



Proposal for the

City of Burlingame Transportation Demand Management (TDM) Strategic Plan

PREPARED FOR

CITY OF BURLINGAME

PREPARED BY

FEHR & PEERS

DATE

MARCH 7, 2024

Transportation Demand Management (TDM) Strategic Plan

Prepared for:

City of Burlingame

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P24-2518-SF

FEHR  PEERS

Schedule

The following schedule presents a draft approach for an 18-month schedule after kick-off based on the requested tasks presented in the RFP. The schedule will be reviewed and revised as a part of Task 1 to determine City review schedules and whether there are any deadlines that need to be met to fulfill the grant requirements.

Proposed Project Schedule

	2025						2026											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tasks																		
#REF!																		
1.1 Kickoff Meeting	*																	
1.2 Project Admin & Management																		
#REF!																		
2.1 Outreach Plan																		
2.2 Community Engagement																		
2.3 Stakeholder Engagement																		
2.4 Public Hearings (2)																		
#REF!																		
3.1 Existing TDM Policies and Programs																		
3.2 Existing Travel Conditions																		
#REF!																		
4.1 Goals, Objectives, and Evaluation Criteria																		
4.2 Strategy Research and Analysis																		
#REF!																		
5.1 Draft TDM Strategies																		
5.2 Final TDM Strategies																		

*Assumes NTP week of 7/14 and kickoff meeting week of 7/28

Approach and Scope of Work

Fehr & Peers' approach to developing TDM programs is goal-oriented and data-driven. As nationwide leaders in assessing TDM program effectiveness, we evaluate potential benefits and costs of any program using both our published and ongoing research for public agencies and our in-depth knowledge of private and institutional employer TDM programs.

Task 1: Project Admin & Management

Fehr & Peers will meet with City of Burlingame staff to discuss the goals and objectives of the TDM Strategic Plan. This includes a project kick-off meeting at the start of the project and bi-weekly check-in meetings with City staff to discuss ongoing progress. For the kick-off meeting, Fehr & Peers will prepare a meeting agenda, which will be submitted at least two days in advance of the meeting date. In the kickoff, we will review project goals, establish communication protocols and meeting dates, and discuss schedule and project deliverables.

For the bi-weekly check-in meetings, Fehr & Peers will submit a meeting agenda at least two days prior to the meeting date. We will also submit meeting notes summarizing what was discussed in each bi-weekly check-in, including a list of action items. Finally, Fehr & Peers will submit written monthly progress reports and invoices to the City of Burlingame throughout the project.

This task focuses on the administrative requirements of the project and can be used to determine the project's protocols and expectations.

DELIVERABLES INCLUDE:

- Draft and final project kick-off agenda
- Draft and final Project Management Plan
- Bi-weekly check-in meetings between Consultant/City Project Manager with meeting minutes/action items
- Invoices

Task 2: Stakeholder Outreach and Community Participation

Fehr & Peers will conduct an outreach effort to ensure that the input of stakeholders with an interest in travel demand management measures have an opportunity to provide input. Our approach to engagement is to tailor the methods of outreach and feedback to best suit the needs of the project and its stakeholders. Due to the highly technical nature of most TDM studies, this task emphasizes engagement with stakeholders to establish an initial understanding of their needs and priorities for encouraging mode shift, as well consensus building with key stakeholders. This scope follows the desired deliverables established in the RFP and provides engagement strategies for both community members and technical stakeholders; however, the events and target audience of this outreach effort may be adjusted during the development of the Outreach Plan to best meet the needs of the project. Optional tasks in **Table 1** reflect alternative outreach activities that could replace or supplement the requested activities listed in the RFP. After Task 2.1 is complete, we anticipate conducting the other tasks after completing the existing conditions background materials are ready to review with stakeholders and the public.

Table 1. Engagement Activities Menu

Engagement Activity Option	Description	Deliverables	Included in the base budget
Community Pop Ups	See task 2.2: Host up to 3 community popup events located near existing multifamily housing developments to receive input on mobility needs.	Pop Up Materials and Summary of Input	X
Initial Stakeholder Meetings	See Task 2.3: Two stakeholder meetings, groups split out by business stakeholders, City Staff, or Advocate groups. Establish Initial understanding of mobility needs, barriers, and concerns and collect input on measure options.	Presentation Materials and Summary of Input	X
Online Survey	See Task 2.2: generate an online survey and advertising materials to be shared via City channels.	Social Pinpoint Webpage	X
Business Stakeholder Meetings	If requested, form two business stakeholder groups split out by business type (i.e., office and industrial) to represent businesses such as Meta and Auto Row to explore a deeper dive into engaging these stakeholders than is included in Task 2.3. Host two meetings per group – four total – first to develop an initial understanding of their unique needs and concerns, then later to receive feedback on draft strategies.	Stakeholder Presentation Materials and Summary of Input	
Technical Working Group Meetings	If requested, form a technical working group comprised of representatives from the Traffic, Safety, and Parking Commission, and other stakeholders such as developers or bicycle advocates. Host two meetings: first to develop an initial understanding of their unique needs and concerns, then later to receive feedback on draft strategies.	Stakeholder presentation Materials and Summary of Input	

Task 2.1. Outreach Plan

At the outset of the project, the Fehr & Peers team will consult with City of Burlingame staff to identify key community groups and stakeholders, such as major employers and business groups, to provide input on the project. The plan will identify specific outreach strategies for community members and stakeholders as well as a timeline for engagement activities.

Task 2.2 Community Engagement

Community engagement will occur towards the beginning of the project to create a basis of understanding of the location-specific mobility needs in Burlingame to inform how the TDM program can be designed to best address gaps or barriers to reducing travel demand in new developments. To solicit feedback from community members, the Fehr & Peers team will hold up to three pop-up events near multifamily housing developments throughout the city. The events will aim to develop an understanding

of how Burlingame residents make mobility choices and may include education about TDM and the range of measures which are being considered. The Fehr & Peers team will provide materials to facilitate pop-up events and document input received.

This task will also include creating an online survey using Social Pinpoint, an accessible and user-friendly engagement platform. The survey will collect information about residents' and employees' travel needs. Fehr & Peers will prepare advertising materials for the pop-up events and surveys to be posted through City channels.

Additionally, Community-Based Organizations are valuable to understand underrepresented groups' travel needs, and we recommend drawing on knowledge from the C/CAG's recent county-wide interviews with CBOs for the VMT/GHG Mitigation Program as an additional avenue for informing community needs. The Fehr & Peers team will review

the interviews to better inform our understanding of mobility needs and concerns specific to Burlingame.

Task 2.3 Stakeholder Engagement

To solicit input from stakeholders on their needs, priorities, and concerns about the options being developed for businesses and residents in Burlingame, Fehr & Peers will hold up to two virtual stakeholder meetings. We recommend one group include industrial and office businesses (such as Meta, Auto Row, and others to be identified by City Staff) and the other group be comprised of additional representatives from City departments and advocacy groups (such as the Traffic, Safety, and Parking Commission) to understand unique challenges or interests. This will include collecting input on policy options to reduce the VMT and traffic generated by development projects, gauging stakeholder response to TDM options, and brainstorming strategies to implement the policy approaches. The Fehr & Peers team will prepare meeting agendas, presentations and discussion materials, and document attendance and input received.

Task 2.4 Commission Meetings

This phase of outreach will also include up to two presentations to the City's Planning Commission or City Council to share information about the policy development project and gather additional feedback. Fehr & Peers will prepare materials and present to the appropriate city staff.

DELIVERABLES INCLUDE:

- Draft and final Outreach Participation Plan
- Three (3) pop-up events
- Two (2) focused stakeholder or community-based organization meetings
- Materials and presentation to two (2) commission or City Council meetings
- Draft and final webpage and social media blast content
- Virtual web-based community input tool

- Draft and final outreach summary and findings

Task 3: Existing Conditions/Baseline Report

Task 3.1 Existing TDM policies and programs

Fehr & Peers will conduct a comprehensive review of existing TDM programs and policies within the City of Burlingame, C/CAG's TDM Guidelines and VMT estimation tool for San Mateo County, C/CAG's VMT/GHG Mitigation Program, and TDM programs and policies from up to five other nearby peer cities (to be confirmed with City staff), such as those that Fehr & Peers developed for Brisbane, San Mateo, South San Francisco, Vallejo, or Walnut Creek. We will use our extensive experience helping peer cities in San Mateo County design, implement, and monitor TDM programs to evaluate the successes and limitations of these programs and policies, and we will document the relationship between current TDM programs and policies and City of Burlingame transportation programs, policies, and zoning. We will also review state and regional requirements related to TDM, transportation, climate, and land use policies that can be addressed with the TDM strategy, including recent changes to housing laws and MTC's Transit-Oriented Communities program.

This existing conditions review will identify sub-areas of Burlingame, such as downtown, that could have distinct TDM requirements to fit the unique characteristics of these neighborhoods. This approach will be informed by lessons learned identifying sub-area requirements for the peer cities for the cities of San Mateo, South San Francisco, and Brisbane. We will also review relevant City and Caltrans plans that affect transportation within Burlingame, such as the City's Bicycle and Pedestrian Master Plan.

Task 3.2 Existing Travel Conditions

Fehr & Peers will review and document Burlingame's existing transportation, including transit services, the bicycle network, and pedestrian facilities with graphics showing maps of these facilities. We will also review available travel data from existing data sources such as the city's General Plan, Climate Action Plan, Bicycle and Pedestrian Master Plan, El Camino Renewal project, Specific Plans, and the C/CAG's countywide VMT tool. We will also document proposed changes to the existing transportation environment by the City of Burlingame, SamTrans, Caltrain, and other regional agencies. This documentation will further our understanding of Burlingame's transportation needs and will inform us of potential TDM measures when working on the development of the TDM Strategic Plan.

DELIVERABLES INCLUDE:

- Existing Conditions memorandum with results and visuals from Tasks 3.1 and 3.2 (Draft and Final Report)

Task 4: TDM Strategies Report

Task 4.1 Goals, Objectives, and Evaluation Criteria

Fehr & Peers will use the information assembled in Task 2 and Task 3 to develop performance goals, measures, and evaluation criteria for the TDM Strategic Plan. These goals and performance measures will be informed by our expertise crafting TDM policies for other jurisdictions in the Bay Area, and they will be shaped by best practices in VMT mitigation and travel demand management, and regional or state requirements (e.g., MTC's TOC policy or California Air Resources Board's 2022 Scoping Plan). This includes relying on research contained within CAPCOA's 2021 Handbook, which Fehr & Peers was a lead author and contains the state of the practice substantial evidence for TDM

measure effectiveness. Incorporating this research into the evaluation criteria will ensure the TDM Strategic Plan aligns with CEQA and climate planning best practices. Fehr & Peers will work with City staff to see what type of TDM measures and transportation modes, such as transit improvements, should be prioritized by an evaluation criteria, and to see which measures further the City's General Plan goals of reducing overall vehicle trips, VMT, and greenhouse gas emissions.

DELIVERABLES INCLUDE:

- Goals and performance measure matrix
- Technical memo documenting performance goals, measures and evaluation process (Draft and Final Memo)

Task 4.2 Strategy research and analysis

Fehr & Peers will explore potential TDM measures, starting with those contained within C/CAG's TDM policy and other peer cities, and will consider how these potential measures are equitable and are context-sensitive to Burlingame. These strategies will consider measures directed towards developers and employers and will consider how these measures can affect and improve Burlingame's transportation network. Based on our experience crafting TDM programs, we will leverage a wide range of strategies that aim to reduce vehicle trips. For each measure, we will provide:

- A description of the TDM measure, including what it is and how it supports TDM goals and requirements.
- Identification of measures that would be effective in each the subareas of Burlingame, as identified in Task 3.1, such as Downtown Burlingame.
- Which goals, as identified in Task 4.1, the proposed TDM measure corresponds to.
- References to relevant research, such as CAPCOA's 2021 Handbook, that

- demonstrates the vehicle trip reduction effectiveness of each proposed measure.
- A description of how the measure may affect Burlingame's transportation network, including transit services and vehicle, bicycle, pedestrian facilities.
- An effectiveness ranking, such as low, medium, and high, that ranks each TDM measure based on its trip reduction potential and ease of implementation.

Based on our experience in peer cities in San Mateo County, C/CAG's recommended list of TDM measures by land use type may not align with local goals and needs, particularly with respect to the potential for TDM requirements to add constraints or barriers to housing production. Our experience addressing C/CAG's requirements while ensuring that the TDM Strategy fulfills local goals related to housing production, economic prosperity, and traffic/VMT reduction will inform our ultimate recommendations.

Further, Fehr & Peers will document how this TDM strategy will support the on-site VMT reduction goals for the City and how it could be supplemented with C/CAG's VMT/GHG mitigation program to reduce VMT through off-site measures when impacts cannot be addressed through on-site TDM measures alone.

Using this information and the goals set out in Task 4.1, Fehr & Peers will develop a recommended list of priority TDM measures.

DELIVERABLES INCLUDE:

- TDM Strategies report
- Prioritized list of TDM strategies for implementation

Task 5: Draft and Final TDM Strategic Plan

Fehr & Peers will document the outreach and analysis conducted in Tasks 2, 3, 4 and will develop a Final TDM Strategic Plan report that synthesizes the materials from the previously developed technical memorandums. This final report will include a draft version and a final version that incorporates feedback from City staff.

DELIVERABLES INCLUDE:

- Draft and Final TDM Strategic Plan

Optional Task 5.1: Draft and Final TDM Ordinance

Based on our experience with other cities in San Mateo County, cities need to replace old ordinance and codes related to TDM to reflect the current state of the practice as would be developed through this program. If requested, Fehr & Peers would leverage our experience preparing ordinances in similar cities to prepare a draft and final TDM ordinance that could be adopted through the relevant commissions and/or council hearings. The ordinance would be designed to allow the list of recommended TDM measures to grow and evolve over time as new services, technologies, or strategies become available, and could be paired with Program Guidelines presented in Optional Task 5.2 to provide staff additional administrative flexibility. As a part of this optional task, Fehr & Peers would also prepare a letter to C/CAG requesting an exemption from C/CAG's TDM requirements based on our experience supporting other San Mateo cities with this process.

Fehr & Peers staff are available to attend additional commission or council hearings on a time-and-materials basis to support adoption, if needed.

DELIVERABLES INCLUDE:

- Draft and Final TDM Ordinance

- Draft and Final TDM Exemption letter for review by C/CAG staff (no revisions anticipated after C/CAG review)

Optional Task 5.2: Draft and Final TDM Program Guidelines

Based on our experience with other cities in San Mateo County, may wish to include TDM Program Guidelines that complement the TDM ordinance (from Optional Task 5.1) to clearly communicate the requirements to affect stakeholders and to provide City staff more discretion for updating administrative processes rather than needing to update an ordinance. If requested, Fehr & Peers would leverage our experience preparing guidelines in similar cities to prepare draft and final TDM program guidelines. This document would include information on major

aspects and processes related to the application of the TDM ordinance in clear language for a non-technical audience.

DELIVERABLES INCLUDE:

- Draft and Final TDM Program Guidelines

Optional Task 5.3: Staff Training

If requested, Fehr & Peers will develop materials for and lead up to two staff training sessions (2 hour each) to ensure relevant City agencies are prepared to implement the TDM ordinance and guidelines.

DELIVERABLES INCLUDE:

- Two (2 hour) Training Sessions and preparation time

Cost Schedule

Fee Proposal for Burlingame TDM Ordinance

Tasks	Fehr & Peers (Prime)						Labor Hours	Direct Costs	Total
	Project Manager	Principal-in-Charge	Outreach Lead	Lead Planner/Engineer	Project Planner/Engineer	Project Coordinator			
	\$300	\$330	\$240	\$200	\$180	\$160			
Task 1 - Project Admin & Management									
1.1 Kickoff	4	1	0	8	0	2	15	\$240	\$3,690
1.2 On-Going Meetings and Administration for 18 Months	18	0	0	18	0	5	41	\$690	\$10,490
Task 2 - Stakeholder Outreach and Community Participation									
2.1. Outreach Plan	2	0	4	4	12	3	25	\$350	\$5,350
2.2 Community Engagement (3 pop ups + materials)	2	0	20	4	52	10	88	\$3,170	\$20,330
2.3 Stakeholder Engagement (2 meetings)	2	0	8	2	16	4	32	\$450	\$6,890
2.4 Commission Meetings (2)	12	0	0	12	8	4	36	\$570	\$8,650
Task 3 - Existing Conditions/Baseline Report									
3.1 Existing TDM policies and programs	4	1	0	12	16	4	37	\$520	\$7,970
3.2 Existing Travel Conditions	4	1	0	8	20	4	37	\$520	\$7,890
Task 4 - TDM Strategies Report									
4.1 Goals, Objectives, and Evaluation Criteria	4	1	0	12	24	5	46	\$630	\$9,680
4.2 Strategy Research and Analysis	8	2	0	16	36	8	70	\$980	\$15,000
Task 5 - Draft and Final TDM Strategic Plan									
Draft and Final TDM Strategic Plan	8	2	0	16	32	7	65	\$920	\$14,060
Total for all Tasks	68	8	32	112	216	56	492	\$9,040	\$110,000
Optional Tasks									
Optional Task 5.1: Draft and Final TDM Ordinance	8	1	0	16	24	6	55	\$780	\$11,990
Optional Task 5.2: Draft and Final TDM Program Guidelines	4	1	0	12	16	4	37	\$520	\$7,970
Optional Task 5.3: Staff Training	8	0	0	12	0	3	23	\$370	\$5,650

Notes:

This fee proposal is valid for a period of 90 days from the proposal submittal date.

Actual billing rate at the time of service may vary depending on the final staffing plan at the time the project starts; the overall fee will not be exceeded.

Mileage is billed at the IRS rate plus 10% handling fee.

Rates and non-key staff are subject to change at any time, without notice, and within the total budget shown.



2023-2024

(July 2023 through June 2024)

Hourly Billing Rates

Classification	Hourly Rate		
Principal	\$250.00	-	\$380.00
Senior Associate	\$210.00	-	\$310.00
Associate	\$185.00	-	\$275.00
Senior Engineer/Planner	\$160.00	-	\$235.00
Engineer/Planner	\$130.00	-	\$200.00
Senior Engineering Technician	\$150.00	-	\$225.00
Senior Project Accountant	\$170.00	-	\$210.00
Senior Project Coordinator	\$130.00	-	\$215.00
Project Coordinator	\$115.00	-	\$175.00
Technician	\$120.00	-	\$185.00
Intern	\$100.00	-	\$135.00

- *Other Direct Costs / Reimbursable expenses are invoiced at cost plus 10% for handling.*
- *Personal auto mileage is reimbursed at the then current IRS approved rate (67 cents per mile as of Jan 2024).*
- *Voice & Data Communications (Telephone, fax, computer, e-mail, etc.) are invoiced at cost as a percentage of project labor.*

Fehr & Peers reserves the right to change these rates at any time with or without advance notice.