



RESPONSE TO REQUEST FOR PROPOSALS
PROFESSIONAL SERVICES AGREEMENT FOR

RFP LC NO. 2021-10

THE 2021 DOWNTOWN AND US 17 CORRIDOR PARKING STUDY

Green Cove Springs, Florida

Prepared for: City of Green Cove Springs, Florida

Due: September 28, 2021, 2:00 p.m. EST



WALKER
CONSULTANTS

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The background of the page is an abstract composition of overlapping geometric shapes, primarily triangles and quadrilaterals, in various shades of teal, blue, and light cyan. The shapes are layered, creating a sense of depth and movement. The colors transition from darker blues and teals at the top to lighter, almost white tones at the bottom. The overall effect is modern and clean.

01 Cover Letter



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September 24, 2021

(Sent via e-mail: mdaniels@greencovesprings.com/1 hard copy via Fedex Priority)

Mr. Michael Daniels
Planning and Zoning Director
City of Green Cove Springs, Florida
321 Walnut Street, City Hall Office
Green Cove Springs, FL 32043

Re: Response to Request for Proposals
Professional Services Agreement for
The 2021 Downtown and US 17 Corridor Parking Study
Walker Project No. 15-002607.00

Mr. Daniels:

Walker Consultants (“Walker”) is pleased to submit the following proposal response for the 2021 Downtown and US 17 Corridor Parking Study issued by the City of Green Cove Springs, Florida. This proposal has been prepared in response to the above referenced request for proposals (“RFP”), due September 28, 2021.

Walker is the largest parking and mobility consulting firm in the United States focusing solely on parking and mobility planning, finance, and parking and mobility management studies, along with parking structure design and forensic restoration. We have been in business since 1965 and have been providing services to clients in the state of Florida since we opened our Tampa office (serving the Southeast) in 1984. Several of our notable and recent parking and mobility clients in the area include the Cities of Daytona Beach, Fernandina Beach (Amelia Island), Flagler Beach, Daytona Beach, and St. Augustine.

We understand from the City of Green Cove Springs’ RFP and our own independent research that the City is looking for a comprehensive parking strategy to address downtown parking management issues in and around its downtown and US 17 Corridor area. The requested scope of work will include data collection, to assess current parking utilization rates and turnover, along with a public input process to incorporate feedback from downtown stakeholders and the community at large. In addition, the scope of work will include a review of background studies, research on effective parking technologies, advice on parking inventory expansion mechanisms, and finally, an actionable implementation plan for any parking management recommendations that arise from the study effort.

The objective of the City’s parking and mobility analysis and long-term plan includes sorting through the need for additional parking capacity and other issues relating to parking policies and practices, including the following:

- Elicit input from area stakeholders and their support for a parking plan.
- Provide an analysis and recommendations regarding parking regulations in the downtown area.
- Evaluate existing and future parking supply/demand conditions and project future parking needs.
- Address City and County employee overflow parking impacts and needs.
- Study alternatives for adding parking capacity; and
- Develop a parking plan that supports economic development within the study area.

We have reviewed the requirements in the RFP related to the public process and are fully prepared to draft, distribute, and incorporate public feedback surveys, related to the parking and mobility program, from downtown business owners, employees, residents, visitors, developers, and County and City staff. Walker staff members have extensive experience with this type of surveying. Also per the RFP, Walker is prepared to attend and facilitate, as appropriate, the meetings and/or presentations with the Planning Board, City Council, and County Commission stakeholder groups.

Walker has demonstrated experience transforming heavily auto-focused commercial districts into more non-motorized, pedestrian friendly, mixed-use settings. Although parking structures are a significant component of our business, we understand that this may not be the best fit for our client. This was the case for the Cities of Flagler Beach and Stuart, Florida. Although several of the client's representatives sought the construction of a parking structure, Walker presented study findings to city officials, residents, and stakeholders that a new structure was unnecessary and that more desirable alternatives should be pursued, including an improved management plan for the existing parking and transportation resources. Walker suggested that these cities channel resources into cost effective and sustainable use of existing parking spaces and improved parking management practices. By accepting Walker's recommendations, these cities saved millions of dollars, leaving these funds available for other priorities.

Overall, we believe that Walker is the best choice for this project for the following reasons:

1. **Relevant Project Experience:** In the last five years alone, Walker has successfully completed 170 municipal parking and mobility planning, management, and financial studies within the U.S. that have elements in common with the requested scope. We have worked on numerous projects that include downtown public parking management, bicycle parking programs, on-street time-managed parking, off-street public lots and garages, integration with rail and bus systems, car sharing, and pedestrian oriented development. We are uniquely suited to bring the best downtown parking management strategies from these projects and tailor them for successful implementation in the City of Green Cove Springs.
2. **Strength of Project Manager and Proven Track Record in Florida:** Our project manager, Jim Corbett, has outstanding people skills and municipal parking system technical knowledge. He successfully led Walker's efforts in the completion of studies for the Cities of Stuart, Flagler Beach, Sarasota, Hollywood, Miami Beach, and Fort Pierce and has stellar references to serve as testimonies to a job well done! He is currently working with Nassau County, Florida to assist with a strategic master plan related to Amelia Island's Beach Access and Parking Study. Jim also previously served as the Parking Manager for the City of Tampa, Florida before joining Walker Consultants to lead the firm's planning, operations, and technology practice in the Southeast US.
3. **Responsiveness:** A shared goal for both Walker and the City of Green Cove Springs is a high quality service. Walker's mission statement states that we want to be the "consultant of choice" for all of our past clients. Our firm's high percentage of repeat business is proof of our ability to meet and exceed your expectations. We strongly encourage you to contact our references, listed in this proposal, to find out more about our past performance, reliability, technical expertise, and philosophy toward parking and mobility planning and sustainability.
4. **We Know Shared Parking:** The Walker Shared Parking Model is one of the oldest and most complete in the industry and draws on over 50 years of accumulated research on parking demand generation rates for various land uses. Walker was the lead consultant and author for Urban Land Institute's ground-breaking publication Shared Parking (the third edition was published in January 2020). We regularly update our database with yearly research projects on various non-typical land uses including cancer centers, multi-family residential, health clubs, and multi-use event venues.



Even if your infill projects are not specifically shared-use, knowledge of shared parking is critical for projecting the parking needs within a downtown.

5. **Nationally Recognized Expertise:** In addition to Shared Parking, we offer you a team comprised of the country's foremost experts in all aspects of the parking and transportation industry including parking and transportation planning, parking and mobility management and operations, parking technology (including pay systems, parking guidance, etc.), parking code standards, accessible parking, parking structural and functional design, concrete forensic restoration, and parking access and revenue control systems (PARCS). Whatever parking-related questions arise for your project, we have the expertise in house to find a solution.

We look forward to working with the City of Green Cove Springs and the stakeholders involved. The entire Walker team is committed and available to provide the services listed in this response.

Sincerely,

WALKER CONSULTANTS

A handwritten signature in blue ink, appearing to read "B. Preston", with a long horizontal flourish extending to the right.

Brian K. Preston P.E.
Managing Principal

BKP/mm

Attachment: RFP Response Required Forms



02 Project Approach

Project Approach

Walker’s proposed approach to this project is organized around the City’s objectives as outlined within this proposal and the scope of work section presented within the City’s RFP and also discussed herein. The draft breakdown of projected hours (provided under separate cover with the fee proposal) provides a rough outline of who from the Walker team would be working on each individual scope item.

Parking Plan Work Elements

Parking Supply/Demand Analysis

Before an effective parking plan can be formulated, a clear understanding of current and future parking conditions in the City study area is required. The Supply/Demand Analysis constitutes a needs assessment of current and anticipated parking conditions.

The parking information that will be independently documented, analyzed and presented by Walker in this analysis provides a quantitative and qualitative assessment of the parking characteristics within the defined study area. The foundation of a parking supply and demand analysis is an inventory of the parking supply creating a “snapshot” of current parking conditions. Walker staff will conduct field research to ensure accuracy of the existing parking supply and categorize the supply by type (on-street, off-street, structured, surface lot) and by ownership (private or public). Occupancy counts will be conducted over a period of time to capture user trends and enable Walker to clearly convey the trends of vehicle presence in the study area. The occupancy counts will then be compared to the effective parking supply (actual supply less 10% to 15%) to determine the estimated parking adequacy on a block-by- block basis. Some of the questions that need to be resolved include:

- What is the parking supply?
- What is the parking demand?
- Is there a surplus or deficit?
- What will parking conditions be like in the future?
- Is additional parking required? If so, how much?
- Who needs additional parking?



Community input is typically sought during the Supply/Demand Analysis. Walker's calculation of future parking demand is based on a thorough understanding of existing land uses, as well as the future land uses that may enter or leave the defined study area.

Parking is not an end in of itself; rather it is a derivative of the demand for other activities and the travel characteristics of the market area. The quantity and type of activities within a market area most often determines the overall need for parking, as well as unique demand characteristics that relate to time-of-day, day-of-week and time-of-year variations. Therefore, Walker's approach to projecting future parking demand will apply the knowledge we will have gained from the supply analysis and will require input from stakeholders and city planners in order to fully understand future changes in the study area. Once the calculation of future parking demand is complete, it will be compared to the existing parking supply to determine the future parking adequacy. The parking adequacy in the study area is communicated in tabular and graphic form and identifies the parking conditions on a block-by-block basis. In addition to our own collections, Walker will utilize any relevant information provided by the City.

The benefit of this approach is a parking plan based on your community values and pro-actively designed to meet your future needs before they become issues. Our recommendations are tailored to match your constituency's wants, needs, and desires for the parking system and the economic realities specific to the City.

Parking Alternatives Analysis

With the understanding gained from the completion of the Parking Supply/Demand Analysis described above, Walker will develop solid, achievable recommendations for improving the current parking conditions and meeting future parking demand efficiently and cost-effectively. Some of the questions that will need to be resolved include the following:

- Can the parking system be made to function more efficiently, such that more cars can be accommodated without building additional parking?
- If necessary, how can the parking capacity be increased?
- What are the strengths and weaknesses of the alternatives for increasing parking capacity and how do they compare with each other?
- How much does each of the alternatives cost to implement?
- Where is the parking needed?
- Can the capacity of existing parking facilities be increased? If so, how?
- What phasing plan is recommended in order to provide adequate parking when it is needed?
- Can a parking structure be built on proposed sites?
- Can parking demand be better distributed amongst existing parking assets, enabling the City to defer the addition of more parking?

The first part of the analysis will focus on management of existing resources. In addition to valuating opportunities for lot reconfiguration and restriping of spaces, we will analyze location of resources, utilization imbalances (if any), time limits and/or rates, and enforcement practices, and determine whether changes to the way the parking system is managed can free up parking in the most congested locations.

The objective of the site planning analysis will be to determine the advantages and disadvantages of constructing parking on various sites within the defined study area and to recommend the most appropriate site(s). To that effect, Walker will use the results of our supply and demand analysis to focus on localized areas with high parking demand projected to occur.

Each site included as a possible development location will be evaluated according to how well it ranks with site selection criteria considerations. Initially, criteria value rankings are somewhat subjectively established by Walker. Different values are exchanged and analyzed to establish a hierarchy that is agreed to by the City and the key stakeholders. By this means, a consensus site recommendation can be more easily found.

Walker will work with the City representatives to identify a subjective decision matrix that is used to measure the appropriateness of each site. The points awarded for each alternative are determined first by assigning a score to each criterion. Some of the criteria, such as project cost, can be scored objectively. For subjective criteria, such as land availability, a value of 5 = excellent, down to 1 = poor, can be awarded. Next, each criterion is weighed by assigning it points, the sum of which totals 100 points. The following are EXAMPLE criteria used to evaluate the alternatives:

- **Proximity to Demand (Primary Use 7 AM to 6 PM, M-F)** – The location of each potential development site in relation to buildings that are occupied and generate demand for parking during traditional business hours. An office building is the primary type of land use that generates weekday demand.
- **Project Cost** – The project cost associated with each potential development site includes, but is not limited to property acquisition, tenant relocation, demolition, and construction. Also, the cost per space added is considered when awarding a value to each site. The cost per space added considers the number of existing spaces displaced due to the construction of new parking supply.
- **Land Availability** – The land availability associated with each potential development site considers the existing use of the land, whether or not property acquisition is required, the need for tenant relocation, zoning compliance, and whether or not pre-established, redevelopment plans exist.
- **Revenue Potential** – The potential of each site to generate operating revenue if desired.
- **Proximity to Demand (Primary Use Nights & Weekends)** – The location of each potential development site in relation to commercial buildings that are occupied and generate demand for parking during weekday evenings and weekend periods. The type of land uses that typically generate weekend evening and weekend demand include restaurant, residential, retail, hotel, library, theater, and convention center.
- **Traffic Impact** – The traffic impact on the existing traffic patterns and what impact peak period loading and unloading may have on the surrounding street system.
- **Mixed-Use Potential** – The potential of each site to integrate at grade level retail, restaurant and/or office space. Whether or not potential for a mixed-use parking facility exists is dependent on the type of land uses that surround the site and the existing market conditions for each type.

- **Future Development** – The assessment of future development includes whether parking is the best use of the land and if future development is planned on or adjacent to the site that may benefit or hinder the parking operation.

Review of Parking Policies and Practices

A review of parking policies and practices includes an objective look at the rules that govern parking and the activities that the City employs to enforce these rules. The overall objective of this task is to provide a professional outsider's perspective with the aim to help the City make its parking system the best it can be. To succeed at meeting this objective, we consider stakeholder input, historical policies and practices, the character of the city, and the City's organizational structure with respect to its parking operation and develop a parking management plan that suggests opportunities for improvements. This is intended to answer a myriad of questions regarding parking policies and practices, including the following:

- Are parking regulations working effectively?
- What should the relationship be between on- and off-street parking regulations?
- Is the city's zoning ordinance supporting economic development and protecting property owner rights? Is it minimizing waste and promoting sustainability?
- is the City's parking operation staffed appropriately?
- Are parking citations rates achieving their intended purpose?
- Is the City writing an appropriate number of citations in support of its overall objectives?
- Are parking enforcement days and hours supportive of the needs of the community?
- Are parking spaces turning over at desirable rates?
- Are there effective strategies in place to keep long-term parking patrons out of short-term spaces?
- Is technology being used effectively in support of customer service? Are there technologies that could be cost effectively employed to provide patrons with additional and more convenient options? If so, what are these?
- How can the City's parking operation be the best it can be?

Methodologies To Be Used

Walker will use of variety of methodologies to successfully complete this project, including the following:

- We will perform field data collection using standard forms (digital) that we have successfully used for hundreds of similar studies. These forms are used by field data collectors to gather information regarding the existing parking inventory including name and location of spaces, capacity, user restrictions, and rates. Forms are also used to collect parking occupancy and turnover and duration data. The field data is entered into an MS Excel spreadsheet for tabulation and analysis.

- Best practices employed by other municipalities are considered when developing a plan for the City of Green Cove Springs. Walker maintains a database for future reference.
- Walker will access various databases that we maintain for purposes of making comparisons and projections. These databases include those relating to parking generation rates and recommended parking demand ratios, parking facility and system operating revenues and expenses, parking facility construction costs, and parking access and revenue control system costs.
- The technical aspects of our work will be based on industry-accepted standards that have withstood the tests of time. This includes our work relating to parking supply/demand analysis, parking facility site analysis, and parking facility financial planning.
- Our operational theories, recommendations, policies, and practices will be reviewed by one of our operations consultants – someone with significant experience as a parking operator – before making their way into our deliverables. This ensures that our recommendations go beyond theory and actually work in the real world.
- Our parking facility site planning and construction cost opinions will be based on our experience with the design of thousands of parking structures, significantly more than any other firm.
- Our parking facility cost opinions are informed by thousands of projects that have made it through the complete design and construction process.

Engaging the Community

Our planning philosophy is to promote consensus building among diverse interests. Start-up meetings with steering committees and opportunities for community input are important to establish overall goals and objectives for our master planning efforts.

Individual stakeholder meetings can be employed to engage the most interested or concerned community representatives. Through a systematic exploration of issues and solutions, with immediate summary feedback, the distinctions can be made between real and perceived problems.

Our methodology for community participation is guided by two principles. First, a good study that is not accepted by stakeholders is of no use. In this age of actively-involved citizenry and stakeholders, citizen and other stakeholder participation and “buy in,” the study process is not only the right thing to do, but also crucial in order to accomplish results.

Our experience is that parking is an emotional issue. For the public, we believe that many parking policy solutions are counterintuitive and that many popular policies result in unintended consequences. We therefore embark on a process to educate the public in tandem with the public educating us. We take pride in the results that we have achieved by deepening the public’s understanding of the issues and the solutions.

The stakeholders, interests, and constituencies related to parking policies are significant because the potential impacts – and benefits – of parking policy adjustments are significant as well. We envision and propose a process that will create a two-way communication process, engage these stakeholders, and create buy-in and support for parking policy adjustments by listening and responding to the needs of a broad base of constituents for the study.

Stakeholder Meetings

Our team will base recommendations on a thorough understanding of what stakeholders envision for the community. What do people value? How can their values be expressed in the built environment? From a community standpoint, stakeholders need to feel that their fingerprints can be found in the resulting plan. From an administrative standpoint, the plan needs to have sufficient buy-in so that community leaders can feel confident that the conclusions from the stakeholder process will gain the political support required for implementation. A successful stakeholder outreach program must both inform and gather input.

Walker utilizes a variety of tools to create such a program including face-to-face stakeholder interviews and on-line surveys. Our team has utilized interactive on-line websites and survey questions to engage a wider audience. The City's preference for number and makeup of stakeholder meetings can be discussed and finalized during the project kick-off meeting.

To embrace the aforementioned philosophical approach to stakeholder engagement, we suggest the following task items:

1. Work with the appropriate City staff to identify those stakeholders who are interested in the development of a parking policy adjustment program. Subject to the City's review and final approval, the following is a "straw-man" list of groups in no particular order, that may be included: economic development representatives, local businesses, police department, city engineering and public works, downtown merchants' association, chamber of commerce, and elected officials.
2. Develop for the City's distribution, a web-based questionnaire, using SurveyMonkey, for the purposes of collecting quantitative information regarding parking and transportation habits and interests of stakeholders.
3. Present draft findings and recommendations to City representatives and stakeholder groups to elicit their feedback and input prior to making final recommendations. Record and include feedback in a written report.
4. Make a final presentation for the purposes of clearly communicating projects findings and recommendations.
5. Recommend a policy adjustment program for the off-street facilities and on-street parking facilities. The program will focus on policy and methodology to inform the establishment, amendment, and implementation of parking policies.
6. Develop a parking policy adjustment program for on-street and City-owned off- street parking spaces in order to meet policy objectives including serving the public and ensuring parking space availability for customers, employees, visitors, and other users, and balancing parking supply and demand. Recommendations would be based on quantitative and qualitative data collected.
7. After the parking plan has been developed, we recommend a continuous public relations campaign effort aimed at communicating facts relating to parking characteristics, including the availability of parking and alternative modes of transportation. Potential strategies may include the following:
 - a. Enhanced website relating to parking and including regular positive messages that convey the regular availability of parking and encourage the use of alternative modes of transportation.

- b. Ongoing engagement of a public relations professional to convey a variety of positive messages relating to the parking system.

It is our experience that the aforementioned, proactive stakeholder participation and communications program is aimed at providing opportunities for public input, education, and communication in support of policy changes. Such a program promotes a community parking and transportation program that meets the needs of its stakeholders.



03 Scope of Services

Scope of Services

Based on the RFP, we understand that the City's draft scope is generally organized into the following work elements:

Task 1: Project Coordination

Walker staff will have regular project management meetings with City and County staff throughout the project. A project progress schedule will be maintained and updated as progress items are accomplished during the project timeline. Additionally, Walker will attend and present at one (1) Planning Board meeting, and two (2) City Council meetings and two (2) County Commission Meetings.

1. Conduct a kick-off meeting in which Walker representatives will meet with City representatives to finalize project parameters and timelines, review project background and obtain previous reports, area maps, and other background information
2. Maintain and update a project progress schedule.
3. Meet with City representatives virtually on a scheduled basis to provide project updates and solicit feedback.
4. A Walker representative will attend one (1) Planning Board meeting
5. A Walker representative will attend two (2) City Council meetings
6. A Walker representative will attend two (2) County Commission meetings.

Task 2: Analyze and Evaluate Existing Materials and Information

Walker will compile previous studies, parking agreements between businesses, parking policies and land use ordinances, including the Clay Theatre and Valencourt Shared Parking Agreements. Upon reviewing the content of these documents, Walker will provide a summary of reference data in the final report. It is expected that the City of Green Cove Springs will assist with providing these documents and any other pertinent and historical documents.

1. Obtain (with City assistance) and review previous studies, parking agreements, parking policies and land use ordinances, including the Clay Theater and Valencourt Shared Parking Agreements.
2. Summarize relevant data to be included in the final report.

Task 3: Conduct Parking Survey

In addition to available in-person meetings, Walker envisions using an Internet-based survey service such as SurveyMonkey to help determine parking needs for the available parking within the Central Business District and the US 17 Corridor. Walker has an annual subscription to SurveyMonkey. Using our subscription, we intend to draft a questionnaire and post a questionnaire for use. Prior to usage, we would request that Green Cove Springs review the questionnaire. Based on comments received regarding the draft questionnaire, the questionnaire would be finalized and made available for public input

1. Walker representatives will work with City representatives to determine the appropriate stakeholder groups and individuals from which to seek input.
2. Walker representatives will conduct in-person or virtual meetings with key stakeholders.
3. Walker will develop a survey questionnaire that will be conducted using an internet-based survey service. The questionnaire draft will be developed to help determine parking needs for the available parking within the Central Business District and the US 17 Corridor and will be provided to City representatives for review.
4. Walker will finalize the survey based on feedback from City representatives and post, manage, and compile data from the survey results. The City will assist Walker with distribution of the survey link through its resources (City website, email distribution, etc.)
5. Walker will provide results of the survey to City representatives as well as provide summary of the relevant data in the final report.

Task 4: Inventory Existing Parking

Walker will perform an inventory of existing public and private parking spaces located within the study area, documenting name and location of facility, capacity, user assignments and restrictions, rates, access controls, to include transit stops, loading zones, and ADA-accessible parking. Using the experience of our firm's GIS consulting services, this data shall be presented on a GIS based map and spreadsheets within the final report. The GIS shapefiles or Geodatabase containing the feature classes shall be provided to the City

1. Walker will conduct parking inventories within the study area on a block-by-block basis:
 - a. On-street parking areas – include number, location, time limit, hours of service
 - b. Public and private parking lot spaces – include number, location, time limit, hours of service.
 - c. Bus Stops – include number, location, time limit, hours of service
 - d. ADA-accessible parking spaces – include number, location, time limit, hours of service
 - e. Loading Zones – include number, location, time limit, hours of service
2. Compile results using Walker's GIS in-house resources.
3. Present data on GIS-based map and spreadsheet to be include in the final report.
4. Provide the City with GIS shapefiles or Geodatabase containing the feature classes.

Task 5: Parking Usage Observations and Analysis

Once the inventory has been confirmed, Walker will perform parking observations at different times of the day during a typical weekday and a typical weekend to provide insight into the parking demand impact within the study area. The information will be presented in a block-by-block format showing surplus and shortage areas. After these observations, Walker will identify areas for increased and/or improved pedestrian connectivity and walkability, including areas for bicycle and pedestrian amenities. Such connectivity and walkability observations may, in fact, lessen the need for the addition of new parking inventory if implemented correctly. Walker will work with the City to determine the appropriate days and times for utilization observations. Typically, this will be representative weekday day and evening observations along with representative weekend observations. Walker will conduct up to two (2) weekday observations (day and evening) along with up to two (2) weekend observations (day and evening). Additional observations requested by the City will be conducted by Walker at costs provided in the contract sum response form.

1. Walker will compile results into a block-by-block table format as well as a visual heatmap format for use in the final report. These formats will communicate peak demand times and locations based on each observation day.
2. Walker will analyze observation results and provide feedback and recommendations on:
 - a. Congested or problem parking areas
 - b. Inventory shortages and under-utilization
 - c. Non-conforming on-street spaces.
 - d. Opportunities with private parking lots for improving inventory
 - e. Areas for improved pedestrian connectivity and walkability, including bicycle and pedestrian amenities.
 - f. Areas where new parking spaces could be created and/or relocated for typical parking spaces as well as ADA parking spaces.

Feedback and recommendations will be included in the final report.

Task 6: Assessment of Existing and Future Demand

Existing parking supply/demand conditions are determined by comparing an adjusted portion of parking capacity, allowing for user maneuvers, to the observed usage. If needed, we do adjust for seasonality. An inventory of proposed future development projects will be developed through a collaborative Walker/City effort. Future parking demand will then be projected based on the proposed development activity and compared against the projected parking supply, using a parking supply/demand model developed for this project. Parking policies and practices are identified based on interviews with city staff and through observation. Opportunities to improve and coordinate conflicting approaches are then identified.

1. Walker will work with City representatives to determine the inventory of future development projects.
2. Project future parking demand based on proposed development activity.
3. Compare future parking development activity against the projected parking supply utilizing a supply/demand model developed for this project.

4. Identify opportunities and provide recommendations to current development parking policies and ordinances as well as industry best practice solutions for addressing parking needs management for future growth.

Task 7: Identify Parking Priorities and Recommendations

Using the results of the parking supply/demand analysis and review of parking policies and procedures, we will develop recommendations for parking management strategies with an eye toward coordinating both on- and off-street parking inventories and developing strategies that support economic development and retail parking needs. Specifically, we will evaluate parking rates, time restrictions, user assignments, enforcement days and hours, the use of parking technologies, parking citations rates, parking enforcement policies and practices, to name a few.

1. Develop a phased implementation plan to meet current and future parking needs. The implementation plan will factor recommendations for short-, medium-, and long-term strategies. These strategies may include the following:
 - a. Public-Private partnerships for shared parking inventory.
 - b. Estimated costs and potential locations for a public parking garage and other innovative parking solutions.
 - c. Bicycle and pedestrian connectivity improvement.
 - d. Signage, wayfinding, and lighting recommendations.
 - e. Code ordinance amendments.
 - f. Changes to public parking supply and locations.
 - g. Educational, informational, and marketing material programs.

Task 8: Final Report

1. Walker will combine all items identified in the scope of work into a final report draft and provide to City representatives for review.
2. Walker will meet with City representatives to discuss feedback
3. Walker will edit the report, considering the feedback provided by City representatives, and issue a final report.

The background of the page is an abstract composition of overlapping geometric shapes in various shades of teal, blue, and light cyan. The shapes are primarily triangles and quadrilaterals, creating a layered, architectural feel. The colors transition from dark, muted blues in the upper left to lighter, brighter teals and light blues towards the bottom right. The overall effect is modern and clean.

04 Schedule

Schedule

Walker can complete the parking plan within ninety (90) days of a signed contract. Specifically, Walker will provide draft and final reports within a 12-week run time. Several meetings are envisioned including those to elicit input and buy-in from the community. Teleconferences are also envisioned as appropriate.

Week:		Week 0	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	TBD
Task	#														
0	0	Award	X												
1	1	Conduct a kick-off meeting in which Walker representatives will meet with City representatives to finalize project parameters and timelines, review project background and obtain previous reports, area maps, and other background information		X											
1	2	Maintain and update a project progress schedule.		X	X	X	X	X	X	X	X	X	X	X	
1	3	Meet with City representatives on a scheduled basis to provide project updates and solicit feedback.		X	X	X	X	X	X	X	X	X	X	X	
1	4	A Walker representative will attend one (1) Planning Board meeting													X
1	5	A Walker representative will attend two (2) City Council meetings													X
1	6	A Walker representative will attend two (2) County Commission meetings.													X
2	1	Obtain (with City assistance) and review previous studies, parking agreements, parking policies and land use ordinances, including the Clay Theater and Valencourt Shared Parking Agreements.		X	X										
2	2	Summarize relevant data to be included in the final report.				X	X								

Schedule, continued

Week:		Week 0	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	TBD
Task	#														
3	1		X												
3	2			X	X	X									
3	3					X									
3	4						X								
3	5									X					
4	1		X												
4	2			X	X	X									
4	3						X								
4	4						X								

Schedule, continued

Week:		Week 0	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	TBD
Task	#														
5	1							X		X					
5	2								X	X	X				
6	1							X							
6	2								X	X					
6	3								X	X					
6	4									X	X	X			
7	1									X	X	X			
8	1											X	X		
8	2												X	X	
8	3													X	



05 Key Personnel



Brian K. Preston, P.E.

Project Role: Managing Principal

Brian Preston is the Managing Principal of Walker's Tampa office. Over 25 years as a professional he has led a variety of projects that span from functional design of garages in Russia to the design and construction of numerous parking garages and implementation of Parking Access and Revenue Control systems at three major airports along the east coast of the USA and Canada.

Brian's extensive experience also includes performing condition assessments of over a 100 parking structures. Many of these projects resulted in the development of a design to restore and maintain the structure that is developed in concert with the client's budget while keeping the structures in operation. Brian continues to lead Walker's Tampa office in both the development of new parking structures, restoration of existing structures, and implementation of new technologies.

Key Experience

- Functional Design
- Parking Consulting
- Structural Engineering
- Concrete Structures
- Condition Assessments
- Parking Restoration
- Waterproofing
- Failure/Damage Investigations
- Technology-based solutions
- Access and Revenue Control
- Community redevelopment

Education

Bachelor of Science in Civil & Architectural Engineering, Drexel University, Philadelphia, PA

Registrations

Professional Engineer, State of Florida, Registration #PE75127

Professional Structural Engineer, State of Massachusetts, Registration SE#41849

Affiliations

- International Parking & Mobility Institute
- Florida Parking and Transportation Association
- Urban Land Institute
- American Institute of Steel Construction

Project Highlights

New Design

Hillsborough County Aviation Authority

Tampa, Florida

Continuing Structural Consultant at Tampa International, Peter O' Knight, Tampa Executive and Plant City Airports.

Halifax Stanfield International Airport

Halifax, Nova Scotia, Canada

Functional Design and Parking Access and Revenue Control Design, Financial Study 2,500 spaces precast garage

Legacy Place Parking Facility

Dedham, Massachusetts

Functional, structural and Parking Access and Revenue Control design/consulting services 1,328 space hybrid (Precast Tees on Steel Frame) parking structure.

UCF Parramore Avenue Garage

Orlando, Florida

Prime Consultant providing parking consulting, functional design and structural engineering design.

587 space post-tensioned parking structure with university bookstore and other campus services at grade.

OCPS Hillcrest Elementary School Garage

Orlando, Florida

Functional design, structural engineering and parking access control design services. 134-space precast parking structure.

Hillsborough County Aviation Authority

Tampa International Airport

Replacement of Parking Access and Revenue Control (PARCS), reservation system, and ground transportation system serving short-term, long-term and economy garages.

Crocus City Development

Moscow, Russia

Parking Consulting, Functional Design 9,500 spaces Crocus City Garage.

Forensic Restoration

Tampa International Airport

Tampa, Florida

Condition Appraisal, Structural Evaluation and Asset Management Plan for airport garages. Multi-year rehabilitation repair documents for Airport's parking garages.

Mizner Park Parking Structures

Boca Raton, Florida

Capital Improvement and Protection Plan and yearly repair documents for the four garages at Mizner Park.

Citrus Center Parking Structure

Orlando, Florida

Condition Appraisal, Structural Evaluation and Restoration Documents.

Miami-Dade College Parking Garage

Miami, Florida

Parking Garage Asset Management and Capital Improvement Program for College's eight parking garages.

City of Tampa Fort Brooke Garage

Tampa, Florida

Condition assessment and repair documents.

Motor Mart Garage

Boston, Massachusetts

Condition Assessment, Repair Documents, Roof conversion to parking, Replacement of circulation ramps, façade replacement.

James M. Corbett, CAPP

Project Role: Project Manager



Jim is an innovative parking professional with twenty-five years of successful parking operation leadership and fiscal governance. Having joined Walker Consultants' Planning, Operations, and Technology Group in 2015, Jim has lead Walker's efforts on dozens of strategic planning studies and municipal operations projects in Florida as well as several cities throughout the U.S. Prior to joining Walker, Jim served a 10-year career as the City of Tampa's Parking Division Manager.

Jim's specialized experience includes management of municipal and private parking assets within a variety of venues including hospitals, performing arts centers, convention centers, concert arenas and sports stadiums, hotels, mixed-use properties, community redevelopment districts, residential parking districts,

Key Experience

- Community Redevelopment
- Operational Audit
- Financial Analysis
- Parking Demand Modeling
- Parking Management
- Public Parking Policy
- Certified Administrator of Public Parking (IPMI)
- Accredited Parking Organization (APO) Site Reviewer (IPMI)
- Parksmart Advisor (IPMI/GBC)

Education

Bachelor of Arts, Business Psychology,
Miami University, Oxford, OH

Affiliations

- International Parking and Mobility Institute
- Florida Parking and Transportation Association
- Parking and Transportation Association of Georgia
- Urban Land Institute, Florida Chapter

Presentations

- "Has the Meter Expired on St. Armands Key? A Case Study Paving the Way for the Development of Paid Parking", Florida Parking Association Annual Trade Show and Conference
- "To Pay or Not to Pay – City of Dunedin, Florida Case Study", Florida Parking Association Annual Trade Show and Conference
- "Innovative Implementation Pitfalls – What Lurking Obstacles Await and How Do We Avoid Them?", Parking Association of Georgia Annual Conference and Trade Show
- "Ten Pounds of Sand in a Five Pound Bucket- City of Hollywood Barrier Island Case Study". Florida Parking and Transportation Annual Conference and Trade Show

City of Stuart

Stuart, Florida
Strategic Plan and Future Parking Needs Analysis. Multiple phases to include commission interviews, inventory, utilization, future and phased implementation plan.

City of Fort Pierce

Fort Pierce, Florida
Operations Consulting Alternatives Analysis, On-Street Parking Study, Operations Study, Paid Parking Plan, Parking Planning

City of Fort Myers, Florida

Fort Myers, Florida
Parking Needs and Operations Assessment

City of Homestead

Homestead, Florida
Parking Planning, Downtown Parking Consulting, RFQ Program Definition, Parking Study Update

City of Flagler Beach

Flagler, Florida
Consulting Services, Supply/Demand Study, Paid Parking Analysis, Parking Planning, Utilization Review

City of Corpus Christi

Corpus Christi, Texas
Parking Planning, Parking Management Plan to include GIS.

Sarasota Bradenton International Airport

Sarasota, Florida
Curbside and TNC Analysis

Boca Raton Mixed-Use Development

Boca Raton, Florida
Financial Feasibility Analysis

Midtown Tampa Development

Tampa, Florida
Parking Needs and Allocation Analysis

Broward County Convention Center and Hotel Expansion

Fort Lauderdale, Florida
Parking Needs and Operations Assessment

Central Florida Expressway Authority (CFX) Citrus Bowl

Orlando, Florida
Feasibility and Operations Assessment

City of Fort Lauderdale, Florida

Fort Lauderdale, Florida
Financial Feasibility Analysis

City of Hollywood, Florida - Barrier Island

Hollywood, Florida
Parking and Mobility Master Plan

City of Miami Beach, North Beach Regional Parking Analysis

Miami Beach, Florida
Parking Needs Assessment

City of Sarasota St. Armand's Circle

Sarasota, Florida
Paid Parking Program Analysis

Town of Hilton Head Island, Coligny Area and Beach Access

Hilton Head, South Carolina
Parking and Mobility Master Plan

U.S. Dept. of Defense, Pentagon WHS PMO

Arlington, Virginia
Parking Organization Assessment

Ann Arbor Downtown Dev. Auth.

Ann Arbor, Michigan
Parking Operations Assessment and Operator RFP Development

Central Oklahoma Transportation and Parking Authority (COTPA)

Oklahoma City, Oklahoma
Operational and Financial Audit



Thomas G. Szubka, CAPP, CPP

Project Role: Municipal Consultant

Tom is a Parking and Mobility Professional with executive experience and over 18 years in the Parking & Mobility Industry. His experience includes private operations, municipal operations and most recently as a technology solutions provider in both sales and operations.

Tom joined Walker in 2019 after serving as Director of Operations for the Flowbird Group, where he was responsible for Production, Service, Call Center & Help Desk Support, Repair, Marketing, Project Management and Product Development. Past responsibilities include sales and business development for T2 Systems focusing on Parking Access and Revenue Control System solutions.

Prior to his roles in the solutions space (Flowbird & T2), Tom was the Operations Superintendent for the award-winning City of Tampa Parking Division where he oversaw several Parking Access and Revenue Control Systems installations/upgrades, the installation of a multi-space on street meter program, implementation of pay-by-phone technology, and the implementation of surface lot multi-space meter program. Tom has also held leadership roles for one of the largest private parking operators which included special event management, business development, corporate parking operations, and valet parking programs.

During his career, Tom took a five-year break from the parking industry to serve as an executive with the NFL's Tampa Bay Buccaneers as the Director of Team Services, overseeing Travel and Logistics, Game Day Operations, Community Relations, Events, and Cheerleading/Mascot.

KEY EXPERIENCE

Parking and Mobility Planning
Parking and Mobility Technology Solutions
Financial Analysis

EDUCATION

Bachelor of Arts, Finance, University of Illinois

CERTIFICATIONS

Certified Administrator of Public Parking (CAPP)
Certified Parking Professional (CPP)
Accredited Parking Organization Site Reviewer Certification- International Parking and Mobility Institute
Certified FEMA Incident Command System 100, 200, and 700 level

AFFILIATIONS

President - Florida Parking and Transportation Association
International Parking and Mobility Institute National Parking Association
American Mensa – Lifetime Member
Tampa Public Leadership Institute
Leadership Tampa Alumni

PRESENTATIONS & PUBLICATIONS

"Getting Smart – Strategies for Getting Started in Creating Smart Communities"
-Webinar hosted by the Florida Parking and Transportation Association, 1/15/21
"Opportunity During Disruption" - *Parking Today*, July 2020 issue
-Developing Strategies to Manage your Parking Assets in Unique Times
"Decoding the RFP" – *Parking Magazine*, December 2016 issue.
- A step by step look at the RFP process as well as tips for success to aid understanding for both clients and vendors.
"Navigating the Maze" – *The Parking Professional*, February 2014 issue.
-Ten tips for surviving a new technology implementation, from a parking department supervisor who's been there.

Project Highlights

City of Fort Pierce

Fort Pierce, FL
Parking System Analysis and Operations Consulting.

St. Armands Parking District Paid Parking Program - City of Sarasota

Sarasota, FL
Parking Revenue Projections and Financial Analysis

City of Fort Myers On-Street Parking

Ft. Myers, FL
Functional Evaluation and Technology Specifications and Procurement.

Center for Disease Control (CDC) - Roybal South and West Parking Deck

Atlanta, GA
Consulting Services to Scope and Procure Facility-Count, Automated Parking Guidance System (APGS) and Access Control System (ACS) utilizing Fixed License Plate Recognition (LPR)

Health First Merritt island Wellness Village

Brevard County, FL
Hospital Parking Need Analysis

Brickell Fire Station

Miami, FL
Shared Parking Study for high-rise mixed-use development of approximately 2,457,000 gsf

Piedmont Center Buildings 5-8

Atlanta, GA
Consulting to provide specifications and procurement of new PARCS System for 1,550 space parking facility located in the heart of Buckhead.

Sarasota Bradenton International Airport

Sarasota, FL
Parking Planning and Operational Analysis

Sunseeker Resort Charlotte Harbor

Port Charlotte, FL
Scoping and Procurement consult for Parking Access and Revenue Control Systems (PARCS) and the Valet Parking System (VPS) Solutions serving a destination resort.

Auburn Bank

Auburn, AL
Parking Access and Revenue Control System (PARCS) and Operator Services Solutions and Procurement.

Bobby Mordenti, M.U.D.

Project Role: Municipal Planner



Bobby is a transportation planner and urban designer, who brings a range of experience in both disciplines to the cities with whom he works. He has specialized experience in curbside management, wayfinding and signage, placemaking, public engagement, and transportation planning, along with the understanding of the municipal regulatory process. Bobby has worked on many projects that required addressing deep community concerns and created responsive solutions and recommendations to those issues in the form of community and comprehensive plans, parking and transportation studies, corridor plans, bicycle and pedestrian wayfinding signs, design guidelines and zoning ordinances. He has played different roles as planner and designer but with a fundamental understanding that planning for people enhances the quality of life for every community.

Key Experience

- Transit and Mobility Planning
- Signage and Wayfinding Concepts
- Land Use and Policy Planning
- Transportation Development Strategies

Education

- Master of Urban Design, The University of North Carolina at Charlotte
- Bachelor of Science in Urban and Regional Planning, East Carolina University

Affiliations

- American Planning Association (APA)
- American Planning Association Illinois Chapter (APA IL)

Publications

- Small Town Fit: Healthy People, Places and Policies in Davidson, NC

Project Highlights

City of Fort Pierce Parking Program Design

Fort Pierce, Florida
Paid parking program, identifying curbside management best practices, employee parking options and signage and wayfinding and analyzing parking alternatives for beach access parking.

Miami Beach 41st Street Corridor Study

Miami Beach, Florida
Assessed the impact of the removal of curbside parking spaces on the net revenue of the City's Parking System. Analyzed the supply and demand within the existing system to project future demand.

Downtown Cary Parking and Mobility Strategic Plan

Cary, North Carolina
Plan for near- and long-term planning goals. The plan developed implementable recommendations to improve parking and mobility in downtown Cary and support planned future development.

City of Racine Downtown Public Realm and Parking Plan

Racine, Wisconsin
Strategy for the downtown parking system, which assessed the current parking conditions, and identified the inventory and characteristics of the parking supply. The result was a parking policy analysis that determined the long, medium- and short-term strategies for promoting a balanced downtown parking system.

Coligny Area and Beach Access Parking Study

Hilton Head, South Carolina
Comprehensive Parking Study of the Coligny Beach area and surrounding beach area access within Hilton Head, South Carolina. Parking utilization observations, analysis of conditional impacts, parking management strategies and policy recommendations. Improved the parking and mobility experience by creating conceptual wayfinding and guidance systems to communicate parking availability. This conceptual solution was paired with real-time mobile payment transactions and camera counting systems.

Electric Vehicle Rideshare/Carshare Plan Fresno County Rural Transit Agency (FCRTA)

Fresno, California
An Electric Vehicle Rideshare/Carshare Plan to determine the feasibility of expanding rural transit service.

Kansas City Central Business District Parking Study

Kansas City, Missouri
Analyzed the current parking in the Central Business District (CBD) to develop a detailed strategy to address future parking needs. Provided graphics for the interactive sessions facilitated to the public for input on parking behavior and supply within the CBD.



Daniel Garcia

Project Role: Graphic Information System Consultant

Daniel's role at Walker focuses on developing project-specific solutions to parking policy and planning issues. His experience working with public sector, private sector, and institutional clients has allowed him to develop comprehensive and implementable solutions that are tailored to address the issues impacting the communities he works with.

His most recent work includes conducting an on-street parking availability and improvement study in unincorporated East Los Angeles, one of the densest communities in the County of Los Angeles. He conducted a comprehensive assessment of current residential and commercial parking conditions, reviewed parking enforcement practices, and made recommendations designed to improve on-street parking conditions.

Daniel is also the ArcGIS lead at Walker, through which he combines his analytical skills with a passion for cartography to deliver quality renditions of study results. His work includes a project for the City of Red Bank, NJ, which consisted of collecting parking infrastructure geodata including a parking inventory, parking meter locations, and parking signage locations for inclusion into the city's GIS database.

He holds a Master of Arts degree in Urban and Regional Planning from the Luskin School of Public Affairs at UCLA, where he focused on Transportation Planning, Design and Development.

Key Experience

Municipal Parking Planning
Shared Parking Analysis
Supply/Demand Analysis
Parking Management

Education

Master of Urban and Regional Planning,
UCLA
Bachelor of Arts, Urban Planning,
California State University
Northridge

Technical Skills

ESRI ArcGIS
Statistical Package for the Social
Sciences (SPSS)

Affiliations

California Public Parking Association
International Parking and Mobility
Institute

Languages

Spanish

Project Highlights

East Los Angeles Residential and Commercial Parking Availability and Improvement Study

Chief Executive Office, Los Angeles County, CA

Citywide Parking Requirement Study and Update

City of Vista, CA

Parking Analysis and Recommendations

City of Pico Rivera, CA

Beaumont Parking Management Master Plan and Parking Code Evaluation

Southern California Council of Governments

Multi-family Residential Parking Update

City of Orange, CA

Shared Parking Ordinance and Automated Parking Guidance System Update

City of El Monte, CA



06 Project Qualifications and Experience

City of Stuart

Future Parking Needs Analysis

Stuart, Florida



City of Stuart, Florida

Stuart is frequently cited as one of the best small towns to visit in the U.S., in large part because of its proximity to the St. Lucie River and Indian River Lagoon. A comprehensive review of the existing public and private parking inventory spaces throughout the downtown Stuart parking study area was provided. The review consisted of visually identifying and confirming public and private parking inventory on a street-by-street and block-by-block basis with a goal toward identifying surplus and deficits for future growth and planning needs.

Key Features

- Walker representatives interviewed City Commissioners to gain an understanding of the public parking perceptions in the downtown area.
- The City expressed concern over the reality of building additional parking inventory to support new business and residential growth.
- Many of the downtown merchants were concerned that the existing inventory and program policies did not allow for parking turnover and access to small business storefronts.

Solutions Provided

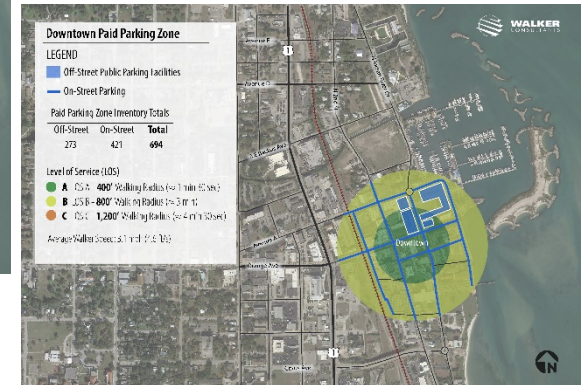
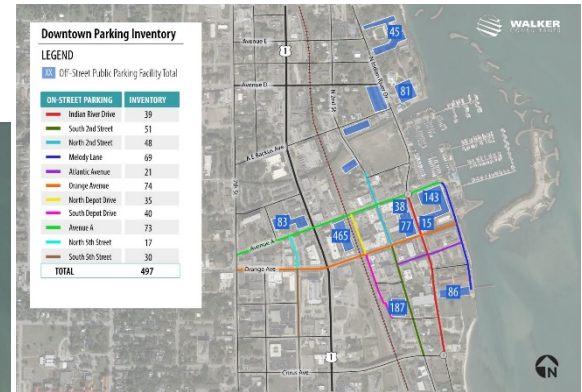
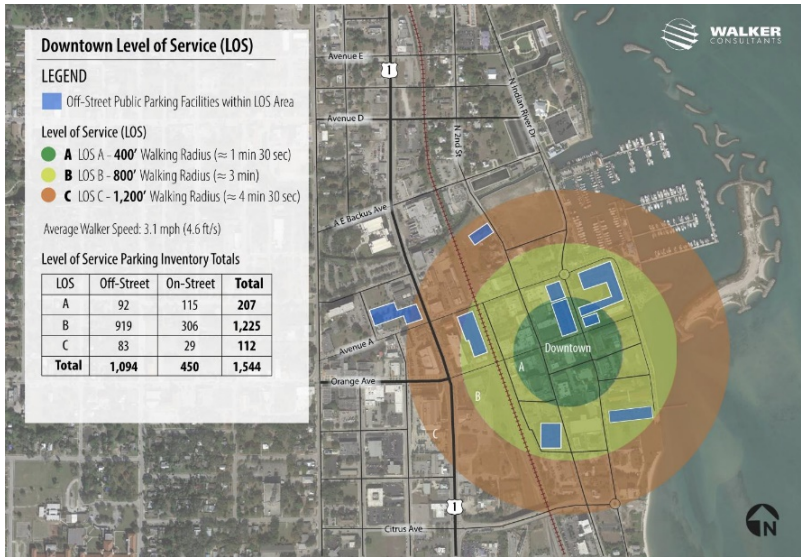
- Walker provided a series of utilization graphics showing utilization levels during the weekday, weeknight, and weekend to include a typical size special event.
- Walker was able to provide some structural design concepts and associated costs showing the amount of parking inventory gained.
- Shared parking agreement considerations were evaluated between private businesses and Martin County government facilities.

Benefits

- Using the solutions provided, Walker was able to assist the City with determining its future parking inventory needs, should the City elect to permit additional private development in its downtown area.
- A 10-year action plan was provided suggesting short-term solutions up to and including longer-term capital improvement solutions.
- Employee parking needs were addressed in remote locations.
- Paid parking was considered in premium curbside locations.

Parking Planning Services

City of Fort Pierce, Florida



The City of Fort Pierce was considering alternatives to improve the availability of downtown parking and strategic development of parking programs as growth continues to occur. As result of a Walker-engaged study in 2016, Walker was again engaged to re-evaluate the study and provide a modernized approach to moving forward with a paid parking program. Evolving from a time-limited environment to a paid parking program requires significant planning with regards to municipal code changes, program boundaries and rate structures, technology selection, and program management. Walker provided the City of Fort Pierce with a plan of action to develop and implement a paid parking program.

Key Features

- Promoting turn-over in key downtown areas with high parking demand.
- Communication and technology strategies to support the advancement and customer service approach to parking program management.
- Inventory analysis to aid with future growth planning.

Solutions Provided

- Provided a schedule for short-term to long-term action items to develop and implement a paid parking program.
- Provided recommendations on industry, best-practice operations, and technology.
- Identified core program areas and boundaries using a Level of Service approach.

Benefits

- The City of Fort Pierce received a workable plan of action to move forward with implementing a paid parking program.
- Allocation of visitor, employee, and juror parking to compliment the paid parking program.
- Strategies to improve utilization of city owned parking assets.

City of Fort Myers, Florida

Downtown Parking Needs Capacity Study

Fort Myers, Florida



Walker Consultants assisted in evaluating the parking rates, evaluate the Zip Zone program, and review the parking equipment that was recommended for installation Downtown. In 2018, Walker prepared an update to the 2008 Fort Myers Downtown Parking Needs Capacity Study.

City officials asked Walker to revisit the recommendations provided in the 2018 update study and identify areas in downtown where parking demand exceeds parking inventory.

KEY FEATURES

The update required a review of five tasks:

- ✓ Parking Supply/Demand
- ✓ Future Parking Analysis
- ✓ Parking Site Analysis
- ✓ Parking Rate and Zip Zone Review
- ✓ Revenue Control Equipment Recommendations

SOLUTIONS PROVIDED

- One goal of the revised recommendations will enable City officials to understand more concisely where localized public parking needs could be met with the approval of public-private development partnerships.
- Using the known and potential development projects outlined in the analysis, Walker projected an existing parking inventory shortfall of 181± public parking spaces and an additional shortfall of 592± public parking spaces resulting from as many as six known development projects resulting in a total known shortfall of 773± public parking spaces.
- Once the exiting parking needs shortfall has been satisfied, the City will have the option to require additional parking needs be met as each individual project is approved.

BENEFITS

- The City is able to use Walker's analysis as a future development tool to work with private development entities to ensure lost public parking inventory needs are considered with new developments.
- The analysis also provided a roadmap for replacing the free Zip Zone parking inventory spaces with a paid parking solution. The solution will support the enterprise fund goals and enable the City to fund the parking system operations through collection of additional parking fees.

Downtown Paid Parking Analysis

City of Homestead, Florida



City of Homestead

Parking will play a key role in encouraging continued revitalization in Downtown Homestead. In an effort to address the parking issues, the City retained Walker Consultants to review the issues and develop a Downtown Paid Parking Program. The purpose of the evaluation discussed the reasons the City would implement a paid parking system while defining the goals of such a system to guide its development.

Key Features

- City officials and stakeholders desired to encourage turnover in the most convenient parking spaces.
- Increasing turnover would improve the public perception of parking availability.
- Planned developments would soon push users to the City's free public parking inventory when planned developments began charging a fee to park.

Solutions Provided

- Walker provided an "order of magnitude" range of projections of paid parking revenues and expenses for three suggested paid parking phases.
- **Phase 1** – 2-hour free parking
- **Phase 2** - \$1 per hour south of 4th street; 2-hour free north of 4th street.
- **Phase 3** - \$1 per hour south of 4th street; \$.50 per hour north of 4th street.

Benefits

- The City was able to review the various options and weigh the desired economic impacts upon the community.
- The City accomplished a vision toward promoting parking turnover through value-pricing options while generating funds to develop and sustain their municipal parking system.



City of Flagler Beach, Florida

The Florida Department of Transportation has been working on the reconstruction of 1.4-mile stretch of A1A at the south end of Flagler Beach. Hurricane Matthew had washed out the road in that area. A1A will continue to be a two-lane road with 10-foot wide lanes and a 10-foot median along much of the stretch. No parking will be allowed on the sections of the oceanside of A1A, with just a two-foot shoulder rising into a low dune along the oceanside.

With a growing population, an increase in visitors to the beach and municipal pier and the desire to stimulate economic development, the City is seeking to address parking challenges in advance.

Key Features

- Use of an Ad-Hoc parking committee enabled the City to explore paid parking solutions for visitors to the beach area.
- Use of beach inventory by non-Flagler Beach residents required the use of City resources to provide lifeguards, solid waste and code enforcement resources with little economic impact return to the City.
- Use of an interactive website map, branding and wayfinding signs were critical to identifying off-street inventory in prime retail and beach access locations.

Solutions Provided

- Walker was able to provide a parking allocation plan to meet the needs of residents, employees, and visitors.
- A plan to implement seasonal unlimited paid parking in premium beach access parking areas while other areas offered free time-limited parking options
- Our analysis of parking supply and demand enabled sufficient support for the City to understand the need to segregate parking user group activity.
- Suggested seasonal paid parking would run from May through September each year.

Benefits

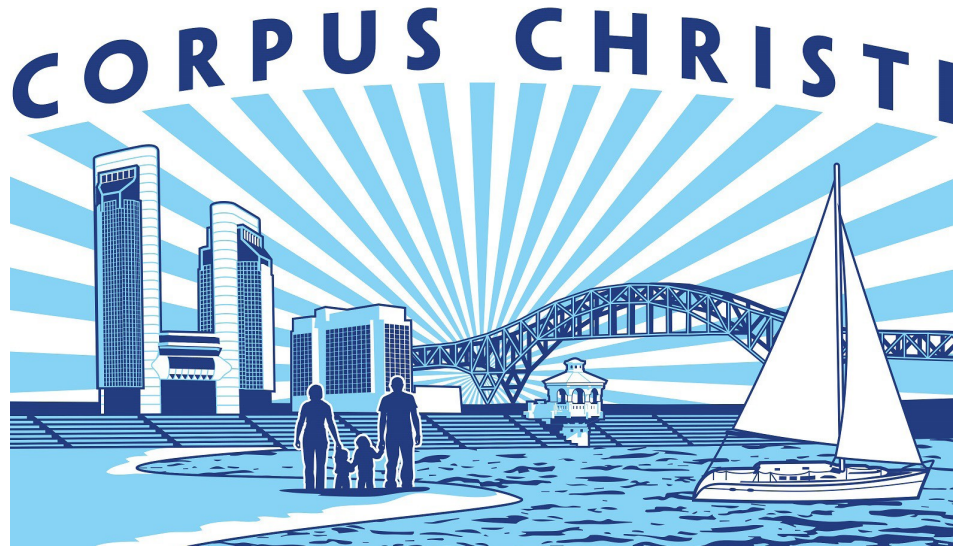
- A cost benefit analysis of implementing seasonal paid parking helped the City understand a much needed return on their potential investment.
- The City was able to evaluate various elements associated with the future parking needs of the City of Flagler Beach.
- The concept of implementing paid parking would help the City recover much of their service costs directly associated with beach operations and beach maintenance.
- Paid parking would serve the need for a valuable demand management strategy.

Parking Management Plan (G.I.S. Project)

Corpus Christi, Texas

The City of Corpus Christi is in the midst of conducting their Downtown Area Development Plan. To support this process, Walker Consultants prepared a Parking Management Study and Strategic Plan for the City of Corpus Christi to support the downtown residents, business, and visitors, a long-term strategy for the City's parking operations.

The purpose of the study was to conduct stakeholder outreach, to develop a parking supply/demand database, and to develop a strategic implementation plan.



Key Features

- Inventoried on-street parking, publicly and privately owned or managed surface and structured parking.
- The objective of this Parking Management Study and Strategic Plan was to analyze opportunities and needs for parking in the downtown Corpus Christi area:
 - Task 1** - Conduct Public and Internal Stakeholder Outreach.
 - Task 2**- Develop Downtown Parking Supply Database; **Task 3**- Develop a Parking Demand Assessment; **Task 4** - Develop a Strategic implementation Plan; and **Task 5** - Presentations of Final Products to the City and Prepare an Executive Summary of Findings.

Solutions Provided

- Developed a long-term parking strategy plan, integrating best management practices to serve as a framework for parking operations and the implementation of enhancements to the parking program to stimulate economic development.
- Collected parking infrastructure geodata including a parking space inventory, meter locations, and signage locations for the City's GIS database.
- Recommendation to engage the private parking sector to support the downtown residents, business, and visitors through a strategic public/ private partnership in the form of a parking alliance. Walker developed an action plan to assist the City to engage the private parking sector.
- Presented findings and recommendations in a public forum.

Benefits

- The study evaluated the parking demand associated with proposed development projects and projected future parking needs.
- The City received the benefit of a prioritized 12-step action plan by fiscal year and cost magnitude so that funding could be budgeted and allocated for project execution. The action plan was organized by development district and downtown-wide items.
- Additional benefits included: the development of a parking and mobility plan communications strategy, the creation of a parking alliance and shared parking program, an enhanced event parking plan, and the coordination of future supply planning.

Red Bank Parking Study (G.I.S. Project)

Red Bank, New Jersey



Photos of Red Bank courtesy Jazz Guy (flickr) under CC BY 2.0

The Borough of Red Bank has a vibrant downtown core comprised of retail, dining and entertainment uses that attract visitors within the Borough and from surrounding communities. Parking in the downtown area is busy, and stakeholders expressed concern that the parking system is inadequate to accommodate demand generated by downtown businesses and arts venues. Walker Consultants prepared an evaluation of the parking system, strategies for managing the parking system for efficiency, projections of the parking supply's ability to meet the community's needs, now and as growth continues, and recommendations to make the system operate more effectively.

Key Features

- Busy downtown core with active retail, live theater school, and a hospital.
- Stakeholders, residents and business owners, expressed concern that the parking system is inadequate to accommodate demand generated by downtown businesses and arts venues.
- Walker's comprehensive report discovered parking in surplus and provided management solutions to alleviate concerns.

Solutions Provided

- Community engagement, such as surveys, input meetings, and interviews.
- Parking utilization studies with public and private parking, plus turnover studies.
- Immediate (0-12 months), near term (12-24 months), and long term (24+ months) implementation plans
- Growth projections.
- Collected parking infrastructure geodata including a parking space inventory, meter locations, and signage locations for the City's GIS database.

Benefits

- Public-private shared parking agreements could augment the public supply and reduce congestion.
- Recommended updates of meters and wayfinding/signage, plus hiring an official parking director to manage the parking utility would improve efficiency and level of service for customers.



07 Cost

Cost

1. Lump sum cost summary by task budget and fee summary.

Task	Fee	Expenses	Total Cost
Task 1 - Project Coordination	\$ 15,730.00	\$ 1,760.00	\$ 17,490.00
Task 2 - Analyze and Evaluate Existing Materials and Information	\$ 6,000.00	\$ -	\$ 6,000.00
Task 3 - Conduct Parking Survey	\$ 10,450.00		\$ 10,450.00
Task 4 - Inventory Existing Parking	\$ 7,420.00	\$ 500.00	\$ 7,920.00
Task 5 - Parking Usage Observations and Analysis	\$ 13,430.00	\$ 2,810.00	\$ 16,240.00
Task 6 - Assessment of Existing and Future Demand	\$ 4,940.00		\$ 4,940.00
Task 7 - Identify Parking Priorities and Recommendations	\$ 7,320.00		\$ 7,320.00
Task 8 - Final Report	\$ 11,760.00		\$ 11,760.00
Total	\$ 77,050.00	\$ 5,070.00	\$ 82,120.00

2. Additional observations requested by the City, not included in the Scope of Services will be conducted by Walker at the labor cost of \$2,000 per day plus reimbursables. Reimbursable expenses will be billed at cost of travel and living expenses, and other project related expenses. Prior to the authorization of any additional observations not specified in this proposal response, Walker agrees to discuss and finalize all costs with City officials.

3. Percentage of hours for each Walker staff member by task.

Walker Staff	Hours	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8
Brian Preston	0	0%	0%	0%	0%	0%	0%	0%	0%
Jim Corbett	120	87%	50%	38%	41%	5%	20%	25%	17%
Tom Szubka	106	13%	50%	62%	18%	0%	80%	50%	38%
Daniel Garcia	14	0%	0%	0%	41%	0%	0%	0%	0%
Bobby Mordenti	102	0%	0%	0%	0%	95%	0%	25%	31%
Melinda Maxwell	8	0%	0%	0%	0%	0%	0%	0%	14%
Total	350	100%	100%	100%	100%	100%	100%	100%	100%

The background of the page is an abstract composition of overlapping geometric shapes in various shades of teal, blue, and light cyan. The shapes are primarily triangles and quadrilaterals, creating a layered, modern aesthetic. The colors transition from dark blues and teals at the top to lighter, almost white tones at the bottom.

08 References

References

City of Stuart, Florida

Ms. Pinal Gandhi-Savdas
Assistant to the City Manager and Economic
Development Manager
121 SW Flagler Avenue
Stuart, FL 34994
(P) 772.600.5368
(E) pgandhi@ci.stuart.fl.us

City of Fort Pierce, Florida

Audria Moore-Wells
2300 Virginia Avenue, Suite 203
Fort Pierce, FL 34982
(P) 772.579.9738
(E) amoorewells@cityoffortpierce.com

City of Fort Myers

Christine Tenney, CGFO
Deputy Director of Budget
2200 2nd Street, 2nd Floor
Fort Myers, FL 33901
(P) 239.321.7186
(E) ctenney@cityftmyers.com

City of Sarasota

Mark Lyons
Parking Division Manager
Public Parking Division
1565 1st Street, Suite 114
Sarasota, FL 34230-1058
(P) 941.263.6477
(E) mark.lyons@sarasotagov.com

City of Hollywood

Hal King, CAPP
Parking Administrator
Office of Parking Services
2600 Hollywood Boulevard, Annex Suite 17
Hollywood, FL 33022
(P) 954.921.3535
(E) hking@hollywoodfl.org

City of Corpus Christi, Texas

Alyssa Barrera
Executive Director, Downtown Management District
223 N. Chaparral Street, Suite A
Corpus Christi, TX 78401
(P) 361.249.8758
(E) alyssa@cctexasdmd.com



Attachment

RFP Response Required
Forms

Michael Daniels at mdaniels@greencovesprings.com All questions must be submitted in writing no later than Monday, September 21, 2021 to be interested in submitting a proposal.

City of Green Cove Springs Downtown and US 17 Corridor Parking Study RFP Response Form

Please complete the following response form. Amounts are to be shown in both words and figures. In the case of a discrepancy, the written word shall apply.

Total Contract Sum:

\$ 82,120.00

Total Contract Sum (in words):

Eighty-two thousand One Hundred Twenty Dollars

Quotes shall be honored for ninety (90) days.

City of Green Cove Springs Downtown and US 17 Corridor Parking Study Vendor Information Form

Please complete the following. Attach additional sheets as necessary.

Our Company is:

A corporation A partnership _____ Individually Owned _____ Other: _____
SS or Fed I.D. No: (Submission is voluntary)

Company Name and Address: Walker Parking Consultants/Engineers, Inc.

dba Walker Consultants

Name of Principal:

4904 Eisenhower Blvd., Suite 150, Tampa, FL 33634

Brian K. Preston, PE, Managing Principal

Telephone Number:

813.888.5800, Ext. 1526

Facsimile Number:

888.502.5726

E-mail Address:

bpreston@walkerconsultants.com

References (List Three References, with names, address, and telephone numbers):

Ms. Pinal Gandhi-Savdas

Mr. Mark Lyons, CAPP

Mr. Hal King, CAPP

Asst. to the City Manager and
Economic Dev. Manager

Parking Division Manager
City of Sarasota

Parking Administrator
City of Hollywood

Stuart City Hall

1565 1st Street, Suite 114

2600 Hollywood Blvd,
Annex Suite 17

121 SW Flagler Avenue

Sarasota, FL 34230-1058

Hollywood, FL 33022

Stuart, FL 34994

Ph. 941.263.6477

Ph. 954.921.3535

Ph. 772.600.5368

E-mail: mark.lyons@sarasotagov.com

E-mail: hking@hollywoodfl.org

E-mail: pgandhi@ci.stuart.fl.us

Date of Delivery:

All sections above must be completed. All deviations from the specifications must be fully explained in writing on the following Statement of Compliance/Deviations Form. Proposers understand that the City reserves the right to reject any or all proposals, reject any or all items, and delete any item or parts of items. Provide a statement of credit or other proof of ability to perform based on financial resources.

City of Green Cove Springs Downtown and US 17 Corridor Parking Study Statement of Compliance/Deviation

The proposal includes the following deviations from the Specifications, which the vendor represents and warrants as being fully equal or superior to the requirements of the Specifications, for the reason(s) set forth fully below. If there are no deviations, please state so below.

No deviations from the Specifications.

