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September 9, 2021

Sarah Bluvas
Economic Development Coordinator
City of Mercer Island, Washington
9611 SE 36th Street
Mercer Island, WA 98040

Re: Proposal for 2021/2022 Town Center Parking Study RFP

Dear Ms. Bluvas and Members of the Selection Committee:

The Walker team is excited to submit for your consideration our approach to perform a successful collaboration with the City of Mercer Island (“City”) that will address the goals outlined in Request for Proposals for the Town Center Parking Study. We bring unmatched expertise and experience in parking policy, practical shared parking measures, wayfinding, parking operations, technology, and enforcement, and urban design. We are passionate about helping Mercer Island shape a more livable, equitable, active, and economically vibrant Town Center by unlocking the value of the significant land dedicated to parking.

We understand the City of Mercer Island’s growth, and quality of that growth, is tied to the productivity of its land. As Town Center businesses, residents and development continue to thrive, the City has an ambitious outlook for addressing long-term economic recovery, development, sustainability and vitality of Mercer Island. But many of Mercer Island’s policies reflect the past when driving was the only way to get around and developments had to accommodate all parking demand generated by its activities off-street, within their property site. Parking requirements may be too high and an inability to share parking, too inefficient. With the recognition of growing demands for parking, on- and off- street from new mobility, e-commerce, and business activity — combined with the need to create multimodal access and equity on streets—the City is now in a position to rethink the use and supply of parking, on and off street, to embody the Town Center’s dynamic environment and the interests of the City, stakeholders, and residents.

We will draw on our nationwide experience and expertise. We have spent thousands of hours studying parking and curb use, over decades as the lead author of the International Council of Shopping Center’s (ICSC) and Urban Land Institute’s (ULI’s) Shared Parking Models and publications, and for the past three years, conducting an extensive curbside research and development initiative, independently vetting and testing dozens of tech products to collect millions of curb use data points in cities across the country, to develop curb typologies and implementable curb plans, policies, and fees. We also understand the economics comprehensively, having secured more than \$3 billion in parking-related financing. The team of Walker consultants that has been selected for this project bring expertise in all aspects of the study, including local transit service planning, new mobility management and planning, shared parking, parking operations, enforcement and technology, data collection and analytics, street design and activation of public spaces and streets.

Most essentially for this project, we can take the exciting and make it substantive. Curb management, new technologies, elimination of parking requirements are the new, hot planning trends. Conversations and pilots around the country have been focused on technology and new mobility applications. Talking about the latest “it product” or what “this city is piloting” misses the nitty-gritty work of implementing policies, practices, and designs that are manageable and, at times, must be incremental, but focused on the long-term vision. This is especially true for cities like Mercer Island, where historically the primary use of the curb and vast amounts of off-street parking is to park cars, at no cost, or in some locations not allow parking and give all roadway space to moving vehicle traffic. Activating Town Center will require focusing on actionable and implementable recommendations



based on its land use dynamics and planning design context. We know the policy and are prepared for the tough conversations. Together, we can take the elements that make parking planning and management impactful and exciting, contextualizing them for the Town Center’s reality—real budgets, real staff time, and real practical and political hurdles to get the most productivity out of its streets and significant land dedicated to parking.

Chrissy will serve as the Project Manager to ensure that the City’s and Walker’s quality control and quality assurance standards are met within the scope of work, timeline, and available budget. She has a proven 15-year track record of implementing transportation plans, policies, and funding mechanisms. If you have any questions, please contact us at cmancini@walkerconsultants.com or at (415) 830-8464.

Thank you for considering the Walker team.

A handwritten signature in blue ink that reads "Chrissy Mancini Nichols".

Chrissy Mancini Nichols, Project Manager
National Director of Curb Management and New Mobility

A handwritten signature in blue ink that reads "Manuel A. Soto".

Manuel A. Soto, Deputy Project Manager
TDM and Mobility Consultant

Project Team

Company Profile

Walker Consultants is an employee owned, global parking and transportation consulting firm, with twenty offices throughout the US, and locally in Seattle. Walker possesses a strong foundation as an industry leader in all aspects of parking and the curb—planning, operations, policy, design, financing, and technology.

Our parking and mobility planning professionals design and implement programs that are realistic, context appropriate, cost-efficient, and effective at managing the curb, access to business, changing behaviors and increasing the use of alternative modes of transportation. New mobility options present a range of policy and design challenges for our cities and regions, and we have developed thoughtful, creative, and fully integrated transportation solutions based on the needs of local communities.

Our experts have worked in the real world as directors of transportation, planning, and parking at planning organizations, cities, airports, hospitals, and university campus settings. We have created funding and financing mechanisms to support billions of dollars in transportation projects. Our strength is in developing community supported, implementable plans for our clients—large urban cities, metropolitan agencies, transit agencies, suburban cities, small towns, small businesses, and Fortune 500 corporations.

Project Team Bios

We propose the following team for this engagement, all of whom have been working together on similar planning and placemaking engagements over the past four or more years. Full resumes are included as an appendix.

Chrissy Mancini Nichols – Project Management

As Project Manager, Chrissy will work with city staff and stakeholders while managing her team to ensure the success of the project and satisfaction of City staff. Chrissy is a nationally recognized expert in planning and an experienced project manager, with unmatched experience analyzing, and leveraging the nexus between parking policy, economic development, and placemaking for small and large cities. Chrissy is also the National Director of Curb Management and New Mobility Studies at Walker. Chrissy is leading a 3+ year research and development initiative with five pilot cities across the nation to test curb management technology to collect curb use data.

Steffen Turoff – Principal/Senior Advisor

As the Principal in Charge of Planning for Walker’s West Coast offices, Steffen oversees project QA/QC and provides input on the project planning effort. Steffen has managed over sixty municipal parking planning engagements during his seventeen years at Walker, most undertaken by city Economic Development departments. His diverse list of clients ranges from affluent communities such as Beverly Hills, Carmel and San Clemente, California to King County Metro and a master planning effort to share parking among new uses at the Port of Everett’s Waterfront Place Central. In San Clemente, Steffen was involved in a cutting-edge program to share private parking among businesses and the general public. Steffen also works with communities and transit agencies to address issues of planning for and managing commuter parking.

Manuel Soto – Walking and Transit Access/Data Collection/Deputy PM/Local Liaison

An urban designer with over twenty-five years' experience in the transportation planning field, Manuel is an expert on the nexus between walkability, public transportation and parking. A former planning commissioner in a nearby community, Manuel has in depth knowledge of the Puget Sound region's transportation system, having performed over a dozen such studies in the region, from advocating for walking safety and access at Feet First to development of shuttle service operation plans for local employers such as Microsoft, Amazon, Boeing and Expedia, to station access planning for King County Transit and transit master plans for the cities of Seattle, Bellevue and Redmond.

Mallory Baker – Community Engagement Lead

Mallory specializes in results-oriented, empathetic stakeholder engagement and conflict mediation. She has a keen eye for developing meeting and interview formats that generate valuable feedback from key parties and help, rather than hinder, the project process, customizing process based on the unique needs of the communities Walker engages. Mallory stays on the cutting edge of community engagement, from the latest technologies for meetings and surveys to an understanding of how and when in-person, focus groups or public surveys may be the best way to communicate with stakeholders.

Tania Schleck – City Code Regulations/Data Collection

A city planner for several years in an affluent, suburban community prior to joining Walker four years ago, Tania applies her knowledge of ordinances, local government, and transportation to the very issues faced by Mercer Island in communities up and down the West Coast, including shared parking and code analysis.

Jeff Weckstein – Shared Parking Analysis

Jeff is a highly experienced parking planner and traffic engineer who has worked extensively with Institute of Transportation Engineer (ITE) data for parking and traffic to create plans for efficient and implementable sharing of parking in commercial districts, including shared parking studies on Bainbridge Island, Tacoma General Hospital, and Waterfront Place in the Port of Everett.

Jonathan Wicks – Technology and Operations

A Seattle native with nearly fifteen years of experience in municipal parking operations, technology and enforcement, Jonathan knows parking best practices and the opportunities and challenges of the latest parking technologies, including automated parking guidance systems (APGS) that guide the public to find spaces, an increasing popular strategy in large commercial districts. Jonathan would work with our planners to identify operational and technology solutions to achieve Mercer Island's goals for parking.

Bobby Mordenti – Wayfinding and Urban Design

Bobby is an urban designer and transportation planner who applies his knowledge in communities across the country to enhance and create wayfinding and placemaking as part of larger transportation engagements. Bobby's role in Mercer Island will be advising the team on urban design and wayfinding as it relates to the greater goals of the community.

Project Experience

Revitalizing Access in Boulder Project, Boulder, Colorado

The City of Boulder partnered with Walker Consultants, to conduct a sweeping revitalization of core parking and curb access programs citywide including the parking and curbside pricing approach and the Neighborhood Parking Permit (NPP) Program. Phase I of the project, completed in December 2020, comprised of data collection and existing conditions analysis that detailed how parking pricing and policy was misaligned with Boulder’s goals for access, mobility, equity, the environment, and supporting economic and community needs.

Walker led a foundational visioning strategy with staff and leadership, a virtual community engagement strategy that included work sessions with five different boards and commissions and City Council, and work sessions with the local business and property management communities, to discuss how changes to parking and curb pricing and policy would achieve Boulder’s aspirational vision for the future.

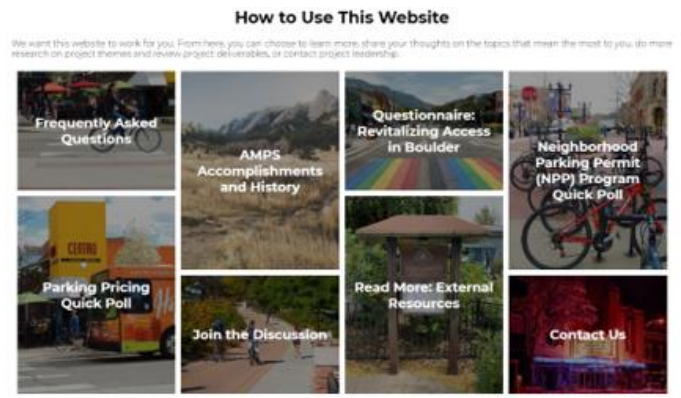
The result of the work, finalized in August 2021, was a full-scale implementation and action plan for new parking and curbside management and pricing strategies, including budget requests, ordinance and policy changes, and administrative, operational, and policy actions.

The innovative community engagement strategy was responsive and resilient in the face of COVID-19 restrictions and included nearly 10,000 participants across the Boulder community using a variety of platforms—a custom-built digital hub (Access4Boulder.com), virtual engagement modules, focus groups, and more.

Walker also proposed a framework for curb access from users beyond parking (commercial delivery, micro mobility, ride hailing, parklets, etc.) to shape the future of the curb and laid out an incremental policy and technology process for implementation.

City Contact Information

Chris Jones, Deputy Director, Community Vitality
 City of Boulder, 1500 Pearl Street, Suite 302 | Boulder, CO 80302
 O: 303-413-7302, email: jonesc@bouldercolorado.gov



Walker’s Digital Hub for City of Boulder, CO Curb Access Management and Parking Strategy <https://www.access4boulder.com/> As part of our digital strategy, we engaged several community and business working groups and use tools such as Mural as digital whiteboards, held online charettes at community meetings, conducted an online survey and quick polls, and created an interactive online website and social media presence to reach the public.

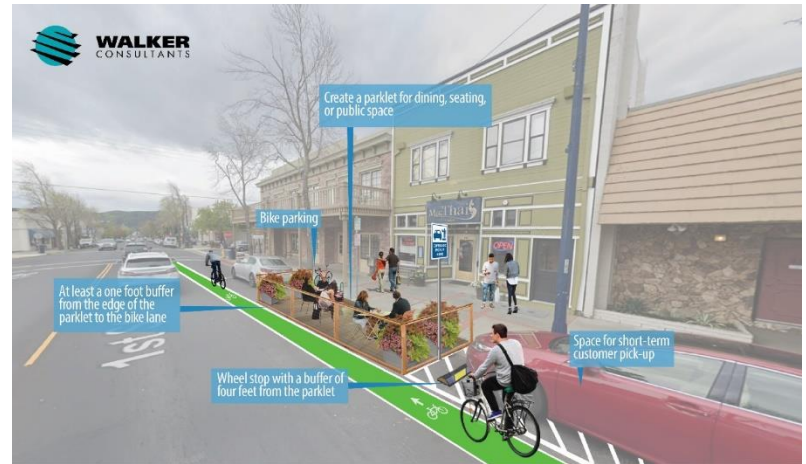
Benicia Downtown Parking and Mobility Plan & Curbside Parklet Program, Benicia, California

Adjacent to both Napa Valley and the Bay Area, Downtown Benicia is a vibrant waterfront, walkable community with unique shops, restaurants, and a thriving arts community. It hosts several popular community events throughout the year, making it a desirable destination for both locals and visitors. The downtown’s primary corridor, First Street, has a significant amount of activity and is directly adjacent to walkable residential neighborhoods. The mix of commercial businesses, scenic views, and access to the water make First Street a

popular destination for pedestrian activity. Wide streets and calm traffic patterns also make First Street an ideal environment for bicycle travel.

The City engaged Walker to provide a comprehensive analysis of downtown parking and transportation, identify options for bike and pedestrian improvements, and implement a parklet/streatery program.

Walker incorporated robust data collection and an extensive online and in-person public outreach campaign to develop a comprehensive set of parking, bike, and pedestrian improvements, streetscape activation and design, and policy updates.



Walker also crafted and implemented the City's temporary streatery program in response to the COVID-19 pandemic and subsequently the permanent parklet/streatery program, including design standards, regulations, and fees.

City Contact Information

Mario Giuliani, Deputy City Manager
City of Benicia, 250 East L Street, Benicia, CA 64510
O. 707-746-4289, email: mGiuliani@ci.benicia.ca.us

City of Sunnyvale Parking Capacity and Code Study, Sunnyvale, CA

The City of Sunnyvale engaged Walker to analyze downtown parking conditions, code and plan regulations, and the capacity of the parking district. The City wanted to understand any misalignment between code requirements and plan goals, how to effectively manage existing parking to make it more convenient, and the ability of the parking district to accommodate current and future uses.

Walker's analysis included studying supply and demand conditions in the parking district, and examining user groups (visitors, residents, employees), studying the capacity of the parking district to accommodate existing and future uses, identifying misalignment between growth and plan goals and parking requirements, examining the City's downtown development policies to identify and explore alternative solutions for meeting future downtown parking needs, and identifying the potential for providing additional parking supply in the parking district.

The City of Sunnyvale will be able to balance parking demand between user groups (employees, residents, visitors), right-size parking from a realignment between plan goals and parking requirements, and accommodate future parking needs through proper management, regulations, enforcement, technology, and organizational structures. The City continues to engage Chrissy Mancini Nichols, our proposed Project Manager, to evaluate parking impacts and considerations for new development and shared parking as they occur in Downtown Sunnyvale.

City Contact Information

Michelle King, Principal Planner
City of Sunnyvale, 456 West Olive Street, Sunnyvale, CA 94086
O: 408-730-7463, email: mking@sunnyvale.ca.gov

Project Understanding and Approach

Mercer Island's Town Center, on the north end of the Island, is located at the geographic crossroads of the Island and the Puget Sound Region, with excellent access to Seattle, Bellevue, and beyond, via the I-90 freeway, and the soon-to-open East Link Light Rail transit service, providing even greater access and capacity than the existing commuter bus service.

Informed in part by the recent businesses survey, the City understands that Town Center is at the policy and operational intersection of multiple issues as well, with local businesses stating a desire for ample parking, a request for funding sources to support local businesses, and concerns about commuter parking, while residents want to ensure that commercial and commuter parking does not spill into their neighborhoods.

Previous studies have demonstrated an abundance of physical parking spaces in Town Center, reducing the amount of area that can be devoted to an attractive civic sense of place, which would enhance public space and, by extension, desirability of the business district. The question then becomes the location and allocation of parking spaces vis a vis patrons and employees of the district. How Town Center reached this point necessitates a review of its City Code, and make recommendations to potentially change how the City requires and provides parking in the future. How to move forward productively also likely requires changes to parking regulations, enforcement, and possibly the introduction of new, customer-friendly technologies.

As international shared parking expert, Mary Smith (a 45-year employee of Walker), says about parking, "the destination is the draw (not the parking)." The good news is certainly that Mercer Island is an attractive place to visit local businesses. But although the parking may not be "the draw," the amount and location of the physical space it occupies makes how, and where, parking is provided crucial for the success – or failure – of place making, "the destination." Abundant parking can come at the expense of desirable spaces for people. At Walker, we approach our engagements keenly aware of this challenge, and recognize that addressing it effectively in Mercer Island's Town Center will be a crucial component for the success of the engagement. Our expertise in all things parking and urban design, including the planning, ordinances, enforcement, design, and technologies of parking, ensures that new and existing businesses have adequate parking, while creating opportunities to claim unused space for people.

As with every engagement, key to the success of planning parking and placemaking in Town Center, will be listening to and hearing from the public. We have developed a variety of shared parking ordinances and code changes to provide parking more efficiently and conveniently. We have designed wayfinding and automated parking guidance systems to improve the visitor experience and effectively increase the availability and convenience of parking. Our financial studies have funded more than \$3B in parking financing, and we would be glad to study funding mechanisms related to parking that could support local business.

Ultimately, we approach parking from all perspectives, real estate, design, financial and most of all the human experience. Is parking the highest and best use? If parking is not the draw, what can we create that reclaims parking, draws people in, and encourages them to stay? What does this mean for infrastructure, from the roadway network to invisible utilities below the right of way? Our parklet designs and programs, shared uses for



parking facilities, wayfinding plans, and pedestrian plans have answered these questions for our clients, to maximize their parking, and limited land, and generate infinite imagination of those who seek to come together in public spaces.

Scope of Work

Task 1 - Project Management

Task 1.1 Kick Off Meeting. Walker will conduct a kick-off meeting with the City's project manager and all City and Walker team members to explore project parameters, objectives, purpose, assumptions, and goals. The kick-off meeting will include a discussion of project scope, schedule, and budget. Walker will conduct a site visit to review study area conditions.

Task 1.2. Finalize Scope, Budget, Schedule. Based on the outcomes of the kick-off meeting, Walker will develop and finalize the project scope, schedule, and budget alongside the City's project manager.

Task 1.3. Regular Meetings. Walker will hold regular phone or web meeting check-ins with the City's project manager, and applicable team members.

Task 1.4 Monthly Invoices. Walker uses an internal electronic accounting system, which prepares monthly invoices and progress reports that track schedule and budget. We will issue monthly invoices to the City with summaries of staff work on the project.

Task 2 - Background Studies Review

Walker will conduct a deep-dive review of existing land use, transportation, transit, and parking ordinances and conditions in the study area (the Town Center Zone and North Mercer Restricted Parking District). This includes a review of the following pertinent but studies, but not limited to:

- The three previously completed parking studies:
 - 2008 study by KPG
 - 2015 study by BP Squared
 - 2016 study by BERK Consulting
- Mercer Island Town Center Vision and Goals (Comprehensive Plan)
- 2020 Mercer Island Business Survey Report
- Existing parking enforcement policies and programs
- Existing parking programs on Mercer Island, including the Town Center Commuter parking permit and North Mercer Restricted Parking District permit
- Relevant East Link Extension ridership data to understand potential commuter parking demand



Task 3 - Stakeholder Engagement & Public Input

Task 3.1 Project One-Pager. Walker will create a project one-pager summarizing the project vision and objectives in simple, easy-to-understand language for stakeholders, the community, and other collaborators, in both English and Spanish.

Task 3.2 Community and Stakeholder Engagement Plan. Walker will create a plan detailing core engagement audiences and roles, key areas of influence for each core audience, and methods and timeline for engagement. This plan will be developed in close coordination with the City team.

Task 3.3 Success/Fear Visioning. The start of a project is where we build a shared vision of success together. At the project kickoff meeting with the internal City team, we will use Mural, a unique “digital whiteboard” platform, to envision project successes, fears about the project, and concrete ways to harness those fears. With this tool and the resulting deliverable, called a “Success/Fear Statement”, we will create a clear path towards our desired outcomes, as well as an action plan to alleviate any potential obstacles.

Task 3.4 Project Advisory Committee Meetings. Alongside the City, we will appoint a Project Advisory Committee, comprising Town Center business owners, property owners/managers, residents, interest and advocacy groups, and others. We propose to engage this Committee virtually three times over the course of the project. At the first meeting, we will conduct the Success/Fear Visioning exercise as completed during the kickoff meeting with the internal City team, explained as part of Task 1.1, above. In subsequent meetings, we will share technical progress on the project and gather feedback from the Committee using innovative methods such as World Café exercises, polling tools like Mentimeter, guided discussions, and more.

Task 3.5 Virtual Engagement Modules. Walker will develop a series of simple, creative 15- and 30-minute virtual engagement modules using our Mural and Mentimeter platforms to gather feedback from integral community groups as determined by the City, such as the Chamber of Commerce, the Mercer Island PTA Council, and others. We will create training materials on these modules, presenting up to three (3) options and arming City staff with the tools and information they need to share with additional community groups as needed and desired.

Task 3.6 Social Media Discussion Thread and Polls. Mercer Island’s Facebook page currently has a following equal to about 10% of the total population of Mercer Island—a great achievement! We propose to leverage this active social media presence by creating a series of simple discussion topics and polls to offer readily accessible ways for the community to engage and share opinions and insights.

Task 3.7 City Council Work Session. Walker will prepare for and lead a work session with City Council prior to developing final strategies and recommendations.

Additional Scope

While we believe this base scope of services will facilitate an effective and innovative engagement strategy, we also recommend considering the following additional opportunities, particularly if the City wishes to pursue in-person engagement options.

Optional Task 3.8 Event Booth. Walker will staff a booth at a local event with quick but impactful options for information sharing and gathering input, such as mapping games, digital surveys, or dot voting.

Optional Task 3.9 Hybrid Community Open House. Walker will prepare for and lead a community open house in an open-air or large room environment with various activities to engage on topics integral to the plan, such as parking management and technology options, access and mobility conditions and innovations, and more. The open house will include a virtual access option for people who would like to attend the event but would rather access boards/graphics and provide feedback on their mobile devices.

Task 4 – Parking Supply & Demand Analysis

Task 4.1 Parking Inventory. Walker will conduct an on-site parking inventory of the study area. The inventory will include all on-street and off-street parking facilities in the study area. The inventory will be segmented by parking facility location (block face or off-street parking facility). The inventory will segment the parking supply by time restricted, permitted, and non-regulated parking.

Task 4.2 Parking Occupancy. Walker will conduct parking occupancy counts (number of parked cars) on a typically busy weekday and weekend day. It is anticipated that four counts would be conducted each day (morning at approximately 10:00 a.m., lunchtime at approximately noon, mid-afternoon at approximately 3:00 p.m., and evening at approximately 6:00 p.m.). The dates and times of data collection will be decided in coordination with the City. The occupancy data will be segmented by parking facility location (block face or off-street parking facility).



Task 4.3 Heat Maps. Walker will summarize parking utilization in the study area by creating “heat maps” showing the locations in which parking demand is concentrated and locations with more availability.

Task 4.4 Parking Length of Stay. Walker will use its automated license plate recognition system (LPR) and/or manual field surveyors (whichever is identified as more effective) to collect vehicle length of stay data for the on-street parking supply. The length of stay data will help provide a better understanding of parking user groups, the extent to which time limits are adhered to, and the rate at which vehicles turnover. It is anticipated that length of stay data would be collected hourly from 10:00 a.m. to 7:00 p.m. on a typical weekday.

Task 4.5 Future Development. Based on future development plans provided by the City, Walker will conduct up to three (3) future development scenarios to understand how future development will impact parking demand using the Walker/Urban Land Institute – International Council of Shopping Center Shared Parking Methodology. The future analysis will consider current, projected and desired transportation mode split including bicycle, pedestrian, transit, and transportation networked companies (TNCs).

Task 5 - Regulatory Analysis & Recommendations

Task 5.1 Current Parking Regulations Review. Walker will review the current parking restrictions and regulations in place (from data collected in Task 4) including parking time limits and policies, permits, and enforcement policies.

Task 5.2 Current City Code Parking Requirement Review. Walker will conduct a deep dive of current parking regulations in pertinent sections of the Mercer Island City Code to identify gaps and areas for improvement, including, but not limited to:

- Town Center Parking Requirements
- Parking Lot Dimension Requirements

Task 5.3 Recommendations. Based on findings from Tasks 5.1 and 5.2, Walker will identify gaps and areas for improvement, and recommend policy updates based on current issues, future needs and overall parking and access goals. Parking policy updates will consider factors such as (including, but not limited to):

- Minimum parking required compared to actual demand
- Parking in lieu fee considerations, opportunities, and recommendations
- Shared parking provisions
- Transportation demand management
- Parking design requirements and considerations

Task 6 - Implementation Strategy

Task 6.1 Parking Management Strategy. Based on the findings from the previous analyses and stakeholder engagement effort, Walker will develop a parking management strategy, which will include recommendations for:

- On-street parking regulations including time limit policies and strategies, and enforcement.
- Enhancements to parking policies and the relationship between on- and off-street parking including time limits, rates, hours of operations and programs for resident, overnight, and employee parking. We will explore how policies can better balance on and off-street parking supply.
- Accommodating demand by user group (residents, employees, and visitors) and areas of interest.
- Recommendations for improvements in parking wayfinding. It is difficult to navigate to certain parking supply in the City, particularly the off-street supply. Technology improvements, such as Automated Parking Guidance Systems (APGS) will be considered to help people locate underutilized parking facilities and improve the efficiency of the parking system.
- Technology recommendations to improve the efficiency of the parking enforcement program.
- Measures for improved use of existing public and private parking facilities including shared parking and other shared use agreements. Walker has worked with multiple communities on developing shared parking agreements between public agencies and private owners.
- Strategies to improve parking access to the future light rail station.
- A phased implementation plan to meet future parking needs.

Task 6.2 Opportunities to Increase Parking Capacity. Walker will identify opportunities to increase on-street parking capacity through angled parking. In coordination with the City, Walker will identify certain blocks that could accommodate angled parking and provide an estimate for the number of parking spaces gained. Based on Walker's experience designing parking, we will outline the benefits and considerations to this approach, including safety and traffic considerations.

Task 6.3 Town Center Activation. Walker will identify opportunities to repurpose existing underutilized parking supply to activate Town Center and support local businesses. Examples of more people-centric uses include parklets, streateries, and pop-up retail/restaurants. Further, with the new East Link Extension station, there may be an opportunity to convert parking to a multi-modal mobility hub to provide better access to transit.

Additional Scope

Optional Task 6.4 Automated Parking Guidance System (APGS) Opinion of Probably Costs and Specifications. If the City wishes to pursue an APGS system, Walker can provide an Opinion of Probably Cost for the technology and specifications for implementation.

Optional Task 6.5 Parking Enforcement Plan. Walker can also conduct a comprehensive review and recommendations for the City’s existing parking enforcement practices.

Task 7 - Final Report

Task 7.1 Final Report. Walker will prepare a final report summarizing the methodology, findings, stakeholder outreach effort recommendations, and implementation strategy from Tasks 2 to 6. The final report will be read-friendly with a variety of communication modes, including text, maps, graphics, tables, matrices, and other infographics as necessary. Walker will submit the draft report to the City for review and comment. Walker will finalize the report based on the City’s comments.

Task 7.2 PowerPoint Presentation. Walker will prepare a PowerPoint presentation summarizing the report to be presented to the City Council.

Task 7.3 City Council Presentation. Walker will present the parking study at one (1) City Council meeting, likely to occur at the end of 2022.

Project Timeline

The proposed project timeline, shown by month, is provided in the following table.

Task	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	June 22	July 22	Aug 22	Sept 22	Oct 22
1. Project Management	■	■	■	■	■	■	■	■	■	■	■
2. Background Studies Review	■	■									
3. Stakeholder Engagement and Public Input		■	■	■	■	■	■				
4. Parking Supply and Demand Analysis				■	■	■					
5. Regulatory Analysis and Recommendations						■	■	■	■		
6. Implementation Strategy							■	■	■	■	
7. Final Report										■	■

Project Budget

Walker anticipates completing the tasks specified in the scope of work (with the exception of the Additional Scope tasks) within the City’s \$80,000 budget. Walker would negotiate final scope and budget with the City to best meet the needs of the City.

Conflict of Interest Disclosure

Walker Consultants has no potential conflicts of interest, with any other clients, contracts, or property interests in the City, to carry out this study.



Project Team Resumes

Chrissy Mancini Nichols

Project Manager



Key Experience

Parking and Transportation Policy
 Placemaking and Economic Development
 Stakeholder Outreach

Education

Master of Science in Public Policy and Administration, Northwestern University
 Bachelor of Science in Education, Youngstown State University

Committees

California Public Parking Association, Legislative Committee
 Chicago Transit Authority's Bus Rapid Transit Steering Committee
 Chicago Mayoral Transportation and Infrastructure Transition Team
 Midway Airport Public Private Partnership Advisory Panel
 Chicago's Metropolitan Planning Organization's technical advisory group analyzing the fiscal and economic impacts of development decisions

Awards

Professional Fellow, US Department State, Young Southeast Asian Leaders Initiative
 Recipient of the Northwestern Graduate School Distinguished Thesis Award

Interests

Co-Host of Monday's at the *Overhead Wire*, a weekly planning podcast
 Blogs on planning and policy at mycuriouscity.com

A national figure in parking planning and economic development policies for cities, Chrissy brings tremendous experience, credibility, and technical expertise to her engagements with these issues. But Chrissy never loses sight that the technical, regulatory and operational considerations are tools to reach placemaking, economic development and ultimately quality of life objectives in the communities she serves. Examples include the successful parklet/streatery, shared public-private parking, and TNC programs Chrissy and her Walker team have created as part of broader studies, regulatory updates, and parking and transportation plans. In addition to her expertise, Chrissy's clients appreciate her hard work, hands-on style, and personable nature when working with communities, elected officials, and the public.

Project Highlights

Downtown Parking Study and Recommendations, City of Sunnyvale, CA

The City of Sunnyvale engaged Walker to address a complex web of parking planning regulations, overlay and assessment districts, parking demand from transit facilities, and inefficient utilization of private parking facilities. After an extensive study of regulations, parking demand, and business' concerns, Chrissy revised and streamlined regulations and programs to facilitate new development and ensure efficient use of the private parking supply, to help rather than hinder businesses, and enhance the quality of life and place in Sunnyvale.

Revitalizing Access in Boulder, City of Boulder, CO

City of Boulder policy goals have emphasized parking and transportation access as key to the City's recognized high quality of life. To improve and future-proof program performance, the City partnered with Walker, led by Chrissy and Walker staff Mallory Baker, to conduct a sweeping revitalization of core parking and access programs citywide. Walker's team undertook visioning, data collection and analysis, innovative community engagement, and development of a menu of strategies to meet Boulder's aspirational vision. Chrissy developed the analysis and recommendations for on-street parking regulations and demand-based pricing, while ensuring consistency with the comprehensive plan. The result, finalized in August 2021, was a full-scale implementation and action plan for new parking and curbside management and pricing strategies, including budget requests, ordinance and policy changes, and administrative, operational, and policy actions.

Downtown Parking Plan and Curbside Parklet Program, City of Benicia, CA

Chrissy performed the parking study to enhance downtown development and quality of life in Downtown Benicia a vibrant waterfront, walkable community with unique shops, restaurants, and a thriving arts community, adjacent to Napa Valley and the busy Bay Area. Through a quantitative analysis of parking and the constraints and opportunities around existing regulations and plans. Chrissy's analysis and public outreach determined the necessity of updating regulations, design standards and the benefits of placemaking improvements, including a thoughtful parklet/streatery program, curb management standards, and pedestrian and bicycle improvements. Praise and accolades continue to come from city staff and the public, as the city continues its engagement with Walker to refine its programs and policies.



Steffen Turoff

Principal/Senior Advisor

Developing and customizing parking policies, ordinances and operational measures that facilitate economic development and enhance a sense of place in the communities where he works has been Steffen's key focus during his seventeen years at Walker. He has managed over sixty such municipal engagements with and been a strategic advisor and principal in charge for nearly one hundred other such studies, winning praise and additional engagements from his clients. Steffen has worked with numerous cities on shared parking practices and ordinances to efficiently utilize private parking for public uses and has worked with both cities and transit agencies to manage commuter parking adjacent commercial and residential districts. His clients have ranged from Beverly Hills and Carmel, California to King County Metro, the Port of Everett, and the Winslow Hotel on Bainbridge Island.

Steffen has a Master of Arts in Urban Planning from UCLA, where he studied with parking expert Professor Donald Shoup. Subsequently Steffen was a planning analyst at Gilmore Associates, the development firm that championed the cutting-edge Adaptive Reuse Ordinance, which allows for the conversion of commercial buildings into residential uses.

Key Experience

Parking Policy and Planning
Municipal Planning
Community Redevelopment

Education

Master of Arts, Urban Planning,
University of California- Los Angeles
Bachelor of Arts, University of
California- Berkeley
Charrette Planner Certificate, National
Charrette Institute

Affiliations

International Parking Institute
American Institute of Certified Planners
International Downtown Association
Urban Land Institute
California Redevelopment Association

Recent Publications

"Hey Buddy, What will you Pay for this
Parking Spot?" Planning, American
Planning Association,
"Mensa Meters", The Parking
Professional, International Parking
Institute,

Presentations

"Parking Systems: Policies, Management
and Design", Southern California
Association of Governments (SCAG),

Languages

Spanish, Japanese

Project Highlights

Commercial and Civic Center District Parking and Transportation Master Plan, Santa Monica, CA

Steffen and his team developed a plan to increase the efficiency of the District's parking and multimodal system of access to accommodate an increase in development in the area along with a reduction of seven hundred parking spaces. The cutting-edge Plan was approved by the City and the California Coastal Commission. Both the introduction of the new land uses and the reduction in parking spaces have now been constructed and implemented successfully.

Downtown Parking Study and Recommendations, Sunnyvale, CA

Steffen was the Principal in Charge for this engagement in which the City engaged Walker to address a complex web of parking planning regulations, overlay and assessment districts, parking demand from transit facilities, and inefficient utilization of private parking facilities. Project Manager Chrissy Mancini Nichols revised and streamlined regulations and programs to facilitate new development and ensure efficient use of the private parking supply, to help rather than hinder businesses, and enhance the quality of life and place in Sunnyvale.

Downtown Parking Management and In Lieu Fee Plan, Healdsburg, CA

This wine country destination town has engaged Steffen and Walker colleagues Tania Schleck, Chrissy Mancini Nichols, and Manuel Soto multiple times over the past seven years for engagements to successfully develop and refine its parking program and mobility incentives.



Manuel A. Soto

Walking and Mobility Access/DataCollection/ Deputy PM/Local Liason

Based in our Seattle office, with most of his twenty five years' experience focused on Puget Sound region planning projects, Manuel is a mobility and parking specialist with real-world experience in design, planning and implementation of programs to increase multi-modal mobility, make parking more efficient, and reduce the use of single-occupant vehicles to enhance place making and economic development.

Manuel's transportation planning expertise includes work for public and private systems in the Seattle area, including restructuring of bus service networks, implementation of BRT, commuter express, Microsoft and other employer shuttle and first/last mile services, development of service operations plans, transit supportive policies, and demand forecasting. His TDM experience includes development of TDM programs for major employers, TDM plans for land use developments, implementation of strategies to reduce parking demand, social marketing campaigns to promote use of alternative modes and incentive programs to effect changes in travel behavior.

Some of his most notable projects (including work previous to Walker) include planning and implementation of Microsoft Corporation's commuter bus service in Seattle, the Metro Rapid Bus program in Los Angeles, and parking system planning for Valley Medical Center in Tacoma.

Key Experience

Parking and Transportation Planning
Transportation Demand Management
Benchmarking and Data Analytics

Education

M.A. Urban Planning, University of California, Los Angeles, 2001
Urban Economics Diploma, Universidad Católica de Chile, Santiago, 1995
Architecture Degree, Universidad Católica de Chile, Santiago, 1992

Certifications

AICP, American Institute of Certified Planners, 2014
CNU-A, Congress for the New Urbanism, 2015
TDM-CP, Association for Commuter Transportation, 2020

Affiliations

American Planning Association (APA)
Congress for the New Urbanism (CNU)
Association of Pedestrian and Bicycle Professionals (APBP)
Association for Commuter Transportation (ACT)
International Parking & Mobility Institute (IPMI)
Urban Land Institute (ULI)

Project Highlights

Commercial and Civic Center District Parking & Transportation Master Plan, Santa Monica, CA

Manuel, together with colleague Steffen Turoff, developed a Plan to increase the efficiency of the District's parking and multimodal system of access to allow for an increase in development in the area concomitant with a reduction in seven hundred parking spaces. The groundbreaking Plan was approved by the City and the Coastal Commission and construction on the new land uses in the area has been successfully completed.

MultiCare Tacoma General Hospital, Parking Management & TDM Plan, Tacoma, WA

Supply-demand parking study, and development of parking management and TDM plan. Work with CEO Council and department stakeholders to implement change management. Evaluation and modeling of parking and TDM implementation scenarios. Estimate costs, benefits, impacts and mitigating measures, and develop detailed plan for implementation.

Microsoft Corporation's Employee Bus Service (the Connector), Redmond, WA

Worked for 9 years as service planning advisor to Microsoft's Real Estate & Facilities Group, in design and implementation of "the Connector." Microsoft's own commuter-express transit system in the Puget Sound Region, serving more than 4,000 employees daily on 23 regional routes.



Mallory A. Baker

Community Engagement Lead

Mallory specializes in results-oriented, empathetic community engagement and conflict mediation. She has a keen eye for developing creative engagement initiatives and plans that generate valuable feedback from key parties and help, rather than hinder, the project process. She has crafted engagement strategies for transportation planning work throughout the Pacific Mountain West, West, Midwest, and Southern United States. Mallory also heads Walker’s national community engagement policy, crafting guidelines and templates for consultants throughout the firm, and has successfully transitioned many projects during the uncertain times of COVID-19 into a virtual setting—a recent fully-virtual engagement effort she led for the City of Boulder had nearly 10,000 unique participants. She is hugely passionate about effective communication of highly technical topics—as a testament to this commitment, her work on the Dallas Midtown Autonomous Transportation Feasibility Study, for which she served as project manager and engagement lead, recently received a communications award from the Awards for Publications Excellence.

Key Experience

Community Engagement
Municipal Planning
Communications

Education

Master of Arts, Urban Planning, City
University of New York, Hunter
College

Bachelor of Arts, University of New
Hampshire

Affiliations

Urban Land Institute (ULI) Transit-
Oriented Development Committee

American Planning Association (APA)

Presentations

“Frenemies: Millennials and the Future
of Parking Planning,” Southwest
Parking and Transportation
Association (SWPTA), February
2018

“From Mobility Zero to Hero,” American
Planning Association Colorado,
September 2019

“Managing your Valuable Curb Space,”
SWAPTA, June 2020

“Meeting Measurable Goals with Virtual
Community Engagement”, Walker
Webinars, January 2021

Relevant Projects

Revitalizing Access in Boulder Parking/Curb Implementation Plan
Boulder, Colorado
Project Manager/Engagement Lead

Clallam County Comprehensive Operational Assessment
Clallam County, Washington
Engagement Lead

NCTCOG Regional Curb Management Guidebook
North Central Texas
Engagement Lead

Atlanta Downtown Parking Management Toolkit
Atlanta, Georgia
Engagement Lead

Treasure Valley Regional Park and Ride Study
Treasure Valley, Idaho
Project Manager/Engagement Lead

Valley Regional Transit Regional Vanpool Study
Treasure Valley, Idaho
Project Manager/Engagement Lead

Tania Schleck

City Code Regulations/Data Collection



Tania’s focus at Walker is parking policy and planning at a range of geographies and scales. With advanced degrees covering both urban planning and real estate development, her analyses frequently evaluate the relationship between parking and land use, real estate, economic development, placemaking, and the opportunities for local government to facilitate each.

Key Experience

- Parking Policy and Planning
- Parking Supply and Demand Analysis
- Shared Parking Analysis
- Economic Development
- Public Policy Analysis
- Curb Management

Education

- Master of Urban Planning, Graduate Certificate in Real Estate Development, University of Michigan
- Bachelor of Arts, Environmental Studies, University of Michigan

Affiliations

- California Public Parking Association
- International Parking and Mobility Institute

Presentations and Articles

- “Getting Smart: Strategies for Getting Started with Creating Smart Communities”, Florida Parking and Transportation Association, 2021
- “Parklets Implementation”, International Parking and Mobility Institute, 2021
- “Parking in lieu fees. Thinking Beyond New Parking Facilities,” California Public Parking Association, 2021

Since joining Walker four years ago, Tania has performed parking analyses from King County to Sonoma County and the Bay Area to Newport Beach, where she is performing her third study through which changes in parking requirements will help local businesses. Tania also supports the significant Walker Curb Management Research project evaluating the data collected from technology vendors and calibrating its accuracy to actual curb activity. Prior to joining Walker, she was a planner for Eden Prairie, Minnesota, a suburb of Minneapolis known for a high quality of life and strong business base. there she supported long-range planning efforts, coordinated entitlements, the integration of the region’s light rail into the city, and updated the municipal code.

Project Highlights

Commercial and Civic Center District Parking and Transportation Master Plan, City of Santa Monica, CA

Tania was a key member of the team that developed the Plan to increase the efficiency of the District’s parking and multimodal system of access to accommodate an increase in development in the area along with a reduction of seven hundred parking spaces. The cutting-edge Plan was approved by the City and the California Coastal Commission. Both the introduction of the new land uses and the reduction in parking spaces have now been constructed and implemented successfully.

Corona Del Mar Commercial District Parking Requirements Analysis and Recommendations, City of Newport Beach, CA

Tania led and managed stakeholder outreach with businesses and city staff, and subsequently an analysis culminating in recommendations based on findings that demonstrated lower commercial parking ratios than expected and the justification for reductions in parking requirements. A corollary to the findings were recommendations to adjust on-street time limits for more efficient usage and changes in code, policies, and operations to encourage the sharing of private parking among more parkers.

Revitalizing Access in Boulder, City of Boulder, CO

To improve and future-proof transportation program performance, the City of Boulder partnered with Walker, to conduct a sweeping revitalization of core parking and access programs citywide. Walker’s team undertook visioning, data collection and analysis, innovative community engagement, and development of a menu of strategies to meet Boulder’s aspirational vision. Tania worked on an analysis of the City’s parking enforcement practices to make recommendations that would improve the overall performance of the parking and transportation system, emphasizing that enforcement is not about revenue but larger policy.

Jeff Weckstein

Shared Parking Analysis



Key Experience

Shared Parking Analyses

Traffic, Circulation, and Queuing Analyses

Parking Access and Revenue Control Systems

Education

Master of Arts in Urban Planning,
University of California, Irvine

Bachelor of Arts in Economics, Case
Western Reserve University

Affiliations

Institute of Transportation Engineers

International Parking and Mobility
Institute

Languages

Japanese

As an expert parking, traffic, and mobility consultant, Jeff is in high demand from his public and private sector clients for accurate, data driven and insightful parking and transportation analyses of complex and unique land uses. Jeff has employed his skills and knowledge teaming with his Walker colleagues in the development and testing the Shared Parking Model, Third Edition, published in 2020 for the International Council of Shopping Centers (ICSC), the Urban Land Institute (ULI), and the National Parking Association (NPA).

Jeff's areas of expertise include parking needs analyses including shared parking analyses, market and financial analysis, parking management plans, operational analyses, due diligence, parking access and revenue control systems, wayfinding, and transportation planning. Jeff holds a Master of Arts in Urban Planning from the University of California, Irvine, with a specific interest in the intersection of transportation and land use.

Project Highlights

Downtown San Diego Parking Study and Management Plan, San Diego, CA
Civic San Diego, the former economic development agency for Downtown San Diego, engaged Jeff and his Walker team for a comprehensive study of the public and private parking supplies to analyze and make recommendations for a shared parking system that would accommodate business patrons, employees, and residents in the commercial district. Jeff led the analysis and the report, which culminated in recommendations to adjust minimum parking requirements and make private parking available in a pool for broader public use.

Downtown Parking Management Study, Solvang, CA

The Leavenworth of California's Central Coastal, Jeff ran the analysis, and presented findings and recommendations, to help this very popular visitor destination determine whether additional parking was needed or instead, how to allocate parking demand among existing parking spaces, without the significant capital costs required to build and maintain new parking. Adjustments to time restrictions and changes to enforcement were among the policies recommended.

Waterfront Place Central, Port of Everett

Jeff has led the development of shared parking modeling and operational viability for the Port of Everett's conversion and build out of 65 acres of parking and open land adjacent to the marina and businesses into hotels, businesses, restaurants and offices. This included an analysis of appropriate ratios given the mix of businesses and recommendations for a private operator to comprehensively manage parking in the district to facilitate shared parking.

Jonathan Wicks, CAPP

Technology and Operations



A Seattle native, Jonathan joined Walker after 10 years of leadership positions with private parking operators including his role overseeing municipal parking operations for the City of Beverly Hills. Jonathan provides expertise in all manner of public and private parking operations for Walker's West Coast engagements.

Key Experience

Technology-based solutions

Parking Enforcement

Access and revenue control

Education

Bachelor of Arts, Pomona College

Affiliations

International Parking Institute

California Public Parking Association

National Parking Association

Strong Towns

Leadership Hermosa Beach

Pacific Intermountain Parking &
Transportation Association (PIPTA)

Presentations

"Frictionless Parking In Culver City, California" NPA October 2018, Las Vegas, NV

Implementing Paid Parking: An Interactive Town Meeting Role Play", PIPTA July 2018, Portland, OR

"Implementing Paid Parking: An Interactive Town Meeting Role Play", IPI June 2018, Orlando, FL

"Optimize Your Parking Assets to Boost Revenue", October 2018, February 2018, April 2016 and October 2016, Lorman Webinars

"Planning an Automated Parking Guidance and Wayfinding System: An Interactive Experience", IPI May 2017, New Orleans

"Parking Maintenance 101", CPPA, July 2016, Sacramento, CA

With the surge in new parking management and enforcement technologies on to the market, from reservation apps and valet enhancement and validations systems, to automated parking guidance systems, Jonathan's focus has turned to the design and implementation of parking systems and technology improvements for public and private entities. He has developed parking policy and procedures and consulted for diverse clients from the City of Beverly Hills to the Seattle Center.

Project Highlights

Automated Parking Guidance System (APGS) and Shared Parking Ordinance City of El Monte, CA

Jonathan managed this engagement, the goal of which was to provide greater parking availability for current and future businesses in the city's downtown commercial district. The project had two complementary components, an updated APGS to ensure the parking public could find available spaces and a shared parking ordinance allowed new and existing businesses to share and benefit from a shared pool of parking.

Culver City Downtown Parking Operational, Financial, and Technology review and plans, City of Culver City, CA

In a comprehensive effort to increase the effective capacity of Downtown Culver City's parking system, Jonathan led the team performing operational and financial audits of the system, developing a system to both manage and accommodate spillover parking from new, nearby rail station, and producing bid documents for a popular new parking access and revenue control system (PARCS) for the downtown parking system.

City of Palo Alto PGS and PARCS Design and Bid Documents, City of Palo Alto, CA

Jonathan managed this engagement through which the City engaged Walker Parking Consultants to plan and design a Downtown Automated Parking Guidance System that would provide real-time occupancy information conveying parking availability. City Council directed staff and Walker to continue advancing the Single-space Detection APGS with Individual Indicator Lights alternative. system to provide the highest level of customer service, and track occupancy by space using ceiling mounted detection sensors in conjunction with LED lights mounted above each space to indicate type of space (available, occupied, permit, public, people with disabilities placard, valet, etc.).

Bobby Mordenti, M.U.D.



Wayfinding and Urban Design

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 site design, 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

Signage and Wayfinding Concepts
Placemaking and Urban Design
Visual Communication and Branding
Transit and Mobility 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

Austin Quality of Life Plan – Austin Streetscape Redesign*, Chicago, IL

This project focused on urban design, market analysis, and feasibility and facilitated a community charrette that resulted in recommendations for the reuse and design of sites on Chicago Avenue, Lake Street, and Madison Street. Bobby was responsible for leading the charrette and designs for the enhancements along the Chicago Avenue corridor.

San Ysidro Wayfinding Signs*, San Diego, CA

Bobby was project manager and lead designer for this project while working for the City of San Diego. The project included the design and installation of bicycle and pedestrian wayfinding signs in the San Ysidro Port of Entry District to improve the area's mobility, provide a sense of place, and respond to changes in the configuration of the Port of Entry.

Downtown Frankfort Vehicular Wayfinding Improvements, Frankfort, KY

Placement of public parking signage and facility entry sign designs. The goal was to efficiently communicate to drivers where parking was located by improving the directional signage placement and to increase utilization of existing facilities by designing facility entrance signs. Bobby designed the facility entrance signs for all the off-street facilities and determined the best placement for parking directional signs within the downtown.

**Denotes project completed with prior firm*