

**CITY OF COSTA MESA  
PROFESSIONAL SERVICES AGREEMENT  
WITH  
LSA ASSOCIATES, INC.**

THIS AGREEMENT is made and entered into this 16th day of September, 2015 ("Effective Date"), by and between the CITY OF COSTA MESA, a municipal corporation ("City"), and LSA ASSOCIATES, INC., a California Corporation ("Consultant").

**WITNESSETH:**

A. WHEREAS, City proposes to utilize the services of Consultant as an independent contractor to perform parking study services, as more fully described herein; and

B. WHEREAS, Consultant represents that it has that degree of specialized expertise contemplated within California Government Code Section 37103, and holds all necessary licenses to practice and perform the services herein contemplated; and

C. WHEREAS, City and Consultant desire to contract for the specific services described in Exhibit "A" (the "Project") and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and

D. WHEREAS, no official or employee of City has a financial interest, within the provisions of Sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

**1.0. SERVICES PROVIDED BY CONSULTANT**

1.1. Scope of Services. Consultant shall provide the professional services described in the City's Request for Proposal ("RFP"), attached hereto as Exhibit "A," and Consultant's Response to City's RFP (the "Response") attached hereto as Exhibit "B," both incorporated herein by this reference.

1.2. Professional Practices. All professional services to be provided by Consultant pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional consultants in similar fields and circumstances in accordance with sound professional practices. Consultant also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise City of any changes in any laws that may affect Consultant's performance of this Agreement.

1.3. Performance to Satisfaction of City. Consultant agrees to perform all the work to the complete satisfaction of the City and within the hereinafter specified. Evaluations of the work will be done by the City's Chief Executive Officer ("City CEO") or his or her designee. If the quality of work is not satisfactory, City in its discretion has the right to:

- (a) Meet with Consultant to review the quality of the work and resolve the matters of concern;

- (b) Require Consultant to repeat the work at no additional fee until it is satisfactory; and/or
- (c) Terminate the Agreement as hereinafter set forth.

1.4. Warranty. Consultant warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Consultant shall indemnify and hold harmless City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against City for, or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Consultant's performance under this Agreement.

1.5. Non-discrimination. In performing this Agreement, Consultant shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender or sexual orientation, except as permitted pursuant to Section 12940 of the Government Code.

1.6. Non-Exclusive Agreement. Consultant acknowledges that City may enter into agreements with other consultants for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services contemplated by this Agreement.

1.7. Delegation and Assignment. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of City. Consultant may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Consultant's sole cost and expense.

1.8. Confidentiality. Employees of Consultant in the course of their duties may have access to financial, accounting, statistical, and personnel data of private individuals and employees of City. Consultant covenants that all data, documents, discussion, or other information developed or received by Consultant or provided for performance of this Agreement are deemed confidential and shall not be disclosed by Consultant without written authorization by City. City shall grant such authorization if disclosure is required by law. All City data shall be returned to City upon the termination of this Agreement. Consultant's covenant under this Section shall survive the termination of this Agreement.

## **2.0. COMPENSATION AND BILLING**

2.1. Compensation. Consultant shall be paid in accordance with the fee schedule set forth in Exhibit "C," attached hereto and made a part of this Agreement (the "Fee Schedule"). Consultant's total compensation shall not exceed Twenty Nine Thousand Nine Hundred and Twenty Dollars (\$29,920.00).

2.2. Additional Services. Consultant shall not receive compensation for any services provided outside the scope of services specified in the Consultant's Proposal unless the City or the Project Manager for this Project, prior to Consultant performing the additional services, approves such additional services in writing. It is specifically understood that oral requests

and/or approvals of such additional services or additional compensation shall be barred and are unenforceable.

2.3. Method of Billing. Consultant may submit invoices to the City for approval on a progress basis, but no more often than two times a month. Said invoice shall be based on the total of all Consultant's services which have been completed to City's sole satisfaction. City shall pay Consultant's invoice within forty-five (45) days from the date City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

2.4. Records and Audits. Records of Consultant's services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to City or its Project Manager for inspection and/or audit at mutually convenient times for a period of three (3) years from the Effective Date.

### **3.0. TIME OF PERFORMANCE**

3.1. Commencement and Completion of Work. The professional services to be performed pursuant to this Agreement shall commence within five (5) days from the Effective Date of this Agreement.

3.2. Excusable Delays. Neither party shall be responsible for delays or lack of performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party.

### **4.0. TERM AND TERMINATION**

4.1. Term. This Agreement shall commence on the Effective Date and continue for a period of Six (6) months, ending on March 16, 2016, unless previously terminated as provided herein or as otherwise agreed to in writing by the parties.

4.2. Notice of Termination. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing written notice to Consultant. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Consultant shall immediately stop rendering services under this Agreement unless directed otherwise by the City.

4.3. Compensation. In the event of termination, City shall pay Consultant for reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Consultant.

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4.4. Documents. In the event of termination of this Agreement, all documents prepared by Consultant in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Consultant, at no cost to City. Any use of uncompleted documents without specific written authorization from Consultant shall be at City's sole risk and without liability or legal expense to Consultant.

## 5.0. INSURANCE

5.1. Minimum Scope and Limits of Insurance. Consultant shall obtain, maintain, and keep in full force and effect during the life of this Agreement all of the following minimum scope of insurance coverages with an insurance company admitted to do business in California, rated "A," Class X, or better in the most recent Best's Key Insurance Rating Guide, and approved by City:

- (a) Commercial general liability, including premises-operations, products/completed operations, broad form property damage, blanket contractual liability, independent contractors, personal injury or bodily injury with a policy limit of not less than One Million Dollars (\$1,000,000.00), combined single limits, per occurrence. If such insurance contains a general aggregate limit, it shall apply separately to this Agreement or shall be twice the required occurrence limit.
- (b) Business automobile liability for owned vehicles, hired, and non-owned vehicles, with a policy limit of not less than One Million Dollars (\$1,000,000.00), combined single limits, per occurrence for bodily injury and property damage.
- (c) Workers' compensation insurance as required by the State of California. Consultant agrees to waive, and to obtain endorsements from its workers' compensation insurer waiving subrogation rights under its workers' compensation insurance policy against the City, its officers, agents, employees, and volunteers arising from work performed by Consultant for the City and to require each of its subcontractors, if any, to do likewise under their workers' compensation insurance policies.
- (d) Professional errors and omissions ("E&O") liability insurance with policy limits of not less than One Million Dollars (\$1,000,000.00), combined single limits, per occurrence and aggregate. Architects' and engineers' coverage shall be endorsed to include contractual liability. If the policy is written as a "claims made" policy, the retro date shall be prior to the start of the contract work. Consultant shall obtain and maintain, said E&O liability insurance during the life of this Agreement and for three years after completion of the work hereunder.

5.2. Endorsements. The commercial general liability insurance policy and business automobile liability policy shall contain or be endorsed to contain the following provisions:

- (a) Additional insureds: "The City of Costa Mesa and its elected and appointed boards, officers, officials, agents, employees, and volunteers are additional insureds with respect to: liability arising out of activities performed by or on behalf of the Consultant pursuant to its contract with

the City; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; automobiles owned, leased, hired, or borrowed by the Consultant."

- (b) Notice: "Said policy shall not terminate, be suspended, or voided, nor shall it be cancelled, nor the coverage or limits reduced, until thirty (30) days after written notice is given to City.
- (c) Other insurance: "The Consultant's insurance coverage shall be primary insurance as respects the City of Costa Mesa, its officers, officials, agents, employees, and volunteers. Any other insurance maintained by the City of Costa Mesa shall be excess and not contributing with the insurance provided by this policy."
- (d) Any failure to comply with the reporting provisions of the policies shall not affect coverage provided to the City of Costa Mesa, its officers, officials, agents, employees, and volunteers.
- (e) The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

5.3. Deductible or Self Insured Retention. If any of such policies provide for a deductible or self-insured retention to provide such coverage, the amount of such deductible or self-insured retention shall be approved in advance by City. No policy of insurance issued as to which the City is an additional insured shall contain a provision which requires that no insured except the named insured can satisfy any such deductible or self-insured retention.

5.4. Certificates of Insurance. Consultant shall provide to City certificates of insurance showing the insurance coverages and required endorsements described above, in a form and content approved by City, prior to performing any services under this Agreement. The certificates of insurance shall be attached hereto as Exhibit "D" and incorporated herein by this reference.

5.5. Non-limiting. Nothing in this Section shall be construed as limiting in any way, the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for payments of damages to persons or property.

## **6.0. GENERAL PROVISIONS**

6.1. Entire Agreement. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.

6.2. Representatives. The City CEO or his or her designee shall be the representative of City for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of the City, called for by this Agreement, except as otherwise expressly provided in this Agreement.

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Consultant shall designate a representative for purposes of this Agreement who shall be authorized to issue all consents, approvals, directives and agreements on behalf of Consultant called for by this Agreement, except as otherwise expressly provided in this Agreement.

6.3. Project Managers. City shall designate a Project Manager to work directly with Consultant in the performance of this Agreement.

Consultant shall designate a Project Manager who shall represent it and be its agent in all consultations with City during the term of this Agreement. Consultant or its Project Manager shall attend and assist in all coordination meetings called by City.

6.4. Notices. Any notices, documents, correspondence or other communications concerning this Agreement or the work hereunder may be provided by personal delivery, facsimile or mail and shall be addressed as set forth below. Such communication shall be deemed served or delivered: a) at the time of delivery if such communication is sent by personal delivery; b) at the time of transmission if such communication is sent by facsimile; and c) 48 hours after deposit in the U.S. Mail as reflected by the official U.S. postmark if such communication is sent through regular United States mail.

IF TO CONSULTANT:

LSA Associates, Inc.  
20 Executive Park, Suite 200  
Irvine, CA 92614  
Tel: (949) 553-0666  
Fax: (949) 553-8076  
Attn: Anthony L. Petros, Principal

IF TO CITY:

City of Costa Mesa  
77 Fair Drive  
Costa Mesa, CA 92626  
Tel: (714) 754-5153  
Fax: (714) 754-4856  
Attn: Willa Bouwens-Killeen

6.5. Drug-free Workplace Policy. Consultant shall provide a drug-free workplace by complying with all provisions set forth in City's Council Policy 100-5, attached hereto as Exhibit "E" and incorporated herein by reference. Consultant's failure to conform to the requirements set forth in Council Policy 100-5 shall constitute a material breach of this Agreement and shall be cause for immediate termination of this Agreement by City.

6.6. Attorneys' Fees. In the event that litigation is brought by any party in connection with this Agreement, the prevailing party shall be entitled to recover from the opposing party all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof.

6.7. Governing Law. This Agreement shall be governed by and construed under the laws of the State of California without giving effect to that body of laws pertaining to conflict of laws. In the event of any legal action to enforce or interpret this Agreement, the parties hereto agree that the sole and exclusive venue shall be a court of competent jurisdiction located in Orange County, California.

6.8. Assignment. Consultant shall not voluntarily or by operation of law assign, transfer, sublet or encumber all or any part of Consultant's interest in this Agreement without City's prior written consent. Any attempted assignment, transfer, subletting or encumbrance shall be void and shall constitute a breach of this Agreement and cause for termination of this Agreement. Regardless of City's consent, no subletting or assignment shall release Consultant

of Consultant's obligation to perform all other obligations to be performed by Consultant hereunder for the term of this Agreement.

6.9. Indemnification and Hold Harmless. Consultant agrees to defend, indemnify, hold free and harmless the City, its elected officials, officers, agents and employees, at Consultant's sole expense, from and against any and all claims, actions, suits or other legal proceedings brought against the City, its elected officials, officers, agents and employees arising out of the performance of the Consultant, its employees, and/or authorized subcontractors, of the work undertaken pursuant to this Agreement. The defense obligation provided for hereunder shall apply without any advance showing of negligence or wrongdoing by the Consultant, its employees, and/or authorized subcontractors, but shall be required whenever any claim, action, complaint, or suit asserts as its basis the negligence, errors, omissions or misconduct of the Consultant, its employees, and/or authorized subcontractors, and/or whenever any claim, action, complaint or suit asserts liability against the City, its elected officials, officers, agents and employees based upon the work performed by the Consultant, its employees, and/or authorized subcontractors under this Agreement, whether or not the Consultant, its employees, and/or authorized subcontractors are specifically named or otherwise asserted to be liable. Notwithstanding the foregoing, the Consultant shall not be liable for the defense or indemnification of the City for claims, actions, complaints or suits arising out of the sole active negligence or willful misconduct of the City. This provision shall supersede and replace all other indemnity provisions contained either in the City's specifications or Consultant's Proposal, which shall be of no force and effect.

6.10. Independent Contractor. Consultant is and shall be acting at all times as an independent contractor and not as an employee of City. Consultant shall have no power to incur any debt, obligation, or liability on behalf of City or otherwise act on behalf of City as an agent. Neither City nor any of its agents shall have control over the conduct of Consultant or any of Consultant's employees, except as set forth in this Agreement. Consultant shall not, at any time, or in any manner, represent that it or any of its or employees are in any manner agents or employees of City. Consultant shall secure, at its sole expense, and be responsible for any and all payment of Income Tax, Social Security, State Disability Insurance Compensation, Unemployment Compensation, and other payroll deductions for Consultant and its officers, agents, and employees, and all business licenses, if any are required, in connection with the services to be performed hereunder. Consultant shall indemnify and hold City harmless from any and all taxes, assessments, penalties, and interest asserted against City by reason of the independent contractor relationship created by this Agreement. Consultant further agrees to indemnify and hold City harmless from any failure of Consultant to comply with the applicable worker's compensation laws. City shall have the right to offset against the amount of any fees due to Consultant under this Agreement any amount due to City from Consultant as a result of Consultant's failure to promptly pay to City any reimbursement or indemnification arising under this paragraph.

6.11. PERS Eligibility Indemnification. In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of the City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors

providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by City, including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contribution to be paid by City for employer contribution and/or employee contributions for PERS benefits.

6.12. Cooperation. In the event any claim or action is brought against City relating to Consultant's performance or services rendered under this Agreement, Consultant shall render any reasonable assistance and cooperation which City might require.

6.13. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, files and tapes furnished or prepared by Consultant or any of its subcontractors in the course of performance of this Agreement, shall be and remain the sole property of City. Consultant agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of City. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of City and without liability or legal exposure to Consultant. City shall indemnify and hold harmless Consultant from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Consultant. Consultant shall deliver to City any findings, reports, documents, information, data, in any form, including but not limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by City or its authorized representative, at no additional cost to the City.

6.14. Public Records Act Disclosure. Consultant has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Consultant, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code Section 6250 *et seq.*). Exceptions to public disclosure may be those documents or information that qualify as trade secrets, as that term is defined in the California Government Code Section 6254.7, and of which Consultant informs City of such trade secret. The City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. The City shall not, in any way, be liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.

6.15. Conflict of Interest. Consultant and its officers, employees, associates and subconsultants, if any, will comply with all conflict of interest statutes of the State of California applicable to Consultant's services under this agreement, including, but not limited to, the Political Reform Act (Government Code Sections 81000, *et seq.*) and Government Code Section 1090. During the term of this Agreement, Consultant and its officers, employees, associates and subconsultants shall not, without the prior written approval of the City Representative, perform work for another person or entity for whom Consultant is not currently performing work that would require Consultant or one of its officers, employees, associates or subconsultants to abstain from a decision under this Agreement pursuant to a conflict of interest statute.

6.16. Responsibility for Errors. Consultant shall be responsible for its work and results under this Agreement. Consultant, when requested, shall furnish clarification and/or explanation as may be required by the City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Consultant occurs, then Consultant shall, at no cost to City, provide all necessary design

drawings, estimates and other Consultant professional services necessary to rectify and correct the matter to the sole satisfaction of City and to participate in any meeting required with regard to the correction.

6.17. Prohibited Employment. Consultant will not employ any regular employee of City while this Agreement is in effect.

6.18. Order of Precedence. In the event of an inconsistency in this Agreement and any of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, this Agreement shall govern over the document referenced.

6.19. Costs. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.

6.20. No Third Party Beneficiary Rights. This Agreement is entered into for the sole benefit of City and Consultant and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.

6.21. Headings. Paragraphs and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.

6.22. Construction. The parties have participated jointly in the negotiation and drafting of this Agreement. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.

6.23. Amendments. Only a writing executed by the parties hereto or their respective successors and assigns may amend this Agreement.

6.24. Waiver. The delay or failure of either party at any time to require performance or compliance by the other of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the party against whom enforcement of a waiver is sought. The waiver of any right or remedy in respect to any occurrence or event shall not be deemed a waiver of any right or remedy in respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.

6.25. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction

shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.

6.26. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.

6.27. Corporate Authority. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this Agreement.

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to be executed by and through their respective authorized officers, as of the date first above written.

CITY OF COSTA MESA,  
A municipal corporation

REDACTED

for Chief Executive Officer

*Acting  
CEO*

Date: 10/2/15

CONSULTANT

REDACTED

Signature

*Les Card, CEO/Chairman*

Name and Title

REDACTED

Social Security or Taxpayer ID Number

Date: 9/23/15

ATTEST:

REDACTED



City Clerk and ex-officio Clerk  
of the City of Costa Mesa

APPROVED AS TO FORM:

REDACTED

City Attorney

Date: 09/30/15

APPROVED AS TO INSURANCE:

REDACTED

Risk Management

Date: 10/1/15

APPROVED AS TO CONTENT:

REDACTED

Project Manager

Date: 29 Sept 15

DEPARTMENT HEAD APPROVAL

REDACTED

Gary Armstrong, Director of Development Services

Date: 10-1-15



LSA ASSOCIATES, INC.  
20 EXECUTIVE PARK, SUITE 200  
IRVINE, CALIFORNIA 92614

949.553.0666 TEL  
949.553.0076 FAX

BERKELEY  
CARLSBAD

FRESNO  
PALM SPRINGS  
PT. RICHMOND

RIVERSIDE  
ROCKLIN  
SAN LUIS OBISPO

July 20, 2015

Ms. Willa Bouwens-Killeen, Principal Planner  
City of Costa Mesa  
77 Fair Drive  
Costa Mesa, CA 92628-1200

Subject: Proposal for a Parking Study (RFP No. 15-025)

Dear Ms. Bouwens-Killeen:

LSA Associates, Inc. (LSA) is pleased to submit this proposal in response to the City of Costa Mesa's (City) Request for Proposals (RFP) to provide professional consulting services for a parking study for the City. LSA has teamed with Dr. Richard Willson and Mark Thomas & Company, Inc. (MTCO) to provide the City with unparalleled project management skills, strategy and solution implementation, and knowledge/experience of the local area. Dr. Willson has recently published two books, one focusing on modifying municipal parking requirements and another focusing on managing parking for smart growth. He is one of the region's leading researchers on the effects of parking policies. MTCO will assist with review and preparation of new Parking Design Standards for the City. LSA brings over 39 years of experience in traffic engineering, transportation planning, and parking services, offering the City an experienced and uniquely qualified team. The LSA Team will offer the City a strong team of talented individuals with the knowledge and enthusiasm to conduct a parking study and will complete the requested tasks to satisfy the City's expectations.

LSA has previously worked with the City on the Ganahl Lumber Hardware Store and Lumber Yard Project, the Pacific Medical Office Project, and the Azulón at Mesa Verde Senior Residential Community Project. The firm has also worked on several parking studies similar to the proposed parking study for the City, including studies for the City of Anaheim On-Call Transportation Planning, Traffic Engineering, and Parking Services; Saddleback Church Costa Mesa Parking and Circulation; and the Westminster West Civic Center Parking Master Plan.

LSA is a full-service, multidisciplinary transportation, environmental, and community planning firm. Owned by its employees, LSA is distinguished by the comprehensive nature of services it provides and by its commitment to providing responsive and expert support to its clients. The firm has provided quality services for multimodal transportation and corridor plans, including mixed-use development activity planning, pedestrian and bicycle plans, Complete Streets designs, access control plans, parking studies, and traffic calming studies.

LSA has extensive experience in preparing recommendations to maximize the effectiveness of existing public and publicly accessible parking resources. The firm's experience in parking planning and management systems includes shared parking, remote parking, parking pricing strategies, spillover and overflow parking issues, parking standards review and revision, parking facility management, park-and-ride programs, and methods to maximize the effectiveness and management of current parking facilities.

LSA's management team is stationed at its headquarters in Irvine:

20 Executive Park, Suite 200  
Irvine, California 92614  
Phone: (949) 553-0666  
Fax: (949) 553-8076

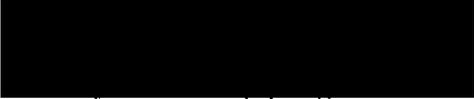
The office is conveniently located within 4 miles of the City of Costa Mesa City Hall, thereby allowing the LSA Team to promptly respond to any requests from the City, quickly arrive at the project site, and be available for in-person meetings, if needed. Arthur Black, Senior Transportation Planner, will serve as the Project Manager and main point of contact for the City. I will serve as the Principal in Charge providing oversight of and quality control/quality assurance for the project. Combined, we bring almost 40 years of experience preparing similar work efforts.

Based on our review of the scope of services, evaluation criteria, response requirements, and Sample Agreement, we are proud to present this submittal that is in full compliance with all parts of the solicitation. This proposal shall remain valid for 180 days following the date of issue.

Thank you for the opportunity to submit this proposal. The LSA Team looks forward to working with the City. Should you require further information or have any questions regarding this proposal, please do not hesitate to contact Mr. Black at (949) 553-0666 or at [arthur.black@lsa-assoc.com](mailto:arthur.black@lsa-assoc.com).

Sincerely,

LSA ASSOCIATES, INC.

  
Anthony Petros  
Principal

Attachments: Proposal (1 original, 5 hard copies, and 1 CD)



**REQUEST FOR PROPOSAL**  
**PARKING STUDY RFP No. 15-025**  
**VENDOR APPLICATION FORM**

TYPE OF APPLICANT:             NEW         CURRENT VENDOR

Legal Contractual Name of Corporation: LSA Associates, Inc.

Contact                                  Person                                  for                                  Agreement:  
Arthur Black

Corporate Mailing Address: 20 Executive Park, Suite 200

City, State and Zip Code: Irvine, California, 92614

E-Mail Address: arthur.black@lsa-assoc.com

Phone: (949) 553-0666                                  Fax: (949) 553-8076

Contact Person for Proposals: Arthur Black

Title: Senior Transportation Planner        E-Mail Address: arthur.black@lsa-assoc.com

Business Telephone: (949) 553-0666        Business Fax: (949) 553-8076

Is your business: (check one)

NON PROFIT CORPORATION         FOR PROFIT CORPORATION

Is your business: (check one)

CORPORATION                                   LIMITED LIABILITY PARTNERSHIP  
 INDIVIDUAL                                   SOLE PROPRIETORSHIP  
 PARTNERSHIP                                   UNINCORPORATED ASSOCIATION

**Names & Titles of Corporate Board Members**

(Also list Names & Titles of persons with written authorization/resolution to sign contracts)

Names	Title	Phone
Les Card	Chief Executive Officer	(949) 553-0666
Rob McCann	President	(949) 553-0666

Federal Tax Identification Number:  \_\_\_\_\_

City of Costa Mesa Business License Number: 46533

(If none, you must obtain a Costa Mesa Business License upon award of contract.)

City of Costa Mesa Business License Expiration Date: 12/31/2015



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## BACKGROUND AND PROJECT SUMMARY

Parking is a balancing act. When establishing off-street parking requirements, a city is trying to weigh the needs of economic development against the need to keep the costs of parking from falling on the community at large.

The parking requirements of the City of Costa Mesa (City) seek to contain parking demand generated by a parcel within that same parcel. In doing so, the City is protecting its residents and businesses from negative consequences produced by other residents and businesses. These policies promote health, safety, and welfare and are a legitimate exercise of the City's police powers.

As time passes, parking generation rates of old land use types may change, new land uses may emerge, and negative consequences of existing land uses may become apparent. Occasionally, parking rates and policies need to be rebalanced to ensure land uses are providing the off-street parking they need. This is of particular concern within residential districts where measures to control the use of on-street parking, such as metered parking, are more difficult to implement.

At the same time, the City does not want to inhibit development by requiring excessive parking. Land uses that generate demand for parking at different times of the day can efficiently share parking resources. Currently, the City of Costa Mesa Procedure for Determining Shared Parking Requirements applies to mixed-use developments. An expanded shared parking program could be a tool for economic development.

The scope of work for this Parking Study Request for Proposals (RFP) provides an opportunity to review parking requirements and policies to "right-size" the amount of off-street parking provided. At the conclusion of this work effort, parking requirements will again strike a balance between providing enough parking to avoid spill-over demand and not requiring excessive area dedicated to unnecessary demand. LSA Associates, Inc. (LSA) is the ideal consultant for this effort. The LSA Team will be able to compare and contrast the City's standards based on its experience with similar and nearby Orange County cities, while also presenting a state-of-the-practice perspective on off-street parking requirements and shared parking.



## PROJECT METHODOLOGY

1. LSA has established a Quality Control Plan and Procedures to manage all projects, and these procedures will be applied to the Costa Mesa Parking Study. LSA's Quality Control Plan and Procedures include these specific quality management tasks:
  - During contract negotiations, have the LSA Project Manager and Principal in Charge, along with the client manager, systematically review the work program to ensure that all have a clear understanding of the project definition and scope of work.
  - Include Principal and peer review of all work performed prior to submittal to the client. Principal review ensures that LSA's quality standards are met. Peer review involves review by a senior staff member not directly involved in the project. Peer review provides a "reality check" to make sure that study methodology, analysis, and conclusions are sound.
  - Ensure timely completion of project deliverables.
  - Review project status with the client manager at regular project intervals to ensure implementation of the original scope of work and harmonious functioning of all team members. Identify any potential conflicts with schedule or budget due to potential changes in scope or client direction.
  - Review performance with the client manager on a regular basis to make any adjustments required for successful project completion and to determine improvements for future projects.

LSA will request a project kick-off meeting to solicit the views of internal stakeholders. This meeting also provides an opportunity for the City to communicate the views of external stakeholders. A meeting summary will be prepared to document this meeting and the stakeholder views.

2. At the very beginning of the process, LSA will seek a project kick-off meeting with City Planning and Public Works staff to gain a full and complete understanding of the project objectives, stakeholders, and parameters. It is LSA's goal that this meeting ensures everyone is on the same page with regard to the desired outcome of the project.

LSA will review Costa Mesa Municipal Code 13-85 for residential parking requirements and Costa Mesa Municipal Code 13-89 for nonresidential parking requirements. LSA will prepare comparison tables displaying the municipal parking requirements for the same uses in a selection of up to 10 additional jurisdictions. At this time, LSA believes that the following set of neighboring and nearby cities offers a reasonable comparison. The final set of jurisdictions used to make this comparison will be determined at the project kick-off meeting. LSA will craft a technical memorandum transmitting the results of the municipal parking rate comparison. If the parking requirements of the City of Costa Mesa are found to be abnormal when compared to this set, the memorandum will provide a recommendation for new requirements.

- Huntington Beach
- Newport Beach
- Fountain Valley
- Santa Ana
- Irvine
- Fullerton
- Lake Forest

*The City will receive a memorandum illustrating a comparison between Costa Mesa's parking rates and those of comparable cities.*

Simultaneous with the parking requirement comparison, LSA will review the municipal parking requirements for the same set of jurisdictions to ascertain whether they establish parking requirements for group homes, one-on-one fitness studios, group counseling, or one-on-one physical therapy. Although not included in RFP 15-025, LSA recommends that nightclubs be included in this list as the parking demand for this use exceeds that of a typical establishment where food and beverages are served. LSA will also search Institute of Transportation Engineers (ITE) and Urban Land Institute (ULI) publications for studies on the parking requirements of these uses. As an additional benefit of the City's engagement with the LSA Team, peer-reviewed academic research into the parking demands of these new land use types will be sought. LSA will prepare a technical memorandum transmitting the results of this research and summary recommendations for parking requirements should the City choose to adopt them for these new uses.

*The City will receive a memorandum explaining how multiple data points converged on recommended rates for new land uses.*

*The City will receive two parking designs for inclusion in its Design Standards.*

At the project kick-off meeting, LSA will request that City staff provide a statement of the problem that needs to be solved by preparing new Parking Design Standards. The LSA Team would like a full understanding of the issues being addressed to ensure a quality work product. Mark Thomas and Company, Inc. (MTCO) will prepare a draft version of two new Parking Design Standards and will

transmit them to City staff for comment. One round of revisions will be incorporated into the standards and a final version of the two Parking Design Standards will be transmitted to the City.

*The City will receive a memorandum detailing the state of the practice for shared parking.*

LSA has previous experience assisting cities with crafting a shared parking policy, having created the first shared parking policy for the City of Laguna Niguel and having consulted with the City of Brea during the creation of Birch Street. To complete this task, LSA requests that the City provide the latest version of the *City of Costa Mesa Procedure for Determining Shared Parking Requirements* and any other

standards related to the shared parking program. LSA will compare the City's program to hourly time-of-day factors in ULI's *Shared Parking, 2<sup>nd</sup> Edition*. LSA will prepare a technical memorandum comparing and contrasting the City's shared parking program with the shared parking programs in the set of selected jurisdictions. That memorandum will describe the state of the practice for shared parking, including any strategies that have been successfully implemented by jurisdictions and whether some strategies have been tried but found to be in need of improvement. It is LSA's intent that the City be alerted not just to the state of shared parking in Orange County, but the widest possible range of potential strategies.

Some land uses, such as health clubs, dance/fitness/martial arts studios, and nightclubs, generate parking demand at times that are opposite of and complimentary to industrial and business parks. LSA will make specific recommendations for modifying the shared parking program to incorporate these land uses. LSA may also incorporate other business types if specific types arise from the review of municipal shared parking programs. Any other business types that the City would like to be considered will be identified at the project kick-off meeting.

At the conclusion of the project, City staff will have received four technical memorandums that can be used as the basis for a staff report to the Planning Commission or City Council:

- A memorandum comparing municipal parking rates and recommending new requirements;
- A memorandum summarizing parking requirements for the new land uses; and
- A memorandum describing the state of the practice for shared parking;

LSA will be available to attend a Planning Commission study session (estimated to last 2 hours), a Planning Commission public hearing, and a City Council public hearing.

3. LSA intends to use multiple staff members so that, following the project kick-off meeting, the different facets of this project can be initiated simultaneously. This approach will result in the project being completed within the time frame specified in the RFP. LSA will deliver its final written product 10 weeks after the project kick-off meeting to allow City staff time to prepare staff reports for the public hearings.

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Project Kick-Off Meeting	★											
Compare Parking Rates				●								
Research New Uses Parking Rates						●						
Prepare Parking Design Standards			●			●						
Evaluate Shared Parking Program								●				
Planning Commission Study Session										★		
Planning Commission Hearing											★	
City Council Hearing												★

★ Meeting  
● Deliverable

4. The role of City staff in completing the tasks specified in the Scope of Work is to clarify the questions being answered. The role of the LSA Team in completing the tasks specified in the Scope of Work is to answer the questions. Specific tasks required of City staff are described below.
  - City staff is requested to attend a project kick-off meeting with LSA to confirm LSA's understanding of the work being requested. At this meeting, City staff will be asked to confirm the set of cities against which the City's parking requirements will be compared. The City will also be requested to define the problem to be solved by preparing new Parking Design Standards.
  - The City is expected to provide the latest version of the City of Costa Mesa Procedure for Determining Shared Parking Requirements and any other documents related to the shared parking program. The City will be requested to identify any other business types under consideration for inclusion in the shared parking program.
5. Draft and final versions of work products will be delivered by electronic means. Representatives from LSA are located in close proximity to the City and are available to meet in person. Dr. Richard Willson may elect to attend meetings by conference call or videoconference.
6. LSA does not propose to use, lease, purchase, or rent from the City any City-owned facilities or property in connection with the services to be performed.



## STAFFING

The most important elements of a successful project are the qualifications and experience of the key personnel assigned to the project. It is LSA's intent that the Principal in Charge, Anthony Petros, and Project Manager, Arthur Black, remain assigned to the City's contract for the duration of the project, and the following key personnel will not be replaced without written authorization from the City. The LSA Team members have been selected to work on this contract based on their transportation planning, traffic engineering, and parking experience and expertise, as well as their experience providing the services requested in the RFP. The Organizational Chart (provided at the end of this section) identifies the organizational structure that LSA will employ to serve the City. The chart depicts the relationships of all LSA Team members to their respective project roles and demonstrates how all LSA Team members will work through the Project Manager to accomplish assigned tasks and to communicate with City staff. Resumes for the key members of the LSA Team are provided in Appendix B.

### LSA ASSOCIATES, INC.

#### **ANTHONY PETROS**

#### *Principal in Charge*

*Anticipated Hours: 18*

Mr. Petros will serve as the Principal in Charge for this contract. He will provide management, oversight, and innovative ideas. Mr. Petros' primary responsibilities include the preparation and review of comprehensive traffic and parking studies, operational and engineering analyses, Project Study Reports/Project Reports, Environmental Impact Reports (EIRs), and Environmental Assessments. His range of experience covers large-scale land development, capital projects, and small-scale detailed operational analyses. Mr. Petros has spent his 30-year career providing transportation, circulation, and parking services throughout California. He has prepared or supervised parking and transportation management plans for such large-scale projects as the Orange County Fairgrounds in Costa Mesa, the California Speedway in Fontana, the Anaheim Angels Stadium in Anaheim, Diablo Nuclear Power Plant in San Luis Obispo, and the Coachella Music Festival and Stagecoach Music Festival in Indio. Mr. Petros is also the consultant of record with the Catholic Diocese of Orange, Hoag Memorial Presbyterian Hospital, Saint Joseph Medical Group, numerous elementary





and unified school districts, and colleges and universities for parking management and circulation issues.

**ARTHUR BLACK**  
**Project Manager**

**Anticipated Hours: 80**



Mr. Black is the proposed Project Manager and main point of contact for this contract. He will be responsible for all elements of the parking study. Mr. Black has been preparing traffic and parking studies, operational analyses, and transportation planning research at LSA for over 8 years. He recently worked with City staff to prepare a parking and circulation analysis of Saddleback Church's location in Costa Mesa. Mr. Black provides on-call parking consulting to the City of Anaheim. He also served as the technical analyst for the West Civic Center Parking Master Plan in Westminster, which involved finding a shared parking solution in an area where parking demand for most of the land uses peaks at the same time. Mr. Black also calculated future growth in parking demand to determine the adequacy of proposed long-range solutions. He has experience preparing parking demand and shared parking studies throughout California for projects large and small. Mr. Black will apply his experience with parking management issues and problem-solving skills to the City's parking requirements and Shared Parking program.

**DONSON LIU, T.E.**  
**Transportation Engineer**

**Anticipated Hours: 20**

Mr. Liu has been involved in transportation engineering since 2008. His primary responsibilities include the preparation of technical documents, such as traffic impact analyses, traffic operations analyses, and parking demand analyses. Mr. Liu has prepared studies for a variety of transportation projects in the Southern California region for industrial, residential, commercial, and mixed-use developments. He recently prepared a parking analysis for the proposed LA Fitness health club in Seal Beach to assess the adequacy of the parking supply according to City of Seal Beach standards before and after the development of the proposed health club. He will provide traffic engineering support for this contract.





**NICHOLAS PARK, EIT**  
**Assistant Transportation Engineer**

**Anticipated Hours: 40**

Mr. Park's primary responsibilities include assisting in the preparation of technical documents and analyses, such as traffic impact analyses, traffic operations analyses, and roadway improvement project documentation. Mr. Park has assisted in studies for transportation projects for residential, commercial, office, and mixed-use developments. His role for this contract will be providing transportation engineering support.

**RICHARD WILLSON & ASSOCIATES, LLC**

**RICHARD WILLSON, P.H.D., FAICP**  
**Project Advisor**

**Anticipated Hours: 24**

Dr. Willson is a professor and chair in the Department of Urban and Regional Planning at California Polytechnic University, Pomona. His research in transportation planning addresses parking policy and pricing, transit access planning, greenhouse gas mitigation, land use/transportation relationships, travel demand management, and transit-oriented development (TOD). His 2013 book, *Parking Reform Made Easy*, provides a methodology for establishing minimum parking requirements. *Parking Management for Smart Growth* (2015) shows how to create a strategic parking management approach. Dr. Willson's research has also appeared in the *Journal of Planning Education and Research*, the *Journal of the American Planning Association*, *Transportation*, *Transportation Quarterly*, *Regional Science and Urban Economics*, *Transportation Research A*, and other journals.



Dr. Willson's approach is to link cutting-edge research with practical proposals that help improve the chances of project implementation. Building on a background in academic, consulting, and public agency work, he is effective working in a team setting with staff and other consultants.





**MARK THOMAS & COMPANY, INC.**

**ARTURO VIVAR, PE**  
**Civil Engineer**

**Anticipated Hours: 80**

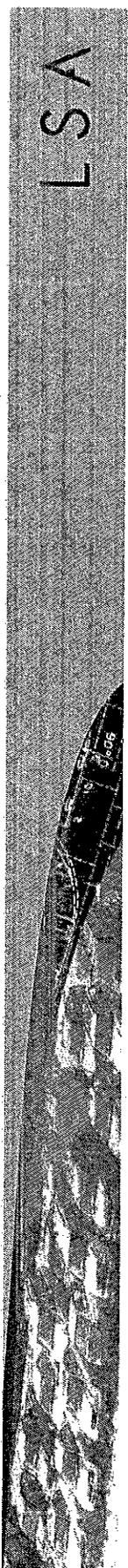
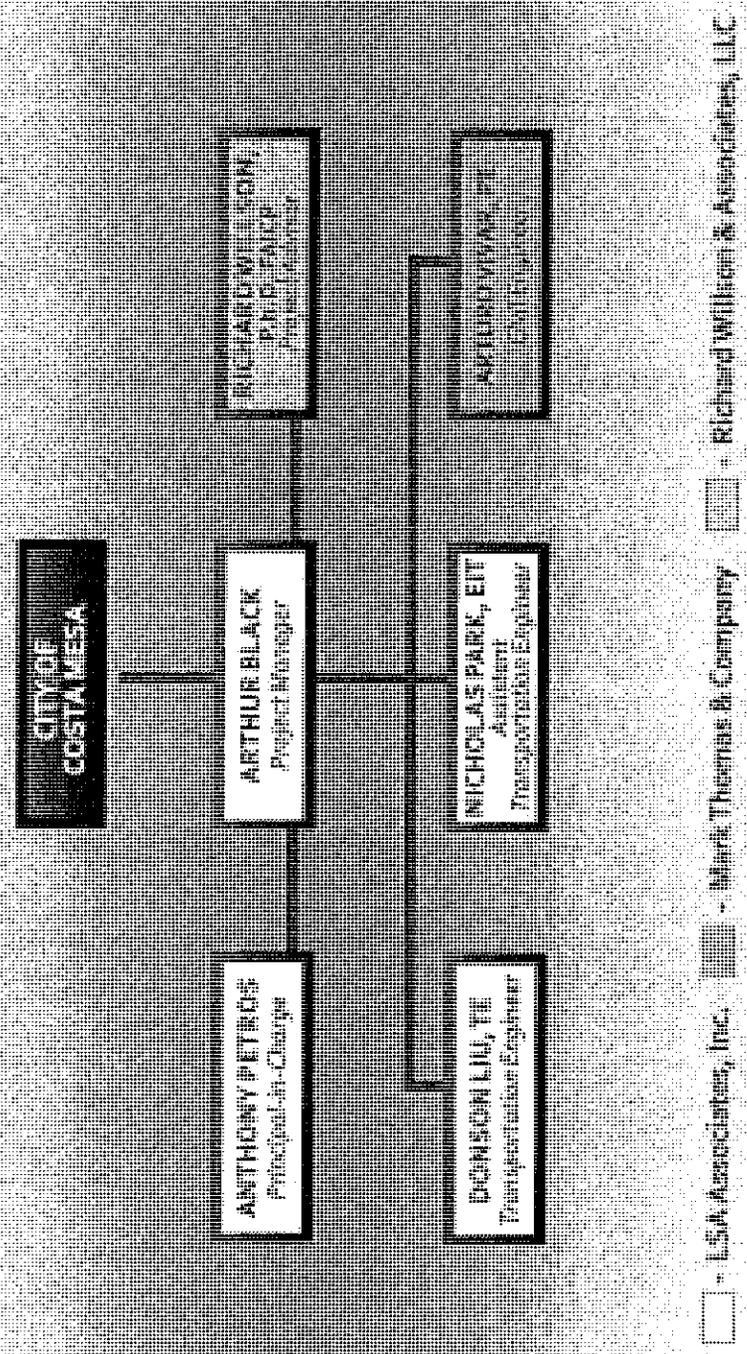
Mr. Vivar has over 13 years of experience in civil and transportation engineering projects for both public and private agencies. His expertise includes roadway, site, and drainage design. Projects he has worked on include street improvements, site design, complete street design, TOD civil design, complex street geometrics, roadway street rehabilitation, and drainage improvements in accordance with local, State, and federal guidelines and standards such as American Association of State Highway and Transportation Officials, California Highway Design Manual, American Public Works Association, and Americans with Disabilities Act (ADA) standards. Types of projects Mr. Vivar has worked on include Project Reports, advanced conceptual design, preliminary engineering design, and final engineering design. His design software knowledge includes Microstation J and V8; AutoCAD 2009, 2010, and 2013; Inroads Roadway Design V8; Land Desktop Design; and Civil 3D 2014. His recent project experience includes Carlsbad Civil and Traffic Engineering Services, which involved making decisions about necessary parking standards and requirements to convert streets into complete streets, and the Irvine Business Complex Sidewalk Study, which included identifying parking adjustments needed to accommodate the ADA-compliant facilities. Mr. Vivar will be providing civil engineering support for this contract.





Proposed for the Study  
 01/20/05 - 05/05/05

# TEAM ORGANIZATION CHART



LSA



## FIRM QUALIFICATIONS

The LSA Team is pleased to submit this proposal at the request of the City to establish a contract for a parking study.

### **LSA ASSOCIATES, INC.**

LSA is a diversified environmental, transportation, and community planning firm. Owned by its employees, LSA is distinguished by the comprehensive nature of the services it provides and by its commitment to providing responsive and expert support to its clients. With nine offices throughout California, LSA has provided services in transportation planning and engineering, environmental analysis, biological and cultural resources, water quality, global climate change, geographic information systems (GIS), community and land planning, air quality, and noise impact assessment since 1976. LSA has an outstanding track record in providing comprehensive California Environmental Quality Act/National Environmental Policy Act (CEQA/NEPA) services for the most challenging transportation projects throughout California. During its 39 years in the environmental consulting field, LSA has managed a large volume of transportation projects in California. The company has completed these services for both public-sector clients and development interests. This experience has fostered an excellent understanding of transportation project development procedures and environmental review requirements.

### ***FOCUS ON PARKING STUDIES***

LSA has prepared numerous parking analyses and plans for projects ranging in size from neighborhood shopping centers and fast-food restaurants to large and complex sites, such as civic centers, master-planned multi-use sites, and campus environments. LSA develops a unique approach to each parking study to ensure that the data collection reflects local conditions and activity and that the analysis provides the most accurate assessment of parking possible.



### **RICHARD WILLSON & ASSOCIATES, LLC**

Richard Willson & Associates, LLC is a planning consulting firm with research and policy expertise in transportation planning, parking demand analysis and management, transit access planning, and TOD. Richard Willson & Associates, LLC





is the company through which Dr. Richard Willson provides consulting services. Dr. Willson consults with regional transportation agencies, transit providers, and cities on issues of parking requirements, management, and pricing. He also provides shared parking analysis services to developers of urban infill and TOD projects.

Dr. Willson has worked on parking requirement, management, and pricing issues in public or private projects in the Cities of Anaheim, Culver City, Irvine, Laguna Beach, Los Angeles, Santa Clarita, Santa Cruz, Temple City, and Whittier, among others. He consulted on a Parking Strategic Plan for the City of Denver, Colorado; the downtown Los Angeles Parking Ordinance Implementation project; and the Metropolitan Transportation Commission Smart Parking initiative. Dr. Willson has extensive experience in conducting parking demand analysis.

#### **MARK THOMAS & COMPANY, INC.**

Since 1927, MTCO has provided civil engineering and surveying services to a growing list of public- and private-sector clients throughout California. MTCO's proven track record of providing sound and cost-effective solutions has established the firm as a leader in the transportation and municipal engineering marketplace. MTCO's stability throughout the years is founded in its strong reputation for delivering projects of all sizes and types, ranging from small private developments to multi-million-dollar transportation improvements. This reputation is realized through the efforts of more than 140 full-time professionals within offices that are strategically located to support the communities where they live. MTCO has completed more than 100 projects that involved parking layout and design.





## RELEVANT PROJECT EXPERIENCE

### LSA ASSOCIATES, INC.

#### CITY OF ANAHEIM ON-CALL TRANSPORTATION PLANNING AND PARKING SERVICES, Anaheim, California

Client: City of Anaheim

Project Start and End Dates: 3/2014–ongoing

Client Project Manager: Elaine Thienprasiddhi, Tel: (714) 765-4568

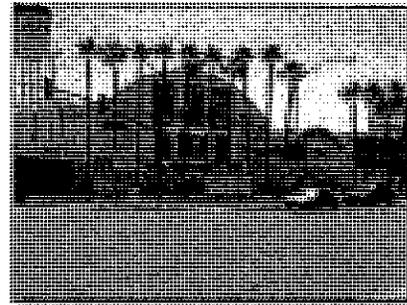
Email: ethien@anaheim.net

Key Staff: Tony Petros, Arthur Black

LSA provides the City of Anaheim with on-call parking and transportation services. In the past year, LSA analyzed the traffic and parking impacts related to the relocation of a large-congregation church near Angel Stadium, parking and queuing for a restaurant near the Disneyland Resort, and parking for the expansion of the successful Packing District in Anaheim's emerging downtown. Full descriptions of these projects are provided below.

#### *SADDLEBACK CHURCH ANAHEIM*

LSA examined existing and projected future parking availability if the church were to relocate from the Grove (south of Katella Avenue) to the Stadium Crossing shopping center (north of Katella Avenue). Church service times meant that congregants would be departing the church at the same time that fans would be arriving for an afternoon baseball game. After the relocation, these two traffic flows would conflict, so LSA analyzed the existing and future operation of the Stadium Crossing/Katella Avenue intersection. LSA made recommendations to limit the impact of the proposed project.



#### *ANAHEIM RESORT RESTAURANT*

LSA analyzed several potential issues related to a proposed restaurant within the Anaheim Resort. The restaurant would share parking resources with a hotel on the same parcel, so understanding the parking generation of each use by time of day was a critical part of this project. The site had the potential to be affected by overflow drop-off/pick-up parking from Disneyland, but gated control of the parking lot could result in traffic backing onto Harbor Boulevard. LSA calculated the anticipated 95<sup>th</sup> percentile queue and recommended a location for the access gate that would minimize the potential to interfere with traffic on city streets. LSA also created a





parking management plan illustrating how parking spaces could be designated for restaurant patrons and hotel guests during the peak periods of demand for each group.

### ***PACKING DISTRICT***



LSA prepared a parking analysis for a proposed expansion of the Packing District in the City of Anaheim. The Packing District consists of adaptive reuse of a Packard dealership, adaptive reuse of the historic Packing House, and a new public park. The final phase of the project would reuse a historic building to provide multiple entrepreneurs with a facility to manufacture and distribute their crafts. The success of the first phases of this development has resulted in constrained parking conditions in the

immediate vicinity of the Packing House. LSA observed the walking habits of existing Packing District customers and surveyed all public parking availability within that walkshed. The surveys found that sufficient parking spaces are available for the proposed expansion within a reasonable walking distance. With implementation of the final phase of the Packing District, a shuttle will be operated connecting the Packing District to available parking and similar attractions along Center Street. The City will also implement a comprehensive wayfinding plan directing vehicles to park where spaces are readily available. Implementation of wayfinding and the shuttle should alleviate existing problems with vehicles circling while seeking a parking space and will allow the reuse of another historic building and expansion of the district. LSA made recommendations related to pedestrian access and the inclusion of mobile applications in the wayfinding strategy.

### **SADDLEBACK CHURCH, Costa Mesa, California**

Client: City of Costa Mesa

Project Start and End Dates: 10/2014–12/2014

Client Project Manager: Moses Camacho, Tel: 949-609-8400

Email: [MosesC@saddleback.com](mailto:MosesC@saddleback.com)

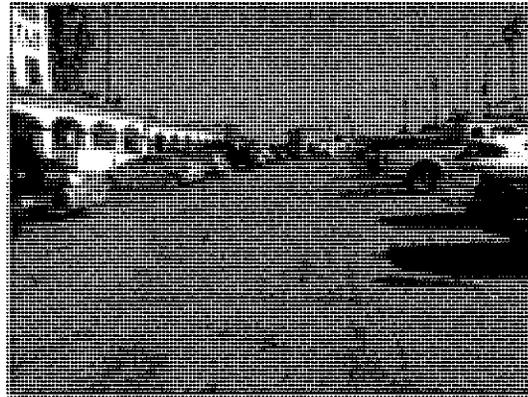
Key Staff: Arthur Black

Saddleback Church identified a location in Costa Mesa to be the permanent home for a satellite facility that had been operating in Huntington Beach. LSA examined on-site parking supply to determine whether the proposed service times would conflict with potential events at an existing special event center. Calculations of





church parking generation rates were used by the City to inform seating limitations for the proposed facility. LSA also analyzed circulation issues related to the proposed church. Vehicle ingress and egress were examined in addition to potential impacts at nearby intersections. Special attention was paid to queuing on City streets, specifically the westbound left-turn lane from 19<sup>th</sup> Street to Harbor Boulevard and the eastbound left-turn lane from 19<sup>th</sup> Street to Newport Boulevard. LSA made recommendations for "how to get here" directions to be provided to congregants.



#### **WEST CIVIC CENTER PARKING MASTER PLAN, Westminster, California**

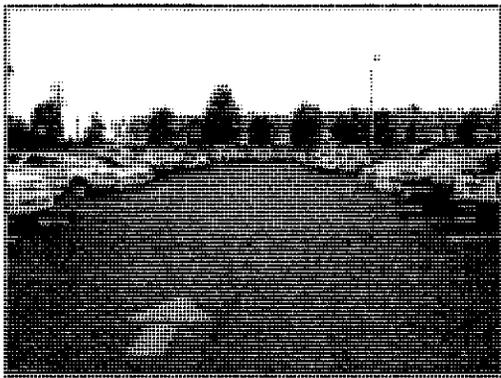
Client: Orange County Public Works

Project Start and End Dates: 9/2008–8/2009

Client Project Manager: James Campbell, Tel: (714) 667-9673

Email: James.Campbell@ocpw.ocgov.com

Key Staff: Tony Petros, Arthur Black



LSA completed a Parking Master Plan on behalf of the County of Orange for the West Civic Center, located in Westminster. Within the West Civic Center, there are several municipal, governmental, and educational land uses involving multiple stakeholders, including the City of Westminster, Coastline Community College, the Westminster Rose Center (a special events venue), the Superior Court of California, the Orange County Public Library, and other County agencies, such as the Health Care Agency,

Public Defender, Sheriff's Department, and Probation Department. LSA communicated with all of the stakeholders to understand their operations, the average parking demand, and any special parking needs. In addition, an intensive data collection effort, including parking utilization surveys, traffic counts, and destination surveys, was completed.

Based on the needs of each stakeholder and the data collected, LSA prepared a Parking Master Plan with solutions for existing, short-term, and long-term parking





within the West Civic Center area. In June 2009, the Westminster Police Department began construction on a new Police Department building and closed three parking lots. LSA worked with the City of Westminster and County of Orange to finalize a set of short-term strategies to provide adequate parking during the construction period. In addition to short-term strategies, the Parking Master Plan includes a set of recommendations to manage parking in the West Civic Center to accommodate anticipated growth from each agency over the next 15 years.

### **RICHARD WILLSON & ASSOCIATES, LLC**

#### **DOWNTOWN SPECIFIC PLAN AREA AND LAGUNA CANYON ROAD PARKING MANAGEMENT PLAN, Laguna Beach, California**

Client: City of Laguna Beach

Project Start and End Dates: 2012–2013

Client Project Manager: Monica Tuhscher, Tel: (949) 497-0745

Email: [mtuhscher@lagunabeachcity.net](mailto:mtuhscher@lagunabeachcity.net)

Key Staff: Richard Willson, Ph.D.

Richard Willson & Associates, LLC provided a menu of parking management concepts for consideration, including parking management, parking pricing, parking supply, and parking zoning and administration. The project addressed differential demand patterns in non-peak and summer festival seasons. It also considered the impact of growth on future parking demand and identified opportunities for increasing the amount of shared parking.



Dr. Willson provided the following services for this project:

- Participated in extensive stakeholder and commission participatory process that included education on parking management techniques and identification of best practices;
- Developed recommendations that sequence from near-term to long-term measures;
- Evaluated alternative pricing schemes and recommended revisions to on-street and off-street parking pricing and peak-period dynamic pricing.





- Developed recommendations for smart parking strategies, including dynamic signage, parking information systems, and integration of real-time data into regular parking management.

#### **PARKING REQUIREMENTS FOR CITY OF DENVER ZONING CODE, Denver, Colorado**

Client: Wilbur Smith Associates

Project Start and End Dates: 2008–2009

Client Project Manager: Terri O'Connor, Tel: (415) 495-6201

Email: [oconnorte@cdmsmith.com](mailto:oconnorte@cdmsmith.com)

Key Staff: Richard Willson, Ph.D.



Richard Willson & Associates, LLC proposed new parking requirements and adjustment procedures for each neighborhood type that was created in the comprehensive Zoning Code rewrite for the City of Denver. The firm provided the following services:

- Identified best practices in parking requirements in the United States;
- Reviewed alternative parking requirement regimes to achieve the City of Denver's goals to rationalize and simplify base-rate categories, reduce minimum parking requirements where possible, maximize the use of simple, by-right requirements as opposed to special studies, and link parking requirements to the Neighborhood Context system used in the code;
- Developed a matrix of suggested base rates and neighborhood-level adjustment factors for each Neighborhood Context; and
- Developed an analysis of the pros and cons of simplified parking requirement structures.

#### **SHARED PARKING ANALYSES**

Client: Various Clients

Project Start and End Dates: 2005–2008

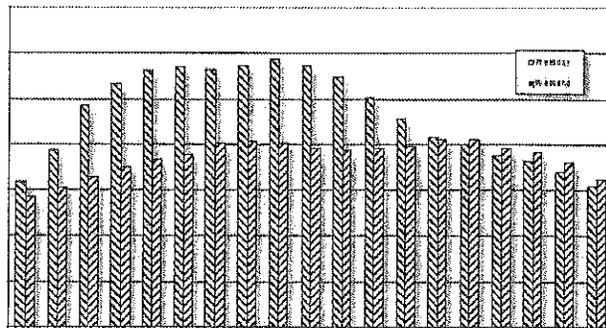
Key Staff: Richard Willson, Ph.D.

Richard Willson & Associates, LLC prepared shared parking analyses for TOD projects located at rail transit stations in Southern California.





Dr. Willson developed an analytic technique based on ULI's *Shared Parking* (2<sup>nd</sup> Edition), modified to include commuter parking and other uses unique to the project. The mode adjustment factors draw on the *Travel Characteristics of Transit-Focused Development in California* (2004), San Francisco: Bay Area Rapid Transit District (prepared by Dr. Willson with Hollie Lund and Robert Cervero).



The following projects were completed:

- ***Transportation and Parking Analysis for the Vista Canyon Ranch Transit-Oriented Development.*** JSB – Development, Santa Clarita, CA (2008). Dr. Willson served as a member of the project team, providing advice on the project concept related to transportation and parking issues. He prepared shared parking and mode-share analysis, and recommended parking supply and parking management approaches for the project.
- ***El Monte Transit Village,*** Titan LLC (2005–2007). Dr. Willson prepared a demographic analysis of downtown El Monte and an analysis of trip generation and shared parking factors for a 65-acre mixed-use development at the El Monte Transit Village. He developed a parking requirement model for inclusion in the Specific Plan as well as monitoring plans for the development agreement.
- ***Shared Parking Analysis, Washington National Station,*** Urban Partners, LLC (2007). Dr. Willson undertook a shared parking analysis for a mixed-use TOD located at the terminus of the first phase of the Exposition light rail line. He developed a parking supply level for a base case and parking management scenario. Dr. Willson also developed modal adjustment and captive trip factors for each land use and recommended parking management measures.





**MARK THOMAS & COMPANY, INC.**

**ON-CALL CIVIL AND TRAFFIC ENGINEERING SERVICES, Carlsbad, California**

Client: City of Carlsbad

Project Start and End Dates: 11/2012–10/2015

Client Project Manager: Marshall Plantz, Tel: (760) 602-2766

Email: [marshall.plantz@carlsbadca.gov](mailto:marshall.plantz@carlsbadca.gov)

Key Staff: Arturo Vivar, PE

MTCO is providing on-call civil and traffic engineering services to the City of Carlsbad. Projects for this contract have included traffic circle design and developing preliminary drawings for nine intersections within the City, and preparing a practicability study for the Chestnut Avenue pedestrian crossing.





## FINANCIAL CAPACITY

Please find LSA's latest audited financial statement demonstrating the firm's financial capacity in Appendix A. LSA has no pending litigation that would affect its ability to complete projects for the City of Costa Mesa.

## FEE PROPOSAL

As requested in the City's RFP, LSA has provided its cost proposal in Appendix A.

## DISCLOSURE

Pritam Deshmukh, Associate Civil Engineer for the City of Costa Mesa, previously worked in the Traffic Department at LSA as a Traffic Engineer until 2013.

## REVIEW OF CITY OF COSTA MESA SAMPLE AGREEMENT

LSA has reviewed the City of Costa Mesa's standard contract and has the following requested amendments:

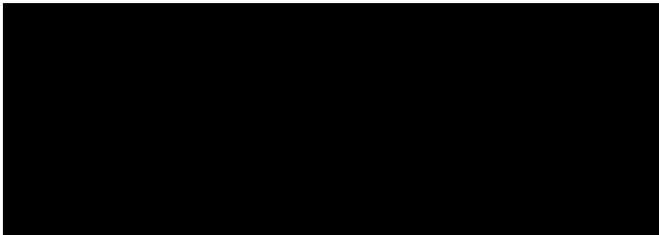
- 6.9 Indemnification and Hold Harmless. Consultant shall protect, defend, indemnify and hold harmless City, and its elected and appointed officials, officers, and employees from any and all claims, liabilities, expenses, including attorney fees, damage to property or injuries to or death of any person or persons or damages of any nature including, but not by way of limitation, all civil claims or workers' compensation claims arising out of or to the extent caused by in any way connected with the intentional or negligent acts, errors or omissions of Consultant, its employees, agents or subcontractors in the performance of this Agreement.



**EX PARTE COMMUNICATIONS CERTIFICATION**

Please indicate by signing below one of the following two statements. **Only sign one statement.**

I certify that Proposer and Proposer's representatives have not had any communication with a City Councilmember concerning the Parking Study RFP No. 15-025 at any time after June 30, 2015.



**OR**

I certify that Proposer or Proposer's representatives have communicated after June 30, 2015 with a City Councilmember concerning the Parking Study RFP No.15-025. A copy of all such communications is attached to this form for public distribution.

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## PRICING PROPOSAL FORM

### PARKING STUDY RFP No. 15-025

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Employee	Hourly Rate	Hours worked	Total Cost	Overtime rate
Anthony Petros	\$ 210	12	\$2,520	\$ N/A
Arthur Black	\$ 120	66	\$7,920	\$ N/A
Donson Liu	\$ 100	16	\$1,600	\$ N/A

Total Estimated Annual Price	\$ See final page
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ADD ANY ADDITIONAL COST PROPOSAL SHEETS HERE

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Richard Willson	\$ 260	18	\$4,680	\$ N/A
Arturo Vivar	\$ 125	80	\$10,000	\$ N/A

Total Estimated Annual Price	\$ 29,920
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ADD ANY ADDITIONAL COST PROPOSAL SHEETS HERE

## DISCLOSURE OF GOVERNMENT POSITIONS

Each Proposer shall disclose below whether any owner or employee of the firm currently hold positions as elected or appointed officials, directors, officers, or employees of a governmental entity or held such positions in the past twelve months. List below or state "None."

Anthony Petros, City of Newport Beach, Councilman, 2013-Present

## DISQUALIFICATION QUESTIONNAIRE

The Contractor shall complete the following questionnaire:

Has the Contractor, any officer of the Contractor, or any employee of the Contractor who has proprietary interest in the Contractor, ever been disqualified, removed, or otherwise prevented from bidding on, or completing a federal, state, or local government project because of a violation of law or safety regulation?

Yes \_\_\_\_\_ No X

If the answer is yes, explain the circumstances in the following space.



**APPENDIX B**

**KEY PERSONNEL RESUMES**





**EXPERTISE**

Transportation  
Planning

Parking Demand and  
Shared Parking Studies

Transit Systems

**EDUCATION**

California State  
Polytechnic Institute,  
Pomona. Masters of  
Urban and Regional  
Planning, 2012.

Grove City College.  
B.S., Industrial  
Management, 1999.

**PROFESSIONAL  
ORGANIZATIONS/  
MEMBERSHIPS**

American Planning  
Association

Institute of  
Transportation  
Engineers

Orange County  
Transportation  
Engineers Council

**PROFESSIONAL RESPONSIBILITIES**

Mr. Black's primary responsibilities include the production of technical reports for the transportation function of LSA in Irvine, California. This role includes the preparation of traffic and parking studies, operational analysis, and transportation planning research. Mr. Black has also assisted in the management of the 2014 Long Range Transportation Plan for Orange County.

Mr. Black has prepared reports for a variety of parking projects, ranging from the Plaza in Laguna Beach to the West Civic Center. Mr. Black is currently assisting the City of Anaheim on an on-call basis, most recently completing a parking management plan for the expansion of the Anaheim Packing District.

**PROJECT EXPERIENCE**

**Saddleback Church  
Costa Mesa, California**

Saddleback Church identified a location in Costa Mesa to be the permanent home for a satellite facility that had been operating in Huntington Beach. Mr. Black examined on-site parking supply to determine whether the proposed Saturday night and late Sunday morning service times would conflict with potential events at an existing special event center. Calculations of church parking generation rates were used by the City to inform seating limitations for the proposed facility. Mr. Black also analyzed circulation issues related to the proposed church. Vehicle ingress and egress was examined in addition to potential impacts at nearby intersections. Special attention was paid to queuing on City streets, specifically the westbound left-turn lane from 19th Street to Harbor Boulevard and the eastbound left-turn lane from 19th Street to Newport Boulevard. Mr. Black made recommendations for "how to get here" directions to be provided to congregants.

**On-Call Transportation Services  
Anaheim, California**

Mr. Black provides the City of Anaheim with on-call parking and transportation services. Mr. Black has prepared parking studies for a restaurant near the Disneyland Resort and for new development in the City's emerging downtown. Mr. Black also assisted in the analysis of traffic and parking impacts related to the relocation of a large congregation church near Angel Stadium.

**PROFESSIONAL  
EXPERIENCE**

Senior Transportation  
Planner, LSA  
Associates, Inc.,  
Irvine, California,  
December 2006–  
Present.

Logistical Support,  
United States Marine  
Corps, 4<sup>th</sup> Light  
Armored  
Reconnaissance  
Battalion, Camp  
Pendleton, California,  
2002–2009.

**PRESENTATIONS**

Center for the Study of  
the Inland Empire,  
Empire Symposium  
(California State  
Polytechnic Institute,  
Pomona), “May the  
[Work]Force Be With  
You: How the Inland  
Empire Can Win at  
Closeby, Affordable  
Housing,” November  
7, 2007.

**PUBLICATIONS**

“Transportation Plan  
for the 2010 Winter  
Olympics in  
Vancouver, British  
Columbia,” Institute of  
Transportation  
Engineers Southern  
California Section  
Newsletter 2009-2010,  
Issue No. 7, April  
2010.

**PROJECT EXPERIENCE (CONTINUED)**

**West Civic Center**

**Westminster, California**

Mr. Black prepared a parking demand analysis for the West Civic Center area, where four large parking lots are shared by visitors to City Hall, students at a community college, visitors to a concert hall and event center, visitors to a senior center, jurors reporting for the selection process, visitors to the court for payment of citations, and court employees. Parking issues previously confined to the morning hours became critical when construction plans forced the closing of three smaller lots servicing the Police Department and City Hall employees. Intensive data collection allowed Mr. Black to discern how many of the cars parked in each shared lot were attributable to each parking generator. This detailed understanding of parking dynamics informed interim solutions during construction and long-term solutions to be enacted upon its completion.

**The Plaza**

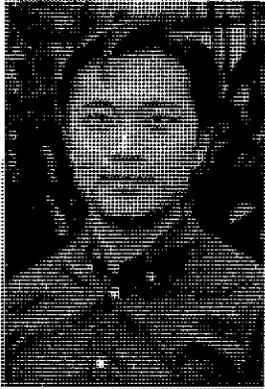
**Laguna Beach, California**

Mr. Black prepared a comprehensive report on the parking demand generated by each of the site’s land uses. Demand for each land use varied throughout the day and a shared parking analysis was used to show that total demand did not exceed total on- and off-site parking supply. After preparation of the original analysis, Mr. Black reprised his role when Shirley’s Bagels sought to move into a larger suite on-site. The revised analysis considered the effects of the food use in the larger space and found that sufficient parking entitlement was available during the proposed operating hours.

**University of La Verne**

**La Verne, California**

Mr. Black is assisting preparation of the University of La Verne Master Plan by providing input on the location and quantity of parking. After determining the appropriate quantity of future parking, Mr. Black validated the preferred location of parking structures by preparing a traffic microsimulation to confirm whether vehicles entering the parking structure would queue and effect operation of city streets. One item receiving special attention is railroad right-of-way that may provide a travel corridor for light-rail transit in the future. Stacking on the roadways due to more frequent railroad traffic is being examined.



**EXPERTISE**

Transportation  
Planning and Traffic  
Impact Assessment

Traffic Operations  
Analysis

Data Collection and  
Analysis

Parking Demand  
Analysis

**EDUCATION**

California State  
University, Long  
Beach, M.S., Civil  
Engineering, 2013.

University of  
California, Irvine,  
B.S., Civil  
Engineering, 2008.

**PROFESSIONAL  
ORGANIZATIONS/  
MEMBERSHIPS**

Institute of  
Transportation  
Engineers Member

**PROFESSIONAL RESPONSIBILITIES**

Mr. Liu has been involved in transportation planning since 2008. Mr. Liu's primary responsibilities include the preparation of technical documents, such as traffic impact analyses, traffic operations analyses, and parking demand analyses.

Mr. Liu has prepared studies for a variety of transportation projects in the southern California region for industrial, residential, commercial, and mixed-use developments.

**PROJECT EXPERIENCE**

**LA Fitness within The Shops at Rossmoor Traffic and  
Parking Analysis**  
**Seal Beach, California**

Mr. Liu prepared a traffic and parking demand study to identify potential deficiencies to traffic and parking conditions associated with the development of the proposed LA Fitness health club (a 37,233-square-foot health club facility) within the existing Shops at Rossmoor shopping center located in the city of Seal Beach. The traffic impact study covered 15 intersections and 11 roadway segments. The parking analysis assessed the adequacy of the parking supply as defined by City of Seal Beach standards before and after the development of the proposed project. Improvements necessary to alleviate existing or anticipated deficiencies were recommended by Mr. Liu.

**Huntington Beach South Center Plaza Transportation Demand  
Management Plan**  
**Huntington Beach, California**

Mr. Liu prepared a transportation demand management plan for the Huntington Beach South Center Plaza located at 9051 Atlanta Avenue in the City of Huntington Beach in an effort to identify and assess opportunities to promote alternative transportation modes. The transportation demand management plan assessed potential alternative transportation measures such as parking for carpool/vanpool vehicles, shower and locker facilities, bicycle parking, commuter information areas, passenger loading areas, and bus stops. Opportunities to improve access to alternative transportation modes were identified by Mr. Liu.

## PROJECT METHODOLOGY

1. LSA has established a Quality Control Plan and Procedures to manage all projects, and these procedures will be applied to the Costa Mesa Parking Study. LSA's Quality Control Plan and Procedures include these specific quality management tasks:
  - During contract negotiations, have the LSA Project Manager and Principal in Charge, along with the client manager, systematically review the work program to ensure that all have a clear understanding of the project definition and scope of work.
  - Include Principal and peer review of all work performed prior to submittal to the client. Principal review ensures that LSA's quality standards are met. Peer review involves review by a senior staff member not directly involved in the project. Peer review provides a "reality check" to make sure that study methodology, analysis, and conclusions are sound.
  - Ensure timely completion of project deliverables.
  - Review project status with the client manager at regular project intervals to ensure implementation of the original scope of work and harmonious functioning of all team members. Identify any potential conflicts with schedule or budget due to potential changes in scope or client direction.
  - Review performance with the client manager on a regular basis to make any adjustments required for successful project completion and to determine improvements for future projects.

LSA will request a project kick-off meeting to solicit the views of internal stakeholders. This meeting also provides an opportunity for the City to communicate the views of external stakeholders. A meeting summary will be prepared to document this meeting and the stakeholder views.

2. At the very beginning of the process, LSA will seek a project kick-off meeting with City Planning and Public Works staff to gain a full and complete understanding of the project objectives, stakeholders, and parameters. It is LSA's goal that this meeting ensures everyone is on the same page with regard to the desired outcome of the project.

LSA will review Costa Mesa Municipal Code 13-85 for residential parking requirements and Costa Mesa Municipal Code 13-89 for nonresidential parking requirements. LSA will prepare comparison tables displaying the municipal parking requirements for the same uses in a selection of up to 10 additional jurisdictions. At this time, LSA believes that the following set of neighboring and nearby cities offers a reasonable comparison. The final set of jurisdictions used to make this comparison will be determined at the project kick-off meeting. LSA will craft a technical memorandum transmitting the results of the municipal parking rate comparison. If the parking requirements of the City of Costa Mesa are found to be abnormal when compared to this set, the memorandum will provide a recommendation for new requirements.

- Huntington Beach
- Newport Beach
- Fountain Valley
- Santa Ana
- Irvine
- Fullerton
- Lake Forest

*The City will receive a memorandum illustrating a comparison between Costa Mesa's parking rates and those of comparable cities.*

Simultaneous with the parking requirement comparison, LSA will review the municipal parking requirements for the same set of jurisdictions to ascertain whether they establish parking requirements for group homes, one-on-one fitness studios, group counseling, or one-on-one physical therapy. Although not included in RFP 15-025, LSA recommends that nightclubs be included in this list as the parking demand for this use exceeds that of a typical establishment where food and beverages are served. LSA will also search Institute of Transportation Engineers (ITE) and Urban Land Institute (ULI) publications for studies on the parking requirements of these uses. As an additional benefit of the City's engagement with the LSA Team, peer-reviewed academic research into the parking demands of these new land use types will be sought. LSA will prepare a technical memorandum transmitting the results of this research and summary recommendations for parking requirements should the City choose to adopt them for these new uses.

*The City will receive a memorandum explaining how multiple data points converged on recommended rates for new land uses.*

*The City will receive two parking designs for inclusion in its Design Standards.*

At the project kick-off meeting, LSA will request that City staff provide a statement of the problem that needs to be solved by preparing new Parking Design Standards. The LSA Team would like a full understanding of the issues being addressed to ensure a quality work product. Mark Thomas and Company, Inc. (MTCO) will prepare a draft version of two new Parking Design Standards and will

transmit them to City staff for comment. One round of revisions will be incorporated into the standards and a final version of the two Parking Design Standards will be transmitted to the City.

*The City will receive a memorandum detailing the state of the practice for shared parking.*

LSA has previous experience assisting cities with crafting a shared parking policy, having created the first shared parking policy for the City of Laguna Niguel and having consulted with the City of Brea during the creation of Birch Street. To complete this task, LSA requests that the City provide the latest version of the *City of Costa Mesa Procedure for Determining Shared Parking Requirements* and any other

standards related to the shared parking program. LSA will compare the City's program to hourly time-of-day factors in ULI's *Shared Parking, 2<sup>nd</sup> Edition*. LSA will prepare a technical memorandum comparing and contrasting the City's shared parking program with the shared parking programs in the set of selected jurisdictions. That memorandum will describe the state of the practice for shared parking, including any strategies that have been successfully implemented by jurisdictions and whether some strategies have been tried but found to be in need of improvement. It is LSA's intent that the City be alerted not just to the state of shared parking in Orange County, but the widest possible range of potential strategies.

Some land uses, such as health clubs, dance/fitness/martial arts studios, and nightclubs, generate parking demand at times that are opposite of and complimentary to industrial and business parks. LSA will make specific recommendations for modifying the shared parking program to incorporate these land uses. LSA may also incorporate other business types if specific types arise from the review of municipal shared parking programs. Any other business types that the City would like to be considered will be identified at the project kick-off meeting.

At the conclusion of the project, City staff will have received four technical memorandums that can be used as the basis for a staff report to the Planning Commission or City Council:

- A memorandum comparing municipal parking rates and recommending new requirements;
- A memorandum summarizing parking requirements for the new land uses; and
- A memorandum describing the state of the practice for shared parking;

LSA will be available to attend a Planning Commission study session (estimated to last 2 hours), a Planning Commission public hearing, and a City Council public hearing.

3. LSA intends to use multiple staff members so that, following the project kick-off meeting, the different facets of this project can be initiated simultaneously. This approach will result in the project being completed within the time frame specified in the RFP. LSA will deliver its final written product 10 weeks after the project kick-off meeting to allow City staff time to prepare staff reports for the public hearings.

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Project Kick-Off Meeting	★											
Compare Parking Rates				●								
Research New Uses Parking Rates						●						
Prepare Parking Design Standards			●			●						
Evaluate Shared Parking Program								●				
Planning Commission Study Session										★		
Planning Commission Hearing											★	
City Council Hearing												★

★ Meeting  
● Deliverable

4. The role of City staff in completing the tasks specified in the Scope of Work is to clarify the questions being answered. The role of the LSA Team in completing the tasks specified in the Scope of Work is to answer the questions. Specific tasks required of City staff are described below.
  - City staff is requested to attend a project kick-off meeting with LSA to confirm LSA's understanding of the work being requested. At this meeting, City staff will be asked to confirm the set of cities against which the City's parking requirements will be compared. The City will also be requested to define the problem to be solved by preparing new Parking Design Standards.
  - The City is expected to provide the latest version of the City of Costa Mesa Procedure for Determining Shared Parking Requirements and any other documents related to the shared parking program. The City will be requested to identify any other business types under consideration for inclusion in the shared parking program.
5. Draft and final versions of work products will be delivered by electronic means. Representatives from LSA are located in close proximity to the City and are available to meet in person. Dr. Richard Willson may elect to attend meetings by conference call or videoconference.
6. LSA does not propose to use, lease, purchase, or rent from the City any City-owned facilities or property in connection with the services to be performed.

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