMENT STRATEGIES																									
7.1	Management Strategies																									
7.2	Multimodal and TDM Strategies																									
7.3	Zoning Strategies																									
7.4	Financial Analysis of Recommendations															D										
8	PUBLIC INVOLVEMENT (also see Tasks 2.2 and 2.3)																									
8.1	Community Workshops																									
8.2	Advisory Meetings						M				M					M				M						
9	DRAFT AND FINAL PARKING STRATEGIES																									
9.1	Draft/Final Citywide Progressive Parking Management Strategy												D													
9.2	Final Citywide Progressive Parking Management Strategy														D											
9.3	Draft/Final Railroad Square Area Parking Management Plan																D									
9.4	Final Railroad Square Area Parking Management Plan																		D							
OPTIONAL TASKS																										
Task	Description																									
1.1	Online Survey																									

D = DELIVERABLE

M = MEETING

APPENDIX A

Resumes

Ria Hutabarat Lo

Principal

Ria Hutabarat Lo has 18 years of public, private and research sector experience in sustainable transportation policy and planning. She approaches her work in a collaborative, reflective and analytically rigorous manner, with a focus on creating places that are interesting, sustainable, and accessible to multiple users. She has produced innovative parking strategies for universities, developers and cities including award-winning work for the Occidental College and San Francisco State University. A former adjunct planning professor at the University of California, Berkeley, San Jose State University, and San Francisco State University, she holds a PhD in City and Regional Planning with a focus on transportation.

EDUCATION

PhD, City and Regional Planning, University of California, Berkeley
MCP, Transportation Concentration, University of California, Berkeley
MSc, Transportation Engineering, University of California, Berkeley
BEng, Environmental Engineering, University of South Wales, Australia

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Principal, 2013–Present; Consulting Associate, 2006–2008; Senior Associate 2004–2006

- **Parking and travel demand management (TDM) studies** for the City of Beverly Hills and University of California, Davis, as well as parking analyses for campus, complete streets, and code update projects
- **Sustainable campus transportation planning**, including parking, multimodal access, and TDM strategies for Naval Base Coronado, Genentech South San Francisco, San Francisco State University[1], and Occidental College[2]
- **Complete Streets design and station area planning** for the Shoreline Boulevard corridor of Mountain View[3], San José BART stations, Expo Light Rail terminus in Los Angeles County, Vancouver's Broadway-Commercial station and San Francisco's Bayview-Hunters Point
- **Bicycle and pedestrian planning and shared street design** for Plaza Fatahillah in Jakarta, the Borderline neighborhood of Santa Monica, and national guidelines for the Republic of Indonesia
- **Innovative shared mobility and multimodal analyses** for Santa Clara Valley Transportation Authority (VTA), and the cities of Minneapolis and Seattle
- **Transportation impact analysis** for mixed-use developments in West Hollywood and Palo Alto

PREVIOUS EXPERIENCE

University of California, Berkeley; San Francisco State University; San Jose State University
Lecturer (Adjunct Professor) in Urban City Planning and Policy, 2011–2012

Jack Faucett Associates, Lafayette, California
Acting Western Regional Manager, 4/2003–4/2004; Senior Research Associate, 1/2003–3/2003; Research Associate, 4/2002–12/2002

Australian Department of Transport and Regional Development (DoTRD), Canberra
Policy Advisor, Sustainable Transport / Policy Coordination, 1/1996–12/1998

---

[1] Merit Award from Northern California Chapter of the American Society of Landscape Architects, 2009.

[2] Excellence in Planning Award from Society for College and University Planning and American Institute of Architects, 2007.

[3] Excellence Award from the Northern California Chapter of the American Planning Association, 2015.

Lauren Mattern

Senior Associate

Lauren Mattern brings eight years of city and transportation planning experience, with a focus on parking, transportation demand management, and multimodal planning. She has strong expertise with data-driven decision making, agile project management, and public sector communications strategies. Before joining Nelson\Nygaard, Lauren served as Manager of Parking Policy and Technology at the San Francisco Municipal Transportation Agency, where she oversaw the innovative SF*park* program and related parking policy efforts. She led pricing policy projects using new technology and coordinating with a variety of technical experts and public officials. Lauren connects transportation projects with broader city goals, such as public health, leading both technical projects and conceptual policy development. Her rich municipal experience implementing technically challenging projects allows her to build projects that are both forward-thinking and highly implementable.

EDUCATION

Master of City & Regional Planning, University of Pennsylvania, Philadelphia, PA
B.A., Political Science, Drake University, Des Moines, IA

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Senior Associate, November 2015–Present

PREVIOUS EXPERIENCE

San Francisco Municipal Transportation Authority, San Francisco, CA
Manager of Parking Policy and Technology, 2014–2015; Principal Analyst, 2011-2014; Analyst, 2009-2011)

- **SF*park* Pilot Projects.** Led policy and operations, such as data-driven on- and off-street rate adjustments and user experience improvements. As pricing policy project manager for this world-renowned and innovative program, created pricing business rules using new state-of-the-art infrastructure (parking sensors, wireless parking meters, and a data warehouse) to conduct 13 demand responsive rate adjustments at 7,000 metered parking spaces. This $23M, federally funded pilot project made it easier to find a parking space quickly, and reduced circling, double-parking, and greenhouse gas emissions. Oversaw a parking policy and technology team and a broad portfolio of related initiatives, including on-street car sharing, commercial loading policy, and reform of Residential Permit Parking program.
- **Neighborhood Parking Plans.** Led data analysis, policy development, and outreach for neighborhood area plans to improve parking availability in areas with severe parking problems.
- **City Employee Parking Reform.** Provided hands-on, adaptive project management throughout full project lifecycle: research, analysis, policy formulation, outreach, legislation, communications strategy, implementation, and evaluation, working with variety of internal and external stakeholders. Implemented parking changes for city employees to reflect best practices in transportation demand management.
- **Waterfront Parking Plan.** Managed all aspects of proposal to improve parking availability around AT&T Park, including extending meter hours, changing pricing strategy, and coordinating new signage and parking meter installation.
- **Transportation Funding.** Conducted expenditure plan analysis and outreach planning for transit funding mechanisms recommended by the 2013 Mayor's Transportation Task Force, to consider putting a general obligation bond ($500M) and vehicle license fee increase($72M) on the 2014 ballot.

- **Multimodal Integration.** Led integration efforts with land use, bicycle, and transit planning, recognizing the intractable and multidimensional role of parking in street design discussions, local politics, congestion management, and economic development. Served as parking policy liaison with other divisions and departments to leverage parking policies to support broader transportation, public health, and city planning goals.
- **Coaching peer cities.** Headlined national parking management training sessions in six cities around the country, facilitated by FHWA, presenting about SF*park* and our broader portfolio of parking projects, and leading workshops on local parking issues.

Metropolitan Planning Group, Mountain View, CA
City Planner, 2008–2009

- Housing policy: Managed housing production plans for Bay Area municipalities, including Sonoma, Sausalito, Belvedere, and Los Altos Hills.
- City department staffing: Filled wide range of city planning staff functions for the City of Petaluma.
- Public participation: Guided public participation process of a city's General Plan update
- Design review: Analyzed design of Transit Oriented Development project and reviewed plans at a public planning counter
- Created planning class: Designed/delivered high school curriculum on city planning at Oakland's Emiliano Zapata Street Academy

Hurley-Franks & Associates, Philadelphia, PA
City Planning Intern, 2007–2008

- Planning, design, and economic development project work for cities and improvement districts.
- Retail impact mitigation strategies for large construction projects.

Additional Professional Highlights:

- Led voter outreach teams for gubernatorial candidate in competitive race in Iowa in 2006.
- Analyzed state campaign finance data and published more open and legible campaign finance data sets to improve public transparency for a good government nonprofit in 2006.
- Supported land use policy research and training sessions, including "walkability audits", with a statewide land use non-profit in 2005.
- Created small business resources as an economic development intern at the U.S. Small Business Administration in 2004.

SELECTED AWARDS

- 2007-2008: Jack Kent Cooke full-ride graduate scholarship, Pennsylvania Best Studio Award, Professional Travel Award for Slum Upgrading Research in East Africa, Paul Davidoff Award for excellence in equitable planning
- 2006: Summa Cum Laude with Honors, Phi Beta Kappa, Environmental Citizen Award

Terra Curtis
Associate

NELSON
NYGAARD

Terra Curtis has a depth of Bay Area transportation experience. She focuses on transportation demand management, parking strategies, transit and paratransit and has a keen interest in transportation innovation. She is skilled in data analysis, writing, economics, community outreach, and new technologies for planning. In addition, Terra is highly involved in the transportation community through advisory board experience, Young Professionals in Transportation, and other civic volunteering groups.

EDUCATION

Master of City & Regional Planning, University of North Carolina, Chapel Hill
Bachelor of Arts in Mathematics, Minor in Economics, Boston University
Languages: English (native), Spanish (working knowledge)

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Associate, 2013-Present; Intern, Summer 2013

Parking & TDM Experience

- **Mueller Parking Program, Catellus (Austin, TX) 2013-2015**—Nelson\Nygaard is working actively with a 711-acre development to reduce SOV trips and manage parking spillover. Terra is the primary author of a pilot parking management program and has helped the client initiate parking surveys.
- **SF*park* Data Collection, San Francisco Municipal Transportation Agency (San Francisco, CA) 2009-2013**—The SFpark program aimed to dramatically improve parking in San Francisco by testing a number of best-practice parking management policies and techniques. Terra collected data on parking spillover and disabled placard use. She used Excel tools to streamline the data entry and cleaning process to ensure reliable data was provided to the client.
- **Corporate Campus Access/Transportation Demand Management Support, LinkedIn (Mountain View, CA) 2013-Ongoing**—Terra has supported campus access and transportation demand management planning for LinkedIn employees since 2013. She currently serves as deputy project manager. In this role, Terra helps facilitate a 5-year visioning process and supports the immediate, short-term implementation of access improvements, including bicycle, transit, carpooling, and walking.
- **The Kirkham Project Parking and Transportation Demand Management Technical Assistance, Transform Urban (San Francisco, CA) 2014-Ongoing**—Nelson\Nygaard was hired to assist Transform Urban in thinking through parking and transportation demand management strategies for a 400+-unit redeveloped residential parcel located in San Francisco's Sunset District. The project proposes to increase density fourfold and reduce parking provided to one space for every two units. Terra presented a menu of transportation programs, supportive services, and architectural strategies such as unbundled parking, car and bike sharing on-site, concierge and delivery, and subsidized transit passes.
- **Paradise Valley Estates Parking and Transportation Demand Management Technical Assistance, Perkins Eastman (Fairfield, CA) 2014-2015**—Nelson\Nygaard was hired to support the development of the Paradise Valley Estates Master Plan, including an 8.5 acre expansion of their senior housing and retirement community. Terra reviewed existing conditions, designed and conducted a parking inventory and occupancy study, and developed suggested strategies to be incorporated into the Master Plan.
- **Guaranteed Ride Home Program Operational Services, Alameda County Transportation Commission (Alameda County, CA) 2013-Ongoing**—The Guaranteed Ride Home Program provides a "guaranteed ride home" to any registered employee working for a participating employer in cases of

emergency or unplanned overtime on days the employee has used an alternative mode of transportation to get to work. Terra administers this customer-facing program by answering participant phone calls and emails, managing reimbursement requests, and designing and evaluating an annual survey of program participation.

Local Experience

- **SMART Stations' Bicycle Parking Investment Plan (Sonoma and Marin Counties, CA) 2015-Ongoing.** Nelson\Nygaard was hired by the Sonoma-Marin Area Rail Transit District to ensure this new rail line—a once-in-a-generation investment—is supported by excellent bicycle access facilities. Terra is a project planner on this effort, supporting the team by performing site visits, documenting opportunities and constraints, and facilitating public meetings and stakeholder interviews.
- **SCTA Mode Shift Plan, Bike Share Feasibility Study (Sonoma County, CA) 2015-Ongoing.** As part of a countywide transportation demand management plan, Sonoma County has tasked Nelson\Nygaard with assessing the feasibility of bike share to contribute to a mode shift towards sustainable transportation. Terra is the primary author of this report, which includes an assessment of local markets and applicable bike share technologies and service models.

Michael Riebe, P.E.

Associate

Michael Riebe is a technical expert in multimodal design who is experienced with transportation engineering and planning on a variety of projects. At Nelson\Nygaard, Michael serves as a project engineer and designer for innovative streetscapes that include traffic calming elements, bicycle facilities, pedestrian safety, and neighborhood greening. Michael is an expert at overcoming challenges to find the best way to utilize limited space in a dense urban environment for all modes of transportation. Michael coordinates Complete Streets design and traffic engineering, as well as a variety of other technical analyses involving traffic modeling software and signal timing.

EDUCATION

M.Eng, Civil Engineering (focus in Transportation Engineering), University of Florida
B.S., Civil Engineering, University of Florida

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Associate, 2014–Present

- **Shoreline Boulevard Transportation Corridor Study (Mountain View, CA) 2015**—Michael coordinated complete streets design and traffic engineering analysis to support the Shoreline Corridor Study. Nelson\Nygaard provided conceptual design and analysis for an integrated pedestrian, bicycle, transit, and traffic corridor connecting the North Bayshore Precise Plan Area to downtown Mountain View. This heavily used boulevard passes through mixed use developments along a commercial corridor between US101 and major office parks at its Northern extent. This study required strong outreach and task coordination.
- **Broadway Complete Streets Plan, Sacramento CA (ongoing)**—Engineer/Designer, Michael is currently on the technical design team for the Broadway corridor Complete Streets Plan in Sacramento. The project includes completing a technical audit of a previous vision study for the area and refining the plan. He will lead the design team to create a preferred alternative that enhances the neighborhood with a traffic calmed street that promotes enjoyable bicycling and walking while maintaining efficient transit service through bus and rail connections. This project includes several rounds of community outreach through walking audits, outdoor workshops, and key stakeholder meetings.
- **California Street/Escuela Ave Complete Streets, Mountain View CA (ongoing)**—Michael serves as the deputy project manager and lead engineer for Mountain View's complete street plan for a 3 corridor area. The streets vary in size, function, and surrounding form, but are all linked together within the neighborhood. The project's goal is to enhance safety on these residential corridors by calming traffic and providing pedestrian and bicycle amenities. The project includes a traffic study, community outreach, and conceptual design for all of the corridors in order to improve the vibrancy and connectivity of the area.
- **East Palo Alto General Plan Update, East Palo Alto, CA (ongoing)**—Michael coordinates the traffic impact portion and environmental impact report for the update to the East Palo Alto General Plan, which includes technical analysis using Synchro. The report will include analyses of existing conditions and future growth with respect to East Palo Alto's zoning changes and transportation improvement projects.
- **Menlo Park General Plan Update, Menlo Park, CA (ongoing)**—Michael has been involved in the quantitative and qualitative analysis for pedestrian, bicycle, and transit conditions for the existing conditions report in the Menlo Park General Plan Update. This includes analyzing existing facilities using a customized multimodal level of service (MMLOS) method and will tie into recommendations for future roadway network classifications. These classifications will note requirements and physical standards for transit and nonmotorized transportation for the existing roadway network and planned future growth in Menlo Park.

- **San Mateo Sustainable Streets Plan, San Mateo CA (2015)**—Engineer/Designer, As an engineer and designer, Michael assisted with developing street design for sample corridors of varying street typologies. Features include separated cycletracks, greet street features, and transit boarding islands. These streets now serve as the design guidelines for future streetscape projects in the city of San Mateo.

PREVIOUS EXPERIENCE

San Francisco Municipal Transportation Agency, San Francisco, CA
Associate Engineer, 2011–2014

- **Polk Street Contraflow Bike Lane (San Francisco, CA) 2014**—Michael contributed to the final striping design and construction oversight for the Polk Street contraflow bicycle lane installed in San Francisco in 2014. The short but crucial 0.3 mile stretch provides linkage to a key bike facility in the heart of the city. Michael created a striping plan for this unique bike corridor that was safe and compliant with city standards; this involved review with ADA, Fire Department, and City Attorney staff. The project was ranked #1 in PeopleForBikes' list of 'America's 10 Best New Bike Lanes of 2014.'
- **Traffic Calming Implementation (San Francisco, CA) 2011–2014**—Michael managed many site-specific traffic calming projects within the City of San Francisco, including innovative design treatments suitable for the dense environment of the City while taking into account all modes of transportation. These projects involved community outreach and specific design with respect to the needs of the neighborhood. Michael oversaw the projects through funding and planning phases, legislation and SFMTA Board of Director approval, multi-agency coordination, and construction management.

Kimley-Horn and Associates, Inc., Fort Lauderdale, FL
Analyst, 2010–2011

McTrans, University of Florida, Gainesville, FL
Graduate Assistant, 2009 – 2010

PROFESSIONAL REGISTRATIONS

- Professional Engineer –Civil, CA, License: 80935

SKILLS

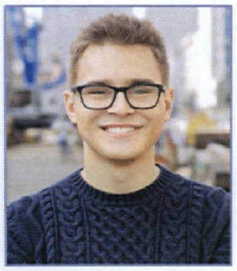
- Streetscape Design
- Traffic Calming
- Roadway Safety
- Transportation Engineering
- Transportation Planning
- Project Management
- Pedestrian Safety
- Signal Timing
- Intersection Design

SOFTWARE

- AutoCAD
- Synchro
- HCS
- ArcGIS

Zachary Zabel

Associate



Zachary Zabel specializes in parking policy, transit service planning, and Transportation Demand Management (TDM) programs. Zachary has experience working on local and regional transportation projects throughout the United States and has developed extensive design guidelines for new town developments in China. In addition to his professional experience, Zachary has applied his background in research and urban planning on a multitude of academic international development projects across the globe.

EDUCATION

M.A., Urban and Regional Planning, University of California, Los Angeles
B.A., Geography, Pennsylvania State University

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Associate, September 2014-Present; Intern, March 2014–September 2014

- **Parking management, in-lieu fee studies, dynamic pricing plans, and code updates** for the City of Beverly Hills, the City of Oakland, the City of Livermore, the City of Milpitas, the City of Placentia, the City of Yorba Linda, the San Francisco County Transportation Authority, the County of San Mateo, the Southern California Association of Governments, and the Golden Gate National Recreation Area.
- **Transit planning,** including short-range transportation plans, comprehensive operational analyses, investment plans, and fare studies for clients including Foothill Transit, Lane Transit District, the Minnesota Department of Transportation, San Diego International Airport, the San Luis Obispo Council of Governments, Santa Rosa CityBus, the Ventura County Transportation Commission, and Wichita Transit.
- **Sustainable campus transportation planning**, including parking, multimodal access, and TDM strategies for academic institutions, including American University, Binghamton University, Occidental College, Tufts University, the University of Arkansas, and the University of Montana.
- **TDM services,** including assistance with employee shuttle design and refinement, parking management schemes, and transportation surveys of global employees for major Silicon Valley technology firms such as Genentech and LinkedIn.
- **Complete Streets design and multimodal planning,** for the Alameda County Transportation Commission, the City of Dana Point, the City of East Palo Alto, the City of Highland Park (TX), the Los Angeles Department of Transportation, and the City of Mountain View.

PREVIOUS EXPERIENCE

Jack Faucett Associates, Los Angeles, CA
Intern, October 2012–May 2013

- Prepared reports in relation to the Southern California Association of Governments planning efforts for regional goods movement strategies.

China Academy of Urban Planning and Design, Beijing, China
Planning Intern, July 2012–September 2012

- Assisted in formulating design guidelines for new town developments.
- Provided analysis and concepts for sea infill development in Zhejiang Province.

PUBLICATIONS

- Co-author of "Cultivate L.A.: An Assessment of Urban Agriculture in Los Angeles County." Published by the University of California, Los Angeles, 2013.

APPENDIX B

Addendum Acknowledgement

City of Santa Rosa

January 4, 2016

ALL PROSPECTIVE BIDDERS

ADDENDUM 1 - RFP 15-70 – Parking Management Plan and Progressive Parking Strategy

Notice is hereby given that certain sections contained in the above referenced Request For Proposals are being amended, clarified and/or deleted and are identified as Addendum No. 1 and attached hereto.

THEREFORE: All bidders are required to note this Addendum No. 1, and are ***required*** to sign this Addendum and shall submit this Addendum with the sealed proposal. Addendums submitted separately from the sealed proposal will be opened with the sealed proposal at the date and time specified in the Request For Proposals.

Should you have any questions, please feel free to contact me at 707-543-3709.

Jennifer Myles

JENNIFER MYLES
Senior Buyer

CITY OF SANTA ROSA
REQUEST FOR PROPOSALS

CONTINUATION SHEET	BID NO. RFP 15-70	Page 1 of 1
NAME OF BIDDER: Nelson\Nygaard Consulting Associates, Inc		

Addendum No. 1

Parking Analysis Report 2015: Vendors can access the 2015 Parking Analysis Report document by going to link provided below, under Parking Studies, entitled "CDM Smith Santa Rosa Parking Analysis, February 2015".

http://srcity.org/departments/Parking/Pages/Studies.aspx

NO. 1 DATED: January 4, 2016

COMPANY NAME:	Nelson\Nygaard Consulting Associates, Inc.
COMPANY ADDRESS:	116 New Montgomery St., Suite 500
REPRESENTATIVE'S NAME:	Paul Jewel, President and CEO
SIGNATURE:	
DATE:	1/20/16

G:\Purchasing\RFPs\2015 RFPs\15-70 Parking Mgmt Progressive Strat RFP Addendum 1.doc

City of Santa Rosa

January 11, 2016

ALL PROSPECTIVE BIDDERS

ADDENDUM 2 - RFP 15-70 – Parking Management Plan and Progressive Parking Strategy

Notice is hereby given that certain sections contained in the above referenced Request For Proposals are being amended, clarified and/or deleted and are identified as Addendum No. 2 and attached hereto.

THEREFORE: All bidders are required to note this Addendum No. 2, and are ***required*** to sign this Addendum and shall submit this Addendum with the sealed proposal. Addendums submitted separately from the sealed proposal will be opened with the sealed proposal at the date and time specified in the Request For Proposals.

Should you have any questions, please feel free to contact me at 707-543-3709.

Jennifer Myles

JENNIFER MYLES
Senior Buyer

CONTINUATION SHEET	BID NO. RFP 15-70	Page 1 of 1
NAME OF BIDDER: Nelson\Nygaard Consulting Associates, Inc		

Addendum No. 2

Request for Information Responses:

REQUESTS FOR INFORMATION

Q1. What is the budget?

A1. A budget has not been established for this project. The budget will be determined by the proposals.

Q2. What exactly is meant by "progressive parking" (in the title and proposal text)? Is this referring to innovative policy goals— or, more specifically, the style of parking pricing in which the hourly rate is raised as the length of stay proceeds?

A2. Progressive parking refers to innovative parking strategies in general that the City might implement to most effectively manage its existing parking inventory, improve accessibility, encourage visitors to shop in the downtown, and reduce circling. It was not intended to narrow the scope to any one specific strategy.

Q3. What was the impetus for this project?

A3. The impetus for the Railroad Square parking management plan is the start of the SMART train later this year, the anticipated development in the area, and the recent parking analysis that anticipates a short fall of parking in that area. Railroad Square falls outside the Central Parking District and does not have a financing mechanism in place to address possible future parking needs. A long term plan is desired to proactively meet the parking needs in this area. The motivation for the progressive parking strategies stems from a City Council goal that requests analysis and recommendations on implementation of strategies that will improve the downtown parking experience and will maximize the use of existing parking inventory to support the economic growth of downtown.

Q4. What is the relationship between the 2015 Parking Analysis and what the city hopes to accomplish with this upcoming plan?

A4. The 2015 Parking Analysis provided the City with insight regarding current conditions and future parking shortfalls, most particularly likely to occur in the Railroad Square area. We felt the data would be useful to consultants evaluating best practices and strategies to maximize parking utilization.

Q5. What are the major data sets you anticipate being used in this planning process?

A5. The data provided in the 2015 Parking Analysis is the major data set. The City also has reporting capability from its Scheidt & Bachmann Parking Access and Revenue Control (PARC) system in the garages, CALE multi-space meters and IPS single space meters that can be provided upon request.

Q6. Should we assume the 2015 Parking Analysis data contains the primary information needed?

A6. The City is relying on the consultant to determine the primary information needed to accomplish the City's goals, and to include those needs in their proposal.

Q7. For that data set, does the on-street data include turnover data and/or observations at various times of day and day of week?
A7. The 2015 Parking Analysis data does not include turnover data. It does include occupancy counts at various times of the day and day of week.

Q8. Are you able to share sample of raw data structure so we can see what you have?
A8. Yes, see Addendum 2, Exhibit 1.

Q9. Do you anticipate needing similar types of data analysis for additional geographic areas?
A9. No.

Q10. Do you have any supply and occupancy information for privately-operated, publicly-available parking garages and lots, and how significant is this market relative to the city-owned off-street parking supply?
A10. No, we do not have supply and occupancy information for privately-operated, publicly available parking garages and lots. The most significant privately operated, publicly available parking in the downtown is provided by the Santa Rosa Plaza mall. The mall operates about 3,000 parking spaces which are offered free for the first 90 minutes and up to $9/day.

Q11. Do you have access to data regarding privately-available off-street parking (e.g., parking at private residences or businesses that is not available for general public parking)?
A11. No

Q12. What are the existing legislative/Code boundaries for key parking policy details such meter rates, time limits, and hours of operation; and Residential Parking program administration; and do you anticipate a need/ability to propose changes as a result of this planning effort?
A12. City code requires that meter rates be approved by the City Council. The Director of the department overseeing the Parking Division may establish parking rules and regulations governing parking meter zones such as time limits and hours of operation. City ordinance section 11-44 governs residential parking permits and zone formation. The City anticipates an ordinance change to provide the Director authority to change parking rates within a range of fees and with limitations on how frequently the rates may change.

Q13. Is the original copy of the submittal the only copy required to be easily reproducible? Or does that apply to the 7 copies as well?
A13. Yes, the original submittal is the only copy required to be easily reproducible.

Q14. Is GBC binding or 3-ring binding acceptable for the 7 copies?
A14. Yes.

Q15. Does the city also require an electronic copy of the submittal?
A15. No.

Q16. There are no forms included on the RFP – does the city require any forms to be included in the submittal and will they be included as addenda?
A16. No forms are required in the RFP. If any forms are required they will be included in the addenda.

Q17. Does the City have a preferred budget template or is it up to the consultant to determine?
A17. It is up to the consultant to determine.

Q18. Are there particular specifications (like firm summaries, project descriptions and resumes) that the City desires for the qualifications section of the RFP (other than the references stated) or is it up to the consultant to determine?
A18. It is up to the consultant to determine the information they wish to provide that best represents their qualifications.

Q19. Is the City planning to include any private supply (business owners) in the downtown study area and if/so will this data be available or will it need to be collected?
A19. By "private supply" we assume you mean private parking operators. The City does not have data available to provide regarding private parking. We rely on the consultant to determine whether or not data collection regarding private parking is recommended.

Q20. What vendors do you currently have for the "1,000 on-street spaces controlled by either single-space meters or Pay-and-Display machines"?
A20. On-street metered spaces are controlled by about 600 POM coin only meters, 305 IPS credit/coin single space meters, and 20 CALE multi-space meters.

Q21. Why are RFI dates listed in the estimated schedule of events section (pg. 3)? Do vendors need to respond with something prior to the RFP being due?
A21. The schedule shows that the deadline for Requests for Information (RFI) is January 7, 2016. The responses to the RFI will be posted by January 12, 2016.

Q22. Can the City please provide a copy of the City's "Downtown Station Area Specific Plan" referred to on page 3 of the RFP?
A22. The Downtown Station Area Specific Plan can be found at http://srcity.org/departments/communitydev/Pages/DowntownStationAreaSpecificPlan.aspx

Q23. Just to be sure we are understanding the City's expected timeline, the estimated award of contract will be March 29th, 2016 with all work to be completed by August 2016 (5 months total)?
A23. Yes, that is the City's desired timeline.

Q24. Will the study area be the same study area that was analyzed during the 2015 CDM Smith Santa Rosa Parking Analysis?
A24. The study area is smaller than the CDM Smith study area, and is located within the CDM Smith study area.

CITY OF SANTA ROSA
REQUEST FOR PROPOSALS

CONTINUATION SHEET	BID NO. RFP 15-70	Page 4 of 1
NAME OF BIDDER: Nelson\Nygaard Consulting Associates, Inc		

NO. 2 DATED: January 11, 2016

COMPANY NAME: Nelson\Nygaard Consulting Associates, Inc.

COMPANY ADDRESS: 116 New Montgomery St., Suite 500 San Francisco, CA 94105

REPRESENTATIVE'S NAME: Paul Jewel, President and CEO

SIGNATURE:

DATE: 1/20/16

G:\Purchasing\RFPs\2015 RFPs\15-70 Parking Mgmt Progressive Strat RFP Addendum 2.doc

City of Santa Rosa

January 14, 2016

ALL PROSPECTIVE BIDDERS

ADDENDUM 3 - RFP 15-70 – Parking Management Plan and Progressive Parking Strategy

Notice is hereby given that certain sections contained in the above referenced Request For Proposals are being amended, clarified and/or deleted and are identified as Addendum No. 3 and attached hereto.

THEREFORE: All bidders are required to note this Addendum No. 3, and are ***required*** to sign this Addendum and shall submit this Addendum with the sealed proposal. Addendums submitted separately from the sealed proposal will be opened with the sealed proposal at the date and time specified in the Request For Proposals.

Should you have any questions, please feel free to contact me at 707-543-3709.

Jennifer Myles

JENNIFER MYLES
Senior Buyer

CITY OF SANTA ROSA
REQUEST FOR PROPOSALS

CONTINUATION SHEET	BID NO. RFP 15-70	Page 1 of 1
NAME OF BIDDER: Nelson\Nygaard Consulting Associates, Inc		

Addendum No. 3

ADDITIONAL REQUESTS FOR INFORMATION:

Q1. Just to confirm, the full study area is outlined in Exhibit B
A1. No the full study is outlined in Exhibits A and B. In addition, the City would like the consultant to consider the immediately adjacent blocks as a sphere of influence. Those surrounding areas may be impacted by parking management strategies implemented within the study area, and the City expects that the consultant will take into consideration those impacts and propose recommendations to mitigate those impacts.

Q2. What is the City's expected output of the map information ("Map existing parking supply")

- There is no turnover data collection effort for this project, simply developing a map of the inventory of all public and private spaces within the study area, correct? We will not be analyzing vehicle turnover.

A2. The City expects the consultant to propose deliverables necessary to achieve the project goals and objectives.

NO. 3 DATED: January 14, 2016

COMPANY NAME:	Nelson\Nygaard Consulting Associates, Inc.
COMPANY ADDRESS:	116 New Montgomery St., Suite 500 San Francisco, CA 94105
REPRESENTATIVE'S NAME:	Paul Jewel, President and CEO
SIGNATURE:	
DATE:	1/20/16

APPENDIX C

Exceptions Memo

NELSON
NYGAARD

MEMORANDUM

To: Whom It May Concern

From: Paul Jewel, President and Chief Executive Officer

Date: January 12, 2016

Subject: RFP Exceptions City of Santa Rosa
RFP 15-70 Parking Management Plan and Progressive Parking Strategy

---

To Whom It May Concern,

I have reviewed your RFP and sample agreement and have one proposed change request and comment.

Request 1: *Please make the following change to Section 2.b. on page 2 of Attachment A of the RFP.*

> b. The payments prescribed herein shall constitute all compensation to Consultant for all costs of services, including, but not limited to, direct costs of labor of employees engaged by Consultant, travel expenses, telephone charges, copying and reproduction, computer time, and any and all other costs, expenses and charges of Consultant, its agents and employees. City will pay approved Consultant invoices within thirty (30) to sixty (60) days of receipt. In no event shall City be obligated to pay late fees or interest, whether or not such requirements are contained in Consultant's invoice.

Reason: This change is requested to establish a timeline for payment.

Sincerely,

Paul A. Jewel
President and Chief Executive Officer

116 NEW MONTGOMERY STREET, SUITE 500 SAN FRANCISCO, CA 94105 415-284-1544 FAX 415-284-1554
www.nelsonnygaard.com

		Nelson\Nygaard Labor Costs													
		Ria Lo	Lauren Mattern	Terra Curtis	Zachary Zabel	Michael Riebe	GIS Services	Creative Services	NN Labor		Total Labor Hours	Total Labor Costs	Expenses	Expenses	Total Direct Expenses	Total Costs
	Total Billing Rate	Principal-in-Charge $180.00	Project Manager $155.00	Deputy Project Manager $130.00	Associate $95.00	Associate $130.00	GIS Services $150.00	Creative Services $130.00	Hours	Cost						
Task	Description															
1	PROJECT INITIATION AND MANAGEMENT															
1.1	Kick Off Meeting	4	4	4					12	$1,860	12	$1,860				$1,860
1.2	Project Management	2	20	6					28	$4,240	28	$4,240				$4,240
	Task Total	6	24	10	0	0	0	0	40	$6,100	40	$6,100	$500	$0	$500	$6,600
2	RESEARCH PHASE															
2.1	Review of Planning Context	2	4	6	6				18	$2,330	18	$2,330				$2,330
2.2	Stakeholder Interviews and Focus Groups	2	10	18	18				48	$5,960	48	$5,960				$5,960
2.3	Survey Stakeholders in Railroad Square Area	2	8	16	16				42	$5,200	42	$5,200				$5,200
2.4	Review Parking System in Railroad Square Area	2	6	8	8				24	$3,090	24	$3,090				$3,090
	Task Total	8	28	48	48	0	0	0	132	$16,580	132	$16,580	$0	$0	$0	$16,580
3	DATA ANALYSIS															
3.1	Gather and Analyze Existing Data			8	16	18			42	$5,030	42	$5,030				$5,030
3.2	Map Railroad Square Parking Supply			6	26	30		8	70	$8,360	70	$8,360				$8,360
	Task Total	0	14	42	48	0	8	0	112	$13,390	112	$13,390	$0	$0	$0	$13,390
4	RAILROAD SQUARE PARKING DEMAND ASSESSMENT															
4.1	Existing System Performance	2	6	8	10				26	$3,280	26	$3,280				$3,280
4.2	Existing Parking Demand and Land Use Assessment	2	4	6	6				18	$2,330	18	$2,330				$2,330
4.3	Future Demand Assessment	2	4	6	6				18	$2,330	18	$2,330				$2,330
	Task Total	6	14	20	22	0	0	0	62	$7,940	62	$7,940	$0	$0	$0	$7,940
5	BEST PRACTICES REVIEW															
5.1	Best Practices Review		4	16	20				40	$4,600	40	$4,600				$4,600
	Task Total	0	4	16	20	0	0	0	40	$4,600	40	$4,600	$0	$0	$0	$4,600
6	CITYWIDE PROGRESSIVE PARKING STRATEGIES															
6.1	Management Strategies	2	10	14	16				42	$5,250	42	$5,250				$5,250
6.2	Multimodal and Traffic Flow Analysis		2	6	4	12			24	$3,030	24	$3,030				$3,030
6.3	Fiscal Impact Analysis	2	6	10	4				22	$2,970	22	$2,970				$2,970
	Task Total	4	18	30	24	12	0	0	88	$11,250	88	$11,250	$0	$0	$0	$11,250
7	RAILROAD SQUARE POLICY AND MANAGEMENT STRATEGIES															
7.1	Management Strategies	2	12	20	36				70	$8,240	70	$8,240				$8,240
7.2	Multimodal and TDM Strategies	2	5	10	16				33	$3,955	33	$3,955				$3,955
7.3	Zoning Strategies	4	10	16	22				52	$6,440	52	$6,440				$6,440
7.4	Financial Analysis of Recommendations	4	4	12	4				24	$3,280	24	$3,280				$3,280
	Task Total	12	31	58	78	0	0	0	179	$21,915	179	$21,915	$0	$0	$0	$21,915
8	PUBLIC INVOLVEMENT (also see Tasks 2.2 and 2.3)															
8.1	Community Workshops	6	12	12	14		6	14	64	$8,550	64	$8,550				$8,550
8.2	Advisory Meetings	4	12	12	14				42	$5,470	42	$5,470				$5,470
	Task Total	10	24	24	28	0	6	14	106	$14,020	106	$14,020	$2,100	$1,400	$3,500	$17,520
9	DRAFT AND FINAL PARKING STRATEGIES															
9.1	Draft/Final Citywide Progressive Parking Management Strategy	4	10	28	26			20	88	$10,980	88	$10,980				$10,980
9.2	Final Citywide Progressive Parking Management Strategy	0	6	12	12			10	40	$4,930	40	$4,930				$4,930
9.3	Draft/Final Railroad Square Area Parking Management Plan	4	10	26	26			20	86	$10,720	86	$10,720				$10,720
9.4	Final Railroad Square Area Parking Management Plan	0	6	12	12			10	40	$4,930	40	$4,930				$4,930
	Task Total	8	32	78	76	0	0	60	254	$31,560	254	$31,560	$0	$0	$0	$31,560
	TOTAL HOURS	54	189	326	344	12	14	74	1,013		1,013					
	TOTAL LABOR COST	$9,720	$29,295	$42,380	$32,680	$1,560	$2,100	$9,620		$127,355		$127,355			$4,000	$131,355
	GENERAL & ADMINISTRATIVE ON SUBCONTRACTOR COSTS															$0
	TOTAL COSTS															$131,355
OPTIONAL TASKS																
Task	Description															
1.1	Online Survey	2	6	16	16			6	46	$5,670	46	$5,670				$5,670
	TOTAL OPTIONAL TASK HOURS	2	6	16	16	0	0	6	46		46				0	
	TOTAL OPTIONAL TASK COST	$360	$930	$2,080	$1,520	$0	$0	$780		$5,670		$5,670				$5,670