

SERVICE PROVIDER AGREEMENT

This SERVICE PROVIDER AGREEMENT (“**Agreement**”) is entered into this ____ day of _____, 2025 (“**Effective Date**”), by and between the CITY OF ALAMEDA, a municipal corporation (“the City”), and NN ENGINEERING, INC., a California corporation, whose address is 1525 INTERNATIONAL PARKWAY, SUITE 3021, LAKE MARY, FLORIDA 32746 (“**Provider**” or “**Contractor**”), in reference to the following facts and circumstances:

RECITALS

- A. The City is a municipal corporation duly organized and validly existing under the laws of the State of California with the power to carry on its business as it is now being conducted under the statutes of the State of California and the Charter of the City.
- B. The City is in need of the following services: on-call Transportation Engineering services. City staff issued an RFP on March 17, 2025 and after a submittal period of twenty-one days received twelve timely submitted proposals. Staff reviewed the proposals, interviewed qualified firms and selected the service provider that best meets the City’s needs.
- C. Provider is specially trained, experienced and competent to perform the special services which will be required by this Agreement.
- D. Whereas, the City Council authorized the City Manager to execute this agreement on September 2, 2025.
- E. The City and Provider desire to enter into an agreement for on-call Transportation Engineering services, upon the terms and conditions herein.

AGREEMENT

NOW, THEREFORE, in consideration of the forgoing, which are incorporated herein by reference, and for good and valuable consideration, the receipt and adequacy of which are hereby acknowledged, the City and Provider agree as follows:

1. TERM:

The term of this Agreement shall commence the 3rd day of September 2025, and shall terminate on the 30th day of June 2030, unless terminated earlier as set forth herein.

2. SERVICES TO BE PERFORMED:

Provider agrees to do all necessary work at its own cost and expense, to furnish all labor, tools, equipment, materials, except as otherwise specified, and to do all necessary work included in Exhibit A as requested. Provider acknowledges that the work plan included in Exhibit A is tentative and does not commit the City to request Provider to perform all tasks included therein.

3. COMPENSATION TO PROVIDER:

a. By the 7th day of each month, Provider shall submit to the City an invoice for the total amount of work done the previous month. Pricing and accounting of charges are to be according to the fee schedule as set forth in Exhibit B and incorporated herein by this reference. Extra work must be approved in writing by the City Manager or their designee prior to performance and shall be paid on a Time and Material basis as set forth in Exhibit B.

The total five-year compensation for this Agreement shall not exceed \$750,000.

4. TIME IS OF THE ESSENCE:

Provider and the City agree that time is of the essence regarding the performance of this Agreement.

5. STANDARD OF CARE:

Provider shall perform all services under this Agreement in a skillful and competent manner, consistent with the standards generally recognized as being employed by professionals in the same discipline in the State of California. Provider represents that it is skilled in the professional calling necessary to perform all services contracted for in this Agreement. Provider further represents that all of its employees and subcontractors shall have sufficient skill and experience to perform the duties assigned to them pursuant to and in furtherance this Agreement. Provider further represents that it (and its employees and subcontractors) have all licenses, permits, qualifications, and approvals of whatever nature that are legally required to perform the services (including a City Business License, as needed); and that such licenses and approvals shall be maintained throughout the term of this Agreement. As provided for in the indemnification provisions of this Agreement, Provider shall perform (at its own cost and expense and without reimbursement from the City) any services necessary to correct errors or omissions which are caused by Provider's failure to comply with the standard of care provided for herein. Any employee of the Provider or its sub-providers who is determined by the City to be uncooperative, incompetent, a threat to the adequate or timely completion of any services under this Agreement, or a threat to the safety of persons or property (or any employee who fails or refuses to perform the services in a manner acceptable to the City) shall be promptly removed by the Provider and shall not be re-employed to perform any further services under this Agreement.

6. INDEPENDENT PARTIES:

Provider hereby declares that Provider is engaged as an independent business and Provider agrees to perform the services as an independent contractor. The manner and means of conducting the services and tasks are under the control of Provider except to the extent they are limited by statute, rule or regulation and the express terms of this Agreement. No civil service status or other right of employment will be acquired by virtue of Provider's services. None of the benefits provided by the City to its employees, including but not limited to unemployment insurance, workers' compensation plans, vacation and sick leave, are available from the City to Provider, its employees or agents. Deductions shall not be made for any state or federal taxes, FICA payments, PERS payments, or other purposes normally associated with an employer-employee relationship from any compensation due to Provider. Payments of the above items, if required, are the responsibility of Provider. Any personnel performing the services under this Agreement on behalf

of Provider shall also not be employees of City and shall at all times be under Provider's exclusive direction and control.

7. IMMIGRATION REFORM AND CONTROL ACT (IRCA):

Provider assumes any and all responsibility for verifying the identity and employment authorization of all of its employees performing work hereunder, pursuant to all applicable IRCA or other federal, or state rules and regulations. Provider shall indemnify, defend, and hold the City harmless from and against any loss, damage, liability, costs or expenses arising from any noncompliance of this provision by Provider.

8. NON-DISCRIMINATION:

Consistent with the City's policy and state and federal law that harassment and discrimination are unacceptable conduct, Provider and its employees, contractors, and agents shall not harass or discriminate against any job applicant, City employee, or any other person on the basis of any kind of any statutorily (federal, state or local) protected class, including but not limited to: race, religious creed, color, national origin, ancestry, disability (both mental and physical) including HIV and AIDS, medical condition (e.g. cancer), genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, pregnancy, political affiliation, military and veteran status or legitimate union activities. Such non-discrimination shall include but not be limited to all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff, or termination. Provider agrees that any violation of this provision shall constitute a material breach of this Agreement.

9. HOLD HARMLESS:

a. To the fullest extent permitted by law, Provider shall indemnify, defend (with counsel acceptable to the City) and hold harmless the City, its City Council, boards, commissions, officials, employees, agents and volunteers ("Indemnitees") from and against any and all loss, damages, liability, obligations, claims, suits, judgments, costs and expenses whatsoever, including reasonable attorney's fees and costs of litigation ("Claims"), arising from or in any manner connected to Provider's performance of its obligations under this Agreement or out of the operations conducted by Provider even if the City is found to have been negligent. If the Claims filed against Indemnitees allege negligence, recklessness or willful misconduct on the part of Provider, Provider shall have no right of reimbursement against Indemnitees for the costs of defense even if negligence, recklessness or willful misconduct is not found on the part of Provider. Provider shall not have any obligations to indemnify Indemnitees if the loss or damage is found to have resulted solely from the negligence or the willful misconduct of the City. The defense and indemnification obligations of this Agreement are undertaken in addition to, and shall not in any way be limited by, the insurance obligations contained in this Agreement.

b. As to Claims for professional liability only, Provider's obligation to defend Indemnitees (as set forth above) is limited as provided in California Civil Code Section 2782.8.

c. Provider's obligation to indemnify, defend and hold harmless Indemnitees shall expressly survive the expiration or early termination of this Agreement.

10. INSURANCE:

a. On or before the commencement of the terms of this Agreement, Provider shall furnish the City's Risk Manager with certificates showing the type, amount, class of operations covered, effective dates and dates of expiration of insurance coverage in compliance with Sections 10.b. (1) through (4). The Certificate Holder should be The City of Alameda, 2263 Santa Clara, Ave., Alameda, CA 94501. Such certificates, which do not limit Provider's indemnification, shall also contain endorsements with a statement substantially similar to the following:

"Should any of the above insurance covered by this certificate be canceled or coverage reduced before the expiration date thereof, the insurer affording coverage shall provide thirty (30) days' advance written notice to the City of Alameda. Attention: Risk Manager."

Provider shall maintain in force at all times during the performance of this Agreement all appropriate coverage of insurance required by this Agreement with an insurance company licensed to offer insurance business in the State of California with a current A.M. Best's rating of no less than A:VII or Standard & Poor's Rating (if rated) of at least BBB unless otherwise acceptable to the City. Provider shall deliver updated insurance certificates to the City at the address described in Section 17.f. prior to the expiration of the existing insurance certificate for the duration of the term of Agreement. Endorsements naming the City, its City Council, boards, commissions, officials, employees, agents, and volunteers as additional insured shall be submitted with the insurance certificates.


Provider Initials

b. COVERAGE REQUIREMENTS:

Provider shall maintain insurance coverage and limits at least as broad as:

(1) Workers' Compensation:

Statutory coverage as required by the State of California, as well as a Waiver of Subrogation (Rights of Recovery) endorsement.

(2) Liability:

Commercial general liability coverage in the following minimum limits:

Bodily Injury:	\$1,000,000 each occurrence
	\$2,000,000 aggregate - all other

Property Damage:	\$1,000,000 each occurrence
	\$2,000,000 aggregate

If submitted, combined single limit policy with per occurrence limits in the amounts of \$2,000,000 and aggregate limits in the amounts of \$4,000,000 will be considered equivalent to the required minimum limits shown above. Such limits can be met through a combination of primary and excess policies as detailed in Section 10.g. Provider shall also submit declarations and policy endorsements

pages upon request of the City. Additional Insured Endorsement naming the City, its City Council, boards, commissions, officials, employees, agents, and volunteers is required. The Additional Insured Endorsement shall include primary and non-contributory coverage at least as broad as the CG 2010.

(3) Automotive:

Comprehensive automobile liability coverage (any auto) in the following minimum limits:

Bodily injury:	\$1,000,000 each occurrence
Property Damage:	\$1,000,000 each occurrence

or

Combined Single Limit:	\$2,000,000 each occurrence
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Such limits can be met through a combination of primary and excess policies as detailed in section 10.g. Additional Insured Endorsement naming the City, its City Council, boards, commissions, officials, employees, agents, and volunteers is required.

(4) Professional Liability:

Professional liability insurance which includes coverage appropriate for the professional acts, errors and omissions of Provider's profession and work hereunder, including, but not limited to, technology professional liability errors and omissions if the services being provided are technology-based, in the following minimum limits:

\$2,000,000 each claim

As to commercial general liability and automobile liability insurance, such insurance will provide that it constitutes primary insurance with respect to claims insured by such policy, and, except with respect to limits, that insurance applies separately to each insured against whom claim is made or suit is brought. Such insurance is not additional to or contributing with any other insurance carried by or for the benefit of the City.

c. SUBROGATION WAIVER:

Provider hereby agrees to waive rights of subrogation that any insurer of Provider may acquire from Provider by virtue of the payment of any loss. Provider agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether the City has received a waiver of subrogation endorsement from the insurer. The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of the City for all work performed by Provider, its employees, agents and subcontractors.

d. FAILURE TO SECURE:

If Provider at any time during the term hereof should fail to secure or maintain the foregoing insurance, the City shall be permitted to obtain such insurance in Provider's name or as

an agent of Provider and shall be compensated by Provider for the costs of the insurance premiums at the maximum rate permitted by law and computed from the date written notice is received that the premiums have not been paid.

e. ADDITIONAL INSURED(S):

The City, its City Council, boards, commissions, officials, employees, agents, and volunteers shall be named as additional insured(s) under all insurance coverages, except workers' compensation and professional liability insurance. The naming of an additional insured shall not affect any recovery to which such additional insured would be entitled under this policy if not named as such additional insured. An additional insured named herein shall not be held liable for any premium, deductible portion of any loss, or expense of any nature on this policy or any extension thereof. Any other insurance held by an additional insured shall not be required to contribute anything toward any loss or expense covered by the insurance provided by this policy. Additional Insured coverage under Provider's policy shall be primary and non-contributory and will not seek contribution from the City's insurance or self-insurance. Any available insurance proceeds broader than or in excess of the specified minimum insurance coverage requirements and/or limits shall be available to the additional insured(s).

f. SUFFICIENCY OF INSURANCE:

The insurance limits required by the City are not represented as being sufficient to protect Provider. Provider is advised to consult Provider's insurance broker to determine adequate coverage for Provider. The coverage and limits shall be (1) the minimum coverage and limits specified in this Agreement; or (2) the broader coverage and maximum limits of the coverage carried by or available to Provider; whichever is greater.

g. EXCESS OR UMBRELLA LIABILITY:

If any Excess or Umbrella Liability policies are used to meet the limits of liability required by this Agreement, then said policies shall be true "following form" of the underlying policy coverage, terms, conditions, and provisions and shall meet all of the insurance requirements stated in this Agreement, including but not limited to, the additional insured, SIR, and primary insurance requirements stated therein. No insurance policies maintained by the indemnified parties or Additional Insureds, whether primary or excess, and which also apply to a loss covered hereunder, shall be called upon to contribute to a loss until all the primary and excess liability policies carried by or available to the Provider are exhausted.

11. CONFLICT OF INTEREST:

Provider warrants that it is not a conflict of interest for Provider to perform the services required by this Agreement. Provider may be required to fill out a conflict of interest form if the services provided under this Agreement require Provider to make certain governmental decisions or serve in a staff capacity as defined in Title 2, Division 6, Section 18700 of the California Code of Regulations.

12. PROHIBITION AGAINST TRANSFERS:

a. Provider shall not assign, sublease, hypothecate, or transfer this Agreement, or any interest therein, directly or indirectly, by operation of law or otherwise, without prior written consent of the City Manager. Provider shall submit a written request for consent to transfer to the City Manager at least thirty (30) days in advance of the desired transfer. The City Manager or their designee may consent or reject such request in their sole and absolute discretion. Any attempt to do so without said consent shall be null and void, and any assignee, sublessee, hypothecate or transferee shall acquire no right or interest by reason of such attempted assignment, hypothecation or transfer. However, claims for money against the City under this Agreement may be assigned by Provider to a bank, trust company or other financial institution without prior written consent.

b. The sale, assignment, transfer or other disposition of any of the issued and outstanding capital stock, membership interest, partnership interest, or the equivalent, which shall result in changing the control of Provider, shall be construed as an assignment of this Agreement. Control means fifty percent or more of the voting power of Provider.

13. APPROVAL OF SUB-PROVIDERS:

a. Only those persons and/or businesses whose names and resumés are attached to this Agreement shall be used in the performance of this Agreement. However, if after the start of this Agreement, Provider wishes to use sub-providers, at no additional costs to the City, then Provider shall submit a written request for consent to add sub-providers including the names of the sub-providers and the reasons for the request to the City Manager at least five (5) days in advance. The City Manager may consent or reject such requests in their sole and absolute discretion.

b. Each sub-provider shall be required to furnish proof of workers' compensation insurance and shall also be required to carry general, automobile and professional liability insurance (as applicable) in reasonable conformity to the insurance carried by Provider.

c. In addition, any tasks or services performed by sub-providers shall be subject to each provision of this Agreement. Provider shall include the following language in their agreement with any sub-provider: "Sub-providers hired by Provider agree to be bound to Provider and the City in the same manner and to the same extent as Provider is bound to the City."

d. The requirements in this Section 13 shall not apply to persons who are merely providing materials, supplies, data or information that Provider then analyzes and incorporates into its work product.

14. PERMITS AND LICENSES:

Provider, at its sole expense, shall obtain and maintain during the term of this Agreement, all appropriate permits, certificates and licenses, including a City business license that may be required in connection with the performance of the services and tasks hereunder.

15. REPORTS:

a. Each and every report, draft, work product, map, record and other document produced, prepared or caused to be prepared by Provider pursuant to or in connection with this Agreement shall be the exclusive property of the City.

b. No report, information or other data given to or prepared or assembled by Provider pursuant to this Agreement shall be made available to any individual or organization by Provider without prior approval of the City Manager or their designee.

c. Provider shall, at such time and in such form as City Manager or their designee may require, furnish reports concerning the status of services and tasks required under this Agreement.

16. RECORDS:

a. Generally, the City has the right to conduct audits of Provider's financial, performance and compliance records maintained in connection with Contractor's operations and services performed under the Agreement. In the event of such audit, Contractor agrees to provide the City with reasonable access to Contractor's employees and make all such financial (including annual financial statements signed by an independent CPA), performance and compliance records available to the City. City agrees to provide Contractor an opportunity to discuss and respond to any findings before a final audit report is filed.

b. Provider shall maintain complete and accurate records with respect to the services, tasks, work, documents and data in sufficient detail to permit an evaluation of Provider's performance under the Agreement, as well as maintain books and records related to sales, costs, expenses, receipts and other such information required by the City that relate to the performance of the services and tasks under this Agreement (collectively the "**Records**").

c. All Records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. Provider shall provide free access to the Records to the representatives of the City or its designees during regular business hours upon reasonable prior notice. The City has the right to examine and audit the Records, and to make copies or transcripts therefrom as necessary, and to allow inspection of all proceedings and activities related to this Agreement. Such Records, together with supporting documents, shall be kept separate from other documents and records and shall be maintained by Provider for a period of three (3) years after receipt of final payment.

d. If supplemental examination or audit of the Records is necessary due to concerns raised by the City's preliminary examination or audit of records, and the City's supplemental examination or audit of the records discloses a failure to adhere to appropriate internal financial controls, or other breach of this Agreement or failure to act in good faith, then Provider shall reimburse the City for all reasonable costs and expenses associated with the supplemental examination or audit.

17. NOTICES:

a. All notices shall be in writing and delivered: (i) by hand; or (ii) sent by registered, express, or certified mail, with return receipt requested or with delivery confirmation requested from the U.S. postal service; or (iii) sent by overnight or same day courier service at the party's respective address listed in this Section.

b. Each notice shall be deemed to have been received on the earlier to occur of: (x) actual delivery or the date on which delivery is refused; or (y) three (3) days after notice is

deposited in the U.S. mail or with a courier service in the manner described above (Sundays and City holidays excepted).

c. Either party may, at any time, change its notice address (other than to a post office box address) by giving the other party three (3) days prior written notice of the new address.

d. All notices, demands, requests, or approvals from Provider to the City shall be addressed to the City at:

City of Alameda
Public Works Department
950 West Mall Square #110
Alameda, CA 94501
ATTENTION: Scott Wikstrom, City Engineer
Ph: (510) 747-7937 / swikstrom@alamedaca.gov

All notices, demands, requests, or approvals from the City to Provider shall be addressed to Provider at:

NN Engineering, Inc.
1525 International Pkwy
Suite 3021
Lake Mary, FL 32746
ATTENTION: Jon Watts
Ph: (202) 624-8366 / Email: jwatts@nelsonnygaard.com

e. All updated insurance certificates from Provider to the City shall be addressed to the City at:

City of Alameda
Public Works Department
950 West Mall Square #110
Alameda, CA 94501
ATTENTION: Jeanette Navarro, Executive Assistant
Ph: (510) 747-7932 / jnavarro@alamedaca.gov

18. SAFETY:

a. Provider will be solely and completely responsible for conditions of all vehicles owned or operated by Provider, including the safety of all persons and property during performance of the services and tasks under this Agreement. This requirement will apply continuously and not be limited to normal working hours. In addition, Provider will comply with all safety provisions in conformance with U.S. Department of Labor Occupational Safety and Health Act, any equivalent state law, and all other applicable federal, state, county and local laws, ordinances, codes, and any regulations that may be detailed in other parts of the Agreement. Where any of these are in conflict, the more stringent requirements will be followed. Provider's failure to thoroughly familiarize itself with the aforementioned safety provisions will not relieve it from compliance with the obligations and penalties set forth herein.

b. Provider will immediately notify the City within 24 hours of any incident of death, serious personal injury or substantial property damage that occurs in connection with the performance of this Agreement. Provider will promptly submit to the City a written report of all incidents that occur in connection with this Agreement. This report must include the following information: (i) name and address of injured or deceased person(s); (ii) name and address of Provider's employee(s) involved in the incident; (iii) name and address of Provider's liability insurance carrier; (iv) a detailed description of the incident; and (v) a police report.

19. TERMINATION:

a. In the event Provider fails or refuses to perform any of the provisions hereof at the time and in the manner required hereunder, Provider shall be deemed in default in the performance of this Agreement. If such default is not cured within two (2) business days after receipt by Provider from the City of written notice of default, specifying the nature of such default and the steps necessary to cure such default, the City may thereafter immediately terminate the Agreement forthwith by giving to Provider written notice thereof.

b. The foregoing notwithstanding, the City shall have the option, at its sole discretion and without cause, of terminating this Agreement by giving seven (7) days' prior written notice to Provider as provided herein.

c. Upon termination of this Agreement either for cause or for convenience, each party shall pay to the other party that portion of compensation specified in this Agreement that is earned and unpaid prior to the effective date of termination. The obligation of the parties under this Section 19.c. shall survive the expiration or early termination of this Agreement.

20. ATTORNEYS' FEES:

In the event of any litigation, including administrative proceedings, relating to this Agreement, including but not limited to any action or suit by any party, assignee or beneficiary against any other party, beneficiary or assignee, to enforce, interpret or seek relief from any provision or obligation arising out of this Agreement, the parties and litigants shall bear their own attorney's fees and costs. No party or litigant shall be entitled to recover any attorneys' fees or costs from any other party or litigant, regardless of which party or litigant might prevail.

21. HEALTH AND SAFETY REQUIREMENTS.

Provider acknowledges that the City shall have the right to impose, at the City's sole discretion, requirements that it deems are necessary to protect the health and safety of the City employees, residents, and visitors. Provider agrees to comply with all such requirements, including, but not limited to, mandatory vaccinations, the use of personal protective equipment (e.g. masks), physical distancing, and health screenings. Provider also agrees to make available to the City, at the City's request, records to demonstrate Provider's compliance with this Section.

22. COMPLIANCE WITH ALL APPLICABLE LAWS:

During the term of this Agreement, Provider shall keep fully informed of all existing and future state and federal laws and all municipal ordinances and regulations of the City of Alameda which affect the manner in which the services or tasks are to be performed by Provider, as well as all such orders and decrees of bodies or tribunals having any jurisdiction or authority over the

same. Provider shall comply with all applicable laws, state and federal and all ordinances, rules and regulations enacted or issued by the City. Provider shall defend, indemnify, and hold City (including its officials, directors, officers, employees, and agents) free and harmless from any claim or liability arising out of any failure or alleged failure to comply with such laws and regulations pursuant to the indemnification provisions of this Agreement.

23. CONFLICT OF LAW:

This Agreement shall be interpreted under, and enforced by the laws of the State of California without regard to any choice of law rules which may direct the application of laws of another jurisdiction. The Agreement and obligations of the parties are subject to all valid laws, orders, rules, and regulations of the authorities having jurisdiction over this Agreement (or the successors of those authorities). Any suits brought pursuant to this Agreement shall be filed with the courts of the County of Alameda, State of California.

24. WAIVER:

A waiver by the City of any breach of any term, covenant, or condition contained herein shall not be deemed to be a waiver of any subsequent breach of the same or any other term, covenant, or condition contained herein, whether of the same or a different character.

25. INTEGRATED CONTRACT:

Subject to the language of Section 33, the Recitals and exhibits are a material part of this Agreement and are expressly incorporated herein. This Agreement represents the full and complete understanding of every kind or nature whatsoever between the parties hereto, and all preliminary negotiations and agreements of whatsoever kind or nature are merged herein. No verbal agreement or implied covenant shall be held to vary the provisions hereof. Any modification of this Agreement will be effective only by written execution signed by both the City and Provider.

26. PREVAILING WAGES:

Provider is aware of the requirements of California Labor Code Section 1720, et seq., and 1770, et seq. as well as California Code of Regulations, Title 8, Section 1600, et seq., ("Prevailing Wage Laws") which require the payment of prevailing wage rates and the performance of other requirements on "public works" and "maintenance" projects. Provider agrees to fully comply with such Prevailing Wage Laws if the services are being performed as part of an applicable "public works" or "maintenance" project as defined by the Prevailing Wage Laws and if the total compensation is \$1,000 or more. City, upon Provider's request, shall provide Provider with a copy of the prevailing rates of per diem wages in effect at the commencement of this Agreement. Provider shall make copies of the prevailing rates of per diem wages for each craft, classification, or type of worker needed to execute the services available to interested parties upon request; and shall post copies at the Provider's principal place of business and at the project site. Provider shall defend, indemnify, and hold the City (its elected officials, officers, employees, and agents) free and harmless from any claim or liability arising out of any failure or alleged failure to comply with the Prevailing Wage Laws.

27. CAPTIONS:

The captions in this Agreement are for convenience only, are not a part of the Agreement and in no way affect, limit or amplify the terms or provisions of this Agreement.

28. COUNTERPARTS:

This Agreement may be executed in any number of counterparts (including by fax, PDF, DocuSign, or other electronic means), each of which shall be deemed an original, but all of which shall constitute one and the same instrument.

29. SIGNATORY:

By signing this Agreement, signatory warrants and represents that they executed this Agreement in their authorized capacity and that by their signature on this Agreement, they or the entity upon behalf of which they acted, executed this Agreement.

30. CONTROLLING AGREEMENT:

In the event of a conflict between the terms and conditions of this Agreement (as amended, supplemented, restated or otherwise modified from time to time) and any other terms and conditions wherever contained, including, without limitation, terms and conditions included within exhibits, the terms and conditions of this Agreement shall control and be primary.


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IN WITNESS WHEREOF, the parties have each caused this Agreement to be duly executed on its behalf as of the Effective Date.

NN ENGINEERING, INC.
a California corporation



Jonathan Watts
Vice President



Brodie Stephens
Secretary

CITY OF ALAMEDA
a municipal corporation


Jennifer Ott
City Manager

RECOMMENDED FOR APPROVAL

Signed by:


Erin Smith
Public Works Director

APPROVED AS TO FORM:
City Attorney

DocuSigned by:


Len Aslanian
Assistant City Attorney



City of Alameda

Transportation Planning and Engineering Services

April 7th, 2025

Submitted by NNN Engineering
In association with: David J. Powers & Associates, Inc.,
NCE, Street Plans, and W-Trans



April 7, 2025

Scott Wikstrom, City Engineer
City Hall West, Public Works Department
950 West Mall Square, Room 110
Alameda, CA 94501

RE: Transportation Planning and Engineering Services

Dear Scott Wikstrom and members of the selection committee,

NN Engineering is a nationally recognized leader in transportation planning and engineering with a long track record of supporting the City of Alameda and similar Bay Area municipalities on a diverse range of planning and engineering projects. Our proposed key staff are primarily located in our Oakland office, and we pride ourselves on our experience working locally with Bay Area agencies. Led by Alameda residents, our team understands the unique needs of working on projects in the City of Alameda. We are excited about this opportunity to strengthen our partnership with the City of Alameda by submitting our proposal to provide on-call transportation planning and engineering services.

We understand that creative solutions are needed to prioritize the travel of all users within Alameda. As an island, there is limited space and entrance and egress points to the City. To support the existing population, planned residential and commercial growth, and emergency preparedness—and to mitigate the impacts of climate change that put our island at risk—we must look towards more efficient and sustainable methods of transportation and civil infrastructure.

Our team will provide technical and project management expertise to support City of Alameda staff in developing plans, concept designs, and engineering deliverables that will translate into implementable capital projects, resulting in meaningful safety improvements, time savings, and increased reliability for multimodal users. Our team understands the importance of incorporating equity and sustainability into all capital planning and engineering projects. We also understand the importance of ensuring that capital projects are agreed upon by operations staff and the maintenance needs are accounted for in both staffing and funding.

Our team will approach all projects as a true partner to City staff. We offer a team that enjoys working together and can meet the various needs under the transportation planning and engineering disciplines. Our local team, supported by nationwide planners and engineers, can adjust quickly and be ready to respond when projects may come up with short notice. We will quickly assemble the team you need, one with the right skills and availability to serve you with any task order. Our partnership with City staff will be built on clear, effective communication and result in task orders that are completed on time and on budget.

Transportation Planning and Engineering Services
City of Alameda

Our values-driven approach sets our firm apart. Our ethos is to always “put people first,” and NN Engineering is the industry leader in developing practical and creative transportation plans that uphold this commitment. We understand the importance of equity in our work; the relationship between access and equity is fundamental to ensuring everyone can reliably get to school, work, and essential services like shopping and healthcare. This on-call provides an opportunity to create a more equitable transportation system and one that offers safe, affordable, and reliable mobility across neighborhoods and communities.

Our team’s skills are diverse enough to ensure that the City of Alameda will have access to individuals with outstanding qualifications for any project that should arise. Our team is led by Director of Engineering Thaddeus Wozniak, PE, who is based in our Oakland office and resides in Alameda. Thaddeus has supported a wide range of multimodal planning and engineering projects throughout the Bay Area, including AC Transit’s East Bay Bus Rapid Transit, protected cycletrack projects in the City of Alameda, and bicycle boulevard and multimodal corridor projects in the City of Berkeley. Our team is joined by David J. Powers, a DBE-certified firm located in Oakland that provides professional consulting services to public agencies and private developers in all areas of environmental planning. We’re also joined by NCE, an innovative, multi-disciplinary civil and pavement engineering company with a history of supporting the City of Alameda; and Street Plans, an award-winning transportation planning, urban design, and placemaking practice that believes the key to building great towns and cities is the creation of active, safe, and human-scale streets and public spaces.

We have done a preliminary review of the proposed Service Provider Agreement. While there are a few revisions that Nelson\Nygaard would like to discuss, the agreement provides a reasonable basis for negotiation with minor modification as to allocation of risk and liability, ownership of documents, insurability, and open-ended or unlimited scope items. In the past, Nelson\Nygaard and the City of Alameda have been able to reach an agreement based on a substantially similar form. We submit our proposal in accordance with the terms and conditions outlined in the request for proposal. Our offer will remain in effect for at least ninety (90) days from the date of submittal, April 7, 2025.

Please contact Project Manager Thaddeus Wozniak, PE at 415-281-6975 or twozniak@nelsonnygaard.com if you have any questions regarding our proposal. Thaddeus is the main contact for this RFP and an authorized signer of the firm.

Sincerely,


Thaddeus Wozniak
Project Manager


Jennifer Wieland
Managing Director

Transportation Planning and Engineering Services
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OUR ORGANIZATION, MANAGEMENT AND TEAM MEMBERS

Firm Introduction

NN Engineering - We Put People First

NN Engineering, Inc. (NN Engineering) is a wholly owned subsidiary of Nelson\Nygaard Consulting Associates, Inc. (Nelson\Nygaard). Founded by two women in San Francisco in 1987, Nelson\Nygaard has grown from its roots into an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. NN Engineering was established as a contracting entity in 2019 to provide engineering solutions to our clients in compliance with the California Business and Professions Code Sections 6700-6799, otherwise known as the Professional Engineers Act. NN Engineering has at its disposal the 150 staff members of Nelson\Nygaard working in thirteen offices across the United States—in Atlanta, Austin, Boston, Chicago, Denver, Los Angeles, New York, Oakland, Orlando, Portland, San Francisco, Seattle, and Washington, DC.

NN Engineering specializes in:



Transit

Designing and developing great transit services for people



Cities and Streets

Balancing the mobility needs of everyone to create thriving places



Mobility Management, Access, and Policy

Creating strategies, policies, and systems that promote equitable access and mobility for all



Urban Corridors

Building vibrant, equitable communities with high-quality transit at the center



Parking and Demand Management

Creating livable places with better management of parking supply and demand



Active Transportation and Safety

Making places better for people to walk, bike, and gather

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NN Engineering specializes in creating just, safe, comfortable, and complete transportation systems for people from all walks of life. Our work provides the empirical and pragmatic support needed to make community-supported investments that make walking, biking, and using transit intuitive, everyday activities that support larger goals of economic development, greenhouse gas reduction, social equity, and public health. Our experience includes active transportation master plans, all aspects of Safe Routes to School, first/last mile transit, vision zero analysis and planning, transit speed and reliability planning and design, and creating places and programs that help people decide to walk, bike, take transit, and linger. We believe in designing streets and trails that both get us where we need to go and let us enjoy where we are now. **The experience and qualifications of Nelson\Nygaard as a contracting entity reflect the experience and qualifications of NN Engineering.**

Our Partners

To meet the anticipated needs of projects issued under the City of Alameda's Transportation Planning and Engineering Services on-call, NN Engineering has assembled a team of trusted partners capable of responding to all the requirements identified in the RFP and beyond. We anticipate that through this on-call the need may arise to provide additional services such as topographic survey and right-of-way acquisitions, and we are prepared to utilize our deep relationships with specialty firms throughout the region to deliver these services, if needed.

David J. Powers

David J. Powers & Associates, Inc. (DJP&A) has provided professional consulting services to public agencies and private developers in all areas of environmental planning since 1972. DJP&A



specializes in preparing environmental review documents meeting the requirements of CEQA and NEPA. They have extensive experience evaluating environmental impacts associated with urban development, including the environmental review for roadway infrastructure. They are familiar with the environmental review process and work frequently with the Caltrans' Office of Environmental Analysis and Office of Local Assistance.

DJP&A has worked on numerous CEQA and NEPA road, bicycle, and pedestrian facility improvement projects throughout the Bay Area. Their recent work includes the Meekland Avenue Corridor Improvements (Alameda County), Contra Costa Boulevard Improvements (Pleasant Hill), US 101 Bicycle and Pedestrian Overcrossing (Santa Rosa), US 101 Sonoma County Park & Ride Lots (Petaluma and Sonoma Co.), Marin-Sonoma Narrows Revalidations (Petaluma and Novato), US 101/Zanker Road Improvements (San José), Highway 17 BPOC (Los Gatos) and the Middlefield Road Pedestrian and Bicycle Improvements Project (Mountain View).

DJP&A is a DBE-certified firm.

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NCE

NCE is a client-focused professional consulting firm integrating the disciplines of civil engineering, pavement engineering, landscape architecture, regulatory compliance, and environmental services, and is well-known for expertise in developing and designing pavement maintenance and resurfacing/rehabilitation and complete streets projects for public agencies throughout California. They have successfully worked together with proposed project team members in the past and have a strong understanding of each other's strengths and how to communicate amongst the team. NCE's highly qualified technical staff of professionals range from engineers, designers, planners, scientists, biologists, hydrologists, geologists, resource experts, and geographic information systems (GIS) specialists to construction managers, inspectors, and technicians who work collaboratively with their clients to ensure successful project outcomes.



NCE has delivered services for numerous on-call contracts for civil and pavement engineering, environmental, landscape architecture, geotechnical support, and pavement management services throughout the San Francisco Bay Area including Alameda, Walnut Creek, Concord, Contra Costa County, San Ramon, Martinez, Pittsburg, Antioch, Orinda, Moraga, Richmond, San Pablo, Albany, Berkeley, El Cerrito, Oakland, Oakley, Millbrae, South San Francisco, Daly City, San Mateo, Newark, Half Moon Bay, Martinez, Pacifica, Dublin, San Rafael, San Mateo, and Sunnyvale.

NCE's project manager, Ryan Shafer, is a resident of Alameda since 2005 and is committed to supporting the City with technical advice, successful project delivery, and cost-effective engineering solutions that emphasize recycling and green infrastructure. He is well-versed in the City's transportation network, bicycle and pedestrian facilities, and infrastructure needs, including those at the former Naval Base.

Street Plans

Street Plans is an award-winning transportation planning, urban design, and placemaking practice. Founded in 2009, they believe that the key to building great towns and cities is the creation of active, safe, and human-scale streets and public spaces. Their approach integrates design, engineering, and programming to help communities achieve their social, economic, and mobility goals. They partner with local, regional, state, and national governments; not-for-profit organizations; foundations, and private sector clients to build better streets and better places – quickly.



Street Plans is globally renowned as both the founder and leading practitioner of tactical urbanism, an action-oriented approach to neighborhood transformation through short-term, cost-effective interventions that catalyze long-term change. As pioneers of this "plan by doing" methodology, they collaborate with communities to evaluate and learn from project performance.

Street Plans is a minority-owned business with hubs in New York City, Miami, Atlanta, Chattanooga, Pittsburgh, and the San Francisco Bay Area capable of delivering groundbreaking transportation, urban design, and placemaking projects nationwide.

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W-Trans

W-Trans provides traffic engineering and transportation planning services that emphasize mobility within available resources and help transform streets to serve all potential users. They are particularly skilled in retrofitting streets and roads to make walking, bicycling, and transit use safer and more convenient while also appropriately managing vehicle traffic. They have applied these skills to many different types of projects, and with the changes to the California Environmental Quality Act (CEQA) that now place more emphasis on alternative modes versus driver convenience, this long-term focus has become even more important.



W-Trans staff have gained a wide range of experience through working on a variety of on-call projects such as analyses for traffic studies, Initial Studies and EIRs; developing traffic collision reduction programs; designing transportation facilities design including traffic signals, roundabouts, and pedestrian and bicycle facilities; streetscape planning efforts; and complete street projects. They take a holistic approach to traffic engineering, realizing that solutions cannot be developed in a vacuum or strictly follow the standards of the past. Traffic analysis and design must be sensitive to the context of the surrounding land use and community goals to be successful.

While the early years focused primarily on vehicle-oriented design services such as traffic signal and signing and striping plans, their design services have evolved with the transportation engineering industry and W-Trans has played a crucial role in advocating for, and designing, new state-of-the practice facilities for pedestrians and bicyclists such as enhanced pedestrian crossings and protected and buffered bike lanes.

W-Trans has the unique ability to work on all transportation-related aspects of a design project in-house from concept design to final design all the way through construction support. This capability allows critical design knowledge to be passed along seamlessly from an operational analysis or concept plan to a final design plan with the benefit being a cohesive, well-thought-out construction drawing.

Their staff includes current and former Alameda residents. They also have a history of conducting traffic studies on behalf of the City for development projects such as Fire Station #3, the Alameda Unified School District (Wood Middle School Master Plan), and the USVA for their Medical Center at Alameda Point. Through these and other various types of projects, they have the opportunity of working on diverse issues and concerns, giving them a breadth of potential solutions to any particular problem.

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Project Personnel

Thaddeus Wozniak, PE, Principal | Role: Project Manager (Oakland)

Feasibility Studies, Bicycle Facility Planning and Design, Greenway Planning and Design, Signing/Marking/Striping Plans, Roadway and Intersection Design, Cost Estimates



Thaddeus Wozniak, PE will be NN Engineering's project manager and day to day contact for the City of Alameda's Transportation Planning and Engineering Services contract. Thaddeus is a California Licensed Professional Civil Engineer with 18 years of experience developing and implementing multimodal transportation solutions in developed urban areas, with a focus on safety and sustainability through pedestrian, bicycle, transit, and complete streets projects.

Thaddeus is also an Alameda resident who experiences the City's civil and transportation infrastructure on a daily basis. Living in Central Alameda with the ability to work either from home or NN Engineering's office in Downtown Oakland, Thaddeus has the ability to be responsive to the City's needs and available to be on site expedite potential projects on a timely basis.

Thaddeus has been supporting the City of Alameda in multiple roles since 2016 when he developed concepts for transit priority treatments on Constitution Ave (now Wilma Chan Way), Westline Drive, and Island Drive as part of the Transportation Choices Plan. Later, Thaddeus lead the concept development and initial engineering phases of both the Central Avenue Safety Project and the Clement Avenue projects, providing the initial design expertise for these transformative cycletracks lining the island that are now in construction and completed.

It was working on these projects, and seeing the City's vision to be at the forefront of encouraging modeshift through the design of a safe and connected bicycle-friendly network that led to Thaddeus moving to Central Alameda in 2020 to raise his family, which now includes two young students who learned to bike, and now ride their bicycles to school at Maya Lin, along the Pacific Street neighborhood greenway.

Over the past five years, Thaddeus and his team have continued to support the City of Alameda through independent technical review on a number of the City's transformational transportation projects, including the:

- Central Avenue Safety Project
- Clement Avenue Project
- Clement Avenue Extension/Tilden Way
- Fernside Traffic Calming & Bikeways
- HSIP Upgrades to Improve Pedestrian Safety Project
- Lincoln/Marshall/Pacific Corridor Improvement Project
- Lincoln/Walnut Safety Project

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Thaddeus is also an experienced project manager with a history of managing as-needed and on-call contracts throughout the Bay Area and the nation:

- City of Alameda On-Call Transportation Planning and Traffic Engineering Consultant Services
- City of Berkeley On-Call Transportation Planning
- City of San Jose Complete Streets Design On-Call Master Services Agreement
- Metropolitan Transportation Commission (MTC) Transportation Engineering and Planning Bench
- Massachusetts Bay Transportation Agency (MBTA)
- SamTrans On-Call Transportation Planning
- San Francisco County Transportation Authority (SFCTA) On-Call Transportation Planning Services
- San Francisco Municipal Transportation Agency (SFMTA) As-Needed Transit Corridor Planning and Engineering
- Santa Clara Valley Transportation Authority (VTA) Planning On-Call Consulting Services
- Santa Clara Valley Transportation Authority (VTA) TOD On-Call Architectural & Engineering (A&E) Consulting Services

Thaddeus' engineering experience includes design roles on a number of Bay Area multimodal corridor projects, including:

- Central Avenue Safety Project (Alameda)
- Clement Avenue Project (Alameda)
- South Berkeley Bikeway and Bus Stops Project (Berkeley)
- Telegraph Avenue Multimodal Corridor (Berkeley)
- East Bay BRT (Oakland)
- Grand Avenue Mobility Plan (Oakland)
- Van Ness BRT (San Francisco)
- King Road Complete Streets Plan (San Jose)
- San Jose Complete Streets Master Agreement (San Jose)
- Maude Avenue (Sunnyvale)

Additionally, Thaddeus has experience developing designs and engineering plans to support quick-build implementation of multimodal infrastructure:

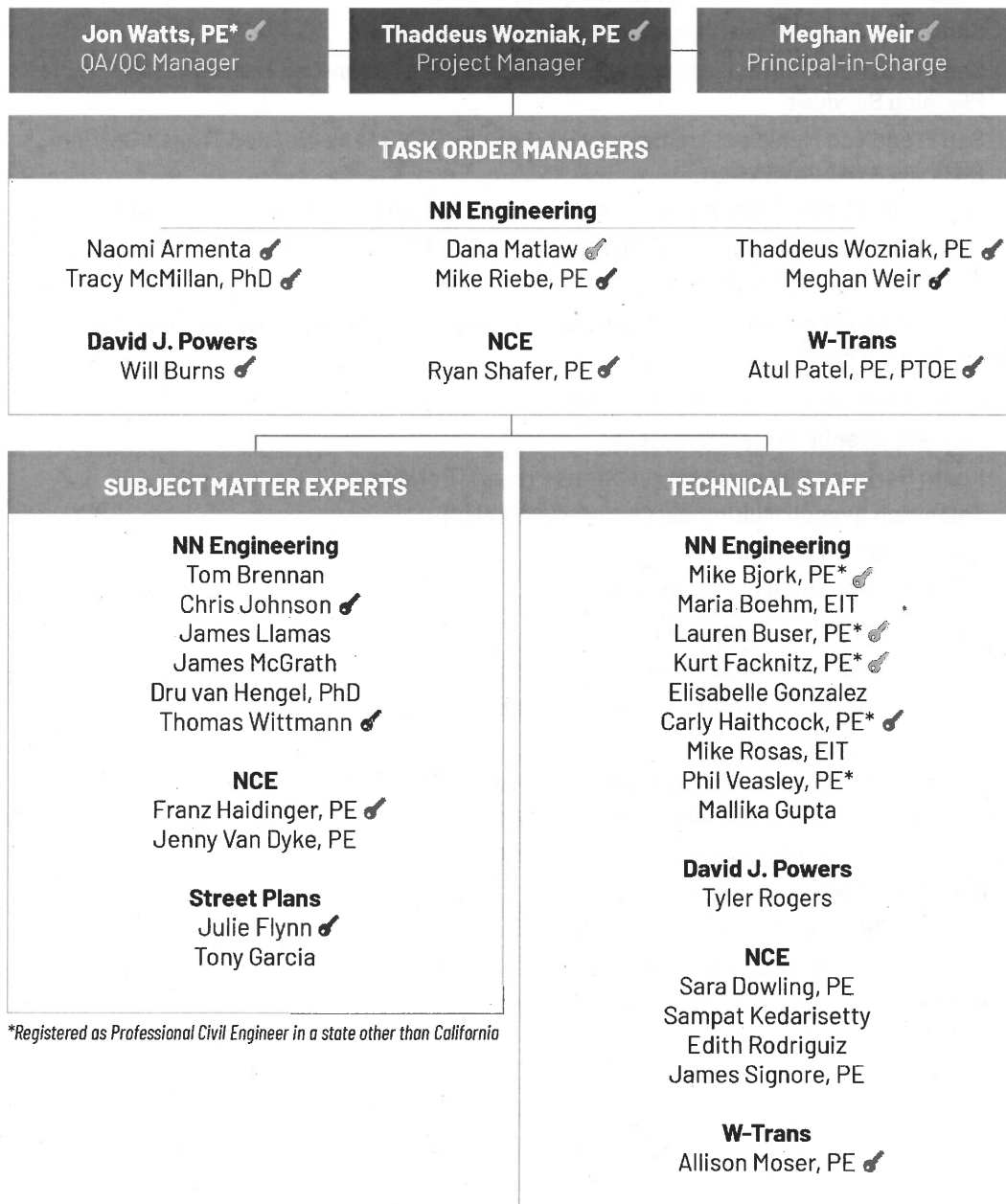
- MBTA Bus Network Redesign Capital Support (Boston)
- Capitol Highway Bus Lanes (Portland)
- Madison BRT Early Bus Lanes (Seattle)
- San Jose Complete Streets (San Jose)
- DDOT 15th Street Cycletrack (Washington DC)

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Key Staff for Nelson\Nygaard

Thaddeus will be supported by a wide range of technical experts to address the potential scope of services included in the RFP. The core of this team is based out of our Oakland office; however, we supplement that local knowledge and experience with national expertise in tactical urbanism, quick-build, and progressive multimodal design (see the organizational chart below). A subset of those experts who we anticipate being leaders in the technical areas of the scope of work are included below, full resumes for key staff are included in Appendix A:

Figure 1 Organizational Chart



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Meghan Weir, Principal | Role: Principal-in-Charge (Oakland)

Public Outreach, Transportation Policy, General Plans, and Data Collection



Meghan Weir is a Principal Planner at Nelson\Nygaard, where she is the Bay Area office leader, and specializes in projects that make multimodal transportation work better for everyone with a focus on equity, building better stakeholder engagement systems, active transportation and transit access.



Meghan's work is informed by a technical understanding of innovative design solutions and traffic operations, and effective coordination and communication with key stakeholders and project partners. Recent project work includes CEQA policy updates and VMT analysis technical assistance for a variety of Bay Area cities, system wide multimodal access design guidelines and policies for BART, and various station area, corridor, and master plans, with a focus on multimodal access and circulation. Her focus on analysis, community voices, consensus building, equity, and implementation provides a foundation for effective communication and transportation solutions that improve local and regional access and mobility. She is currently the project manager for ACTC's TDM Program and was the project manager for East San José Multimodal Transportation Improvement Plan. NN Engineering led the outreach and community involvement planning in support of the Multimodal Transportation Improvement Plan, devising a community-driven approach to project evaluation, expanded dialogue between the City of San José and local community advocacy organizations, and established an approach to longer term stakeholder involvement to support an equity-centered implementation process.

Jon Watts, P.E.*, Principal | Role: QA/QC



Jon is an accomplished director of operations, with strong leadership experience in the architecture and engineering sectors, specializing in operational management, strategic planning, and project execution. He has a proven track record of enhancing organizational performance through innovative process improvements, effective financial oversight, and comprehensive quality assurance practices. He is able to lead diverse teams, mentor staff, and foster professional growth within a multi-disciplinary practice. Jon is skilled in leveraging



advanced technology tools to drive efficiency and accuracy in financial and operational management. He steers significant marketing initiatives, negotiates contracts, and manages risk assessments to align with strategic business goals. Jon is adept at collaborating with senior leadership to achieve business objectives and enhance firm profitability through strategic foresight and disciplined execution. He is committed to delivering exceptional client service and superior project outcomes by integrating rigorous quality control measures and fostering collaborative work environments.

**Jon is a licensed professional Civil Engineer in New York*

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Tracy McMillan, PhD, Principal | Role: Task Order Manager (Oakland)

Public Outreach, Grant Applications



Tracy brings over 20 years of interdisciplinary professional and academic experience in public health and transportation to NN Engineering, with a focus on evaluating the impacts of transportation program and policy decisions on travel behavior and health. Her work crosses multiple sectors, including active transportation and safety, transportation demand management and emerging mobility. Tracy currently leads multiple projects focused on technical assistance and grant writing for active transportation funding opportunities, including

the MTC ATP Technical Assistance project and the Stockton Grant Writing project. She is also the project manager for the Caltrain Bike and Micromobility Access Planning project, which is using forecasting and best practices in bike and micromobility access planning to help Caltrain be a leader in multimodal station planning. Prior to joining NN Engineering, Tracy led project evaluation, policy analysis, and community technical assistance on topics related to multimodal transportation safety, accessibility, and mobility at UC Berkeley's Safe Transportation Research and Education Center (SafeTREC), such as the Safe Systems Approach and Vision Zero, all ages and abilities planning, and the health impacts of emerging technologies on individuals and communities. She was a foundational contributor to children's transportation research and Safe Routes to School program evaluation.



Dana Matlaw, Associate Principal | Role: Task Order Manager (Oakland)

Paratransit Planning and Operations



An advocate for consensus-based planning, Dana recognizes the importance of engaging with a diverse group of stakeholders to improve places in collaboration with the perspectives and insights of many people. Her background in regional, environmental informs her work in transportation planning. Dana's project experience includes leading equity-based TDM and parking management studies, programmatic efforts to bring free and reduced-fare transit to students, commuter benefit programs for large-scale developer

sites, and first- and last-mile plans. Dana is the author of Nelson\Nygaard's recently published think piece, "Five steps towards equitable and inclusive TDM," making the case for bringing the mobility strategies implemented at employment sites and market-rate developments to affordable and public housing sites. She is currently the Project Manager for ACTC's Alameda Student Transit Pass Program and worked on the Community Based Transportation Plan, a report funded through the Metropolitan Transportation Commission.



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Naomi Armenta, Principal | Role: Task Order Manager (Oakland)

Paratransit Planning and Operations



Naomi Armenta works at the intersection of accessible transportation and transit and equity issues. She brings almost 14 years of experience in countywide transportation funding and is committed to increasing accessible transportation options for people with disabilities and seniors. Naomi has worked on countywide needs assessments in Alameda, Contra Costa, and Santa Clara Counties and has provided technical support for several Bay Area cities relating to County transportation sales tax funding since 2006.



She has also supported the City of Alameda through on-call projects in the most recent shuttle service provider interview process, taxi provider procurement, and in research on emerging mobility options such as incorporating Uber/Lyft. Naomi is chair of the Bay Area Regional Mobility Management Group and has twice been awarded for her advocacy and leadership on behalf of seniors and people with disabilities. She is currently the project manager for MTC's Transit Transformation Action Plan where she is leading a team to respond to four actions from the Blue Ribbon Task Force, including mobility manager designation, one-seat ride, determine paratransit challenges, and paratransit eligibility. Naomi served as the Paratransit Coordinator for the Alameda County Transportation Commission from 2006-2016,

Mike Riebe, PE, Principal | Role: Task Order Manager (Oakland)

Planning Level Cost Estimates, Traffic Calming, Corridor and Intersection Analysis, Traffic Operations Analysis, Transportation EIRs



Michael Riebe is a technical expert in multimodal streetscape design, transportation engineering, and land use planning with a broad range of experience on many types of transportation projects. At Nelson\Nygaard, Michael serves as a project engineer and designer for innovative streetscape plans that include traffic calming, bicycle facilities, pedestrian safety, and neighborhood greening. Michael is an expert at overcoming challenges to find the best way to utilize limited space for all modes of transportation. Michael coordinates Complete Streets



design and traffic engineering analysis to support many projects in cities small and large across North America, and also serves as an engineering advisor for many other technical analyses involving travel demand modeling, off street bikeways, transit facility design, mixed use developments, and traffic signal timing. For the MTC Active Transportation Program, Michael provided reviews of engineering components of the application, including technical narratives, quantity takeoffs, and concept plans, making recommendations to bolster the grant application for each recipient. He also was an engineering advisor for BART's update to their station access

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guide, which included changes to BART station site standards and specifications that put pedestrians first, prioritizing non-driving and high-occupancy modes.

Chris Johnson, Principal | Role: Subject Matter Expert (Portland)

Travel Demand Modeling, Countywide Transportation Model



Chris has 30 years of experience in transportation modeling and analysis. He has developed and applied travel models at the site, project, corridor, and system levels. Chris also has extensive experience designing and deploying household travel behavior surveys, integrating land use and transportation models, and developing ancillary tools designed to help inform policy questions around equity, climate, and freight commodity movements. Chris previously managed the modeling teams for the Seattle and Portland MPOs, which gives



him a clear understanding of clients' modeling needs. He has recently led and overseen the modeling activities for the Oahu Regional Transportation Plan.

Thomas Wittmann, Principal | Role: Subject Matter Expert (Seattle)

Transit Planning



Thomas has more than 25 years of experience in transportation planning, specializing in transit operations and capital planning. He has nationwide experience with large and small transit systems. His transit operations experience includes high-capacity transit feasibility studies, comprehensive operational analyses, transit master plans, long-range transit plans, transportation development plans, optimization studies, and management performance reviews. He has led more than 40 service restructures or COA's.



In the last three years, Thomas was the principal in charge for a transit plan in Carson, California. He was also the project manager for the 2022 COA for Foothill Transit. His previous work includes leading the Expo Line Integration process for Big Blue Bus, the Star Initiative for Long Beach Transit, and small roles for work in Downey, Paramount, and Commerce. Thomas also assisted with the 2014 Culver City Line by Line.

Thomas has integrated equity into his service planning approach. He recognizes that ridership is only one way to measure success. In SamTrans, our outreach respondents matched county demographics, showing that our approach reached and heard all voices.

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Mike Bjork, PE*, Senior Associate Engineer (Seattle)

Design and Engineering Support



As a civil engineer focused on urban corridors and multimodal transportation, Michael is dedicated to creating safer and more equitable transportation networks to ensure all people of all abilities can move about freely. Throughout his career, Michael has enhanced spaces for people to gather, businesses to grow, and access for communities to thrive. He develops creative solutions to his challenges that reimagine public spaces and revitalize transit systems to better network our world. He brings his experience in multimodal corridor planning



and design from projects completed coast to coast to MTC, leveraging his passion for sustainability, safety, and access equality.

His design focus combines outreach, engagement, planning, and engineering to develop conceptual designs grounded in engineering feasibility combined with his experience in final design and construction; enabling conceptual design and high-level cost estimating to occur simultaneously while project planning is underway. His approach allowed for projects to move forward rapidly while maintaining project schedules and budgets, creating a smooth transition into preliminary and final design.

**Mike is a Licensed Professional Civil Engineer in Washington*

Lauren Buser, PE*, Senior Associate Engineer (Seattle)

Design and Engineering Support



Lauren has specialized skills in the design and engineering from conceptual to final design of complex urban corridors, complete streets, and bus rapid transit corridors aiming to transform the existing streetscape to one that is attractive to all users. Her experience includes designing roundabouts, channelization and sign plans for multimodal and complete streets, and grading of bus platforms and ADA ramps. Lauren is proficient in final design, developing special provisions, cost estimating, and construction support.



Lauren's attention to detail helps her translate conceptual designs into implementable PS&E packages. She uses experience working with national and local design standards, such as Streets Illustrated, to develop a wide-range of plans including sign plans, channelization, station grading, and ADA ramps. She is proficient in AutoCAD Civil3D, developing special provisions, and providing final design support.

**Lauren is a Licensed Professional Civil Engineer in Oregon and Washington*

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Carly Haithcock, PE*, Associate Principal Engineer (Austin)

Design and Engineering Support



Carly is a passionate, experienced engineer in active transportation and infrastructure planning on the ground in Austin, TX, and across the country. She specializes in bike and pedestrian design, trail building, and creating places for all ages and abilities. Her experience includes working with the City of Austin's Active Transportation and Street Design Division to design and implement improvements to infrastructure for bikeways, pedestrians, transit, and Safe Routes to School using field-fit methods. Carly is currently the deputy project manager for

the City of Berkeley Woolsey-Fulton Bicycle Boulevard, Ongoing. Carly is serving as deputy project manager which includes diverse stakeholders and coordinated private development as well as concept development. And for her current work on the Mountain View Active Transportation Plan, Carly is serving as Engineering Lead. She oversees project identification, concept development of plans, and best practice documentation for use by City staff.

**Carly is a Licensed Professional Civil Engineer in Arizona, Colorado, Massachusetts, and Texas*



Kurt Facknitz, PE* (Chicago)

Design and Engineering Support



Kurt understands the allocation of limited public right-of-way is as much an expression of our values as it is a technical challenge, and he is adept at managing transportation projects in context and balancing the diverse and often competing needs of project stakeholders. Formerly the design manager of the City of Chicago's complete streets program, Kurt led the design and implementation of the largest bikeway network expansion in Chicago's history with over 100-miles of new bikeways installed in just two years. Kurt is an expert

in the design of low-stress bicycle facilities and is a contributor to the NACTO publication Material Success – Designing Durable Bikeways. His work also includes the design of pedestrian safety projects, light rail transit facilities, and bus priority corridors.

Kurt is passionate about working with clients to develop creative, equitable, and practical transportation solutions that align with a community's values and improve safety, comfort, and accessibility for all users of our streets.

**Kurt is a Licensed Professional Civil Engineer in Illinois*



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Subconsultant Key Staff

NN Engineering will also be supported by the following key staff from our subconsultant partners:

Will Burns, AICP | Role: Task Order Manager (Oakland)

CEQA Environmental Studies



Will Burns is a Vice President and Principal Project Manager for the company and has 21 years of experience in the environmental field preparing documents for both private and public sector projects. His project experience includes roadway widening and modification, bridge replacements, multi-use pathway, and pedestrian/bicycle safety projects. Mr. Burns is an expert in managing the environmental process to meet the requirements of Caltrans and local, State, and federal permitting agencies.



Ryan Shafer, PE, Principal | Role: Task Order Manager (Point Richmond)

Roadway and Intersection Design, Civil Engineering



Ryan is an experienced Principal and Project Manager who is highly skilled in managing interdisciplinary teams of engineers, scientists, and planners for complex projects requiring civil engineering, geotechnical engineering, pavement engineering, structural engineering, transportation, and traffic engineering, hydrology and hydraulics, coastal engineering, regulatory permits, technical studies and resource assessments, and environmental documents. In addition, he has managed and provided civil and geotechnical engineering on a wide range of public and private projects, including vertical development, municipal roads, trails, drainage infrastructure, landfills, public transit, recreation areas, and parks, industrial facilities including refineries, and waterfront structures giving him an understanding of how to work with diverse project types. His clients provide feedback that NCE is an effective partner and steward, understanding what is important to each community.



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Franz Haidinger, PE, Principal | Role: Subject Matter Expert (Alameda)

Roadway and Intersection Design, Civil Engineering



While serving in the military after high school, Franz Haidinger envisioned a future career that would allow him to “work in the natural environment, spending time in the field as well as the office.” In his role at NCE, he enjoys the opportunity to improve and protect the built environment, whether it’s implementing sustainable pavement technologies, creating stormwater pollution prevention plans, assessing drinking water sources, or remediating contaminated soil.



Julie Flynn, Principal | Role: Task Order Manager (San Francisco)

Quick Build and Tactical Urbanism



Julie Flynn is an urban planner and designer who brings over a decade of experience spanning both public and private sectors. After initially joining Street Plans in 2013, she spent four years building expertise in street design, public space stewardship, and community engagement across the country. During this time, she led research and production for Street Plans’ work on the Public Space Stewardship Guide for the San Francisco Planning Department and helped create the first walk/bike Master Plan for the City of Burlington, VT.



Julie brings fresh perspectives on community planning, public space management, and applied Tactical Urbanism methodologies. Julie holds a BA in Urban Studies from Brown University and is an avid studio artist who deeply appreciates the role art can play in connecting people to places and each other.

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Tony Garcia, Principal | Role: Subject Matter Expert (Miami)

Quick Build and Tactical Urbanism



Tony Garcia, RA is a co-founder of Street Plans and leads the day-to-day

STREETPLANS

operations of the firm. Considered one of the foremost experts in the field of placemaking and street design of his generation, he is a licensed architect and has completed dozens of active transportation plans and projects during his 20-year long career. Having completed over 150,000 sf of street murals around the country, he is one of the most prolific asphalt art muralists in the

world, is the author of the Asphalt Art guide, and serves as the technical advisor for over 30 cities as part of the Bloomberg Asphalt Art Initiative.

Tony is coauthor of the globally acclaimed series Tactical Urbanism: Short-Term Action, Long-Term Change, co-author of Tactical Urbanism, published by Island Press in March 2015, and together with Mike Lydon is the recipient of the 2017 Seaside Prize. Later in 2018, Tony was awarded the CINTAS Foundation Fellowship for Architecture & Design for contributions to the field of urban design.

Atul Patel, PE, PTOE, Principal | Role: Task Order Manager (Oakland)

Traffic Signal Timing and Coordination, Warrant Studies, Technology Comparisons



Atul has 32 years of traffic engineering and ITS experience, and has worked in both the public and private sectors. He has designed



numerous traffic signal installations and modifications involving Caltrans and obtained encroachment permits for these clients. Some of his design projects have included flashing yellow arrow operation, signal hardware upgrades, ITS equipment, installation of traffic signal interconnect conduit and cable to the adjacent

signals, installation of curb ramps that comply with the Americans with Disabilities Act (ADA), video detection systems, video surveillance systems, emergency vehicle pre-emption, and fiber optic communication hubs. He has also completed railroad signal pre-emption, prepared signing and striping designs, and provided bid and construction assistance support services.

Atul has developed bus rapid transit projects involving design and construction of transit signal priority hardware at existing traffic signal locations. Some of the other ITS projects he has managed have included strategic plan development, Concept of Operations, multi-jurisdictional systems integration, and technical specifications development.

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Allison Moser, PE, Traffic Engineer (Oakland)

Traffic Signal Timing and Coordination, Warrant Studies, Technology Comparisons



Allison Moser is a Traffic Engineer managing traffic engineering design and analysis and transportation planning services.



She is registered in California as both a Civil and Traffic Engineer. Allison Moser graduated from the University of Nevada, Reno in 2017 with a B.S. in Civil Engineering and a focus in Transportation Engineering, along with a minor in Business Administration. During her time at W-Trans, Allison has been involved in a wide range of design projects including traffic signals, RRFBs, and signing and striping. In addition to her design work, Allison works on traffic impact studies for various types of projects. Allison prides herself on her attention to detail and organization.

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Work Plan and Contract Management

How the Requested Services will be Delivered



The team we have assembled for this on-call contract features a deep bench of skills in the arena of urban transportation planning and engineering. Each of our staff is knowledgeable about some or all of the technical aspects covered under the on-call contract scope of work. We have organized our team into four layers, as shown in the table on the following page.

The process to initiate new task orders will of course be developed in concert with the City of Alameda, but we recommend the following general steps:

1. **Initiating Call** – This is a conversation between the City of Alameda and NN Engineering’s contract manager, Thaddeus Wozniak, to discuss the task order need. Items to discuss on the call include the scope of work, desired outcomes, schedule, key drivers, skillset of staff needed, funding source, and budget.
2. **Consultant Team Coordination** – Thaddeus will work within the NN Engineering team to quickly contact one or more of the discipline leaders to match skillset with task order need. This could be as simple as identifying the team for the task order, or it could involve compiling a short list (two or three) of potential task order manager resumes to show the City of Alameda.
3. **Task Order Materials** – Once the task order manager and team is identified, Thaddeus and the task order manager will pull together a set of contract materials. These typically include a scope, schedule, organizational chart, and budget. The contract simplifies this process by establishing up front the contract terms that will be used for each task order, so it’s typical that initial task order materials could be pulled together within the span of a week.
4. **Finalizing Task Order Materials** – The City of Alameda would review the submittal and come back to Thaddeus with approval or edits. We have learned through other on-call contracts that this step can take a couple of iterations to finalize approach, deliverables, and level of effort. Materials are then submitted as a package, including cover letter, scope, and budget for contracting purposes.
5. **NTP** – Once there is agreement with the task order, the City of Alameda will issue a notice to proceed, followed by a purchase order. The NTP is sufficient for getting the technical work underway, and the work will proceed as led by the City of Alameda project manager and the consultant team task order manager.

We also recommend periodic check-ins between Thaddeus and the City of Alameda contract manager to make sure we exceed expectations on our task orders and to understand upcoming task order requests.

Transportation Planning and Engineering Services
City of Alameda

Layer	Key Staff/Firm	Description
Contract Management	NN Engineering Thaddeus Wozniak, PE, Contract Manager Meghan Weir, Principal-in-Charge	<ul style="list-style-type: none"> Serves as primary contact(s) with City of Alameda Discusses all task order needs with the City of Alameda Identifies task order resources within the consultant team—the right match for the need Develops scope, schedules, and budgets to initiate task orders Tracks adherence to project performance metrics Checks in periodically with the City of Alameda to ensure client satisfaction on a task order and contract basis
Potential Task Order Managers	NN Engineering Thaddeus Wozniak, Meghan Wier, Tracy McMillan, Dana Matlaw, Naomi Armenta, Mike Riebe David J. Powers Will Burns NCE Ryan Shafer W-Trans Atul Patel	<ul style="list-style-type: none"> Potential Task Order Project Managers Supports contract manager(s) in development of scopes, schedules, and budgets to initiate task orders Leads technical task orders The right fit for the need at hand in terms of skillset, background experience, and availability Local where possible (not in all instances)
Subject Matter Experts	<i>See Task Order Managers, and:</i> NN Engineering Chris Johnson, Thomas Wittmann, Jon Watts, James Llamas, James McGrath, Tom Brennan, Dru Van Hengel NCE Franz Haidinger, Jenny Van Dyke Street Plans Julie Flynn, Tony Garcia	<ul style="list-style-type: none"> Technical subject-matter experts provide support firm-wide The right fit for when there is a specific technical need Generally not local

Transportation Planning and Engineering Services
City of Alameda

Layer	Key Staff/Firm	Description
Technical Staff	NN Engineering Mike Bjork, Lauren Buser, Kurt Facknitz, Carly Haithcock, Maria Boehm, Elisabeth Gonzalez, Mike Rosas, Phil Veasley, Mallika Gupta David J. Powers Tyler Rogers NCE Sara Dowling, Edith Rodriguez, James Signore, Sampat Kedarisetty W-Trans Allison Moser	<ul style="list-style-type: none"> ▪ Technical staff who will provide support to individual task orders ▪ Could be task order managers for smaller task orders ▪ Will have a regular and direct interface with City of Alameda staff ▪ Local where possible

Project Performance Metrics

On-call contracts are comprised of a number of individual task order efforts that will vary in size and complexity. We have found it helpful to determine a set of performance metrics up-front, that can measure success across multiple task orders, to make sure the contract as a whole is administered effectively. It is assumed that for all task orders we will comply with City of Alameda standards and guidelines as well as all applicable local, state, and federal codes, laws, statutes, ordinances, regulations, orders, plans, and decrees. Here are a few additional performance metrics that our team has found helpful over the years:

- **Adherence to budget:** We track for each task orders whether the work was completed within the stated original budget and, if amendments were required, the reason behind the amendment.
- **Adherence to schedule:** Similar to the above, we track the intended schedule end date and whether individual task orders were completed within that timeframe, and if not, the reasons behind the change in schedule.
- **Client satisfaction:** Principal-in-Charge Meghan Wier will check in to assess the performance of the team on individual task orders as well as contract management as a whole, with the intent of making sure the team is performing high quality work requiring minimal back and forth due to errors and omissions.
- **Safety performance:** As appropriate, some task orders will involve work in the field. All work in the field will feature a safety plan and we will track adherence to the plan and report if any incidents occurred in the field.

Our Approach to Task Order Management

Once NTP is received on individual task orders, the efforts will be led by one of our task order managers. Each of these professionals is trained in our project management approach. Our team's approach to delivering high quality products within a defined schedule and budget is twofold: (1) a well-defined work plan with clear roles and communication strategy; and (2) a

Transportation Planning and Engineering Services
City of Alameda

schedule that accounts for reviews and uncertainty. Due to the on-call nature of this contract, these products will differ based on the task order at hand. A smaller effort of internal focus may have a short work plan and an excel-based schedule. A larger, more public-facing effort might have a more tiered workplan which includes outreach, and design tasks might require a resource-loaded schedule. We will work with the City of Alameda project manager at the outset of each task order to discern the unique drivers of each effort and prepare a workplan and schedule accordingly. The sections that follow discuss our approach to quality control, schedules and timelines, and management of scope and deliverables.

We commit to being available and capable to work on multiple work directives simultaneously. NN Engineering and our staff have a history of working with each of the subconsultant firms to round out the full range of support services listed in the scope of services. NN Engineering's approach to project management is one of strong leadership, attention to detail, and continuous quality assurance procedures. We use a variety of management tools to ensure projects are completed on time and on budget. These tools include:

- **Clear and detailed work plan and schedule:** Our project management team has delivered planning projects in many cities across the U.S. We have a proven process and understand the temporal requirements of each step, know what data to ask for early, and which milestones require stakeholder and policy maker inputs. This includes how and when subconsultants fit into each task order.
- **Client contact:** Clear, concise, and regular communication between our team and City staff is essential for a successful plan. Our project manager will serve as the primary point of contact and will be responsible for ensuring the quality of all project deliverables. We propose regular, likely bi-weekly, project progress meetings be established to monitor project progress and discuss project issues as they might arise through the life of a project.
- **Progress reports:** Project managers of work directives will send monthly progress reports identifying the total number of hours worked, the specific tasks and accomplishments, and project status. The progress reports will accompany the monthly invoice for the project. Thaddeus Wozniak, project manager of the contract, will be available to help compile the work of subconsultants into one clean invoice each month.
- **Regular, consistent communication:** Effective communication is at the core of all successful projects, and clear and consistent communication will allow the talented team members to perform efficiently and to their potential. NN Engineering will develop communication guidance for use during each project, pertaining to internal communication protocols within the consulting team and project sponsors, communication protocols with key external stakeholders, and protocols for communicating project information to the general public.

Once a project begins, we will establish regular project management meetings with the City of Alameda's project management team. We find that holding every other meeting on-site works effectively, with virtual meetings utilized for other team meetings. Having our team on-site on a regular basis also provides a good cadence for the project team, organizing meetings and events during that week, and knowing the time between is for getting work done.

- **Partnerships with subconsultants:** Equally important to our working relationship with the City of Alameda is the communication that Thaddeus establishes with

Transportation Planning and Engineering Services
City of Alameda

subconsultants. All team members report directly to Thaddeus for scheduling, coordination, and administrative issues. We copy all members of the team when communicating between project participants and schedule regular team meetings.

- **Scheduling:** To monitor and maintain each project's progress throughout the project lifecycle, NN Engineering will develop a baseline project schedule—built off a work plan—to meet milestone deliverables. The baseline schedule will be prepared and updated to correspond with the regular team meetings. The NN Engineering project management team (project manager, principal-in-charge, and task leads) will have a conference call with the project's management team to both review and refine the baseline project schedule prior to the team kickoff meeting.
- **Accounting system and project management software:** Our primary method for monitoring and managing projects internally is a program of project management and budgeting software called Project Management Toolkit (PMTK) and Deltek. This powerful tool allows the project manager to manage projects in numerous ways, including the ability to set budgets by task (or subtask) and determine exactly how much has been billed to a specific task or phase of the project.

QA/QC Plans

NN Engineering is distinguished by our commitment to provide quality in planning transportation systems and identifying mobility improvements that help build and support vibrant, sustainable communities. To accomplish this goal, we provide a dual system of quality assurance/quality control (QA/QC), ensuring that all projects meet the needs of our clients, and all products are of the highest quality. NN Engineering's system of quality control includes:

- Maintaining a principal to oversee the project and ensure project goals are met, data conforms to sound planning principles, and objectives of both the client and our firm are enhanced
- Providing seasoned project managers with effective communication skills to direct our planning projects, maintain quality, and document the results
- Employing competent personnel—both internally and as subconsultants—focused on providing quality services to complete all work tasks

Our QA/QC protocols specify work procedures for contract negotiation, project initiation through planning completion, delivery of final documents, and project closeout. These procedures specify requirements for establishing realistic scope of services, work tasks, schedule, and fees; coordinating team member and subconsultant work responsibilities; establishing criteria for maintaining consistent monthly invoicing and status reports; and review of work products before client delivery.

The result of our QA/QC protocols is a transportation planning project with a completed document identifying project goals, research, findings, analysis of results, and recommendations for action regarding the strategies and policies developed during the course of the project. Our project deliverables will provide the City of Alameda and project sponsors with reliable, consistent documentation, including recommendations based on sound planning principles and standards that meet project goals and expectations.

Our QA/QC protocols consist of three tiers of quality: technical quality, deliverable quality, and quality assurance.

Transportation Planning and Engineering Services
City of Alameda

- **Technical quality:** Each technical deliverable undergoes a technical quality review in the form of an internal peer review during the deliverable development process. This process reviews technical deliverables for compliance with industry best practices and cutting-edge planning and design strategies and brings the full depth of our technical excellence to each deliverable.
- **Deliverable quality:** Each deliverable undergoes a quality review upon completion to verify comprehension, consistency, and production quality through a check-backcheck-correct-verify process.
- **Quality assurance:** A quality assurance manager is designated for each project and responsible for verifying that all quality protocols are followed. Each deliverable must be reviewed and approved by the quality assurance manager to verify that the quality protocols were properly followed and documented for both the technical and deliverable quality reviews.

Timelines & Schedule

We know that individual task orders will vary in terms of timelines and schedule. One task order could be a quick burn to review work deliverables performed by others, and another task order could be a year-long planning study or engineering design. The critical piece for our overall approach is that we will actively listen to the City of Alameda in terms of schedule drivers, and we will put together a schedule for each task order that will produce materials when the City of Alameda needs them.

Key to any task order schedule will be understanding what the end product is, and if it is critical that it be completed by a certain date (end of fiscal year, beginning of in-water work window, etc.). We work backwards from then, asking ourselves the following questions:

- Who needs to review the end product? How much time is needed, and how many iterations should we assume?
- What analysis needs to be done to complete the end product? What are the interim deliverables? How good are the data that the analysis relies on? Do new data need to be collected? Do models need to be built? Does any of the analysis rely on others to complete?
- What does the public process look like? When does the public provide feedback, in what format, and what are we doing with that feedback?
- What does the agency stakeholder process look like? Will there be advisory committees? What role will committees take (decision-making, advisory to the City of Alameda, etc.)?

Transportation Planning and Engineering Services
City of Alameda

OUR QUALIFICATIONS

NN Engineering Project Experience

The experience and qualifications of Nelson\Nygaard as a contracting entity reflect the experience and qualifications of NN Engineering.

KEY:

A: Transportation Policies and General Plans; **B:** CEQA Environmental Studies; **C:** Data Collection; **D:** Cost Estimates; **E:** Public Outreach; **F:** Grant Applications; **G:** Plan Documents; **H:** Bicycle Planning and Design; **I:** Greenway Planning and Design; **J:** Pedestrian Planning and Design; **K:** Transit/Paratransit Planning; **L:** Transportation Demand Management; **M:** Traffic Calming; **N:** Feasibility Studies; **O:** Surveys and Analysis; **P:** GPS Data Collection and GIS Integration; **Q:** Traffic Signal Timing and Coordination; **R:** Traffic Impact Studies; **S:** Travel Demand Modeling; **T:** Corridor and Intersection Analysis; **U:** Warrant Studies; **V:** Parking Counts; **W:** Signing, Marking, and Striping Plans; **X:** Traffic Studies; **Y:** Technology Comparisons; **Z:** Traffic Operations Analysis; **AA:** Countywide Transportation Model; **BB:** Transportation Sections of an EIR

Project Types (Scope of Services)	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	BB
NN Engineering Projects																												
Alameda Independent Design Review							✓	✓	✓	✓			✓	✓						✓		✓						
South Berkeley Bikeway and Bus Stops		✓		✓	✓			✓	✓	✓	✓		✓				✓			✓	✓							
Berkeley Telegraph Avenue Multimodal Corridor	✓		✓	✓	✓		✓	✓			✓		✓	✓			✓			✓		✓						
MTC Active Transportation Program Technical Assistance		✓		✓	✓	✓																						
DDOT - 15 th Street Bicycle Safety Improvement Design				✓	✓			✓		✓			✓	✓			✓			✓				✓				
American Cities Climate Challenge - Honolulu King Street Bus Lane Pilot		✓		✓				✓			✓									✓				✓				

Exhibit A

Transportation Planning and Engineering Services
City of Alameda

Project Types (Scope of Services)	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	BB
Public Included																												
NN Engineering Projects																												
San Jose - Walk Safe San Jose		✓			✓	✓	✓	✓		✓	✓	✓	✓		✓							✓						
San Jose Office of Traffic Safety Quick-Build Pop-Up Demonstrations		✓			✓			✓						✓	✓							✓						
MBTA GEC: Bus Network Redesign Capital Support		✓		✓					✓	✓	✓																	
MBTA GEC: Transit Priority Concept Design	✓			✓				✓		✓	✓			✓			✓			✓								
West Sacramento STEP (Sidewalks & Transportation Equity Program)	✓		✓	✓	✓	✓	✓			✓					✓													
Caltrans Active Transportation Program Evaluation and Regional Technical Assistance			✓			✓		✓		✓			✓		✓	✓				✓		✓						
Mountain View - Active Transportation Plan	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓				✓		✓						
Mountain View - Safe Routes to School Program Services			✓		✓			✓		✓		✓	✓	✓	✓										✓			
A Decade of Muni Forward										✓			✓		✓				✓									
San Francisco Travel Demand Management On-Call	✓				✓		✓					✓																
Mid Coast TDM	✓				✓		✓					✓																

Transportation Planning and Engineering Services
City of Alameda

Project Types (Scope of Services)	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	BB
Project Types (Scope of Services)	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	BB
NN Engineering Projects																												
San Carlos East Side Innovation District	✓				✓		✓					✓																
Genentech Annual Commute Survey & Carbon Footprint Analysis		✓										✓			✓													
Stockton Greater Downtown Active Transportation Plan	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓												
City of Alameda On-Call Paratransit Consulting Services				✓	✓						✓			✓														
Alameda County Transportation Commission Paratransit Coordination	✓		✓		✓	✓					✓																	
Hayward Operated Paratransit (HQP) Evaluation		✓			✓						✓				✓													
Reimagine SanTrans																												
Reimagine Tri Delta Transit COA			✓		✓		✓					✓																
MTC Coordinated Public Transit Plan	✓		✓		✓						✓				✓	✓												
StanCOC Coordinated Plan	✓		✓	✓	✓		✓				✓				✓	✓												
Evaluation of the Regional Means-Based Transit Fare Pilot (Clipper® START)	✓		✓	✓	✓						✓				✓	✓												

Exhibit A

Transportation Planning and Engineering Services
City of Alameda

Project Types (Scope of Services)	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	BB
Profile Indicated																												
✓								✓					✓											✓				
✓	✓						✓	✓	✓	✓			✓															
✓	✓		✓		✓	✓	✓	✓	✓	✓		✓			✓					✓		✓						
✓	✓		✓		✓	✓	✓	✓	✓	✓		✓			✓					✓		✓						
✓	✓		✓		✓	✓	✓	✓	✓	✓		✓			✓					✓		✓						
✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓		✓					✓		✓	✓	✓	✓			
✓	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓	✓			✓			✓	✓	✓	✓	✓				
✓	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓	✓			✓			✓	✓	✓	✓	✓				



Alameda, CA

Alameda Independent Design Review

Nelson\Nygaard leveraged their national expertise in the design of active transportation, multimodal, and complete street infrastructure in performing independent peer review of design projects at multiple stages of development, including concepts, 30%, 60%, 90%, and 100% for the City of Alameda.

Projects which Nelson\Nygaard reviewed included:

- Central Avenue Safety Project
- Clement Avenue Project
- Clement Avenue Extension/Tilden Way
- Fernside Traffic Calming & Bikeways
- HSIP Upgrades to Improve Pedestrian Safety Project
- Lincoln/Marshall/Pacific Corridor Improvement Project
- Lincoln/Walnut Safety Project

Project Duration

2020-2024

Budget

\$20,000

Client

City of Alameda

Client Project Manager

Gail Payne, Project Manager

510-747-6892

gpayne@alamedaca.gov

Key Staff

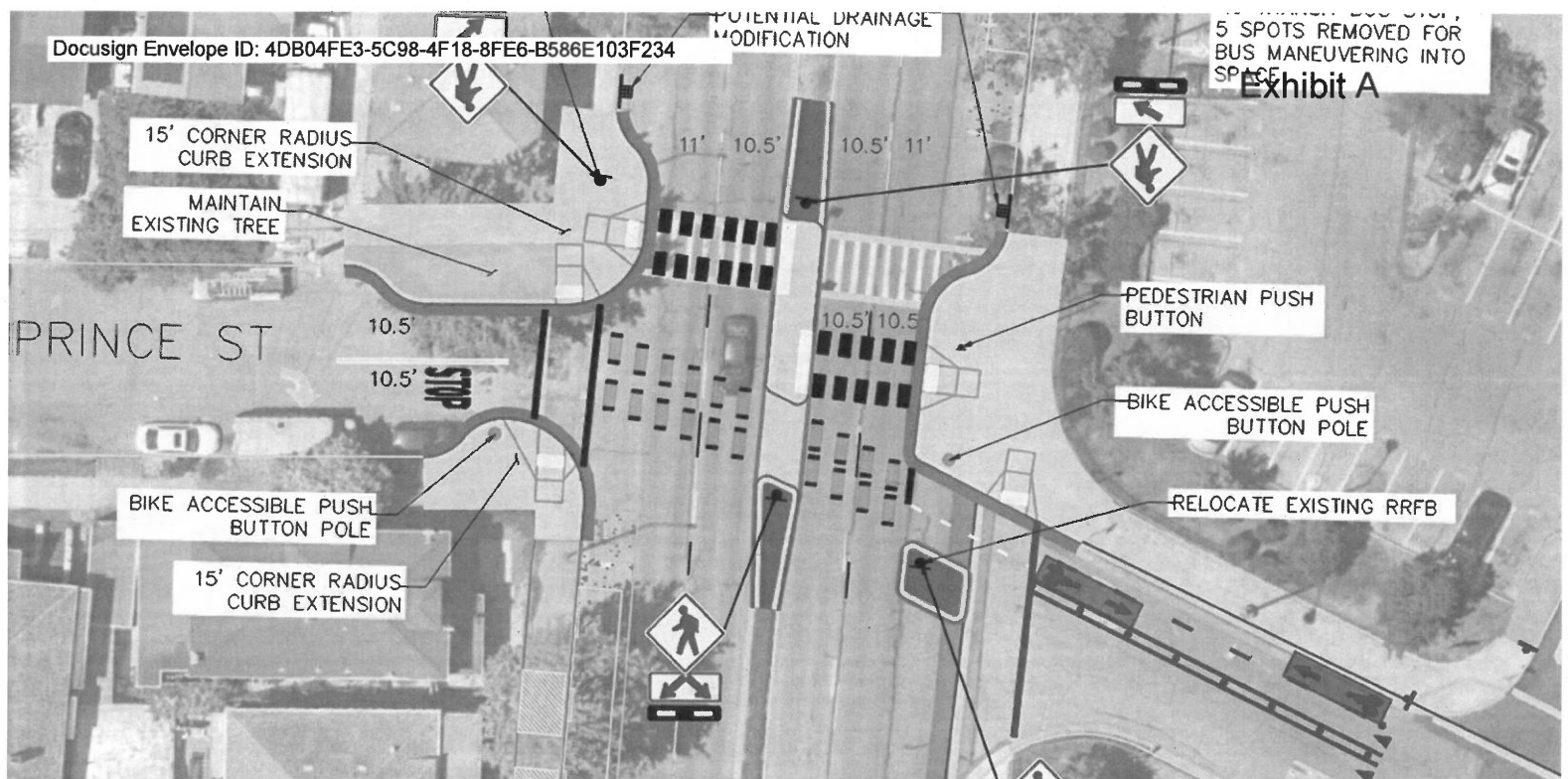
Thaddeus Wozniak

Lauren Buser

Mike Bjork

☒ Scope of Services

G, H, J, M, N, T, W



Berkeley, CA

South Berkeley Bikeway and Bus Stops

The City of Berkeley's Woolsey-Fulton Bicycle Boulevard Project is funded in large part by a State of California Affordable Housing and Sustainable Communities (AHSC) grant. The grant was obtained by a private developer, Resources for Community Development (RCD), which is constructing an affordable housing development at 2001 Ashby Avenue known as the Maudelle Miller Shirek Community. Conditions of the grant include City of Berkeley obligations to design and construct this project which includes a bicycle boulevard and bus stops.

Nelson\Nygaard served as Prime consultant for this work and coordinated work among survey, signal engineering, public engagement, and environmental review support. Nelson\Nygaard developed a concept plan from the approved scope contained in the grant for public feedback. Nelson\Nygaard then advanced the project through preliminary engineering and environmental permitting. This project is currently in final design with construction anticipated for Spring 2025. Nelson\Nygaard will support through construction and project close out.

Nelson\Nygaard has maintained the project schedule to ensure the City of Berkeley can close out construction and recoup costs before the grant period ends.

Project Duration
2023-Ongoing

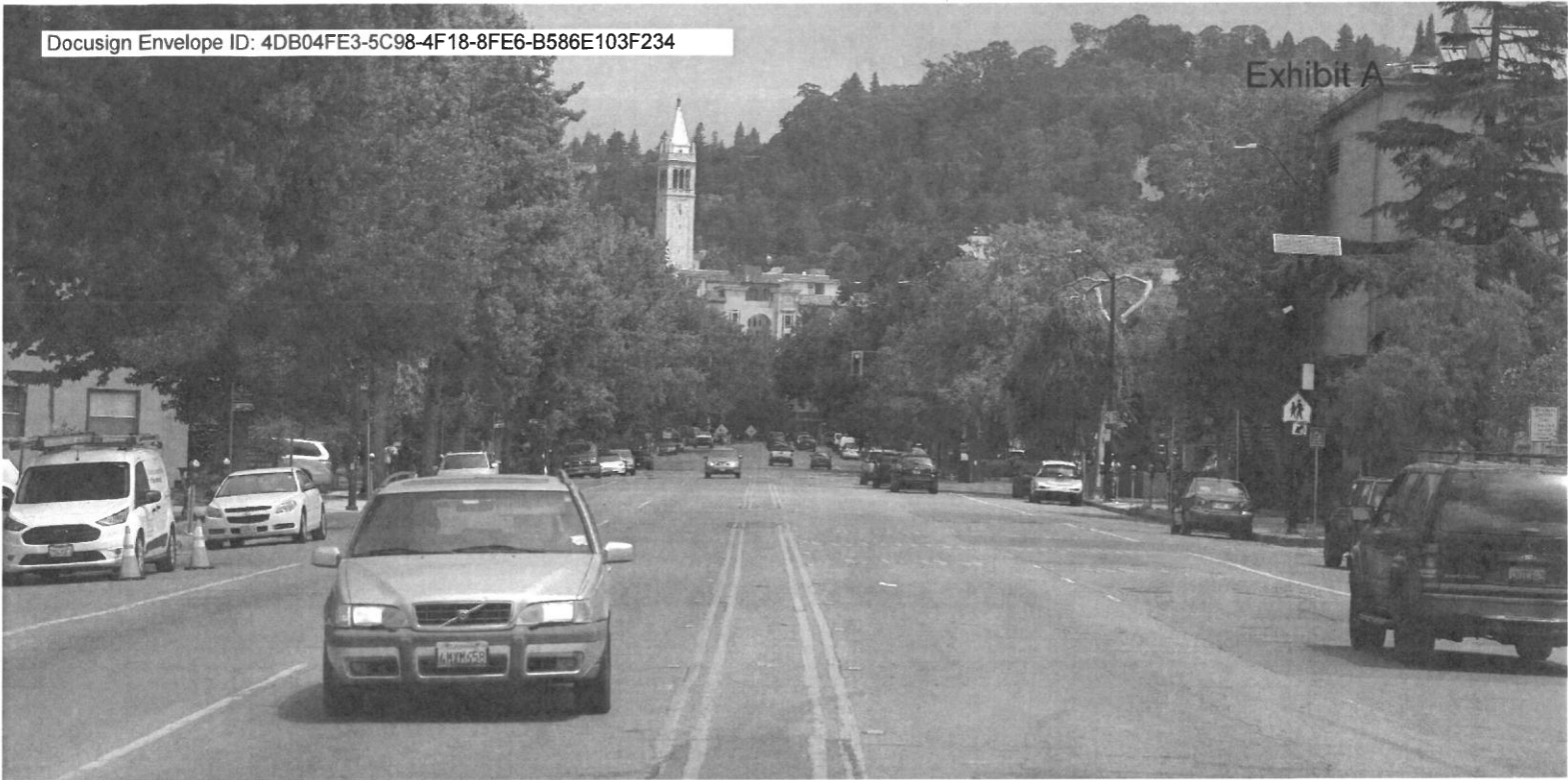
Budget
\$490,000

Client
City of Berkeley

Client Project Manager
Jesse Peoples
Civil Engineer
jpeoples@berkeleyca.gov

Key Staff
Thaddeus Wozniak
Carly Haithcock
Lauren Buser

☒ **Scope of Services**
B, C, D, E, H, I, J, K, M, O, T,
U, V, X, Z



Berkeley, CA

Telegraph Avenue Multimodal Corridor

For the City of Berkeley, Nelson\Nygaard is leading a multidisciplinary effort to develop a conceptual design for Telegraph Avenue. Telegraph Avenue is a major north-south arterial connecting residents and University of California, Berkeley students to homes, businesses, and the City of Oakland along the corridor. The corridor has been identified by several city modal plans for improvements.

The project combines elements of bicycle design, transit design, and safe streets to reconfigure an auto-focused facility into a community pathway focused on safety and mobility of all modes. Concerns from the surrounding community include people speeding, safety for people biking and walking, and parking and curb space access. Two conceptual designs were created demonstrating tradeoffs between vehicle and transit priority while presenting different options for configuring curb space to best suit adjacent uses. Combined with public outreach, stakeholder collaboration, and data gathering from the local community, a single refined concept was developed as a hybrid of these two concepts to move forward into further design.

Nelson\Nygaard's approach to Telegraph Avenue worked directly with project stakeholders and the planning team to quickly develop an initial aerial-based, conceptual design to support early alternative analysis, composite cost estimating, and strategic transit prioritization. This allowed the project team to cost-effectively remain on schedule while other project planning and analysis tasks occurred concurrently while enabling City of Berkeley to present a holistic concept to the community.

Project Duration
2022-2023

Budget
\$220,000

Client
City of Berkeley

Client Project Manager
Eric Anderson, Senior
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510-981-7062
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Key Staff
Thaddeus Wozniak
Mike Bjork
Mike Riebe
Maria Boehm
Phil Veasley

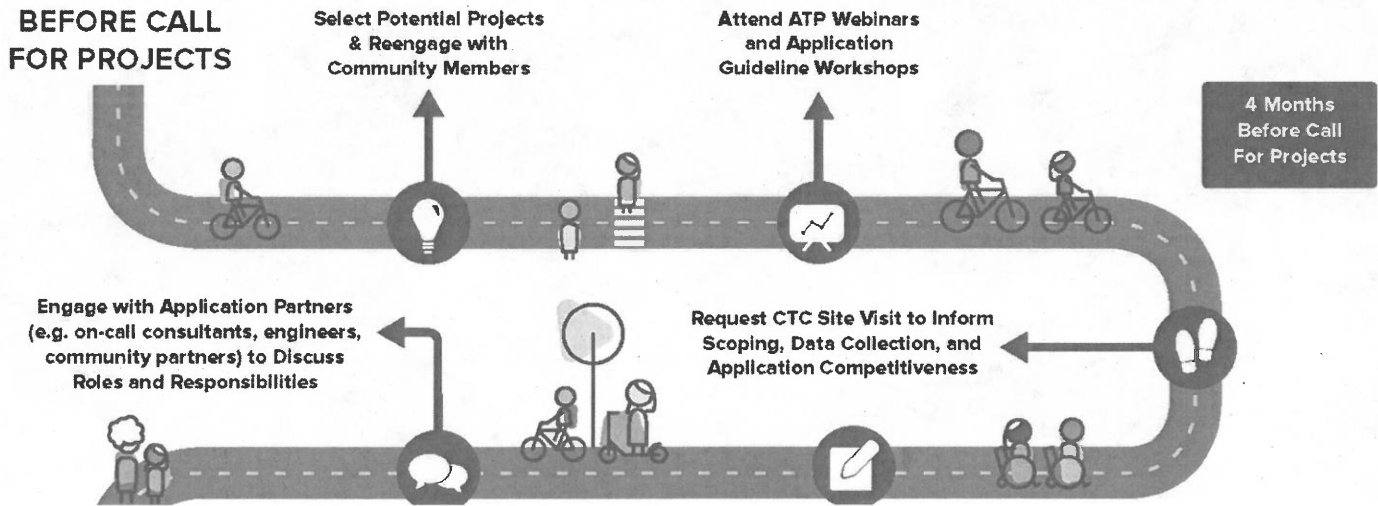
☒ **Scope of Services**
A, C, D, E, G, H, K, M, N, O, T,
V, W, Z



ACTIVE TRANSPORTATION PROGRAM APPLICATION CHECKLIST

GUIDANCE FOR SUBMITTING A COMPETITIVE APPLICATION

Exhibit A



Bay Area, CA

Active Transportation Program Technical Assistance (Cycle 5)

Since its creation in 2013, the Caltrans Active Transportation Program (ATP) encourages the increased use of active modes of transportation in communities across the state of California by awarding active transportation grants to local California agencies to draft active transportation plans, launch safety education programs, implement new infrastructure, and much more.

The Metropolitan Transportation Commission (MTC) selected Nelson\Nygaard to support its technical assistance program for Cycle 5. Nelson\Nygaard supported three agencies with narrative assistance, feedback on project scope, and application review to check for the accuracy and legibility of all application elements related to program guidelines and the application and scoring rubrics. Two of the three agencies Nelson\Nygaard aided were awarded funds via either the statewide or the MTC MPO competition.

Nelson\Nygaard also surveyed Cycle 5 applicants and conducted one-on-one stakeholder interviews with several agencies to understand the decision-making and internal application development process for the program and to document successful practices and lessons learned to inform improvements to any future rounds of technical assistance for upcoming application cycles. Nelson\Nygaard's work culminated in a final report providing best practices, lessons learned and key recommendations to MTC for improving the technical assistance program in the future cycles:

- **Timing:** Start technical assistance early in the application process
- **Structure:** Implement a tiered, needs-based approach to assistance
- **Resources:** Create a dedicated resource webpage where applicants can access tools and in-depth guidance

Project Duration
2020-2021

Budget
\$75,000

Client
MTC

Client Project Manager
Karl Anderson, Associate
Planner/Analyst
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Key Staff
Tracy McMillan
Mike Riebe

☒ **Scope of Services**
C, D, E, F



Washington, D.C.

DDOT 15th Street Bicycle Safety Improvements

Nelson\Nygaard led a consultant team to provide planning and design assistance for the District Department of Transportation's (DDOT's) Bicycle Program. The goal of this project was to explore opportunities to provide a fully separated bicycle facility through the study area along 15th Street NW. The project connected two existing bicycle facilities that follow the route identified in the National Park Service Paved Trails Plan. The DDOT has installed more than 10 miles of separated cycletracks and 75 miles of bicycle lanes across the District since 2001. These facilities provide multimodal connections for residents, commuters, and visitors to access jobs, amenities, and recreational destinations. Much of this section of 15th Street is owned and managed by the National Mall and Memorial Parks unit of the National Park Service.

DDOT is exploring how to fill key gaps in connectivity in the bicycle network. This project evaluated alternatives to improve bicycling from the existing in-road cycletrack on 15th Street, from Pennsylvania Avenue to East Basin Drive past the Thomas Jefferson Memorial, to the separated multiuse trail crossing the 14th Street Bridge. The 15th Street cycletrack is a key component of the regional bicycle network, with more than 2,000 users per day currently sharing sidewalks or the roadway.

Analysis also included traffic simulation using detailed microsimulation tools to test a variety of traffic and bike scenarios. It modeled traffic diversions that could result from building concepts and assess their impact on the local transportation network. It also analyzed on-street parking, bus transit facilities, and other curbside uses and assess their impacts on the local transportation network.

Project Duration
2020

Budget
\$205,000

Client
District Department of
Transportation

Client Project Manager
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Bicycle Program Specialist
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Will.handsfield@dc.gov

Key Staff
Dru van Hengel
Thaddeus Wozniak
Mike Riebe

☒ **Scope of Services**
E, H, J, M, N, O, T, X, Z



Honolulu, HI

American Cities Climate Challenge: Honolulu King Street Bus Lane Pilot

To help cities scale up their urban solutions to address climate change, Bloomberg Philanthropies announced the American Cities Climate Challenge (ACCC). Led by the Natural Resources Defense Council (NRDC), the two-year acceleration effort supports cities toward their urban climate solutions, with a focus on implementing building and transportation policies, designs, and codes by the end of 2020. As the Climate Challenge's mobility advisor, Nelson\Nygaard is providing technical support to the 16 cities.

In Honolulu, Nelson\Nygaard led the conceptual design of a pilot bus-only lane on King Street through the heart of the city. Spanning a mile through the City's downtown core, this bus-only lane was developed to formalize and streamline bus interactions with general purpose traffic to improve run times. Nelson\Nygaard provided technical support to project partners to streamline their internal review and approvals processes and right-size the project to its construction budget. Nelson\Nygaard also provided a list of recommendations for future work and operational improvements on the corridor should a pilot prove successful.

Together the team met a tight project deadline to synchronize the pilot work with the construction schedule for other work slated on the same street. The project was successfully bid in Spring 2020 and was constructed in December 2020.

Project Duration
2019-2020

Budget
\$44,000

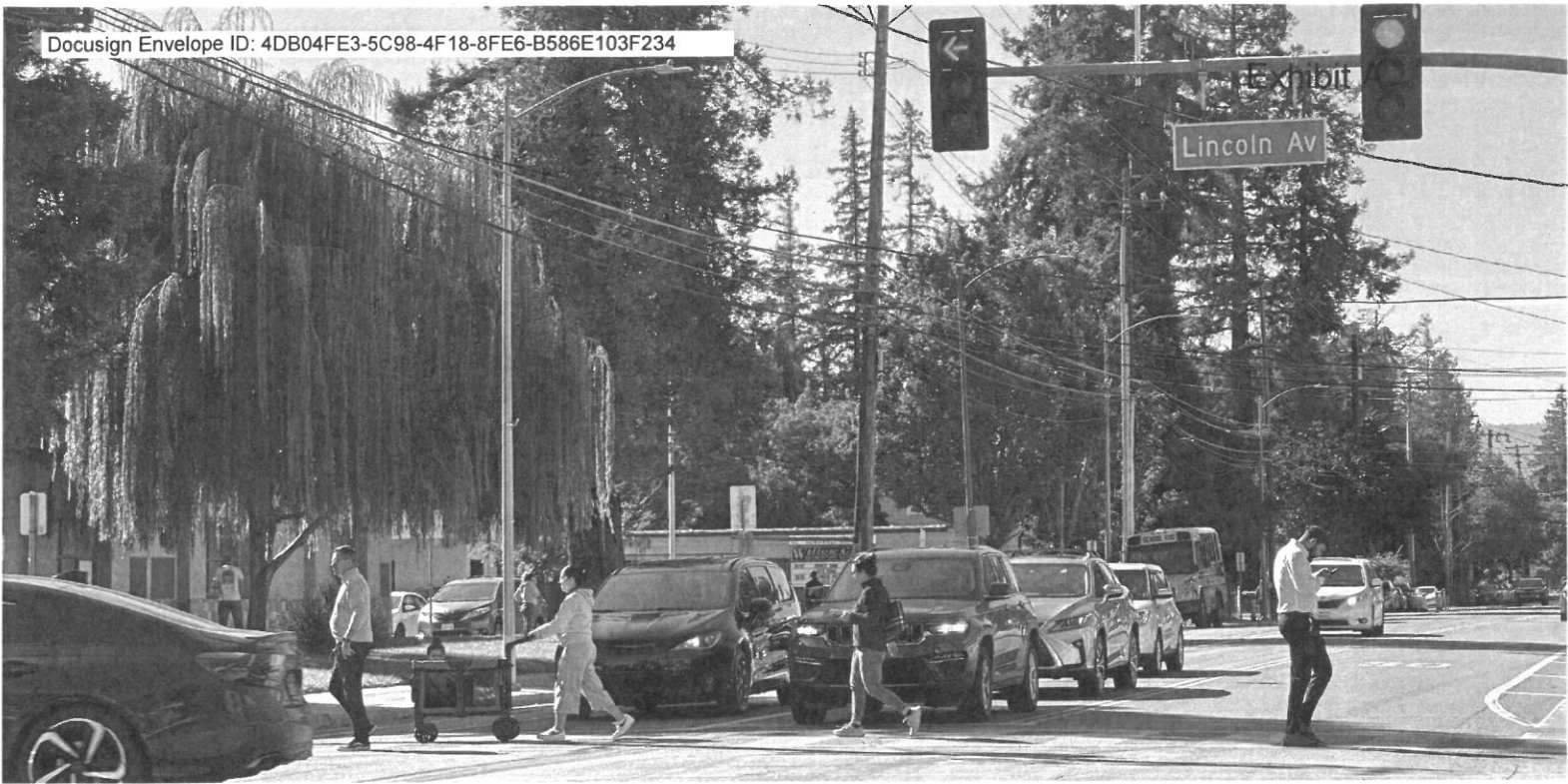
Client
Natural Resources
Defense Council

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☒ **Scope of Services**
C, D, H, K, T, X



San José, CA

Walk Safe San José

In San José, as across the United States, the number of people killed while walking is increasing more rapidly than for any other travel mode. In 2020, the City Council adopted an updated Vision Zero Action Plan that aims to analyze data rigorously and systematically, engage and educate the community to move toward a safety-first culture, and deliver more substantial quick-build safety projects that reduce traffic fatalities and severe injuries. Walk Safe San José focuses on the four council districts identified in the Vision Zero Action Plan as having the most traffic fatalities and severe traffic injuries.

Nelson\Nygaard is working with the City in this inner core of neighborhoods around downtown to address pedestrian safety deficiencies in eight focus areas where bike and pedestrian injury data—and the lived experiences of these communities—indicate the highest need. To better identify and define the focus areas, the project team is supporting state partner California Walks in conducting inclusive, in-depth community outreach efforts, involving and compensating community-based organizations for their time. With this input, Nelson\Nygaard will develop 30% quick-build street designs for the focus areas, coordinating with and supplementing existing redesign efforts on the City's Vision Zero Priority Safety Corridors. The project team will also propose safety placemaking strategies to be used citywide in an equitable and actionable plan, facilitating stakeholder working groups to advance the strategies in their communities.

Walk Safe San José supports the City's broader goal of creating a safer and more appealing walking experience in its inner neighborhood. Focusing on the areas with the highest need will provide safe routes of travel for the most vulnerable road users who walk—particularly children, seniors, low-income people, and people with disabilities. The quick-build design plans will equip the City to deliver improvements with in-house construction forces as funding and capacity become available.

Project Duration
2022-Ongoing

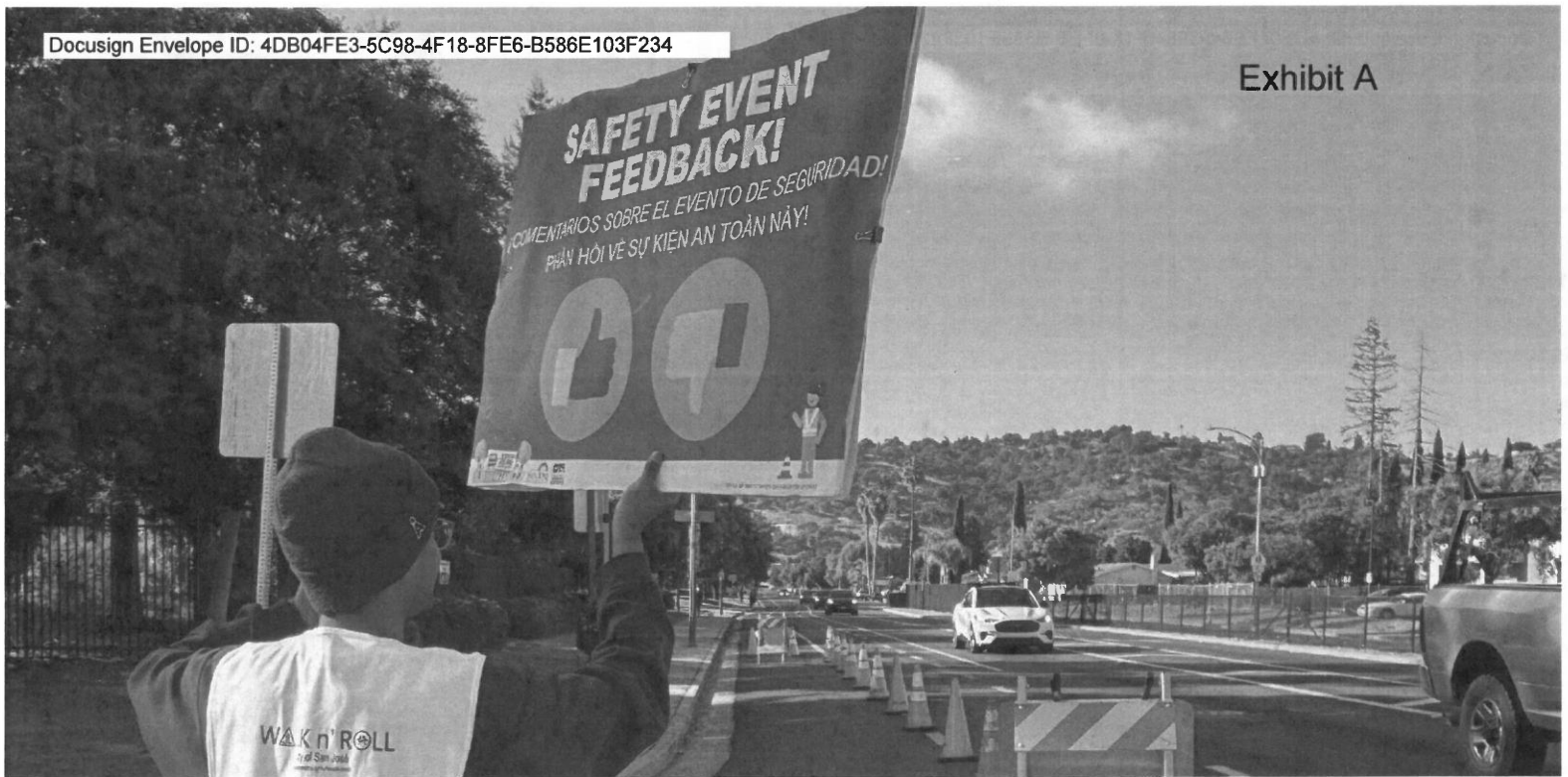
Budget
\$235,600

Client
City of San José

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☒ **Scope of Services**
C, E, G, H, J, K, M, O, V, Z



San José, CA

San José Office of Traffic Safety Quick-Build Pop-Up Demonstrations

The City of San José's Department of Transportation sought to rapidly plan and deploy a series of interactive quick-build pop-up safety demonstrations in satisfaction of a California Office of Traffic Safety grant award.

Nelson\Nygaard delivered these safety events, including data collection activities, hosted as City of San José special events at a variety of locations including a Vision Zero project location, a roadway safety improvement project in the City's pipeline, a community-identified neighborhood roadway safety concern, and at a local school. The project team prepared a final report including existing conditions, an overview of the pop-up events, and recommendations for phased quick-build and capital concepts based on event observations and community input.

The safety demonstrations were met with overwhelming approval by members of the public, including parents and children. People felt safer walking or biking with the presence of the temporary safety features, and many wondered when such safety features would be made permanent by implementing quick-build installations. The project team was also able to identify how to make the permitting and installation process more efficient to help streamline the process for hosting special events in the future for quick-build pop-up safety demonstrations at new locations in San José.

Project Duration
2024

Budget
\$85,000

Client
City of San José

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☒ **Scope of Services**
C, E, H, N, O, V, X,



Boston, MA

MBTA GEC Bus Network Redesign Capital Design Support

Nelson\Nygaard Consulting Associates, Inc. (Nelson\Nygaard) assisted the Massachusetts Bay Transportation Authority (MBTA) with Phase 1 of the Bus Network Redesign (BNRD) Capital Design Support, including the planning, alternatives analysis, concept design, and preliminary engineering and final design for improvements to customer facilities, operator facilities, berthing/layover facilities, and roadway/intersection adjustments required to BNRD. The MBTA's BNRD calls for significant changes to the bus network, including a net 25% increase in service hours, longer routes making more cross-town connections, and a near doubling of the number of corridors with high-frequency, all-day service. These changes in operations will pose new demands on the MBTA's infrastructure:

- Many bus hubs and transfer points will experience a significant increase in bus activity, which will require additional space for buses to berth simultaneously, and layover before starting the next trip.
- The MBTA's goal is for bus terminals to host adequate restrooms for operators where required per new MBTA restroom access policy.
- Passenger facilities such as canopies, bus shelters, waiting areas, seating, and circulation areas may need enhancement, modification, or expansion.

As the prime consultant, Nelson\Nygaard coordinated work among survey, architectural, environmental, and cost estimation support. We identified concept alternatives from conception and vetted concepts previously performed by others to advance to preliminary design and then through final design and construction. Nelson\Nygaard also developed access audit tool to identify deficiencies in accessibility at each stop.

Nelson\Nygaard met the aggressive one-year timeline from project initiation to ready for construction for all sites allowing MBTA to complete construction in time to begin the new service in December 2025 and provide more frequent, accessible transit service to MBTA riders.

Project Duration
2023-Ongoing

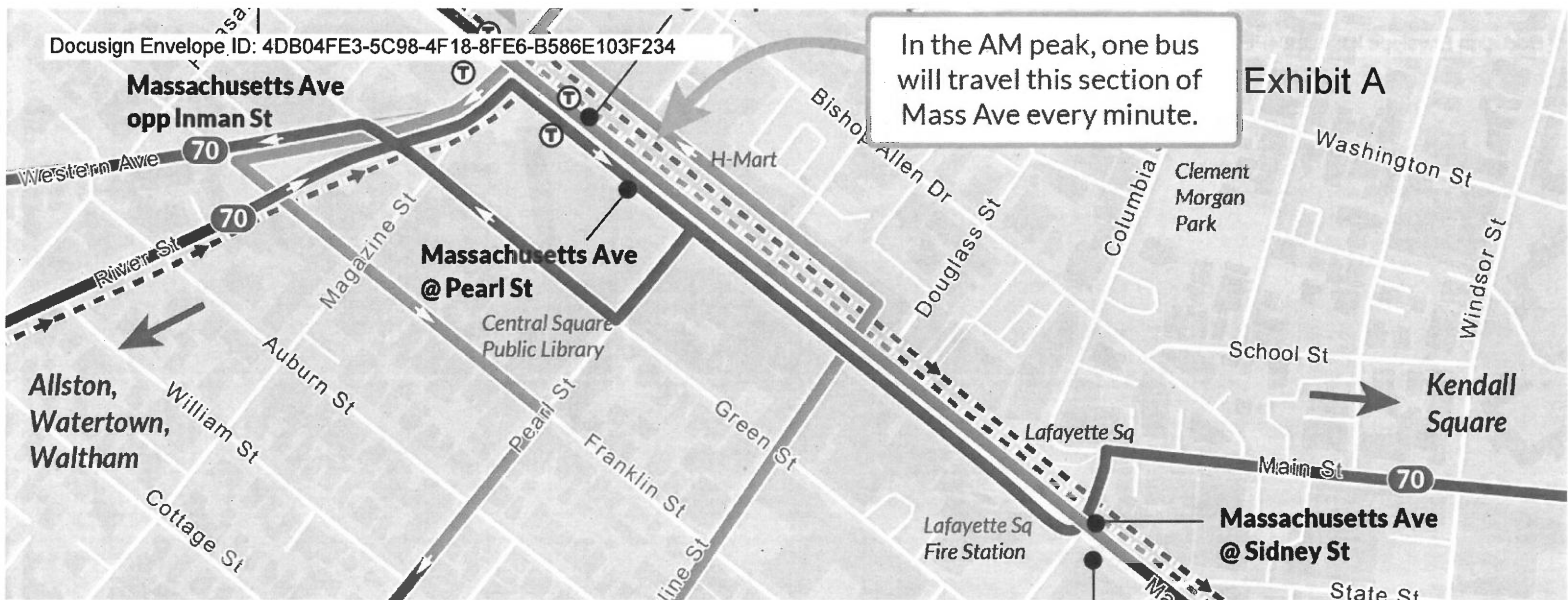
Budget
\$750,000

Client
Massachusetts Bay
Transportation Authority

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Mike Rosas

☒ **Scope of Services**
C, D, J, K, X



Boston, MA

Transit Priority Concept and Design Support and Guidance

Hobbled by some of the world's worst traffic congestion and a complicated legacy street network, many Massachusetts Bay Transportation Authority (MBTA) buses struggle to overcome extreme speed and reliability challenges. To save bus riders time and make their trips more predictable, the MBTA's Transit Priority group works with municipal partners to improve bus speed and reliability by implementing bus lanes, transit signal priority, and other transit improvements.

To support this work, the MBTA hired Nelson\Nygaard's transit-priority experts to help with planning and conceptual design for key transit-priority projects in some of the region's most challenging locations for bus operations. This contract was structured as 'projects within a project', with three distinct transit-priority tasks, in three different locations, performed simultaneously by overlapping Nelson\Nygaard teams:

- **Central Square Transit Priority:** Nelson\Nygaard produced a transit-priority toolkit and conceptual design as a resource for the City of Cambridge before it embarked on a full reconstruction of one of its busiest and most transit-critical corridors. Transit-priority improvements in Central Square will benefit over 5,000 daily riders experiencing over 80 person-hours of daily transit delay.
- **North Washington Street Bridge Transit Priority:** Nelson\Nygaard developed several alternative transit-priority concepts for the North Washington Street (now Bill Russell) Bridge in Boston, with designs meant to mitigate delay and unreliability experienced by 13,500 daily riders.
- **Silver Line Extension:** Nelson\Nygaard supported the MBTA in developing a winning RAISE grant application for bus lanes on the planned Silver Line extension in Everett, Chelsea, and Boston. The team also performed related NEPA work for the same transit-priority project.

Exhibit A

Project Duration
2023-2025

Budget
\$495,000

Client
Massachusetts Bay
Transportation Authority

Client Project Manager
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☒ **Scope of Services**
A, D, H, J, K, N, O, R, T, X, Z



West Sacramento, CA

West Sacramento STEP

Sidewalks are a foundational component of a city's transportation system, providing safe, connected, and accessible passage to everyday destinations—home, school, employment, recreation, entertainment, healthcare, shopping. Nelson\Nygaard supported West Sacramento's development of their Sidewalk & Transportation Equity Program (STEP). STEP builds on innovative paradigm shifts in asset management through the development of a program that centers a database of objectively measured sidewalk and equity data and complements that data with the human data of community experience that is critical to shape the STEP's goals, objectives, prioritization, and plan for funding, investment, and implementation.

Nelson\Nygaard established a comprehensive, citywide database of sidewalk data focused not just on presence but also on quality and compliance. To complement this data, the project team partnered with locally trusted engagement teams to ground truth the analysis with lived experience. Community walk audits, focus group interviews, and community pop-up events sought to engage communities that have been systematically excluded from planning processes to gather meaningful and accurate feedback. This community feedback, alongside key internal and external stakeholders', helped inform the development of the prioritization criteria and the final STEP plan for implementation. Nelson\Nygaard provided the City with a clear understanding of the current state of its pedestrian network, a prioritized list of sidewalk gap closure/improvement projects that has been co-created with the community and stakeholders, and an investment strategy to immediately initiate the design and implementation of top priority projects. STEP is the City's springboard to begin rectifying challenges in its pedestrian network.

Project Duration

2022-2024

Total Budget

\$291,846

Nelson\Nygaard Budget

\$161,130

Client

City of West Sacramento
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Key Staff

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Maria Boehm

☒ Scope of Services

A, C, D, E, F, G, J, O

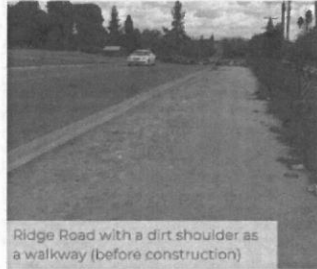
Virginia Street Pedestrian Path Project

Applicant: Kern County

Through the Virginia Street Pedestrian Path Project, Kern County constructed new sidewalks, bike lanes, and ADA infrastructure along Virginia Street and within Heritage Park, providing a direct connection to Williams Elementary School. The project was developed based on community concerns about pedestrian infrastructure and safety, and the project goals included promoting active lifestyles, increasing walking and biking, improving public health, reducing vehicle trips, and improving overall air quality.

WHAT WAS INSTALLED?

- ✓ **New sidewalks**
10,578 feet of new sidewalks were constructed along Virginia Street.
- ✓ **New class II/III bike lanes**
4,427 feet of new Class II bike lanes and 4,222 linear feet of new Class III bike routes were constructed in the project area.
- ✓ **Curb and crosswalk improvements**
14 new ADA curb ramps were constructed, and 29 curb ramps were reconstructed to meet ADA standards.



Ridge Road with a dirt shoulder as a walkway (before construction)



Improved active transportation safety

The project provided safe connections through ADA ramp construction, additional sidewalks, crosswalks, and bike facilities along Virginia Street to nearby destinations like Heritage Park and Williams Elementary School.



Increased community travel options

New and improved sidewalks, bike lanes, and a clean park promote a more active lifestyle in the community and help reduce vehicular usage by providing safe transportation alternatives.



Provided connections to community destinations

New infrastructure provided connections to Williams Elementary School, Kern Medical Center, Kern County Public Health, and Heritage Park.

The following partners supported Kern County in this effort:



For more information, check out the resources below:

- [Kern Sol News Article](#)
- [Bakersfield Now News Article](#)

Statewide, CA

Caltrans Active Transportation Program Evaluation and Regional Technical Assistance

The Caltrans Active Transportation Program awards funding to California agencies through its grant program for active transportation plan development, walking and biking safety education programs, and design and construction of pedestrian or bicycle infrastructure. The program is funded with state and federal transportation funds. The program has several goals including increasing walking and bicycling activity and safety, improving public health, and reducing greenhouse gas emissions in communities across the state. Agencies are currently required to report before-and-after counts in walking and bicycling for each funded project. However, this only captures a portion of the benefits generated by funded projects.

Given this, Nelson\Nygaard and the Caltrans team identified a need to create a sustainable, holistic evaluation framework, called CountsPLUS, to better reflect the nuance of each grant project. The CountsPLUS indicators focus on manageable and measurable shorter-term changes in walking and bicycling activity, safety, and community engagement to assess project impacts. Supported by UC Berkeley SafeTREC, the team is committed to a multi-pronged approach to provide technical assistance and build capacity in project evaluation at the local level, using online resources, in-person trainings, extensive instructional documents, and materials guides for each of the CountsPLUS indicators. The approach to these resources and opportunities is based on agency need and subject to change throughout the lifecycle of this project.

In addition to the evaluation framework, the Nelson\Nygaard team is creating project profiles to highlight the success of current grant recipients. Project profiles illustrate key information about individual projects including community benefits, key partner agencies, and photos. Caltrans publishes these profiles monthly on their website to showcase the expanse of active transportation projects and inspire agencies to start their own active transportation work.

Project Duration

2022-Ongoing

Budget

\$401,845

Client

Caltrans

Client Project Manager

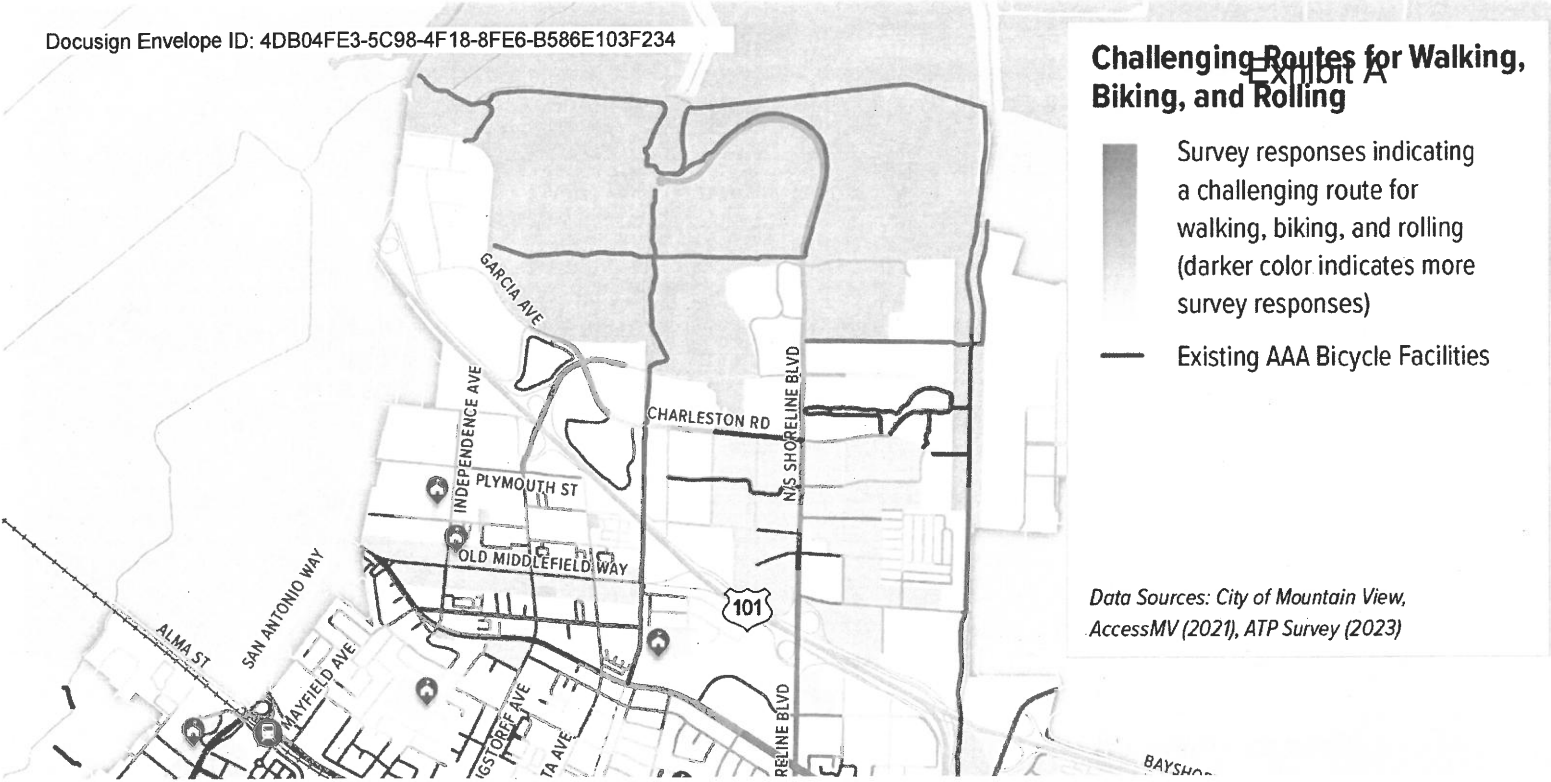
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Key Staff

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Mike Riebe

Scope of Services

C, F, H, I, J, M, O, P, R, T, V



Mountain View, CA

Active Transportation Plan

Nelson\Nygaard and the City of Mountain View share a rich history of collaboration and are currently working together to develop and deliver an innovative active transportation plan that will improve the desirability and safety of walking and bicycling for all road users in Mountain View.

In close partnership with the City, our work for the Active Transportation Plan has redefined the standard for community engagement in Mountain View through walk audits, bike rides, public meetings, and a project website, and a map-based survey—all delivered in multiple languages. The plan has an intentional focus on green street design with active transportation infrastructure to improve safety, stormwater management, and aesthetics. The final plan will include a clear vision and goals in relation to active transportation, revised language for codes and standards that affect active transportation and recommendations for continued outreach, engagement, and education. Nelson\Nygaard will compile maps and prioritized lists of recommended Citywide pedestrian and bicycle capital projects, locations, and opportunities for implementing green street design with active transportation improvements as well as concepts and implementation and phasing plans for policy, program, and project recommendations.

The City's investments in planning efforts including its Local Road Safety Plan laid the groundwork for an actionable Active Transportation Plan that reflects the community's vision and values, furthering the development of a healthy, sustainable transportation environment for all modes, ages, and abilities.

Project Duration
2022-Ongoing

Budget
\$300,000

Client
City of Mountain View

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Carly Haithcock

☒ **Scope of Services**
A, C, D, E, F, G, H, I, J, M, N, O, P, T, V, X



Mountain View, CA

Mountain View Safe Routes to School

Nelson\Nygaard and the City of Mountain View share a strong history of collaboration and are currently working together to promote walking and bicycling to school for students and families. In close partnership with the City, Nelson\Nygaard designed a comprehensive SRTS program focused on education, encouragement, evaluation, and infrastructure improvements.

The team developed a risk-based safety curriculum with associated lesson plans customized for elementary, middle, and high school students. In strategic collaboration with subconsultant Safe Moves, the team is providing transportation safety training to all grade levels, covering defensive walking and biking practices, helmet fittings, bicycle maintenance skills, legal responsibilities, and suggested routes to school. For younger students, bike rodeos are offered for hands-on practice with essential skills like hand-signaling, scanning, and navigating intersections.

The program has expanded beyond training and traditional education through community engagement events including four Kidical Mass family bike rides to non-transportation events such as Monster Bash, Tree Lighting, Spring Parade, and KidStock. Parent/caregiver surveys revealed that 67% of respondents now allow their students to commute to school using active transportation, reflecting a shift in community attitudes. Nelson\Nygaard conducted comprehensive infrastructure and operations reviews to make walking and bicycling to school more pleasant and safe, with special attention to drop-off zones. School-specific program, operations, and geometric solutions will be advanced into scaled conceptual drawings for implementation through maintenance, quick-build, or infrastructure recommendations. These recommendations focus on addressing deficiencies and enhancing mobility, accessibility, circulation, and safety in coordination with other City planning efforts.

Project Duration

2023-Ongoing

Budget

\$239,000

Client

City of Mountain View

Client Project Manager

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Key Staff

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☒ Scope of Services

C, E, H, J, L, M, N, O, X, Z



San Francisco, CA

A decade of Muni Forward

Nelson\Nygaard, a long-time collaborator with San Francisco's transit agency, SFMTA, developed a public-facing report to highlight the successes of the Muni Forward program over the past 10 years. Muni Forward is an initiative of the San Francisco Municipal Transportation Agency (SFMTA), which is responsible for managing all ground transportation in San Francisco. The report includes three main components:

- **Background** – An overview of the history of transit priority in San Francisco, including the Transit First Policy, Transit Effectiveness Project, Muni Forward Program, and other historic and current efforts to improve transit service in the city.
- **Transit Priority Toolkit** – A collection of more than 20 reliability and customer experience tools designed to improve Muni service.
- **Muni Forward Program Progress (2014–Present)** – A summary of key achievements, including fact sheets on major projects and Muni lines, as well as highlights of pioneering programs such as the Temporary Emergency Transit Lane program, Transit-Only Lane Enforcement, transit lane expansion, and Transit Signal Priority (TSP) improvements.

Nelson\Nygaard worked closely with the SFMTA team to gather data, statistics, and project details, developing graphics and storyboarding the report. The design team then transferred all content to Adobe InDesign to create the final publication. The result is a visually compelling report showcasing the agency's efforts. Over the past decade, Muni Forward has delivered 100 miles of transit travel time and reliability improvements, reduced collisions, enhanced street safety, and established the Rapid Network.

Project Duration

2024–2025

Total Budget

\$110,000

Nelson\Nygaard Budget

\$110,000

Client

San Francisco Municipal
Transportation Agency
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Key Staff

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☒ Scope of Services

J, M, O, S



San Francisco, CA

Travel Demand Management On-Call

Recent coordination efforts between the San Francisco County Transportation Authority (the Authority) along with several other San Francisco City/County agencies have led to the formation of the San Francisco Integrated Travel Demand Management Partnership Project. All of these agencies are involved in various aspects of implementing San Francisco's TDM program.

In 2011, Nelson\Nygaard was selected to lead an on-call team providing the Authority and the Partnership with expertise in TDM policy analysis, stakeholder-outreach facilitation, program design, implementation support, and evaluation. Since then, among other task orders, Nelson\Nygaard has assisted in the development of an innovative and synergistic set of TDM resources and activities in order to measurably reduce GHG emissions and criteria pollutants.

Throughout the on-call project, Nelson\Nygaard staff has served as an extension of SFCTA staff, working closely with the agency, agency partners, and San Francisco's neighborhoods to complete a number of important projects. An initial review and analysis of the City's current efforts and collaboration led to tasks involving goals- and policy-framework development, data collection and evaluation of private employer shuttle use of public transit stops, parking cash-out research, a literature review on the effectiveness of potential TDM programs, and pilot program implementation in the Southwest Quadrant of San Francisco.

Project Duration

2011-2015

Total Budget

\$400,000

Nelson\Nygaard Budget

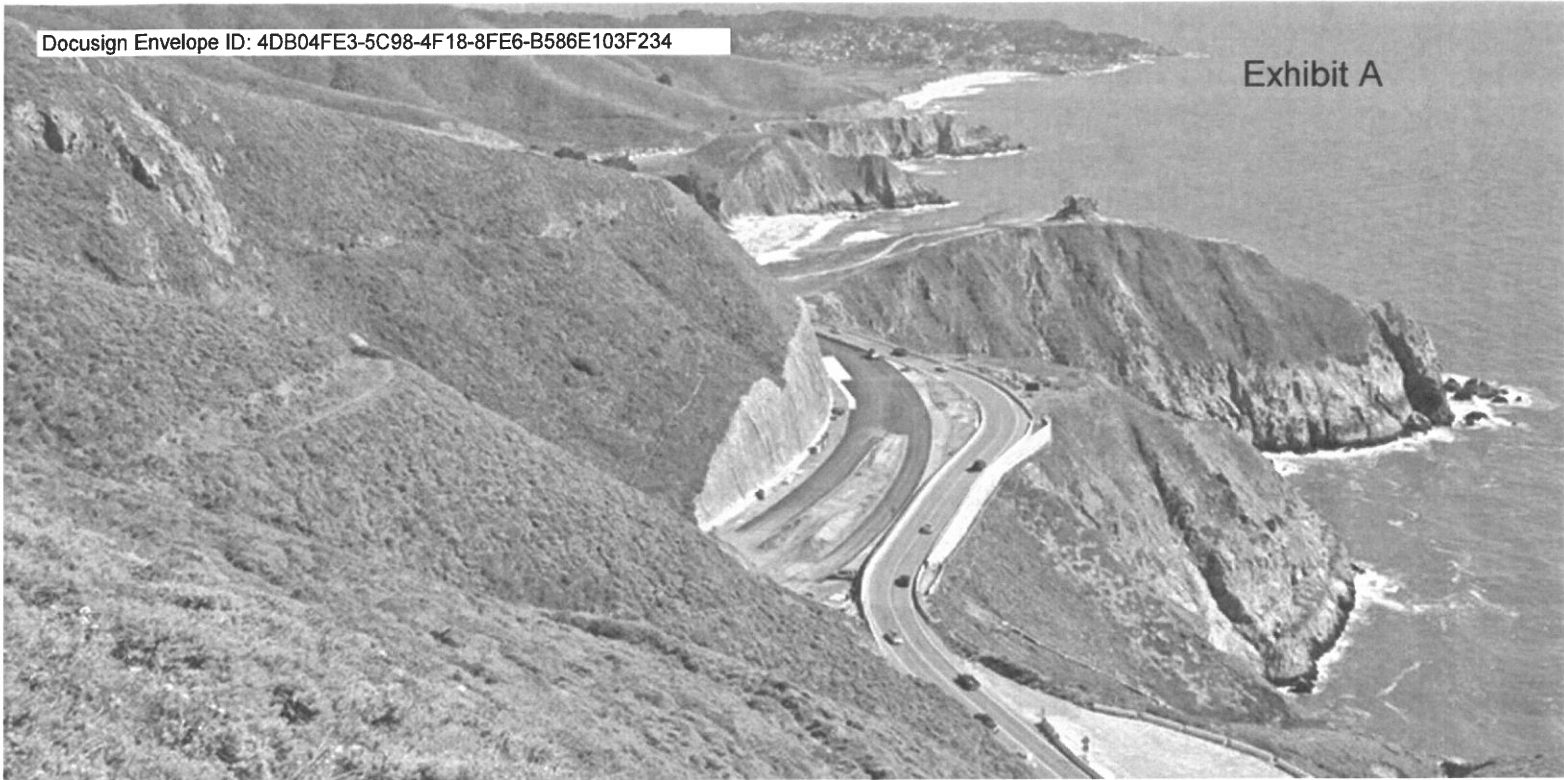
\$200,000

Client

San Francisco County
Transportation Authority
1455 Market St
San Francisco, CA 94103

☒ Scope of Services

A, E, G, L



San Mateo, CA

San Mateo County Midcoast TDM Plan

The midcoast region of San Mateo County has unique mobility challenges, with limited roadways, long travel distances, plentiful agricultural and open spaces, and heavy tourism traffic. The region is committed to making it easier to travel to and on the midcoast by transit, active transportation, and shared modes, motivated by climate goals and by the desire to make mobility more affordable for low-income families. The County wants an actionable TDM plan that acknowledges the unique changes and recognizes that tailored programs for specific user groups and many partnerships are required for successful implementation of TDM measures.

Nelson\Nygaard's approach to this project has been to serve the underserved. We are thinking about TDM differently. At the core of our approach is a focus on ensuring equitable and inclusive access for all stakeholders regardless of race, ethnicity, income, ableness, or ability to participate in the process. This means a consistent review of tasks throughout our analysis to help the project team successfully weave diversity, equity, and inclusion into all study findings.

Our engagement plan is focusing on three key stakeholder themes: equitable access (seniors, youth, low-income residents), employers and small businesses, and farm workers and other Spanish language speaking community groups. Our TDM strategy development includes bringing in implementation partners early in the process and keeping a collaborative relationship throughout the effort. We recognize that funding constraints means partnerships will be key to an actionable plan.

Project Duration
2022-Ongoing

Total Budget
\$218,800

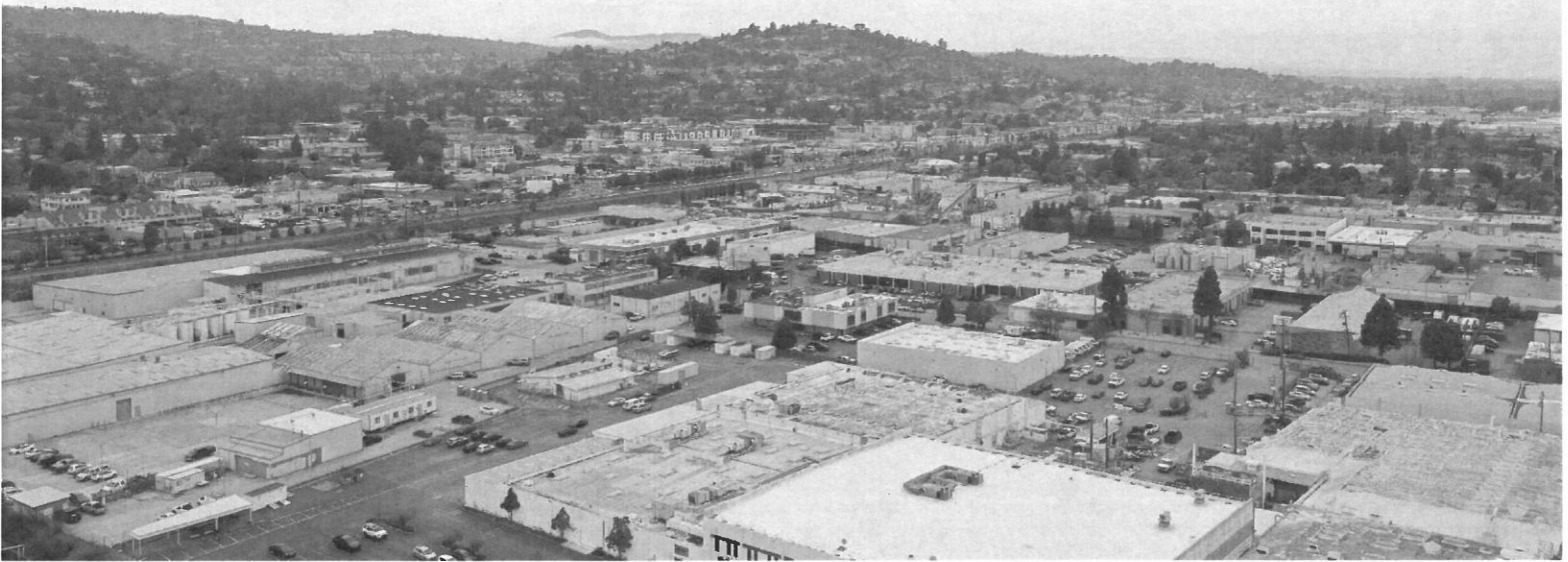
Nelson\Nygaard Budget
\$128,000

Client
County of San Mateo

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Key Staff
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☒ **Scope of Services**
A, E, G, L



San Carlos, CA

East Side Innovation District

East San Carlos is a historically light-industrial and commercial district bounded by Highway 101 to the east and Caltrain to the west. In recent years, private investment and redevelopment on the East Side have introduced new land uses including biotechnology, life sciences, and high-tech offices. In January 2020, the City of San Carlos resolved to develop an Innovation District Plan that would help manage these new development patterns and guide long-term planning decisions on the East Side.

As part of a multidisciplinary team led by Perkins & Will, Nelson\Nygaard analyzed existing conditions, developed policy concepts, and engaged stakeholders to develop an innovative approach to parking and mobility. Framed through a series of 10 "big moves," the plan envisions a dynamic, connected, multimodal district that continues to support the needs of existing businesses while leveraging new investment for community-wide benefits. Proposed policies included investing in multimodal streets, developing district-wide TDM requirements, establishing a Transportation Management Association (TMA), and adopting a district shared parking strategy.

The East Side Innovation District Vision Plan provided a critical platform for engaging a diverse group of local stakeholders and community members. By establishing a comprehensive, holistic, long-term vision for the East Side, the plan helped the City move beyond ad-hoc planning efforts to chart a clear course for future policy action. The Vision Plan was adopted by City Council in October 2021.

Project Duration
2020-2021

Total Budget
\$500,000

Nelson\Nygaard Budget
\$45,710

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San Carlos, CA 94070

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Key Staff
Mike Riebe

☒ **Scope of Services**
A, E, G, L



South San Francisco, CA

Annual Commute Survey & Carbon Footprint Analysis

Since 2015, Nelson\Nygaard has supported Genentech's annual commute survey, a requirement issued by the City of South San Francisco as part of the site's entitlement process. A certain percentage of Genentech employees must commute to work using a non-driving mode to meet the city's Transportation Demand Management (TDM) program requirements.

The study has included the following aspects:

- An onsite parking inventory to ensure the calculated parking utilization is accurate.
- Conducting a multi-location cordon count.
- Conducting a parking survey to count all parked vehicles and bicycles across Genentech's parking lots.
- A carbon footprint analysis to calculate carbon emissions related to commuter transportation for Genentech's South San Francisco facilities.

Following data collection, the Nelson/Nygaard team cleans and analyzes the data to produce a comprehensive annual report to be shared with the city. Year after year, Genentech meets its non-driving requirement thanks to its robust shuttle service and complementary TDM programs, making it easier for employees to choose non-driving options.

Project Duration
2015-ongoing

Total Budget
Approx. \$50,000 per year

Nelson\Nygaard Budget
Approx. \$50,000 per year

Client
Genentech

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☒ **Scope of Services**
C, L, O



Stockton, CA

Greater Downtown Active Transportation Plan

The City of Stockton's Greater Downtown Active Transportation Plan positions safe walking, biking, and rolling as central to improving health, air quality, access to transit, and a serving as catalyst for economic revitalization and improved livability across central Stockton. Stockton, a city of over 300,000 located in the Central Valley of Northern California, has a diverse economy with a large industrial port. The city has a growing and revitalizing downtown, with an increase in the number of people working and living in the greater downtown area. The city received a Caltrans Cycle 3 Active Transportation Program grant in 2017 to address the need for multimodal improvements in the downtown area to promote walking, bicycling and access to transit.

Nelson\Nygaard worked with the City to identify the priority needs to support walking and bicycling within the greater downtown area. The team reviewed existing data, plans, and projects to identify needs and data gaps, supplemented by data gathered from the community and stakeholders via in-person and virtual meetings and workshops. The team worked with stakeholders to engage traditionally underrepresented community groups throughout the project. Using an evaluation framework focused on equity, safety, connectivity, economic development, transit access, population and employment density, level of traffic stress, and project readiness, potential bicycle and pedestrian infrastructure projects were prioritized and reviewed by stakeholders and City staff.

The Greater Downtown Stockton Active Transportation Plan includes detailed concepts for nine near-term infrastructure projects that improve the safety, connectivity, and accessibility of downtown Stockton for pedestrians and bicyclists. The plan also features multimodal programming and policy strategies that were developed based on identified need and complementary activities underway in the city or region. The Plan enabled the City of Stockton to immediately apply for statewide and regional grant funding for six high priority projects, including planning, design, and construction of key bikeways and pedestrian crossing improvements, and a Complete Streets corridor study. The City has since won three awards, totaling \$5.1 million in funding to implement recommendations from the plan.

Project Duration

2018-2020

Total Budget

\$317,000

Nelson\Nygaard Budget

\$161,000

Client

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Key Staff

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☒ Scope of Services

A, C, D, E, F, G, H, I, J, M, O, P



Alameda, CA

Alameda On-Call Paratransit Consulting Services

The City of Alameda sought help with a number of different elements and potential new programs for their citywide paratransit program. City paratransit programs in Alameda County seek to supplement East Bay Paratransit service by offering specific programs that improve the quality of life of older adults and people with disabilities that reside in their city.

The city was offering a subsidized taxi program and also a fixed-route shuttle called the Alameda Loop. Nelson\Nygaard helped staff evaluate the effectiveness of their existing taxi program and plan and complete a request for proposals for the shuttle. Nelson\Nygaard also helped evaluate the idea of piloting a new volunteer driver program, and looked at how paratransit staffing was organized within the city.

Like many cities in the Bay Area, the City of Alameda faced extreme challenges with retaining reliable taxi service for subsidized programs, because of the increasing prominence of ride hailing (such as Lyft and Uber) at the time. With Nelson\Nygaard's help the city realized that the taxi program would be unsustainable in its current format, and had to pivot its approach with its current provider at that time. Nelson\Nygaard also helped the city select a vendor for the shuttle and consider what would make the shuttle more compelling for riders. This was a time of transition for transportation programs for older adults and people with disabilities and Nelson\Nygaard has continued to support the City through the Alameda County Transportation Commission Paratransit Coordination project.

Project Duration
2016-2018

Total Budget
\$20,000

Nelson\Nygaard Budget
\$20,000

Client
City of Alameda

Contact
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Key Staff
Naomi Armenta

☒ **Scope of Services**
D, E, K, N

Exhibit A

Alameda County, CA

Alameda County Transportation Commission Paratransit Coordination

The Alameda County Transportation Commission (Alameda CTC) allocates approximately \$20 million annually to ADA-mandated paratransit, city-based paratransit programs, and discretionary funding, and monitors performance, sets guidelines, and supports innovative programs related to mobility management.

Nelson\Nygaard has led the paratransit coordination program since 2003, including providing technical assistance in the implementation of transportation pilot programs, convening and facilitating the Alameda County Paratransit Coordinating Council, fulfilling the requirements of the Transportation Expenditure Plan by developing funding formulas, measuring and analyzing program performance, and implementing discretionary grant calls. We also developed a robust and visually engaging information and referral resource, the Access Alameda Guide, as well as a website, AccessAlameda.org. Since 2010 we have helped the Alameda CTC implement a mobility management program by educating stakeholders, authoring a successful New Freedom grant application, organizing targeted workshops and meetings, directing discretionary funding, and increasing the focus on travel training. In 2017, we completed a comprehensive needs assessment, which is being used to prioritize and direct future funding. In 2018 and 2019, we focused on helping the Alameda CTC with needs assessment implementation strategies, building up mobility management one-call/one click efforts, and updating the Access Alameda Guide and website.

The Alameda CTC continues to look to Nelson\Nygaard to provide technical expertise, historical program knowledge, and the vision to best utilize taxpayer funding and meet the transportation needs of seniors and people with disabilities in Alameda County. The Paratransit Coordination program is regarded as a model throughout the Bay Area, with colleagues adopting similar information and referral products, grant guidelines, and program definitions and policies.

Project Duration
2003-Ongoing

Total Budget
\$380,000

Nelson\Nygaard Budget
\$250,000

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Key Staff
Naomi Armenta

☒ **Scope of Services**
A, C, E, F, K



Hayward, CA

Hayward Operated Paratransit (HOP) Evaluation

The City of Hayward faced a number of challenges with its paratransit program. They had had staff turnover and, with the advent of COVID, did not have a clear slate of programs. They had a large proportion of transportation sales tax reserves but program registration well below their peers. Their staff lacked the technical background to evaluate their programs and determine what programs should be reestablished or piloted.

Nelson\Nygaard evaluated current programs offered by the city and other providers within Hayward and the unincorporated area, as well as local and national peers. The team did extensive outreach with a survey, a technical advisory committee, and at various events and locations around the city for older adults and people with disabilities, to determine unmet needs. Nelson\Nygaard evaluated demographics and mapped data from the Lyft/Uber program offered through Eden I&R. The team identified findings and needs such as Community Outreach, Information Resources, Gaps in Service, Program Resource Management, and Staffing Challenges.

Nelson\Nygaard next identified clear recommendations and initial implementation steps. Recommendations were Recommit to providing direct transportation services, Revitalize outreach and engagement, Increase program knowledge and use in the community, Deploy appropriate personnel resources for success, Expand service parameters of the TNC program, Reestablish a Volunteer Driver / Door-through-Door Program, and Maintain rigorous standards for funding non-traditional programs.

Since accepting Nelson\Nygaard's evaluation, the city has hired a new full time staff person to oversee the paratransit program. They issued a request for proposals including new program elements such as group trips and door through door transportation. They have also increased their outreach to different parts of their service area, and are seeing a steep increase in registration. Nelson\Nygaard has continued to support the City through the Alameda County Transportation Commission Paratransit Coordination project.

Project Duration
2023-2024

Total Budget
\$100,000

Nelson\Nygaard Budget
\$100,000

Client
City of Hayward

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Key Staff
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☒ **Scope of Services**
C, E, K



San Mateo County, CA

Reimagine SamTrans

Reimagine SamTrans is comprehensive operational analysis of the entire system. The goals are to evaluate the performance of the existing bus network, conduct a robust market analysis and an internal and external stakeholder engagement process, and develop a series of alternatives for a future reimaged SamTrans bus network. After a preferred alternative has been developed, Nelson\Nygaard will assist SamTrans in developing an operations and implementation plan.

Reimagine SamTrans has focused on specific operations challenges as well. The El Camino Real corridor, one of SamTrans highest ridership lines, was examined to address the efficiency and effectiveness of the limited stop service, reliability, and passenger loading issues.

Nelson\Nygaard conducted a high-level assessment of existing scheduling practices. Recommendations were made on layover practices, operator breaks, split shifts, standby operator and rostering practices, as well as spread time.

A key component of **Reimagine SamTrans** is integrating the upgraded Caltrain services into the overall mobility network. Questions still needing to be addressed include the role of SamTrans to feed into or distribute Caltrain passengers, the level of commuter services needed into San Francisco on parallel routes, and the appropriate levels of service for parallel local bus service.

A robust public outreach process has been conducted with specific outreach to communities of concern to understand potential needs prior to any recommendation being made.

DBE participation: We utilized a local public involvement SBE with a total budget of \$191,000, or about 19.5% SBE participation. Through the course of the project, we shifted budget from Nelson\Nygaard to our SBE to better respond to our client's needs.

Project Duration

2022

Total Budget

\$980,000

Nelson\Nygaard Budget

\$540,000

Client

SamTrans
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San Carlos, CA 94070-1306

Contact

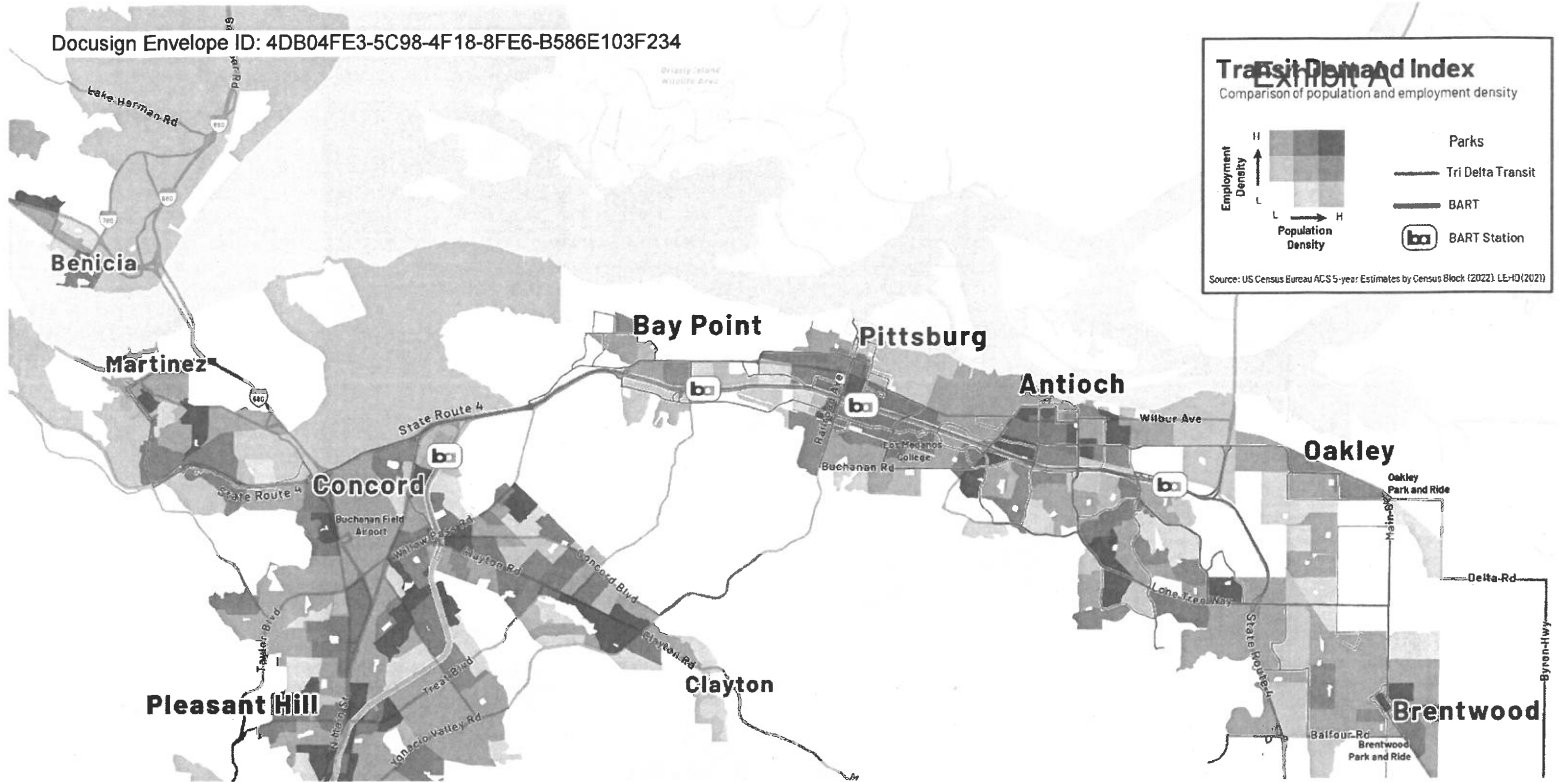
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Key Staff

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Thaddeus Wozniak

☒ Scope of Services

C, E, G, L



Antioch, CA

Revitalize Tri Delta Transit COA

In 2023, Tri Delta Transit was at a crossroads. Eastern Contra Costa County had continued to grow with traditionally more affordable housing than much of the Bay Area. That growth was an impetus for the BART extension serving Bay Point, Pittsburg, and Antioch which opened in 2018. Yet, Tri Delta Transit's ridership has not grown in conjunction with continued economic development. By 2023, the systemwide ridership average for the system was only 6 passengers per hour. An optimization study was conducted during the pandemic to help bring back ridership. However, results were disappointing. Tri Delta Transit was operating more service hours than before the pandemic, yet ridership was still significantly less.

Revitalize Tri Delta Transit is an ambitious plan to transform service—not just make small tweaks—all within existing funding levels. This comprehensive operational analysis focused on the riders' experience by centering the priorities of current riders and the greater East County community identified during phase one of the engagement process. Key objectives included streamlining fixed-route service to be more direct, as well as adjusting to changing travel patterns in a post-covid operating environment.

After a data-driven market assessment and existing conditions analysis, Nelson\Nygaard developed two alternatives to transform service, focusing on different tradeoffs and benefits for riders. After presenting these alternatives for public input, we're currently developing a preferred alternative that combines the best aspects of each alternative. **The preferred alternative expands innovative services in low density areas, reduces duplication of service, and includes a 900% increase in the number of jobs, residents, and low-income residents that have access to 30-minute bus service—all at no additional operating costs.**

Project Duration
2024-2025

Total Budget
\$400,000

Nelson\Nygaard Budget
\$325,000

Client
Eastern Contra Costa
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☒ **Scope of Services**
C, E, G, L



San Francisco Bay Area, CA

Coordinated Public Transit Plan

The study was based on a comprehensive work plan that included a review of recent local studies; a peer review of other coordination activities nationwide; a demographic profile of the service area; an inventory of public and human service transportation services; and extensive public outreach. Over 570 members of the public participated in outreach meetings and focus groups; stakeholder interviews were conducted with selected individuals throughout the region.

Following this extensive needs assessment, Nelson\Nygaard developed a series of mobility solutions and coordination strategies to address service gaps. Solutions focused on short-term projects that could be the basis for grant applications by local entities. These included improvements to paratransit that exceed ADA requirements; improvements affecting non-ADA paratransit; additions to transit service and access; and information and assistance. Coordination strategies, on the other hand, tended to be comprehensive policy approaches designed to ensure regional changes, which can more profoundly impact addressing service deficiencies in the long run. Strategies included enhanced land use and transportation coordination; coordinated advocacy; coordinated funding with human service agencies; flexibility of Medi-Cal funding; mobility management; and promotion of alternative transportation modes.

Project Duration

2006-2007; 2016-2017;
2021-Ongoing

Total Budget

\$250,000

Nelson\Nygaard Budget

\$250,000

Client

Metropolitan Transportation
Commission MTC Oakland
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Client

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Key Staff

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☒ Scope of Services

A, C, E, K, O



Stanislaus County, CA

StanCOG Coordinated Plan

Commissioned by the Stanislaus Council of Governments (StanCOG), the Coordinated Public Transit-Human Services Plan (Coordinated Plan) presents strategies to enhance the regional network and coordination of transportation services in Stanislaus County for populations most likely to rely on transit. Since 2015, the population of older adults and individuals with disabilities in the county increased by 16% and 5% respectively, both notable increases given the county's total population growth of 3% during this same period. The continued growth of older adults and people with disabilities is prompting transportation providers and human services agencies to plan for higher demands in the future.

Nelson\Nygaard led the development of the Coordinated Plan in partnership with AIM, who supported public and stakeholder outreach efforts. Through a planning process that involved four focus groups, 23 stakeholder interviews, seven virtual workshops, online surveys, and a gaps and needs analysis, Nelson\Nygaard advanced a list of 12 strategies to address existing transportation needs in Stanislaus County. These strategies are organized by four themes: transit improvements (e.g., exploring same-day service in areas underserved by fixed-route transit), specialized transportation services (e.g., share support services across multiple agencies and organizations), safety (e.g., work with the Office of Emergency Services on a County Transportation Safety Plan), and outreach and awareness (e.g., building partnerships and collaborating with educational institutions).

The Draft Coordinated Plan underwent a 45-day public comment period from December 2021-February 2022. The Final Coordinated Plan was presented to the StanCOG Policy Board and approved in March 2022.

Project Duration
2021-2022

Total Budget
\$193,970

Nelson\Nygaard Budget
\$96,646

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Stanislaus Council of
Governments
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☒ **Scope of Services**
A, C, D, E, G, K, O



San Francisco, CA

Evaluation of the Regional Means-Based Transit Fare Pilot (Clipper® START)

The Clipper START Pilot Program is a regional means-based transit fare discount pilot within the nine-county San Francisco Bay Area. The pilot is a direct result of Metropolitan Transportation Commission's (MTC) equity and access policy initiatives (e.g., Lifeline Transportation Program, Coordinated Human Services Plan, Plan Bay Area) and a 2015 three-year "Regional Means-Based Transit Fare Pricing Study." The pilot is funded by State Transit Assistance, Cap and Trade, and the one-time programming of fixed funds from the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The goals of the pilot are as follows:

- Make transit more affordable to individuals earning low income
- Develop implementation options that are financially viable and administratively feasible
- Move towards a more consistent regional standard for fare discounts

As part of the Clipper START pilot, MTC selected Nelson\Nygaard to conduct an evaluation of the pilot program. Seventeen transit agencies in the Bay Area are participating in the pilot in three cohorts. The pilot launched on July 15, 2020 and is currently planned for 18 months, with an option to extend.

The project uses multiple data sources, including marketing data, enrolled transit user surveys, focus groups, and transit utilization data, as well as stakeholder interviews and programmatic and financial document review to examine six outcomes: 1) Program Awareness and Reach; 2) Customer Experience; 3) Financial Viability; 4) Administrative Feasibility; 5) Affordability; and 6) Increased Access and Mobility.

Project Duration
2020-Ongoing

Total Budget
\$150,000

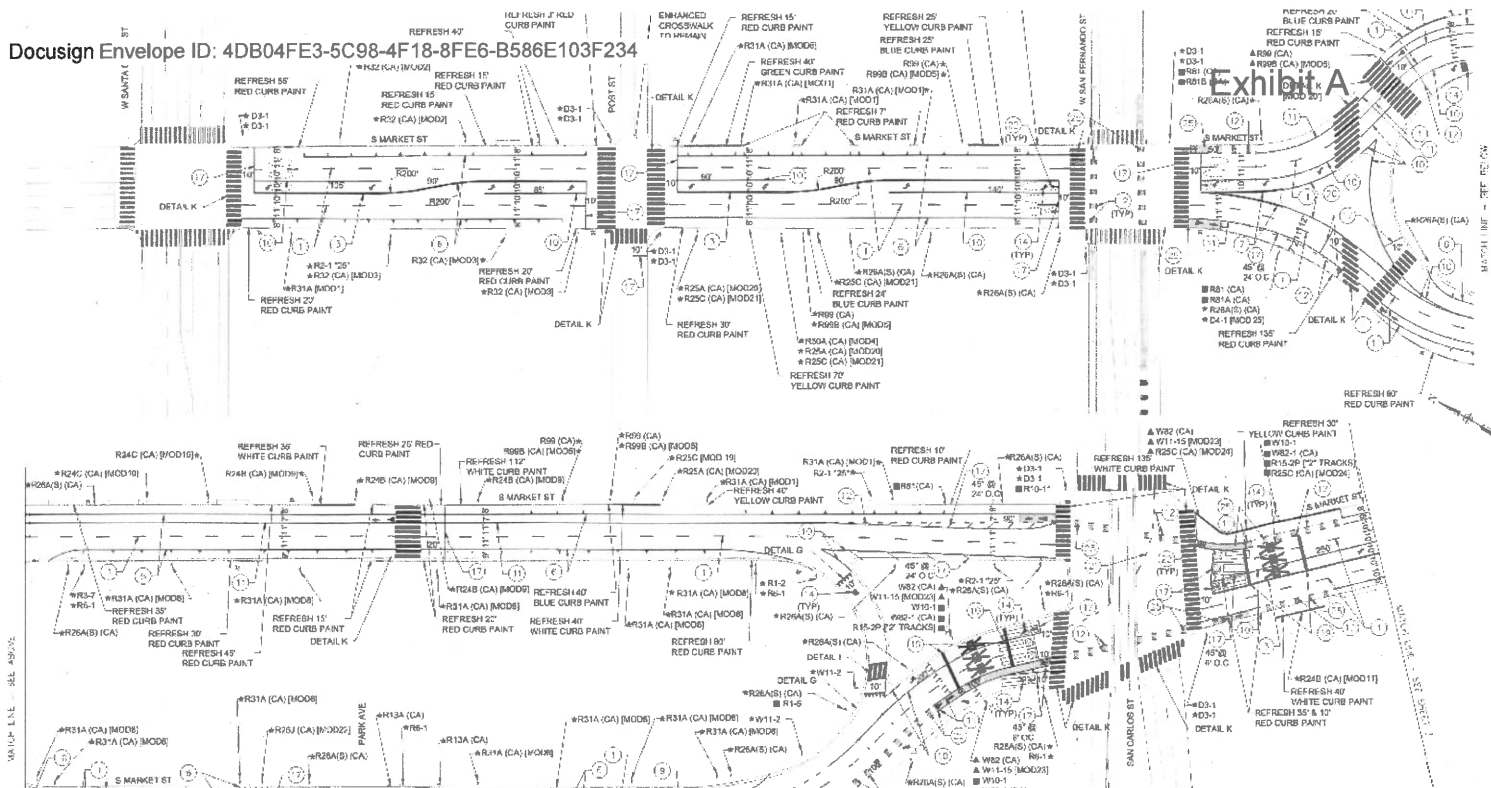
Nelson\Nygaard Budget
\$73,455

Client
Metropolitan Transportation
Commission (MTC)
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Key Staff
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☒ **Scope of Services**
A, C, D, E, K, O



San José, CA

City of San José Complete Streets Design Master Agreement

NN Engineering provided design support to the City of San José in developing final signing and striping plans to incorporate standard Class II and buffered bike lanes on roadways that were undergoing resurfacing. Signing and Striping Plans were prepared for the following corridors.

- 1st Street N from Liberty Street to Southbay Drive
- Market Street from Santa Clara Street to Reed Street
- Mt. Pleasant Road from Clayton Road to Kohler Avenue
- Yerba Buena Road from Villa Vista Road to San Felipe Road

Project Duration
2022-2023

Budget
\$35,250

Client
City of San José

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☒ **Scope of Services**
A, C, D, E, K, O



Los Angeles, CA

LADOT Wilshire Center-Koreatown Neighborhood Enhanced Network Visioning and Quick Build

Neighborhood Enhancement Networks (NEN) projects are components of the city of Los Angeles' Mobility Plan 2035 to create a grid of safe, convenient, and comfortable neighborhood streets for walking, biking, and rolling to everyday destinations. As a subconsultant, Nelson\Nygaard is supporting a community-centered approach to develop a quick-build design that will inform long-term street design and safety improvements for NENs in the Wilshire Center-Koreatown neighborhood, funded by the Southern California Association of Governments Sustainable Communities Program. Our team is leading the formation and facilitation of the project's technical advisory and community advisory committees and coordinating three pop-up demonstrations.

The technical advisory committee is comprised of nearly 40 agency representatives, identified by way of the city's first application of its new memorandum of understanding to coordinate projects in the right-of-way. The citizen advisory committee is a smaller group of advisors informing the project process, comprised of residents and community leaders in public health, community development, labor groups, senior interests, youth, active transportation advocates, and people with disabilities. The pop-up demonstrations will take place in early 2024 to pilot the design elements and locations for the culminating quick-build project that summer.

Project Duration
2022-Ongoing

Budget
\$101,053

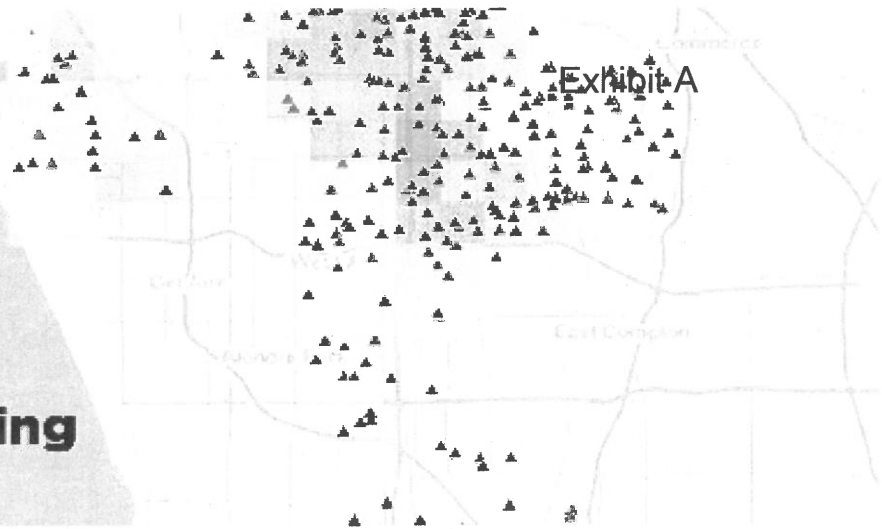
Client
LADOT

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Key Staff
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☒ **Scope of Services**
A, C, H, I, J, M

Collisions Involving People Walking or Biking (N=2,304)



Los Angeles, CA

Los Angeles Safe Routes to School Education and Enforcement Program

Nelson\Nygaard supported the growth of the LADOT's Safe Routes to School Program since 2013 when our team initiated Citywide Walk to School Day efforts. The Safe Routes to School Education and Enforcement Program is focused on enhancing school-based capacity to increase and manage student walking and bicycling activities to schools, improve pedestrian and school community safety awareness and education, and continue to formalize Safe Routes to School partnerships with the Los Angeles Unified School District (LAUSD).

The Education and Enforcement Program has resulted in a focused strategy to engage the Top-50 schools identified as having the most need for traffic safety improvements. Efforts completed as part of this program include but are not limited to:

- Management of a \$1.2 million citywide media campaign to develop and distribute messaging to improve traffic behavior over an 8-month period
- Embedding staff within LADOT to effectively support the Safe Routes to School Program Coordinator in managing Safe Routes programs
- Created a recognizable brand for Safe Routes to School by defining branded colors, fonts, and creating unique custom graphics to improve project communication and build a connection with the project audience
- Annual bilingual support for Walk to School Day including promotional materials, assisting schools in planning efforts, coordinating annual media events, and documenting participation trends
- Spearheaded trial partnerships with community-based organizations
- Worked with LAUSD to refine their Safety Valet Program and better integrate it as an offering of the Safe Routes to School
- Developed evaluation materials including Travel Tally Counts to develop mode split reports per campus, surveys to understand community perception of Safe Routes to School

Project Duration
2016-2022

Budget
\$901,000

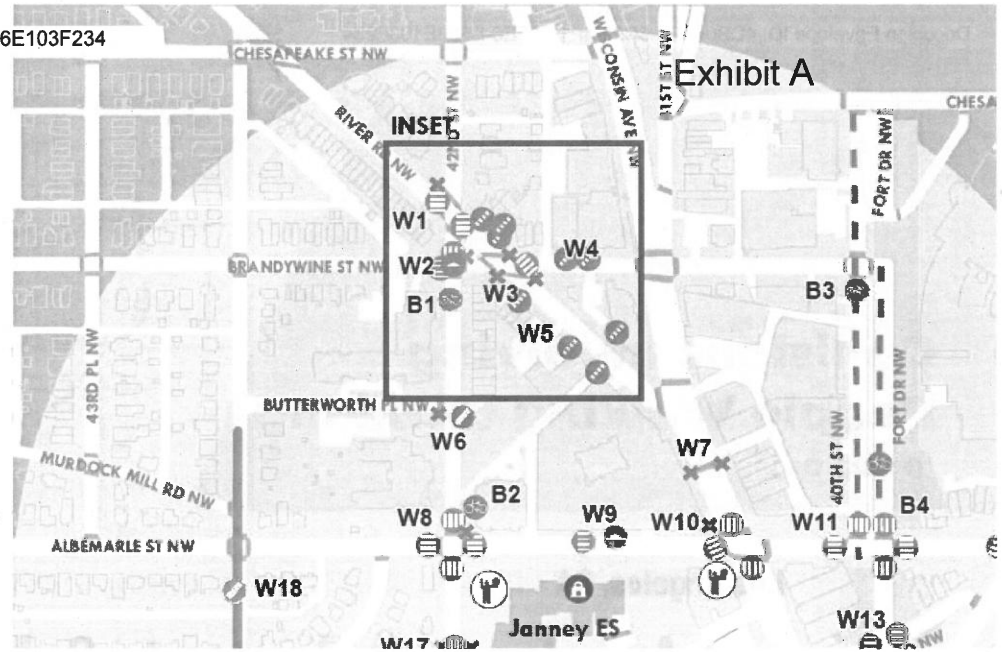
Client
LADOT

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☒ **Scope of Services**
A, C, E, F, G, H, I, J, L, O, T,
V, Z

- # Recommendations / ID
-  Crossing Guard Location
 -  Install New
 -  Maintenance
 -  Upgrade
 -  Install New Sidewalk
 -  Repair Deficient Bike Facility
 -  Install New Traffic Calming
 -  Quarter-mile Buffer
 -  School Entrance



Washington, D.C.

DC Safe Routes to School Planning Assistance

Nelson\Nygaard led a consultant team to provide planning assistance for the District Department of Transportation (DDOT)'s Safe Routes to School program. This one-year planning assistance project was extended to include an option year for 2021-2022. The project considered engineering, behavioral, social, and environmental factors to improve and enhance the safety of students that walk and bike to school.

The project began with a spot safety analysis for all 18 schools selected for the project, which included both on-site observations and desktop analyses. The project team documented site findings and developed a list of recommendations categorized into short-, medium-, and medium-long-term infrastructure improvements which could improve the safety for children walking and bicycling to school. For eight of the 18 schools, coordination efforts continued, and the project team worked with school staff, teachers, and stakeholders to develop engagement activities for school students and a Safe Routes to School Action Plan.

Despite curtailed in-person activities at the school sites for the duration of 2020, the project team executed a safe in-person activity—a 'Sidewalk Quest'—at all eight school sites to promote Walk to School Day (Walktober). The revised project scope also included the development of two middle school support lessons and two guidance documents that will be used to promote walking and bicycling safety and bicycling and traffic education for DC students and communities. The guidance documents developed included:

- School Zone Policy Guidance document, which formalized and standardized a set of practices for placement of pavement marking, speed limit signage, and flashing beacons within DC school zones. The parameters of the school zones were also more clearly defined in the guidance document.
- Traffic Garden Performance Specification document, which will aid DCPS school modernization teams in the design of traffic gardens at school sites. The document includes recommendations for materials and color selection, site layout, and overall design approach.

Project Duration
2020-2022

Budget
\$216,000

Client
DDOT

Client Project Manager
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☒ **Scope of Services**
A, C, E, G, H, I, J, L, M, O, X



Santa Monica, CA

Complete Street Network Planning and Implementation

The City of Santa Monica's existing family of plans set the city on a path into the future with no net new car trips by prioritizing smart integration of transportation and land use, innovative transportation solutions, and increased quality of life for residents and visitors. Putting these priorities into practice has been challenging due to the many competing interests and priorities among the public as well as City departments. This project supports a coherent approach moving forward.

Nelson\Nygaard used its deep knowledge of the city to provide strategic support on a variety of tasks. Our team assisted with the update of the access and mobility chapter of the Downtown Community Plan by providing forward-leaning policies and actions that would amplify existing city policies in the face of disruption. We completed a review of the best practices documents, reports and rating systems to support a transition towards mobility as a service.

Nelson\Nygaard led the Bike Action Plan Update, adopted by Council in September 2020. The plan sets forward the city's vision for a network of protected bike lanes and includes preliminary concepts for many corridors. Nelson\Nygaard is a trusted facilitator with the city, most recently completing interviews with department heads, council members, and four groups of key staff teams across multiple departments. This work and earlier project mapping sessions were used to identify short and long-term steps toward collaborating more effectively to integrate complete streets into the everyday decision-making process and maintain performance measures that track progress. We completed the City's Local Road Safety Plan in 2022, identifying meaningful crash types, emphasis areas, and potential projects for a safer future. The plan highlights both systemic improvements as well as larger, point-based projects.

Project Duration

2016-2022

Budget

\$292,000

Client

City of Santa Monica

Client Project Manager

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Key Staff

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☒ Scope of Services

A, B, C, E, F, G, H, I, J, K, L, M, O,
T, V, W, Y, Z

Phoenix, AZ

Connected Active Neighborhoods

The City of Phoenix's Street Transportation Department is committed to improving active mobility and safety across all its urban villages. In its second year, the Phoenix Connected Active Neighborhoods (PhxCAN) program is focusing on Maryvale and Alhambra, two urban villages with strong existing demand for active transportation but significant infrastructure gaps. This initiative seeks to identify and prioritize implementable investments that enhance connectivity, reduce barriers to walking and biking, and improve equitable access to transportation options.

Nelson\Nygaard is leading the technical analysis and engagement strategy for Maryvale and Alhambra, applying a community-centered and data-driven approach. The team developed customized spatial analyses that assess pedestrian and bicycle trip activity, transit access, crash risk, and community-reported concerns. These insights are integrated with extensive public input, collected through in-person outreach, surveys, and a robust Community Connector program that empowers residents to shape recommendations. The outcomes of PhxCAN will include a prioritized list of infrastructure projects tailored to community needs, conceptual designs for quick-build projects, and implementation strategies that align with citywide transportation and equity goals.

Project Duration

2024-Ongoing

Budget

\$325,000

Client

City of Phoenix Street
Transportation Department

Client Project Manager

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Key Staff

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☒ Scope of Services

A, C, D, E, F, G, H, I, J, M, N,
O, T, V, X

Transportation Planning and Engineering Services
City of Alameda

David J. Powers & Associates Project Experience

Alameda County, CA

Meekland Avenue Bridge and Roadway Improvements

DJP&A prepared the CEQA and NEPA CEs for the Meekland Avenue Bridge and Roadway Improvements project in Alameda County. The project proposes to replace the existing San Lorenzo Creek Bridge on Meekland Avenue with a new single-span bridge that will accommodate two travel lanes plus Class II bike lanes, raised sidewalks, and vehicle barriers. The project would also replace the sidewalks along Meekland Avenue between E. Lewelling Boulevard in the north and Blossom Way in the south to achieve greater multimodal connectivity and ADA access. The project will also include minor utility relocations, rain gardens, landscape tree wells and planting, and clean water features.

DJP&A prepared the Preliminary Environmental Study (PES) Form for the project and Caltrans technical memos to support processing of a CEQA CE and NEPA CE for the project. Environmental issues of concern for the project include biological resources, community/land use impacts, cultural resources, hazards and hazardous materials, noise, and hydrology/water quality.

Project Duration

2020-2023

Client

City of Phoenix Street
Transportation Department

Client Project Manager

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Key Staff

Will Burns

Transportation Planning and Engineering Services
City of Alameda

NCE Project Experience

Alameda, CA

Grand Street OBAG 2 Rehabilitation Project

The NCE team worked closely with public works and planning staff to complete pavement and civil design and E-76 documents for the Grand Street Rehabilitation Project. The section of Grand Street from Encinal Avenue to Shoreline Drive is an important major collector street that serves as a north-south connector for neighborhood streets, schools, recreational sports fields, shoreline beach access, and South Shore Center.

The project evolved from a street rehabilitation project into a very comprehensive complete streets project that now includes parking protected two-way cycle tracks, ADA compliant curb ramps and pedestrian crossings, new lighted pedestrian crossings, minor drainage improvements, transit islands, and curb and gutter repairs.

NCE worked closely with City staff presenting safety improvements to the local community, Transportation Commission, and City Council. As part of community outreach and presentations to City Council and the Transportation Commission, NCE developed renderings and roll plot style graphics to support City staff and present project details to the public.

NCE is now working on the second phase of this project to design and construct a raised two-way separated bikeway including traffic lane modifications, high visibility crosswalk and pedestrian crossing enhancements, stormwater improvements, and ADA compliant curb ramps, pedestrian crossings, and parking.

Project Duration

2021-Ongoing

Client

City of Alameda

Client Project Manager

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Ali Hatefi, PE
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Key Staff

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Franz Haidinger

Transportation Planning and Engineering Services
City of Alameda

Alameda, CA

Alameda Annual Paving Project Phase 43

NCE is currently completing the design of the City’s Annual Paving Project Phase 43 with a total estimated budget of approximately \$6 million. As part of the Annual Paving Project, the City is planning to resurface streets within and nearby Bay Farm Island with a combination of rubberized cape seals, slurry seals, microsurfacing, multi-layer seals, conventional overlays, and surface reconstructs.

This year’s annual paving program is geared towards routine maintenance and striping replacement, however, on the three arterial street corridors for Maitland Drive, Mecartney Road, and Aughinbaugh Way, NCE has developed more intensive improvements for bicycle and pedestrian safety including buffered and separated bicycle lanes, RRFB pedestrian crossings, pedestrian crossing enhancements, lane modifications, a modular roundabout, and transit facility improvements.

Project Duration
2024-Ongoing

Client
City of Alameda

Client Project Manager
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Key Staff
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Transportation Planning and Engineering Services
City of Alameda

Street Plans Project Experience:

CULVER CITY, CA

MOVE CULVER CITY

Client: Culver City

Street Plans was hired by the City of Culver City Transportation Department to develop and implement the MOVE Culver City project. The project included dedicated bus and bike lanes in both directions on a 1.3 mile stretch of Culver Blvd. and Washington Blvd.

between Culver Blvd. and Duquesne Ave. and Washington Blvd. and La Cienega Ave. The mobility lane added new transportation options to connect the downtown Culver City area with both the Arts District and the E-Line station and other transit routes –

including Culver CityBus, Big Blue Bus, LA Metro and LADOT (Los Angeles Department of Transportation) bus lines. Street Plans led the design, outreach, permitting, procurement, and construction of the project. Street Plans held over 20 public workshops as the design was developed and developed striping plans for the mobility lane construction. In addition to enhancing the infrastructure for transit, bikes and scooters, Street Plans also created pedestrian amenities with asphalt art designs inspired by the local flora and fauna of the Ballona Creek on various locations across the corridor. The 1.3 mile project included dedicated bus lanes, bus priority signals, custom bus and bike boarding platforms, protected bike lanes, new bike signals, micro-mobility parking hubs, the launch of City Ride, a free battery-powered electric minibus to supplement other transit services, and over 30,000 sq. ft. of asphalt art murals. The installation for the project began in the Fall of 2021, and resulted in double digit increases in walking and biking along the corridor.



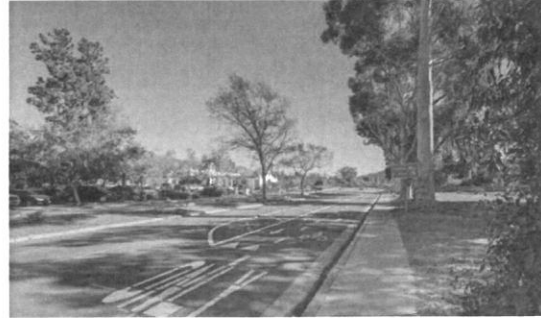
Transportation Planning and Engineering Services
City of Alameda

OJAI, CA

GO OJAI MARICOPA HIGHWAY DEMONSTRATION PROJECT

Client: Southern California Association of Governments

Street Plans was engaged by SCAG and the City of Ojai to lead the Maricopa Highway Demonstration Project, a six-month test of a .75-mile corridor of parking-protected, separated bike lanes, curb extensions, and other intersection treatments in Ojai, CA. The project reallocated a travel lane in each direction for the City's first on-street protected bike lanes, complete with planters and low-profile delineators. The Demonstration Project was a test of the in-progress permanent design of the project.



Street Plans led the branding, marketing, and public outreach effort, advising the City on a project webpage and social media account, as well as producing the outreach materials for all public engagements. Both a Community Advisory Committee (CAC) and Technical Advisory Committee (TAC) were formed for the project. The CAC met every two weeks to discuss public feedback on the Demonstration Project design, and strategies for outreach and volunteer recruitment.

Street Plans worked closely with the Caltrans permitting team. The Demonstration Project design was reviewed multiple times by Caltrans and the City of Ojai before being submitted for the final permit review. Street Plans assembled all documents required for the permitting process, including a memorandum to Caltrans summarizing where the Demonstration Project design did not adhere to the Caltrans Highway Design Manual.

In preparation for the project implementation, Street Plans created an online sign-up platform, and gave multiple presentations to the CAC. All contractors were convened for discussions about the project implementation, which were guided by detailed "build day plans" (or implementation timelines).

Street Plans produced a detailed Evaluation Plan for the six-month evaluation period, and worked with Numina, a data collection company that provided sensors to be used to help evaluate the project's impact, to capture project-specific metrics and conclusions.

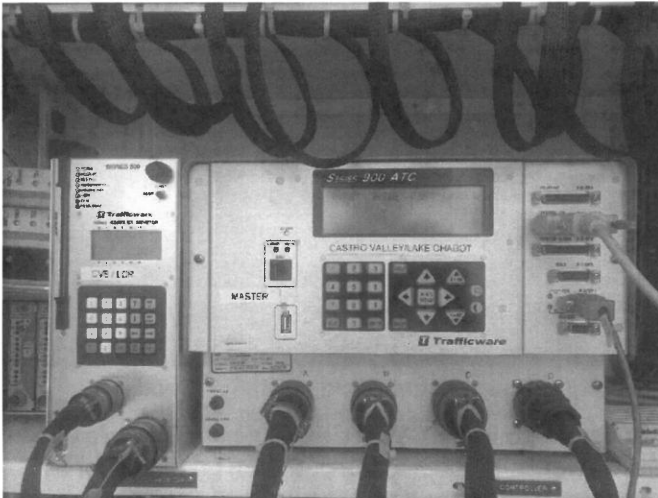
Monthly reports will be submitted to Caltrans throughout the course of the evaluation period, and monthly CAC meetings will continue to consolidate community feedback received anecdotally, or via the project's online survey.

Transportation Planning and Engineering Services
City of Alameda

W-Trans Project Experience

On-Call Traffic Engineering Services

County of Alameda



W-Trans has provided on-call services to Alameda County since March 2017. During that time we have been assigned 30 task orders for services varying from preparing traffic signal designs, to intersection control studies, pedestrian safety studies, a neighborhood cut-through traffic study, a safety study, corridor study ultimately resulting a coordination plan update, including coordination with Caltrans, as well as a signal timing plan review for a 12-phase intersection. In 2020, W-Trans used drone video surveillance to analyze origin and destination patterns at a street couplet located near a freeway interchange and a BART line. This provided a unique technological alternative to more traditional survey methods. Following the O-D study, W-Trans evaluated traffic operations and potential improvements for this unique area, including a comparison of potential differences in average vehicle delay and queuing between various geometric alternatives. Most recently, W-Trans has started preparing traffic signal modification designs for the two existing traffic signals in this couplet. W-Trans is also completing design of 5 signal modifications as part of an HSIP Cycle 9 project.

Project Duration

2017-Ongoing

Total Budget

\$400,000 limit per cycle/\$668,715 task order total to date

Client

Alameda County Public Works Agency, 399 Elmhurst Street, Hayward, CA 94544

Client

Drennen Shelton,
Planner/Analyst
dshelton@mtc.ca.gov
415-778-5309
Amber Lo, Principal Civil Engineer,
510- 670-5485,
amberl@acpwa.org

Key Staff

Atul Patel
Allison Moser

On-Call Services – City of Burlingame

W-Trans has provided professional engineering and design services to the City of Burlingame since June 2018. W-Trans is currently performing a traffic operations analysis of an existing traffic signal and a proposed traffic signal both directly adjacent to the Caltrain right-of-way, considering the rail preemption sequence's effect on the current and proposed operations.

Contact: Andrew Wong, Senior Engineer, 650-558-7237, awong@burlingame.org

Transportation Planning and Engineering Services
City of Alameda

REFERENCES, EXPERIENCE AND EXAMPLES OF WORK

The prior section listed our extensive project experience with details on type of work. Below we have brief references and links to examples of work.

References

Project Name/Client Reference	Team Members and Roles	Scope of Work, Contract Amount, and Date
Bus Network Redesign Capital Support Massachusetts Bay Transportation Authority Boston, MA Contact: Olivia Mobayed, Project Manager Bus Transformation, p: 857-202-1049	Thaddeus Wozniak - Project Manager and Engineer of Record Carly Haithcock - Design Lead Lauren Buser, Elisabeth Gonzalez - Design Support	Planned and engineered quick-build improvements for bus stops, layovers, access to transit, transit priority lanes, and bicycle lanes to support the MBTA's launch of their Bus Network Redesign. Improvements when through planning, engineering, and construction within a 14-month period. Contract Type: Task Orders under a General Engineering Consultant (GEC) contract Contract Amount: \$3,578,753 Date of Execution: 2024-Ongoing
Samtrans On-Call Transportation Planning Millie Tolleson, Director, Planning, San Mateo County Transit District p: 650-647-3044	Thaddeus Wozniak - Contract Manager Thomas Wittmann - Reimagine Samtrans Work Directive Manager	Since 2020 Nelson\Nygaard has supported Samtrans on over 20 work directives, including transit planning for Reimagine Samtrans, project management support, and technical assistance. Contract Type: On-Call Contract Contract Amount: \$150,000 Date of Execution: 2020-Ongoing

Transportation Planning and Engineering Services
City of Alameda

Project Name/Client Reference	Team Members and Roles	Scope of Work, Contract Amount, and Date
San Jose King Road Complete Streets Plan Wilson Tam, Transportation Planning Manager, City of San Jose p: 510-332-4132	Thaddeus Wozniak – Project Manager Lauren Buser – Design Lead Mike Riebe – Traffic Operations Analysis Lead	Performed concept design and traffic operations analysis for the redesign of King Road in San Jose to incorporate pedestrian safety improvements, protected bicycle lanes and intersections, and transit priority treatments. Contract Type: Standalone Contract Contract Amount: \$154,615 Date of Execution: 2023-2024

Examples of Work

Project Name/Contact	Scope of Work (Contract Amount and s are shown in the profiles in the previous section)	Link to Report
Bus Network Capital Support Contact: Olivia Mobayed omobayed@mbta.com	Nelson\Nygaard coordinated work among survey, architectural, environmental, and cost estimation support. We identified concept alternatives from conception and vetted concepts previously performed by others to advance to preliminary design and then through final design and construction. Nelson\Nygaard also developed access audit tool to identify deficiencies in accessibility at each stop.	OSDPS13_I02_BNR PHASE 1B_IFC SUBMITTAL_20240816.pdf
South Berkeley Bikeway and Bus Stops Project Contact: Jesse Peoples jpeoples@berkeleyca.gov	Nelson\Nygaard developed a concept plan from the approved scope contained in the grant for public feedback. Nelson\Nygaard then advanced the project through preliminary engineering and environmental permitting. This project is currently in final design with construction anticipated for Spring 2025. Nelson\Nygaard will support through construction and project close out.	WOOLSEY BIKEBLVD_PLANS_100 PERCENT_20250305_SIGNED_CERTIFIED.pdf

Transportation Planning and Engineering Services
City of Alameda

Project Name/Contact	Scope of Work (Contract Amount and s are shown in the profiles in the previous section)	Link to Report
Muni Forward Contact: Michael Rhodes, michael.rhodes@sfmta.com	The SFMTA's Muni forward program has made transit in San Francisco faster, more reliable, easier to access and safer. Muni Forward improvements have driven Muni's post-pandemic ridership recovery and boosted ridership satisfaction.	Fast Forward: 10 Years of Muni Forward SFMTA

June 10, 2025



City of Alameda
Attn: Hannah Nead
2263 Santa Clara Avenue, Room #280
Alameda, CA 94501

RE: Alameda Transportation Planning & Engineering On-Call Services

To Whom It May Concern,

As the insurance broker for Nelson\Nygaard, I can confirm that policy numbers GLO 0926401, BAP 0926404, and WC 0926402 appear on the schedule of underlying for policy EXS 065 86 23.

Sincerely,

LOCKTON COMPANIES

A handwritten signature in black ink, appearing to read "Cameron Crawford".

Cameron Crawford
Assistant Vice President
Account Executive



CERTIFICATE OF LIABILITY INSURANCE

7/1/2026

DATE (MM/DD/YYYY)

6/30/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lockton Companies, LLC 444 W. 47th St., Ste. 900 Kansas City MO 64112-1906 (816) 960-9000 kcasu@lockton.com	CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: <table style="width: 100%;"> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> <tr> <td>INSURER A: Lloyds of London</td> <td></td> </tr> <tr> <td>INSURER B: American Guarantee and Liab. Ins. Co.</td> <td>26247</td> </tr> <tr> <td>INSURER C: Zurich American Insurance Company</td> <td>16535</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Lloyds of London		INSURER B: American Guarantee and Liab. Ins. Co.	26247	INSURER C: Zurich American Insurance Company	16535	INSURER D:		INSURER E:		INSURER F:	
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INSURER D:															
INSURER E:															
INSURER F:															
INSURED 1419445 NN ENGINEERING, INC. 2 BRYANT STREET, SUITE 300 SAN FRANCISCO CA 94105															

COVERAGES**CERTIFICATE NUMBER:** 21873923**REVISION NUMBER:** XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y	N	GLO0926401	7/1/2025	7/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
C	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	N	BAP0926404	7/1/2025	7/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
B	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	N	N	SXS 9884245	7/1/2025	7/1/2026	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$ XXXXXXXX
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	Y N/A	WC0926402	7/1/2025	7/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	PROFESSIONAL LIABILITY	N	N	GLCON2500018.	7/1/2025	7/1/2026	\$2,000,000 PER CLAIM/\$2,000,000 AGGREGATE

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: PROJECT: ALAMEDA TRANSPORTATION PLANNING & ENGINEERING ON-CALL SERVICES P92217.025.***SEE ATTACHED***

Initial

Lc

7/9/2025

CERTIFICATE HOLDER**CANCELLATION** See Attachments

21873923
 CITY OF ALAMEDA
 PUBLIC WORKS DEPARTMENT
 950 WEST MALL SQUARE #110
 ALAMEDA, CA 94501

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CITY OF ALAMEDA, ITS CITY COUNCIL, BOARDS, COMMISSIONS, OFFICIALS, EMPLOYEES, AGENTS, AND VOLUNTEERS ARE ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY AND AUTOMOBILE LIABILITY, AND THIS COVERAGE IS PRIMARY AND NON-CONTRIBUTORY, IF REQUIRED BY WRITTEN CONTRACT. WAIVER OF SUBROGATION IN FAVOR OF THE ADDITIONAL INSURED APPLIES AS RESPECTS WORKERS COMPENSATION/EMPLOYER'S LIABILITY, IF REQUIRED BY WRITTEN CONTRACT AND WHERE ALLOWED BY LAW. COVERAGE IS SUBJECT TO THE TERMS AND CONDITIONS OF THE POLICY. UMBRELLA/ EXCESS LIABILITY IS FOLLOW FORM THE GENERAL LIABILITY AND/OR AUTO LIABILITY AND/OR EMPLOYER'S LIABILITY SUBJECT TO THE POLICY TERMS, CONDITIONS AND EXCLUSIONS.

**Additional Insured – Owners, Lessees Or Contractors
– Completed Operations**

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

Policy No. GLO 0926401
Effective Date: 07/01/2025

This endorsement modifies insurance provided under the:
Commercial General Liability Coverage Part
SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):

**ANY PERSON OR ORGANIZATION YOU ARE REQUIRED TO ADD AS AN
ADDITIONAL INSURED UNDER A WRITTEN CONTRACT OR WRITTEN
AGREEMENT**

Location And Description Of Completed Operations:

ALL PROJECTS

Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule of this endorsement, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in such Schedule, performed for that additional insured and included in the "products-completed operations hazard".

All other terms, conditions, provisions and exclusions of this policy remain the same.

U-GL-2168-A CW (02/19)

Additional Insured – Owners, Lessees Or Contractors – Scheduled Person Or Organization

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

Policy No. GLO 0926401
Effective Date: 07/01/2025

This endorsement modifies insurance provided under the:

Commercial General Liability Coverage Part

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):

**ANY PERSON OR ORGANIZATION YOU ARE REQUIRED TO ADD AS AN
ADDITIONAL INSURED UNDER A WRITTEN CONTRACT OR WRITTEN
AGREEMENT**

Location And Description Of Covered Operations:

ALL PROJECTS

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule of this endorsement, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;
in the performance of your ongoing operations for the additional insured(s) at the location(s) designated in such Schedule.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply: This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

All other terms, conditions, provisions and exclusions of this policy remain the same.

U-GL-2169-A CW (02/19)

POLICY NUMBER: GLO0926401

Other Insurance Amendment – Primary And Non-Contributory

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement modifies insurance provided under the: **Commercial General Liability Coverage Part**

1. The following paragraph is added to the Other Insurance Condition of Section IV – Commercial General Liability Conditions:

This insurance is primary insurance to and will not seek contribution from any other insurance available to an additional insured under this policy provided that:

- a. The additional insured is a Named Insured under such other insurance; and
- b. You are required by a written contract or written agreement that this insurance would be primary and would not seek contribution from any any other insurance available to the additional insured.

2. The following paragraph is added to Paragraph 4.b. of the Other Insurance Condition of Section IV – Commercial General Liability Conditions:

This insurance is excess over:

Any of the other insurance, whether primary, excess, contingent or on any other basis, available to an additional insured, in which the additional insured on our policy is also covered as an additional insured on another policy providing coverage for the same "occurrence", offense, claim or "suit". This provision does not apply to any policy in which the additional insured is a Named Insured on such other policy and where our policy is required by written contract or written agreement to provide coverage to the additional insured on a primary and non-contributory basis.

All other terms and conditions of this policy remain unchanged.

POLICY NUMBER: BAP0926404

COMMERCIAL AUTO
CA 20 48 10 13

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

DESIGNATED INSURED FOR COVERED AUTOS LIABILITY COVERAGE

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by this endorsement.

This endorsement identifies person(s) or organization(s) who are "insureds" for Covered Autos Liability Coverage under the Who Is An Insured provision of the Coverage Form. This endorsement does not alter coverage provided in the Coverage Form.

Named Insured: SEE ATTACHED CERTIFICATE

Endorsement Effective Date: 7/1/2024

SCHEDULE

Name Of Person(s) Or Organization(s): Any person or organization you are required to provide additional insured status or additional insured status on a primary basis, in a written contract or written agreement, except where such contract or agreement is prohibited by law.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

Each person or organization shown in the Schedule is an "insured" for Covered Autos Liability Coverage, but only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured provision contained in Paragraph **A.1.** of Section **II** - Covered Autos Liability Coverage in the Business Auto and Motor Carrier Coverage Forms and Paragraph **D.2.** of Section **I** - Covered Autos Coverages of the Auto Dealers Coverage Form.

CA 20 48 10 13

Policy Number: WC0926402
Effective Date: 7/1/2025

WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

Any person or organization that requires you to waive your rights of recovery, in a written contract or agreement with the Named Insured.

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Insured: SEE ATTACHED CERTIFICATE

WC 00 03 13

