

SECTION 4: WORK PLAN AND FEE TABLE

Project Understanding

The Transpo team illustrates in this section some of the potential challenges and considerations associated with the project at hand as well as our project management approach. It is our understanding that over the past year the number of citations due to trucks blocking the alleys and driveways have increased. Commercial vehicle loading and unloading was observed to take place at locations not designated for that such as red curbs, narrow alleys, and while double parking. This is attributed in large part to the competing parking demand from valet zones, bus zones, time restricted, metered, and commercial vehicle loading zones.

As such, working with Old Pasadena Management District as a major stakeholder, the City of Pasadena would like to develop a commercial vehicle loading strategy tailored to its historic character of Old Pasadena while at the same time providing the ability to expand the strategy and apply it citywide.

PROJECT MANAGEMENT

It is important to have a team and project manager that is able to quickly respond to emerging needs. Our local project manager and Transpo's involvement in similar assignments provides both recent and relevant experience in commercial vehicle loading. Our team will act as an accessible extension of your staff to ensure your needs are met quickly.

Rawad Hani will be City's main point of contact, and will manage the day-to-day activities of the project team. This includes leading the project management, scoping, and planning tasks and coordinating with experts from Transpo, KPA, and MKA Planning. The other key task leads include Katherine Padilla who will lead the Stakeholder Engagement activities, Stefanie Herzstein who will lead the parking analysis (following a successful similar assignment for the City of Seattle), and Michael Kodama who will lead the Strategies Development. Dan McKinney will provide valuable expertise for parking management and pricing strategies, as well as serving as the Principal in Charge for quality assurance and quality control.

Upon Notice to Proceed, Rawad will work with the City to develop a more detailed project schedule that clearly identifies milestones, deliverables and a critical path. This will be used to benchmark progress and provide the City with an overview on how the project will evolve. We expect day-to-day interaction

POTENTIAL CHALLENGES/ CONSIDERATIONS

- ▶ Develop a strategy inline with the Old Pasadena historic character
- ▶ Develop a strategy that does not contribute to congestion and takes into consideration the vibrant pedestrian environment
- ▶ Take into consideration competing parking demands (commercial loading zones, valet zones, bus zones, time restricted parking and metered parking)
- ▶ Business Engagement is paramount as "sacrifices" might be required for the good of the overall area rather than a particular business
- ▶ Strategy development considerations pertaining to time of day, pricing, and duration

MEETINGS AND PRESENTATIONS

In addition to the on-going progress coordination with the City's Project Manager, the Transpo team will conduct three formal meetings with City staff (and OPMD) to discuss the project and present progress and findings at three stages:

1. Prior to beginning work (Kickoff Meeting)
2. Following the completion of Tasks 1, 2, and 3 and prior to the development of the Draft Loading Zone Strategy
3. Following the review of the Draft Loading Zone Strategy by City staff

PROJECT UNDERSTANDING

with City staff during each task where progress can be monitored, and weekly phone meetings to discuss the project and ensure all parties are up to date on project progress. We anticipate that informal face-to-face check in meetings will occur regularly. All project deliverables are subject to Transpo's QA/QC process and will be provided to the City in draft format, with time for comments and feedback.

An initial kick-off meeting will be held to coordinate the specifics of our approach and work tasks to ensure we meet the overall goals and objectives on-time and within budget. This will include:

- ▶ Establishing goals and objectives for the project
- ▶ Refining the project approach as necessary to meet goals and objectives as well as budget and schedule requirements
- ▶ Establishing a schedule and program for stakeholder outreach
- ▶ Establishing project team communication and coordination plan
- ▶ Identifying data collection requirements and schedule
- ▶ Discussing any technology design requirements
- ▶ Confirming deliverables and data transfer protocols

SECTION 4: WORK PLAN AND FEE TABLE

Project Approach

The following section illustrates our project approach which follows to a large extent the structure outlined in the RFP. Prior to embarking on the following tasks (and as noted earlier) the Transpo team will conduct a kick-off meeting with the City staff to confirm scope, schedule, and deliverables. City staff may wish to use this session as an interactive discussion to discuss project objectives so that all members of the team are on the same page.

While our scope hereafter focuses on Old Pasadena, we will aim to develop a strategy that can be expanded city-wide. Moreover, given that various businesses will be engaged in the project, the Transpo team proposes to develop (at the City's request) a brief stakeholder engagement plan to ensure higher rates of return on surveys and higher rates of business engagement.

TASK 1.0 REVIEW COMMERCIAL LOADING ZONE BEST PRACTICES

The Transpo team will commence this task by reviewing the current practices for commercial loading zones establishment in Pasadena. We will summarize and document the relevant sections of the Municipal Code and City Charter (primarily as presented in Chapter 10.40 of the Municipal Code and Title 17 of the Zoning Ordinance) and also highlighting other relevant ordinances. We will also review the Central District Specific Plan, the Old Pasadena Sub-District Concept Plan, and the Old Pasadena Streetways and Alleyways Refined Concept Plan to summarize the relevant information.

Working with the City's project manager we will then agree on a list of cities of similar characteristics to Old Pasadena to conduct the best practices review. In addition to a couple of neighboring cities in Los Angeles County, we propose to look into San Francisco, New York, Washington DC, Portland, and Seattle. We will also work with you to select examples from our project list, which includes over 75 parking management projects located in many parts of the United States. Our review will illustrate for each of the investigated urban areas the studies, policies, and projects that address commercial loading concerns as well as the adopted and proposed solutions. Our project manager has recently participated in an International Best Practices Parking Technologies Study as part of another project that included visits to major cities like London which has innovative applications that will also be leveraged.

We will also research the International Parking Institute, TRB, and FHWA publications for relevant information. The results of this review will be summarized in a draft report using graphical illustrations.



DELIVERABLE

- ▶ A Commercial Loading Zone Best Practices Draft Report



PROJECT APPROACH

TASK 2.0 REVIEW EXISTING LOADING ZONE INVENTORY AND PARKING RESTRICTIONS

The Transpo team will review the existing inventory (in ArcView platform) against actual field conditions within Old Pasadena. This review will be conducted through surveys and spot measurements. We understand the attributes currently associated with the loading zones in the GIS platform are location, color or curb (except red curbs), alley widths, and length of curbs. Our review will verify the current dataset and add new attributes such as red curbs, taxi zones, commercial parking hours or restrictions parking restrictions where present.

Our experience conducting parking data collection and our understanding of the GIS data requirements, file structures, and formats will allow us to maximize the amount of data with available funds. In addition, Transpo will work with City staff to determine other specific data necessary to meet the overall goals and objectives. This may include modifying what data is collected or what method is utilized for different areas or time periods in the study area to maximize the cost and benefit for each data set.

This task will also include geo-tagged photos of the various loading zones, verifying alley widths, truck routes, and adding any parking restrictions/signs to the GIS database. The Transpo team has the needed ESRI GIS resources to help the City update its geodatabases.



DELIVERABLE

- ▶ Updated ArcView GIS shapefile

TASK 3.0 REVIEW COMMERCIAL LOADING ZONE DEMAND

An understanding of existing conditions provides the foundation of the load zone review and recommendations. The intent of the loading zone demand review is to understand existing and potential future utilization of loading zones by land use types so that a strategy for load zones can be developed.

Task 3.1 – Loading Zone Demand Review

The Transpo team will determine loading zone demand based on the land uses, building characteristics and access as well as availability of on-street and off-street loading facilities. Our team will also categorize the types of buildings per block and where loading takes place (location of loading zone versus the service access points to the businesses.) We will identify illegal loading that we observe while being in the field and communicate with parking enforcement staff to understand where most citations are taking place.

As a value-added service, our team also proposes the use time lapse camera strategically placed at 3 to 4 loading zones within Old Pasadena. The camera would be strategically placed to capture varying land use characteristics. These locations will be picked in collaboration with the City's Project Manager. In addition, Transpo will work with the City to collaborate with Old Pasadena Management District (OPMD) to obtain from businesses delivery logs, which provide an understanding of frequency and potentially length of stay. Existing conditions data would be used to understand the utilization of load zones and develop estimated loading demand for other areas of the City. In addition, a loading zone demand model would be developed to help project future load zone characteristics with potential changes in land use or growth in the study area. Data gathered in Task 3.2 would be used in developing the model.

Task 3.2 – OPMD Business Survey

We will prepare an electronic (SurveyMonkey) as well as a paper commercial vehicle loading survey that can be circulated by OPMD to all businesses within the district. The purpose of the survey is to establish the following basic information:

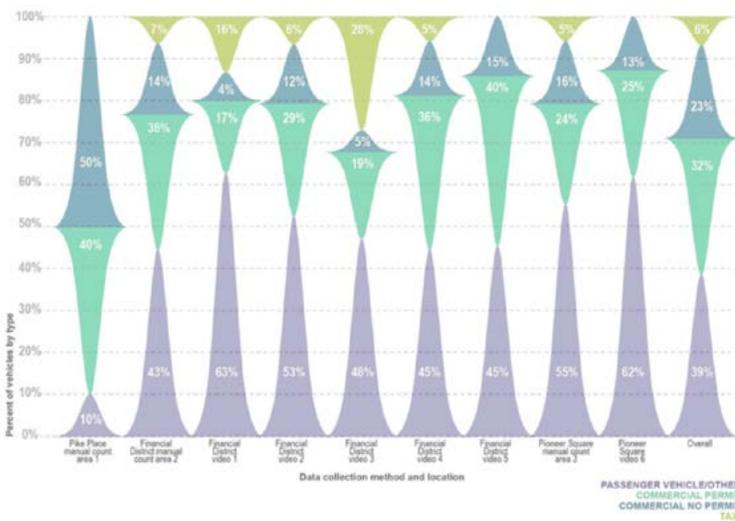


PROJECT APPROACH

- ▶ Type of Business
- ▶ Types of Deliveries
- ▶ Loading dates and times
- ▶ Potential alternative delivery times
- ▶ Concerns with current loading zones and loading practices

Upon consultation with the City’s project manager and the stakeholder engagement expert on the team, the survey might also ask participants to rank potential permit options. The information obtained through these surveys will be used in the development of the district Commercial Loading Zone Strategy. We will tabulate the responses to the survey, and prepare the information in a graphical format easy to communicate to the general audience.

sample infographic



Task 3.3 Commercial Delivery Survey

We will prepare a survey for know delivery services (Courier Services, Food and Beverage, Contractors, etc.) which routinely operate in Old Pasadena. The survey will be conducted by a Transpo team member and will request information about:

- ▶ Typical loading dates and times
- ▶ Types of deliveries
- ▶ Concerns with current loading zones and loading practices

In some instances we have conducted similar surveys via phone interviews – a procedure which might be explored with the City as part of this

study. In other circumstances, we have worked with commercial delivery and business groups to analyze loading zone issues.

The information obtained through these surveys will be used in the development of the district Commercial Loading Zone Strategy. We will tabulate the responses to the survey, and prepare the information in a graphical format easy to communicate to the general audience.

Task 3.4 –Workshop/Focus Group

This sub-task will be lead by Katherine Padilla Otanez, owner/managing principal of Katherine Padilla & Associates (KPA) who has working experience with Pasadena businesses and is a member of the Chamber of Commerce. With the assistance of OPMD, KPA staff will develop, organize and facilitate a Commercial Loading Zone Focus Group and Workshop with business owners regarding commercial loading demands, concerns, and potential resolutions/opportunities. KPA will provide a facilitator (Sam Gennaway) and a graphic recorder (Katherine) who will capture Focus Group comments, questions and themes on wall-size paper with colorful markers. Graphic recording will make the group feel that their comments are heard and respected, and can be used by the facilitator as to wrap-up and summarize key points at the conclusion. KPA will provide a written summary of the Focus Group highlighting key themes, questions, comments, possible implications.

KPA will prepare the Interview Guide in collaboration with the team and will submit the Guide for review and approval to staff.



PROJECT APPROACH

This workshop should be scheduled for a weekday morning, and should not exceed 3 hours.

The purpose of the workshop would be to share the results of the surveys collected in earlier tasks, set the expectations for the study, as well as obtain any additional information that would be beneficial for the development of a Commercial Loading Zone Strategy. Our team will develop the workshop agenda, presentation materials, and meeting notes.

Results from the workshop/focus group will be posted on-line to solicit comments from parties that are not able to attend the workshop.



DELIVERABLES

- ▶ Technical memorandum providing the results of the Loading Zone Demand Review.
- ▶ Development of business and commercial delivery provider surveys.
- ▶ Technical Memorandum presenting the tabulation and graphical presentation of the results of the business and commercial delivery provider surveys.
- ▶ Development of workshop agenda, presentation materials and meeting notes.

TASK 4.0 DEVELOPMENT OF A LOADING ZONE STRATEGY

Task 4.1 Draft Commercial Loading Zone Strategy

An initial Draft Commercial Loading Zone Strategy shall be developed that provides up to 3 options for implementation. It will be a balanced approach that seeks to find commercial loading zone opportunities while recognizing on-street and off-street parking demands, valet zones, bus zones, time limits and other challenges. We recognize that loading ramps will need to be accessible and as such will consider possible combinations with pedestrian ramps. The draft strategy will be in compliance with the Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right of Way, also known as the Public Right of Way Accessibility Guidelines (PROWAG).

The key to developing the draft strategy will be to develop commercial loading zone policies

that build upon current City of Pasadena parking and economic principles and the need to address business commercial loading needs while maintaining the vibrant pedestrian atmosphere that makes Old Pasadena special. The developed strategies will also need to have flexibility that allows businesses to adjust to meet current and future customer demands as easily as possible. This includes developing a program that addresses not only parking demand but also commercial loading demand. This can only be done by creating an understanding of target markets, prioritizing parking resources and commercial loading issues as part of a parking system.

The City of Pasadena is nationally recognized for its use of combination zones (commercial loading in the morning and customer parking in the afternoon and evenings) as well as its systematic approach to on-street and off-street parking resources. Pasadena has been used as a model in other communities such as Ventura, Redwood City and other places. This will be the base for development and enhancement of commercial loading policies, programs and strategies.

Pasadena has also made creative use of its alleys, providing an opportunity for off-peak commercial loading. However, despite all of these efforts, it still can be difficult for businesses and trucks to access the area.

The project team recognizes the importance of developing the draft commercial loading zone policies and programs in partnership with the local business community. It must be a balanced approach that utilizes existing and potential commercial

combination zone sign example from Redwood City



PROJECT APPROACH

loading zone opportunities while maintaining an environment that is nationally recognized as an ideal “Main Street” area. The project team has used this approach as it has developed parking programs with commercial loading policies in communities throughout the Western United States. Most recently, this included the development of commercial loading policies in Ventura that used many of the principles established in Old Pasadena.

Task 4.2 Focus Group Follow Up Meeting

The Transpo Team will meet with the City and the Focus Group to present and finalize the proposed strategy. A meeting agenda, presentation materials, and meeting minutes will be prepared.

It should be noted that partnership of the City and the businesses is of prime importance for this study. Given the success of Old Pasadena as a destination, it is important when addressing commercial vehicle loading to be looking at the whole picture with everyone understanding the current situation and thinking about the entire area (protecting the character of the destination).

The Transpo Team will facilitate the stakeholder engagement, consolidate the feedback received, and get people to work together which might require in some instances sacrifices for the good of the area. Transpo team members will bring their experience in designing similar programs from Ventura and Seattle.

The concept of partnership, buy-in and working together is very important as it creates the ability to move forward and implement the outcomes of the study when it is completed.

Task 4.3 Loading Zone Strategy, Final Report

A final report will be compiled that includes the final versions of the deliverables prepared in the above Tasks (1 through 4). The report will include pictures and graphical illustrations and written in a way to be understood by the general audience.



DELIVERABLES

- ▶ Draft Commercial Loading Zone Strategy
- ▶ Focus Group Follow-up Meeting agenda, presentation materials and meeting notes
- ▶ The Final Report
(editable electronic format and 10 hard copies)

TRANSPO GROUP – WHAT TRANSPORTATION CAN BE

Schedule

The following exhibit illustrates our proposed schedule. We believe that the project at hand can be completed within 22 weeks from the notice to proceed. Our schedule assumes continuous collaboration with the City and assumes two progress meetings during the project.

City of Pasadena Commercial Loading Zone Analysis	April				May					June				July				August				Sep		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Project Kick-off Meeting + Progress Reporting	★																							
T1 Review Commercial Loading Zone Best Practices			D																					
T2 Review Existing Loading Zone Inventory & Parking Restrictions						D																		
T3.1 Loading Zone Demand Review							D																	
T3.2 OPMD Business Survey																								
T3.3 Commercial Delivery Survey																								
T3.4 Workshop*/ Focus Group																								
T4.1 Draft Commercial Loading Zone Strategy																								
T4.2 Focus Group Follow Up Meeting																								
T4.3 Loading Zone Strategy, Final Report																								

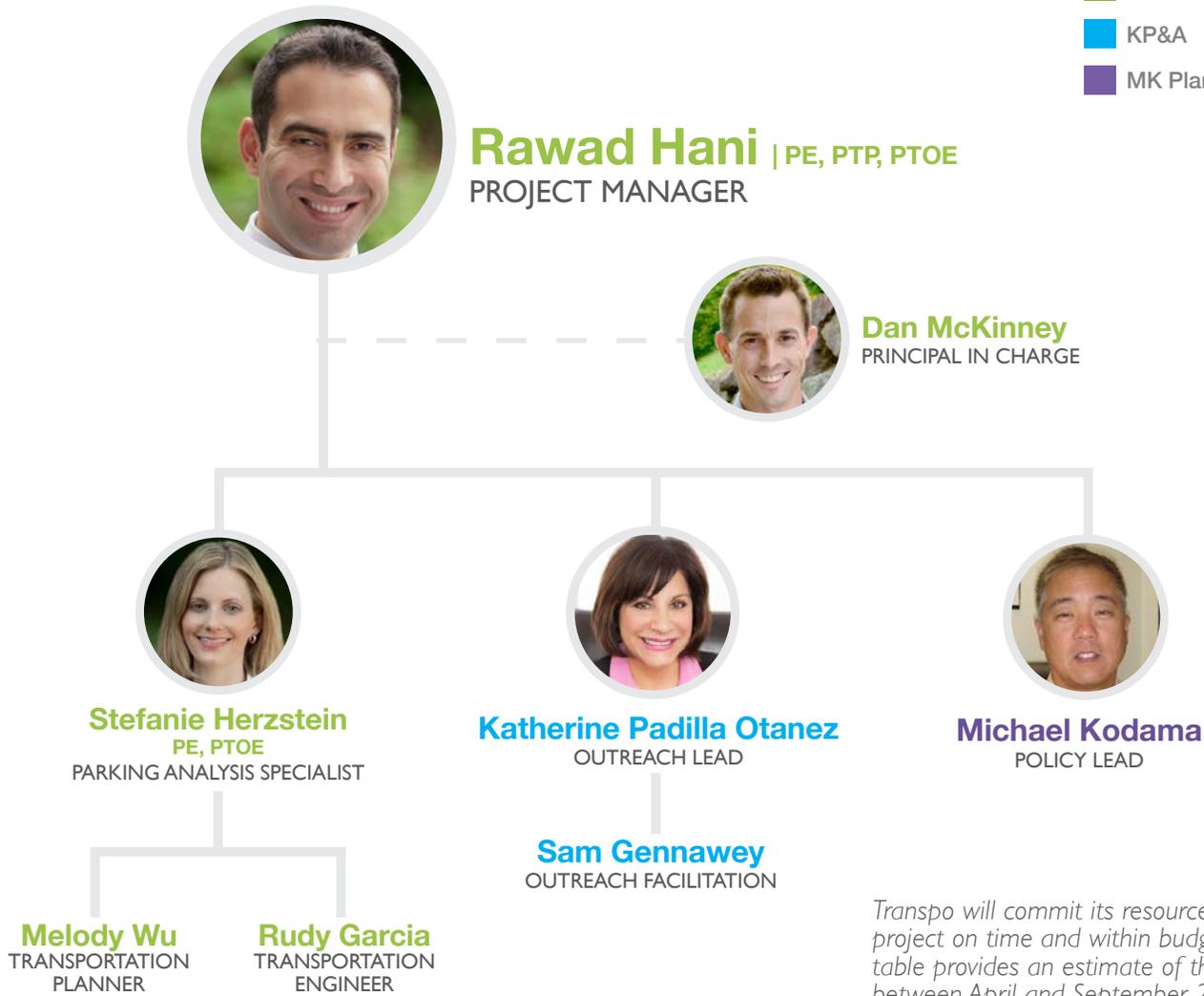
*Workshops will not be scheduled from mid-June to mid-July (music festival)

 Kick-off Meeting
  Deliverable
  Distribute and Collect Survey
  Review by City Staff

TRANSPO GROUP – WHAT TRANSPORTATION CAN BE

Organization Chart

- Transpo Group
- KP&A
- MK Planning Consultants



Transpo will commit its resources to deliver this project on time and within budget. The following table provides an estimate of the staff availability between April and September 2016.

COMMITMENT OF TIME TO PROJECT	
Rawad Hani	60%
Dan McKinney	30%
Stefanie Herzstein	40%
Melody Wu	40%
Rudy Garcia	50%
Katherine Padilla Otanez	30%
Sam Gennawey	30%
Michael Kodama	30%