



CITY OF MARTINEZ

CITY COUNCIL AGENDA

July 24, 2013

TO: Mayor and City Council
FROM: Anna Gwyn Simpson, Dep. Dir. of Strategic Planning &
PREPARED BY: Eric Scriven, Parking Consultant
SUBJECT: Parking Consultant Selection
DATE: July 19, 2013

RECOMMENDATION:

Appoint Walker Parking Consultants as the City’s parking consultant to develop a Parking Management Plan for the downtown area and authorize staff to negotiate final scope of work, not-to-exceed fee and other contract terms with this firm.

BACKGROUND:

Over the past 10-15 years, the City has, at various times, investigated the need to construct a multi-level parking structure in its downtown. Due to locating a significant number of Contra Costa County administrative and public safety employees at offices in the City’s downtown, there have been near-constant concerns regarding the adequacy of parking and, importantly, the impacts that these employees’ parking has upon maintaining and expanding indigenous business in the downtown. Over a decade ago, the City investigated the idea of constructing a 3 level, 290 space parking garage on the City-owned “Lot #4” (corner of Escobar and Ferry Streets). Conceptual drawings and cost estimates were produced, and various financing methodologies discussed; however, for a variety of reasons, this effort was discontinued.

The effort to maximize the potential of Martinez’s downtown and transform it into a highly desirable gathering place and commercial center has continued to be the focus of the community over the past several years. In 2006, the City adopted the “Downtown Specific Plan” (see <http://www.cityofmartinez.org/depts/planning/details.asp?f=225>), which was developed to guide public and private investment to: (1) enhance the quality of life for Martinez residents, and (2) bring back commercial dynamism to the Downtown business area. The idea of a new parking structure was again identified in the 2006 Specific Plan as a potential “catalyst project” for the downtown revitalization. More details on this garage can be found in Attachment II of the Downtown Matters summary document discussed in the paragraph below.

Additionally, during 2011, the City embarked on a “Downtown Matters” campaign. The primary idea underlying the effort was to reach out to the community and the pertinent stakeholders to hear their thoughts and ideas on how to help transform Downtown into the community destination that it has the potential to be. Background material on the various workshops, tours, and key reports that occurred is summarized in a document which can be found here: <http://www.cityofmartinez.org/civica/filebank/blobdload.asp?BlobID=8326>.

The City is also currently updating their General Plan, which should be completed by May, 2014 and may impact the parking needs of the City depending on the ultimate vision laid out in the plan. Another issue that may impact the City's parking needs, and that will need to be addressed in the response to this RFP (see question 2a), is the recent departure of many county employees in the area due to a move in office location. This may or may not be offset by new employees (or others, such as courthouse jurors), as this is not known at this time, but it is one variable that will need to be addressed in the Parking Management Plan.

Given the variety of factors that have changed over the years since the completion of the Downtown Specific Plan, a Parking Management Plan is needed to reexamine the needs of the downtown to determine if there exists (or will exist) a deficiency of parking in the downtown core. The City would like to engage an experienced parking consultant that will perform a thorough review of the downtown's parking needs and ultimately complete a comprehensive Parking Management Plan.

On July 15, 2013, the City received two proposals to provide parking consulting services in response to Request for Proposals. Proposals were received from the following firms:

Firm Name	Total Proposal Amount
Nelson/Nygaard Consulting Associates, Inc.	\$99,830 (with the option to provide additional services for \$32,052)
Walker Parking Consultants	\$52,100

During the week of July 15-19, staff and the City Council parking sub-committee reviewed the proposals. Although only two proposals were received, these firms represent the leaders in the parking planning industry. The disparity in the total cost between the two firms was analyzed and determined to be primarily related to Nelson/Nygaard's use of subcontractors to complete the scope of work. Based upon this comprehensive review, staff and the City Council sub-committee determined that the proposal submitted by Walker Parking Consultants more adequately meets the needs of the City as outlined in the Request for Proposal and is superior to the other in terms of relevant experience, quality of the ideas put forth in the proposal, and costs.

FISCAL IMPACT:

The total cost of the consulting contract is not-to-exceed \$52,100. The funding for this contract will be paid from the Parking Enterprise Fund.

ACTION:

Resolution accepting the proposal from Walker Parking Consultants to prepare a Downtown Parking Management Plan and authorize the City Manager to negotiate an agreement at a not-to-exceed amount of \$52,100.

- Attachments:
- Walker Proposal
- Nelson Nygaard Proposal

APPROVED BY: 
City Manager

RESOLUTION NO. -13

RESOLUTION ACCEPTING THE PROPOSAL FROM WALKER PARKING CONSULTANTS TO PREPARE A DOWNTOWN PARKING MANAGEMENT PLAN AND AUTHORIZE THE CITY MANAGER TO NEGOTIATE AN AGREEMENT AT A NOT-TO-EXCEED AMOUNT OF \$52,100

WHEREAS, over the past 10-15 years, the City has, at various times, investigated the need to construct a multi-level parking structure in the downtown; and

WHEREAS, the City would like to determine if there exists (or will exist) a deficiency of parking in the downtown core by engaging an experienced parking consultant to perform a thorough review of the downtown's parking needs and options and ultimately, completing a Parking Management Plan; and

WHEREAS, staff issued a Request for Proposal to qualified parking consultants to complete a Parking Management Plan; and

WHEREAS, on July 15, 2013, two proposals were received for parking consultant services and based upon a comprehensive review, it was determined that Walker Parking Consultants had the relevant experience and the higher quality of ideas; and

WHEREAS, there is sufficient revenue in the Parking Enterprise Fund to pay for the Parking Management Plan proposed by Walker Parking Consultants.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Martinez, that the proposal from Walker Parking Consultants is accepted and the City Manager is authorized to negotiate an agreement at a not-to-exceed amount of \$52,100.

* * * * *

I HEREBY CERTIFY that the foregoing is a true and correct copy of a resolution duly adopted by the City Council of the City of Martinez at an Adjourned Regular Meeting of said Council held on the 24th day of July, 2013, by the following vote:

AYES:

NOES:

ABSENT:

RICHARD G. HERNANEZ, CITY CLERK
CITY OF MARTINEZ



WALKER
PARKING CONSULTANTS

RESPONSE TO REQUEST FOR PROPOSALS

**DOWNTOWN PARKING
MANAGEMENT PLAN**
MARTINEZ, CA

Prepared for:
CITY OF MARTINEZ

Prepared by:
WALKER PARKING CONSULTANTS

JULY 15, 2013





June 15, 2013

Mr. Phil Vince
City Manager
City of Martinez
525 Henrietta Street
Martinez, CA 94553

Re: *Response to Request for Proposals to Provide a Parking Management Plan
Martinez, CA*

Dear Mr. Vince:

Walker Parking Consultants (Walker) is pleased to submit for your review the following proposal to assist in the development and implementation of a Parking Management Plan for the City of Martinez.

We are very excited about this project and the opportunity to present our proposal to you. We believe that your needs, as outlined in your Request for Proposals (RFP), correspond exceptionally well with our professional strengths. This project provides us with the opportunity to do what we do best and offer a real value to you as our client.

Walker is a global consulting and design firm providing innovative solutions for a wide range of parking and transportation issues. Founded in 1965, the firm has over 200 employees and is the worldwide leader in the parking field, offering a full range of parking consulting, design, engineering, and restoration services. We are a full-service professional services firm that can meet all of your parking consulting-needs in house.

Our core competency enables us to keep projects on schedule, deliver work product on time and within budget, and respond quickly to any client requests. When emergencies arise that result in key players being unavailable, we have the depth needed to fill in with other equally-qualified experts. Walker is focused on delivering the best project for its clients by listening to their concerns, researching and developing industry-leading standards for their benefit, and providing quality and implementable solutions to their problems. We do it right the first time! As a testament to our abilities, over 80% of our projects are from repeat clients.

Many growing municipalities face challenges similar to the City of Martinez when trying to balance the desire to provide a pedestrian-friendly, aesthetically pleasing community with the need to provide adequate, available and convenient parking for residents, visitors, and businesses. Walker's Study Services Group has done extensive work with municipalities throughout California and the United States that are confronting similar issues of wanting to manage and grow their parking systems as effectively and responsibly as possible.

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 City of Santa Monica, California. Although the client proposed the construction of a 1,000-space parking structure, Project Manager Steffen Turoff presented



study findings to city officials, residents and stakeholders that the 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 the City channel resources into cost effective and sustainable use of existing parking spaces, public transit, and non-motorized modes of transportation such as bicycling and walking. By accepting Walker's recommendations, the City saved in excess of \$57 million dollars, leaving these funds available for transportation alternatives.

The proposed project manager for this assignment, Steffen Turoff, has been with Walker for over nine years and has conducted more than 60 municipal parking studies, including an award-winning study for the City of Santa Monica mentioned above. He will oversee the entire project and serve as the contact person for the City. Since studying urban planning under UCLA's Donald Shoup, he has worked extensively in the area of municipal parking, creating parking demand management and financial studies for downtown commercial districts in cities of all sizes. Steffen can be contacted at the phone number above, or by e-mail at: steffen.turoff@walkerparking.com.

Within this proposal we introduce you to key personnel, highlight recent and relevant project experience, and outline our understanding of the parking issues facing the City. Our proposed team will be 100% committed to working with the City of Martinez and will commit appropriate resources to complete our services in a timely and efficient manner. If you need additional information, or have questions on the information presented, please do not hesitate to contact us.

We thank you very much for your consideration.

Sincerely,
WALKER PARKING CONSULTANTS

A handwritten signature in black ink, appearing to read "Steffen Turoff".

Steffen Turoff, AICP
Project Manager/Parking Consultant

A handwritten signature in black ink, appearing to read "John W. Dorsett".

John Dorsett, AICP
Senior Vice President



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EXPERIENCE

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PROJECT EXPERIENCE

Walker has completed over one thousand parking studies and management plans for large, medium and small cities throughout the United States. We have successfully completed dozens of such studies for cities throughout Northern California and hope to do the same for the City Martinez. We highlight some of our most recent, relevant or noteworthy studies below.

CITY OF SANTA MONICA

PARKING MANAGEMENT, RATE AND FINANCING STUDY, 2009

2010 INTERNATIONAL DOWNTOWN ASSOCIATION MERIT AWARD WINNER

Walker was retained by the City of Santa Monica to identify sources of revenue for the purpose of funding additional parking facilities needed to meet the perceived demand for parking in the Downtown area. The purpose of the study was also to improve the public's access to Downtown Santa Monica by increasing the efficiency and utilization of existing parking spaces and other transportation options that are available, serving the downtown area.

Walker recommended that construction of the City-proposed 1,000 additional parking spaces not take place and that more desirable alternatives should be pursued, including an improved management plan for the existing parking and transportation resources, the channeling of resources into cost effective and sustainable use of existing parking spaces, and greater incentives for the use of public transit and non-motorized modes of transportation such as bicycling and walking.

The outcome of the study was significant for downtown Santa Monica and the City as a whole. The goals and objectives of the study were exceeded. In addition, the study was trend-setting for the region, potentially marking a turning point in transportation and land use planning in Southern California. As the *Los Angeles Times* described it, the study is "changing the very psychology of urban vehicle storage." Council members called the report "fabulous" and "a revolutionary document."

CITY OF AGOURA HILLS

PARKING DEMAND AND MANAGEMENT STUDY, 2010

Walker was asked to prepare a Strategic Parking Study for the Agoura Village Specific Plan ("AVSP") area to mitigate the possibility of parking shortfalls and provided suggestions for parking policies that will aid in the implementation of an efficient parking system within the 135-acre City-Center special planning area within Agoura Hills. This study included three main sections: Parking Market Analysis, Parking Demand Management Options, and the Parking Policy and Implementation Plan. The Parking Market Analysis presents our analysis of the parking supply and parking demand within the prescribed project area and discussed the interplay between parking demand generation and available parking supply. The Parking Demand Management Options section provides a discussion of industry best practices regarding the various alternatives to provide adequate supply for the anticipated parking demand. The Parking Policy and Implementation Plan presents a guide of how industry best practices should be applied to the specific site (AVSP area) as well as general timelines for implementation.

The impetus of this plan is to provide additional detail regarding parking policies and guidelines that ensure an adequate amount of parking supply, while attempting to reduce the potential burden of an oversupply of parking within the AVSP area. The theory of Shared Parking will be utilized to "right-size" the parking supply as much as possible. Shared Parking theory takes advantage of the peaks and valleys in activity generated by varied land uses in an attempt to make use of a single parking space by more than one land use. Walker utilized Shared Parking to project future parking demand for each proposed development within the AVSP and provided input to the City of Agoura Hills regarding how

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and where parking should be supplied under future development conditions. Walker suggested several strategies including cross-ownership shared parking, City lease of private lots during non-business hours to provide “public” parking, and possible procurement of sites conducive to serving several developments through off-street parking (surface or structured).

CITY OF NEWPORT BEACH PARKING DEMAND AND MANAGEMENT STUDY, 2009

Newport Beach was seeking to make significant changes to how parking in the City was provided, managed, and financed. At the same time, the City sought to implement these changes without negatively impacting quality of life issues or adversely impacting economic development. In addition to providing parking code recommendations that furthered the City's goals, Walker was tasked with quantifying the extent of parking demand and supply issues and developing policies that would maintain the ambience and economic vitality of its historic villages while introducing the flexibility that will accommodate mixed uses and promote balanced economic growth. Walker assisted the City with exploring whether new parking pricing policies, such as those recommended in recent years by professor and parking expert Donald Shoup, could not only improve the management of its parking system but perhaps provide a source of funding for additional parking facilities. Throughout the process, Walker participated in dozens of public meetings and workshops to make sure that stakeholders were provided adequate opportunity to make their voices heard as current conditions are analyzed and new policy is crafted.

CITY OF SUNNYVALE DOWNTOWN COMMUTER FACILITIES PARKING PRICING AND MANAGEMENT PLAN, 2012

The City of Sunnyvale tasked Walker with the development of a parking pricing and management plan for its heavily-used Sunnyvale Caltrain Station, one of the busiest commuter stations between San Francisco and San Jose. The purpose of the plan was to address numerous public policy objectives including:

- Effective parking demand management;
- Revenue generation to cover operations and maintenance costs for the City's five off-street parking facilities without discouraging transit ridership; and
- Acceptance of the plan by the area's stakeholders through public outreach.

The development of the parking plan faced numerous challenges including significant competition for parking spaces in the area between commuters, downtown businesses, residents, employees and professional sports and events fans that used the rail line to attend events. Further, parking in the area was controlled by a variety of public and private owners and consisted of both free and paid parking locations around the Station. Engaging in significant research and field work, Walker completed the plan within the required, expedited four weeks. City staff put forward Walker's recommendations in their staff report and the plan and recommendations were brought before the city council for acceptance. These recommendations were approved by City Council.

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[AMERICA'S CUP HARBOR, SAN DIEGO, CA PARKING MANAGEMENT PLAN, 2009](#)

The Unified Port of San Diego leases property to private businesses in the area known as America's Cup Harbor. These properties are home to various types of business as well as surface parking lots that serve them. The existing configuration of publicly-available parking, along with the mix of parking practices and policies (and lack of signage), have historically led to confusion by those wishing to utilize the amenities at America's Cup Harbor. The sportfishing season has historically compounded the issue.

The proposed changes to both land uses and parking at America's Cup Harbor create a situation where the Port may address parking-related issues at a key point in development. The new projects will increase demand while removing some surface lots. To offset these losses, a 424-space parking structure has been proposed, as well as reconfiguration of parking along North Harbor Drive. Without a coordinated system approach of managing the parking supply and guiding visitors, problems will persist. Walker provided recommendations for a coordinated and efficient parking management plan that will serve the entire America's Cup Harbor area. In addition, Walker reviewed layouts for the redesign of the parking and ingress/egress lanes.

[CITY OF GOLETA OLD TOWN GOLETA PARKING ANALYSIS, 2011](#)

As part of the City's plans to redesign its main thoroughfare, Walker conducted a study of current and future parking demand in the Goleta's Old Town district for the purpose of making recommendations regarding changes to the on- and off-street parking supplies. The effects of the Hollister Avenue Redesign included the possible removal of some or all of the on-street parking spaces along the main commercial corridor and the potential impacts on businesses. Identifying the current usage patterns of on-street parking spaces and the appropriate policies for addressing the demand for these spaces in the future was an important element of this analysis. The analysis also included a large scale on-line and paper survey of parking users. The study and its recommendations were submitted to the City for inclusion in its redesign plans.

[CITY OF ARCADIA CITY OF ARCADIA PLANNING STUDY, 2012](#)

With its recently completed Downtown Plan as well as the imminent opening of its Gold Line light rail station, the City of Arcadia and its Redevelopment Agency sought to conduct a comprehensive analysis of its Downtown parking system. The purpose of the analysis was to identify specific parking policy alternatives and recommendations that will serve the area and could be implemented as the area develops and parking demand patterns change. Based on extensive field data and public opinion surveys, Walker Parking Consultants developed the following findings and recommendations:

- Changes to regulations and restrictions on public parking spaces including enforcement policies.
- Establishment of a parking credit program by which property owners could satisfy parking requirements and obtain access to the public parking supply.
- Creation of a dedicated parking fund within the City's general fund to ensure that a portion of parking revenue generated in the Downtown areas was dedicated to covering costs in the

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District including parking maintenance, operations and capital improvements, as well as other Downtown improvements, if needed.

- Creation of a Downtown stakeholder group to act as an advisory group regarding decisions related to the allocation of the parking fund.
- Improved signage for the purpose of more effectively communicating the location of parking available to the public.
- Reauthorization of the City's Parking Assessment Districts.
- Issuance and sale of a limited number of monthly and daily all-day parking permits for commuters in selected public parking locations as a way to manage and control parking demand in the Downtown area as well as generate revenue for the City, if the demand for Gold Line commuter parking exceeds that which the planned Gold Line parking structure can accommodate.

CULVER CITY REDEVELOPMENT AGENCY

DOWNTOWN CULVER CITY PARKING POLICY, OPERATIONS AND FINANCIAL STUDY, 2010

Walker worked with the City of Culver City to dramatically overhaul its Downtown Parking Policy in response to ten years of significant growth and changes within the City's successful downtown commercial district, as well as considerations related to the opening of the nearby Expo Line Station. Our services included a parking demand study, public workshops and the recommendation of a system of parking "credits" in order to allocate downtown parking spaces to new and expanding businesses. Walker additionally provided a financial analysis and net operating revenue assessment for the parking system and recommended reorganization of the management of the parking system within city government. Our focus was solutions to current parking occupancy and turnover issues to remedy shortages and imbalances through parking management strategies (time limits, rate changes, etc) as well as improvements to vehicular and pedestrian circulation.

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ADDITIONAL PROJECT EXPERIENCE

The table below list a small sample of planning studies performed for California municipalities over the past five years.

Table 1: Planning Studies Conducted for California Municipal Clients

Project Name	Services	Project City	Owner	Year Completed
Carmel-by-the-Sea Downtown Parking Analysis	Planning Study	Carmel	City of Carmel	Ongoing
City of Del Mar	Planning Study	Del Mar	City of Del Mar	Ongoing
North County Transit District	Planning Study	Oceanside	North County Transit District	Ongoing
Dana Point Harbor Revitalization	Planning Study	Dana Point	Orange County Dana Point Harbor	Ongoing
City of Sunnyvale Downtown Parking Study 2012	Planning Study	Sunnyvale	City of Sunnyvale	2012
City of Arcadia Parking Study	Planning Study	Arcadia	City of Arcadia	2012
City of San Diego Hillcrest Neighborhood	Planning Study	San Diego	City of San Diego	2012
Cinerama Dome	Planning Study	Los Angeles	CRA Los Angeles	2012
City of Santa Monica Parking Rate Study	Planning Study	Santa Monica	City of Santa Monica	2012
City of Goleta Old Town Comprehensive Analysis	Planning Study	Goleta	City of Goleta	2011
City of Riverside - Comprehensive Downtown	Planning Study	Riverside	City of Riverside	2011
City of Artesia - Parking Study Services	Planning Study	Artesia	City of Artesia	2011
City of Novato - City Office	Planning Study	Novato	City of Novato	2011
City of Novato - Redevelopment Parking	Planning Study	Novato	City of Novato	2011
City of Placentia-Supply/Demand Analysis	Planning Study	Placentia	City of Placentia	2011
City of San Clemente Downtown T-Zone 201	Planning Study	San Clemente	City of San Clemente	2011
City of Sausalito Parking System	Planning Study/ PARCS	Sausalito	City of Sausalito	2010
Culver City Shared Parking Analysis	Planning Study	Culver City	Culver City Redevelopment Agency	2010
Culver City Downtown Parking Policy	Planning Study	Culver City	Culver City Redevelopment Agency	2010
City of Agoura Hills Agoura Village Development Parking Master Plan	Planning Study	Agoura Hills	City of Agoura Hills	2012
City of Santa Clarita Commuter Parking Study	Planning Study	Santa Clarita	City of Santa Clarita	2010
America's Cup Harbor Redevelopment	Planning Study	San Diego	City of San Diego	2009
City of Santa Monica Downtown Parking	Planning Study	Santa Monica	City of Santa Monica	2009
City of Newport Beach Park Requirements	Planning Study	Newport Beach	City of Newport Beach	2009
City of Placentia Metrolink Station Parking Demand Study	Planning Study	Placentia	City of Placentia	2009
City of Carpinteria Downtown Parking Study	Planning Study	Carpinteria	City of Carpinteria	2009
The Wharf Redevelopment	Planning Study	San Diego	Unified Port of San Diego	2009
City of Sunnyvale Downtown Parking	Planning Study	Sunnyvale	City of Sunnyvale	2009
Civic Center Parking Demand Study	Planning Study	Los Angeles	Los Angeles Department of Transportation	2009
City of Auburn Downtown Parking Study	Planning Study	Auburn	City of Auburn	2009
City of Agoura Hills Shared Parking	Planning Study	Agoura Hills	City of Agoura Hills	2009
City of Burbank Magnolia Park	Planning Study	Burbank	City of Burbank	2008
City of Newport Beach- Marina Park	Planning Study	Newport Beach	City of Newport Beach	2008
City of Campbell Downtown Parking Demand	Planning Study	Campbell	City of Campbell	2008
City of San Clemente North Beach 2008	Planning Study	San Clemente	City of San Clemente	2008
City of Sacramento Railyards Analysis	Planning Study	Sacramento	City of Sacramento	2008
City of Laguna Beach Downtown Parking Study	Planning Study	Laguna Beach	City of Laguna Beach	2008
City of Camarillo	Planning Study	Camarillo	City of Camarillo	2008
City of Mill Valley Parking Study	Planning Study	Mill Valley	City of Mill Valley	2008



APPROACH

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PROJECT APPROACH AND SCOPE OF WORK

Walker will perform all scope items contained within the City's Parking Management Consulting Services RFP issued on July 3, 2013. We elaborate on the City's Scope of Work below. We approach parking management using a framework outlined in the following illustration.



TASK A – EXISTING PARKING CONDITIONS, DATA COLLECTION AND ANALYSIS

Task A establishes the baseline of existing conditions which will be used to formulate strategies and solutions.

- 1.1. Review prior parking-related analyses prepared by or on behalf of the City of Martinez.
- 1.2. Review existing parking management strategies currently being undertaken by the City including existing time limits for on- and off-street parking, any employee permit parking programs, all-day customer parking permits and parking enforcement procedures.
- 1.3. Evaluate revenues and costs in the City's Parking Revenue Fund for its existing parking supply management efforts.
- 1.4. Confirm and evaluate the City's on- and off-street parking inventory.
- 1.5. Perform studies during appropriate periods of time that provide information on turnover and occupancy patterns.
- 1.6. Evaluate current parking behaviors including typical length of stay and re-parking occurrences.
- 1.7. Meet with downtown stakeholders (including adjacent residents, homeowners associations and business associations) to identify key areas of concern related to parking supply and management.

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- 1.8. Provide a parking utilization assessment of the current level of usage of public parking.
- 1.9. Research the parking management practices at other commercial districts within neighboring/similar cities to serve as a comparative basis for recommendations in this study.

Task A Deliverables:

- Report that summarizes data, maps and findings from Task A.

TASK B – FUTURE PARKING DEMAND

- 2.1. In consultation with City staff, and consistent with the plans being developed under the City's new General Plan, develop mid- and long-term scenarios for a reasonable build-out of the downtown under current zoning and project future parking demand under these scenarios.
- 2.2. Evaluate feasibility of multi-level parking structure for the current public parking conditions and future parking needs.
- 2.3. Determine mid- and long-term parking deficit or surplus based on future development scenarios.

Task B Deliverables:

- Report that summarizes findings and recommendations, including future demand projections from Task B.

TASK C – PARKING MANAGEMENT RECOMMENDATIONS

- 3.1. Recommend short-, mid-, and long-term strategies to provide parking availability during peak periods, including, but not limited to, permit pricing, enforcement strategies and technologies, and changes to existing time limits.
- 3.2. Identify options for increasing the existing supply of parking, including, but not limited to, restriping or reconfiguring existing off-street parking, potential locations for structured parking and opportunities for joint development on private property.
- 3.3. Identify opportunities and potential locations for additional bicycle parking within the downtown core.
- 3.4. Analyze opportunities for including additional (City currently has 3) electric charging stations in the public parking plazas. Discuss how these charging stations could be managed, including looking at cost recovery for the ongoing operations and electrical charges.

Task C Deliverables:

- Report that summarizes recommendations from Task C.

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TASK D – FINANCING STRATEGIES AND IMPLEMENTATION

Once recommended parking strategies and solutions are in place, turn our attention to providing guidance regarding financing and implementation.

- 4.1. Compare construction and ongoing maintenance and operating costs for each of the parking management and supply augmentation recommendations.
- 4.2. Identify and evaluate financing options for the capital cost of expanding the parking supply and for ongoing maintenance and operating costs, including, but not limited to, permit fee revenue, an in-lieu parking program and a parking assessment district.
- 4.3. Provide examples of other cities already implementing the recommendations in this study and describe their method of financing and whether or not the policy has been successful.

Task D Deliverables:

- Report that summarizes recommendations from Task D.



PROJECT TEAM

STEFFEN TUROFF, AICP

PROJECT MANAGER



Steffen Turoff focuses on parking management plans in commercial districts and high demand sites such as transit centers, airports, hospitals and universities. He has worked with a number of cities and business improvement districts to help manage and fund parking systems for the purpose of fostering or maintaining vibrant commercial areas. His analyses frequently deal with the relationship between parking policy and related issues such as transportation demand management, transportation alternatives, economic development, and "smart growth." He is a member of Walker's internal Municipal Task Force, whose members research the parking issues cities face. He works on studies for mixed-use developments, universities, airports and other land uses as well.

Steffen has a Master of Arts in Urban Planning from UCLA, where his concentration was transportation planning and land use. At UCLA he studied with well-known parking expert Professor Donald Shoup. Prior to coming to Walker, Steffen worked in real estate development as a planning analyst at Gilmore Associates in Los Angeles, the development firm that championed the city's Adaptive Reuse Ordinance, which deals with issues of reuse of historic buildings built prior to parking or parking requirements. The firm's actions and historic preservation efforts are widely credited with sparking the residential renaissance in Los Angeles' Historic Core neighborhood.

Education:

Master of Arts in Urban Planning, University of California, Los Angeles
Bachelor of Arts, University of California, Berkeley
Charette Planner Certificate, National Charette Institute, 2007

Neighborhood Council Experience:

Chair, West Los Angeles Neighborhood Council Committee on Transportation, Traffic, and Development, 2004 – 2005

Presentations:

"Parking Financing and Transportation Demand Management," Southern California Association of Governments, May 2010, Los Angeles, CA

"Greening the Blacktop," Greenbuild - United States Green Building Council, November 2008, Boston, MA

Panelist, "Parking Districts in Action," California League of Cities Planners Institute, March 2008, Sacramento, California

Languages:

- Spanish, proficient speaking and reading
- Japanese, fluent speaking and reading

Representative Projects:

City of Santa Monica, CA
Finance and Economic Development
Departments
Financing, Planning, and Rate Studies
2008 – 2009, 2012

City of Sunnyvale, CA
Sunnyvale, CA
*Downtown Parking Pricing and
Management Plan*
2012

City of Omaha, NE
Metropolitan Area Planning
Association
*Comprehensive Parking Policy and
Event Study*
2012

City of San Diego, CA
Hillcrest Business Improvement
Association / Uptown Community
Parking District
Universal Validation Program
2011 - 2012

City of Culver City, CA
Redevelopment Agency
*Parking Management and Pricing
Plan*
2010

City of San Diego, CA
Pacific Beach Community Parking
District
*Parking Pricing and Management
Plan*
2008

City of Newport Beach
Corona del Mar, Balboa Peninsula,
Balboa Island, Mariner's Mile
Newport Beach, CA
*Parking Management Plan and
Requirements*
2008

City of Goleta
Goleta, CA
Comprehensive Parking Analysis
2010

City and County of Honolulu
Honolulu, HI
Parking Rate Study
Ongoing

Bernard Lee is a member of the firm's Consulting Resources Group. His responsibilities include managing researching, analyzing and providing recommendations on a variety of parking-related issues for public sector, private sector and institutional clients. Prior to joining Walker, Bernard worked as a Regional Planner for the Southern California Association of Governments, where he performed environmental planning and worked on the regional performance assessment program, and as a Senior Consultant at RCLCO, where he provided real estate advisory services throughout the western United States. In addition, he has worked as a Business Analyst at a Management Consultant firm and as a Product Manager in the software industry.

Bernard holds a Master of Arts in Urban Planning from the Luskin School of Public Affairs at UCLA, where his area of concentration was Transportation Planning, with a specific interest in the intersection of transportation and land use. While at UCLA, he studied under noted parking expert Professor Donald Shoup. For his thesis-equivalent requirement, he authored a chapter examining the impacts of parking requirements on housing density as part of a broader comprehensive project class examining housing in the City of Los Angeles. Bernard holds an undergraduate degree in Industrial and operations engineering from the University of Michigan.

Education:

Master of Arts in Urban Planning, University of California, Los Angeles

Bachelor of Science in Engineering, University of Michigan, Ann Arbor

Professional Affiliations:

American Planning Association

Languages:

- Mandarin Chinese
- German

Representative Projects:

City of Arcadia Downtown
Arcadia, CA
*Supply/Demand Study,
Management Strategy*
2011

City of Riverside Downtown
Riverside, CA
*Comprehensive parking study
including supply/demand study,
feasibility analysis, and
management strategy*
2011

City of Sunnyvale, CA
Sunnyvale, CA
*Downtown Parking Pricing and
Management Plan*
2012

Old Town Goleta
Goleta, CA
*Supply/Demand study, site
assessment, parking management
strategy, financial feasibility for
downtown area with a variety of
uses including retail/commercial,
hotels, restaurants, offices and
residential along the Hollister
Corridor in the Old Town Goleta
revitalization area*
2011

City of Santa Monica
Santa Monica, CA
City-wide rate and policy study
2012

City and County of Honolulu
Honolulu, HI
Parking Rate Study
Ongoing

City of Sacramento
Sacramento, CA
*Market and financial analysis to
support potential parking
monetization*
2012-13

Saint Mary's College of
California
Moraga, CA
*Update supply/demand study and
make policy recommendations*
2011

EZRA D. KRAMER, AICP, CPP

PARKING CONSULTANT



Ezra Kramer became a part of Walker Parking Consultants' Los Angeles office in 2003 as a member of the firm's Parking Consulting and Study Services Group. His responsibilities include researching, analyzing and providing solutions to parking related problems. Although his strengths lie in complex numeric and financial analyses, his training over the past eight years under industry recognized names such as Mary Smith (Shared Parking and Functional Design Specialist) and Bill Francis (Parking Operations Specialist) have aided in rounding out the range of his competencies. His work has included parking supply/demand studies, parking management studies, parking master plans, alternative site analysis studies, shared parking studies, financial feasibility studies, and parking audits.

In 2006 Ezra successfully completed the requirements to earn the designation of Certified Parking Professional (CPP) from the National Parking Association. He is currently a member of the American Planning Association (APA) and in 2010 became accredited as a member of their professional certification, American Institute of Certified Planners (AICP). He has performed over 170 planning and financial studies nation-wide. These analyses have helped clients determine the best size for their parking systems, gain efficiencies through shared parking, institute management procedures that help their systems run smoothly, understand the financial nuances associated with operating a parking system, and ensure revenue collection and reporting processes are secure and accurate. His clients have included large and small municipalities, private corporations and developers, and non-profit organizations including colleges and hospitals.

Education:

B.A. (Finance), Michigan State University

B.A. (Hospitality Business), Michigan State University

Certifications:

Certified Parking Professional – National Parking Association

American Institute of Certified Planners – American Planning Association

Representative Projects:

Downtown Artesia Parking Study
Artesia, CA
City of Artesia
*Supply and Demand Analysis and
Parking Policies Recommendations
2011*

America's Cup Harbor
San Diego, CA
Unified Port of San Diego
*Preliminary Financial Analysis &
Parking Management Plan
August 2009*

Grand Avenue
Los Angeles, CA
Community Redevelopment Agency
of Los Angeles
*Shared Parking Analysis, Parking
Management, Market and Financial
Analysis
2006*

Anaheim Regional Medical Center
Anaheim, CA
Anaheim Regional Medical Center
*Parking Supply and Demand Analysis
& Parking Management Plan
2010*

City of Agoura Hills Shared Parking
Agoura Hills, CA
City of Agoura Hills
*Shared Parking Analysis Peer Review
2009*

A-Town Metro
Anaheim, CA
Lennar
*Shared Parking Analysis
2007*

Malibu Pier
Malibu, CA
Malibu Pier Partners, LLC
*Parking Supply And Demand Analysis
2009*

City of Agoura Hills
Agoura Hills, CA
*Operations Study
2008*

City of Hope National Medical
Center
Duarte, CA
*Supply/Demand and Alternatives
Analysis, Parking Master Plan
2006*

JOHN W. DORSETT, AICP, CPP

PRINCIPAL-IN-CHARGE



As Senior Vice President and Director of Consulting Resources, John guides a parking consulting and study services group responsible for leadership in airport landside planning and design, functional design, operations consulting, planning and financial studies, and parking access and revenue control systems consulting and design. He provides leadership and the necessary resources to successfully deliver 250+ engagements annually.

As a working manager and a planner certified by the American Institute of Certified Planners ("AICP"), John also from time-to-time consults on complex parking and transportation consulting projects requiring specialized expertise. John's leadership and project consultation is based on his involvement with hundreds of parking and transportation study engagements for architects, airports, hospitals, municipalities, real estate developers, and universities located in all 50 U.S. states and several foreign countries. The scope of these engagements has included parking supply and demand modeling, parking planning and concept design, due diligence, market and financial analysis, shared parking, parking management, parking access and revenue control, and traffic and transportation studies.

In 1992, John was promoted to Department Head of the Parking Consulting and Study Services Group. In 1996, he was promoted to Director of Study Services and made a Principal of the firm. In 2000, he was promoted to Vice President. In 2006, he was promoted to his current position. He has served as a board member and maintains a significant firm-ownership interest.

Prior to joining Walker in 1990, John was employed with a national trade association and a national real estate developer. There, he successfully completed consulting assignments involving market, demographic, economic, financial feasibility, and site location studies for retail and residential housing developments. He is experienced in the planning, management, and administration of market surveys, including field data collection, direct mail, telephone, and personal interviews, as well as statistical analyses.

Education:

Master of Business Administration, Butler University, 1991
Bachelor of Science, Indiana University Kelley School of Business, 1985

Representative Experience:

PRACTICE LEAD:

Led the delivery of 2,500+ parking and transportation engagements.

FINANCIAL:

Conducted financial studies supporting over \$2 billion in project financing/construction.

Conducted due diligence studies including one for the sale of Allright Parking, a \$200M+ firm.

Participated in several P3 engagements including the City of Chicago garages transaction.

Conducted financial study for a 10,000-space garage to serve North America's largest proposed convention facility, the 2.6M s.f. World Expo Center.

PRIVATE DEVELOPMENT:

Performed 35+ projects featuring mixed-uses such as entertainment, convention/meeting room space, lodging, residential, and office.

Analyzed shared parking for Arizona Center, Denver Place, Atlanta's Colony Square, and Seattle's Niketown.

Conducted Parking Master Plan for Universal City Hollywood.

HOSPITAL:

Performed 35+ hospital studies including those for Detroit Medical Center, Methodist Hospital, and Baptist Memorial Hospital, the largest medical centers in Michigan, Indiana, and Tennessee, respectively.

MUNICIPAL:

Performed 35+ municipal studies including those for the cities of Chicago, Cincinnati, Detroit, Kansas City, and Pittsburgh.



CONTACT
INFORMATION

RESPONSE TO PARKING MANAGEMENT PLAN RFP

PREPARED FOR THE CITY OF MARTINEZ

JULY 15, 2013



WALKER
PARKING CONSULTANTS

CONTACT INFORMATION

Project Manager

Steffen Turoff
606 South Olive Street
Suite 1100
Los Angeles, CA 90014
213.488.4911
Steffen.turoff@walkerparking.com

Principal-In-Charge

John Dorsett
6602 East 75th Street
Suite 210
Indianapolis, IN 46250
317.842.6890
John.dorsett@walkerparking.com



ADDITIONAL
INFORMATION



ADDITIONAL INFORMATION

WALKER'S UNIQUE QUALIFICATIONS

Parking has been our core business for 48 years and our team of engineers, operations consultants, and market and financial specialists is available to support this study. We are a full-service professional services firm that can meet all of your parking consulting-needs in house.

Unlike smaller or larger firms with limited parking-related expertise, we meet the most demanding schedules because we have a substantial pool of consultants and resources to draw upon.

We understand parking operations and our team of consultants has decades of real experience operating parking facilities throughout North America. We often identify the upside potential of parking facilities or systems immediately. We understand market conditions and parking rates, both important ingredients needed to maximize revenue and develop strategies to enhance revenue generation and more efficient ways of operating parking facilities.

What makes Walker uniquely qualified within the field of parking consulting is the fact that we are not just another business, we are a learning organization as well. Walker sets aside a percentage of net revenues every year to invest in training and research. We do more than other companies to make sure our staff are at the forefront of the industry.

The added benefits that we provide to our clients include:

- Walker has produced key industry research, including the important update to the Urban Land Institute's landmark Shared Parking study. Our research keeps us at the leading edge of creative parking solutions for our clients.
- Walker's team members are active in the professional organizations that train the rest of the industry. In particular, we have several consultants on the Parking Consultants Council. This group interprets policy for the entire parking industry, and provides publications that guide other consultants on issues ranging from right-sizing to revenue to parking system management to efficient design guidelines.
- As an organization that invests in research and staff development, Walker has developed expertise in all areas of parking, including both planning (shared parking, financing), design (automated garages, circulation), restoration, and operations (equipment, management).

RESPONSE TO PARKING MANAGEMENT PLAN RFP

PREPARED FOR THE CITY OF MARTINEZ

JULY 15, 2013



WALKER
PARKING CONSULTANTS

- No matter what questions our clients come up with about their parking system, we have someone within our staff who can help.

WALKER PARKING CONSULTANTS PROFILE

In our 48TH year of success, Walker is the largest firm in the world that is devoted solely to parking consulting as well as the design and engineering of parking facilities. The firm has 15 offices in the United States and a professional staff of over 200 planners, architects, engineers, technicians, and support personnel.

The organizational structure of Walker's Consulting Resources Group optimizes the advantages offered by both centralization and decentralization. The Consulting Resources Group operates from centralized locations that serve as our training and research centers and enable us to simultaneously serve both the east and west coasts of the U.S. To effectively service local clients, key staff members who work with the Consulting Resources Group are located in most Walker offices. This structure benefits you by ensuring that Walker's standards are the highest possible, staff members are properly trained, and service is cost effective and responsive.

Walker's Parking Consulting and Study Services Group consist of professionals who have hundreds of years of combined experience in all aspects of the parking industry. They have produced over a thousand studies for municipal clients that cover a wide range of topics. A significant number of these studies have dealt specifically with the challenges faced by municipalities including:

- Parking Management and Traffic Plans
- Supply and Demand Projections for Downtown Shopping and Mixed-Use Districts
- Parking Policies from Parking Requirements to Pricing
- Financial Feasibility Analyses
- Specifications for Parking Equipment
- Operations Assessments
- Consensus Building
- Audits



SCHEDULE

JULY 15, 2013

SCHEDULE

Downtown Martinez Parking Management Plan Proposed Schedule											
TASKS	24- Jul	1- Aug	15- Aug	1- Sep	5- Sep	6- Sep	25- Sep	29- Sep	30- Sep	15- Oct	1- Nov
Issuance of Notice to Proceed by City Council											
Project Start-Up, Kick-Off Meeting											
Existing Conditions , Data Collections and Analysis											
Future Parking Demand											
Meeting to Discuss Preliminary Findings/Recommendations											
Parking Management Recommendations											
Financing Strategies and Implementation											
Submittal of Draft Report											
City Review of Draft											
Submittal of Final Report											



FEE SCHEDULE



JULY 15, 2013

FEE SCHEDULE

The not-to-exceed fee listed below is broken down by task and is inclusive of all expenses for meetings, travel and report production cost.

TASK	FEE
Existing Conditions, Data Collection and Analysis	\$15,800
Future Parking Demand	\$8,400
Parking Management Recommendations	\$15,800
Financing Strategies and Implementation	\$12,100



HOURLY RATES



JULY 15, 2013

HOURLY RATES

TEAM MEMBER	HOURLY RATE
Steffen Turoff, Project Manager	\$225
Bernard Lee, Parking Consultant	\$225
Ezra Kramer, Parking Consultant	\$225
John Dorsett, Senior Vice President	\$290
Field Staff	\$90
Administrative Assistant	\$75



REFERENCES



JULY 15, 2013

REFERENCES

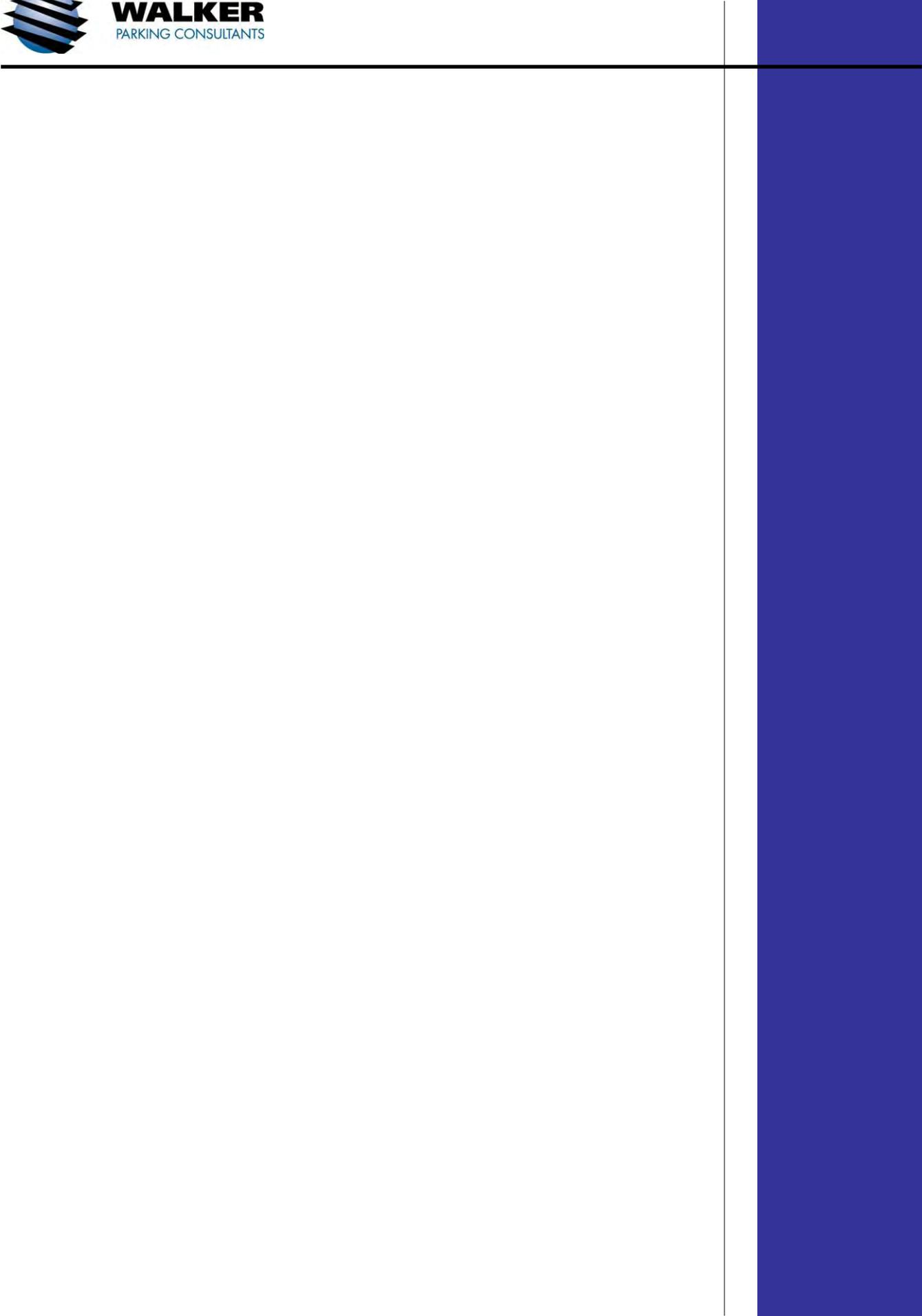
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WALKER
PARKING CONSULTANTS





PROPOSAL PREPARED FOR THE CITY OF MARTINEZ

DOWNTOWN PARKING NEEDS AND SOLUTIONS PROJECT

JULY 15, 2013



IN ASSOCIATION WITH:
WATRY DESIGN, INC.
WILTEC



July 15, 2013

Phil Vince, City Manager
City of Martinez
525 Henrietta Street
Martinez, CA 94553

RE: City of Martinez Downtown Parking Needs and Solutions Project

Dear Mr. Vince,

On behalf of my colleagues at Nelson\Nygaard Consulting Associates, Watry Design, Inc., and Wiltec, I am pleased to submit this proposal to assist the City of Martinez in completing a parking needs and solution project for downtown Martinez. As downtown and livable community parking specialists sensitive to parking's unique potential to facilitate or undermine economic vitality and livability, we eagerly anticipate assessing opportunities for parking policy and management.

The proposed study provides an opportunity to provide the City with a set of comprehensive short-, mid-, and long-term parking policy recommendations to provide for an adequate parking supply and a financially sustainable operation of public parking facilities in the downtown area. Nelson\Nygaard can help the City determine if there exists a deficiency of parking in the downtown core performing a thorough review of the downtown's parking needs and options and ultimately, completing a Parking Management Plan. Our proposal is designed to create a complete plan that will address the following key goals identified by the City:

- Providing adequate Downtown parking resources that will be managed to provide a convenient, user-friendly experience for all user groups (residents, customers, employees, and visitors) with special attention paid to the large (and changing) number of employees within the area
- Encouraging continued investment through effective parking management strategies and policies that serve to both enhance the retail atmosphere and promote a vibrant, Downtown walking atmosphere
- Optimizing existing parking resources and evaluating the feasibility and costs of future parking construction
- Achieving project goals in a financially sustainable way

For this study, we offer our most experienced parking staff, with **Brian Canepa** as Project Manager and **Tim Ware** and **Jeremy Nelson** as technical advisors. Enhancing our in-house expertise are **Watry Design, Inc.**, an architectural, structural engineering, and parking planning firm specializing in the design of parking structures, and **Wiltec**, a professional traffic engineering firm that specializes in the collection and analysis of traffic, transportation, transit and parking data.

We hope you will recognize the strengths of our proposal, staff capabilities, and firm experience as indications of our capacity to carry out this important project and to meet the accelerated timeline envisioned for the project. We have carefully considered the City's needs for this project and assembled a highly cohesive team of veteran consultants with the complementary expertise and skills needed to do a superior job on this project.

Our proposal is submitted in accordance with the terms and conditions outlined in the RFP document. Our proposal will remain in effect for ninety days from the date of submittal, July 15, 2013.

If we can provide any additional information about this proposal, please do not hesitate to let us know. Feel free to contact Brian Canepa at 415-281-6953 or me at 415-281-6905. We look forward to the opportunity to work with you on this effort.

Sincerely,

A handwritten signature in blue ink that reads "Paul Jewel". The signature is written in a cursive, flowing style.

Paul Jewel
Principal and COO

DOWNTOWN PARKING NEEDS AND SOLUTIONS PROJECT
City of Martinez

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City of Martinez

Downtown Parking Needs and Solutions Project PROPOSAL



Submitted by
Nelson\Nygaard Consulting Associates
116 New Montgomery Street, Suite 500, San Francisco, CA 94105
415-284-1544 FAX 415-284-1554

CONTACT: Brian Canepa **TITLE:** Principal
EMAIL: bcanepa@nelsonnygaard.com

INTRODUCTION

NELSON\NYGAARD CONSULTING ASSOCIATES INC.



Nelson\Nygaard Consulting Associates, Inc. is distinguished by its commitment to planning transportation systems and identifying mobility improvements that help build and support vibrant, sustainable communities. Founded in 1987, Nelson\Nygaard is currently one of the top transportation planning firms in the United States and has over 60 professional planners in San Francisco (Headquarters), New York, Boston, Washington DC, Seattle, and Portland. Our firm offers national expertise in all areas of planning, financing, and operating transportation alternatives to the automobile, as well as parking planning expertise that supports and encourages economic development.

Parking is often overlooked as a key element of mobility and access. Nelson\Nygaard specializes in developing parking plans and management programs that go beyond single-issue parking studies and instead focus on creating livable environments through efficient, fiscally responsible use of parking resources. Our firm has helped communities throughout the country analyze and successfully implement parking policies and plans through the development of innovative parking management and pricing strategies that are intelligently balanced by transportation demand management policies.

We are highly experienced in drafting policies, regulatory language, and practical implementation plans that set forth successful parking management strategies while understanding the specific needs of a city's administration, advocacy groups, businesses, and residential neighborhoods. Nelson\Nygaard is skilled in helping clients understand the real costs of parking and developing strategies for balancing parking demand with financially feasible levels of supply.

Nelson\Nygaard's innovative approach to parking management has produced creative solutions for a wide variety of places, from major downtowns to national parks, and for clients ranging from public agencies and universities to community developers and major private employers. We have crafted integrated parking and transportation demand management plans for downtowns ranging from California's small- and medium-sized cities, such as Chico, Glendale, Petaluma, Ventura,

and Walnut Creek, to major cities, including San Francisco, Seattle, Philadelphia, and Washington D.C. Our advanced on-street parking management plans have been the cornerstone for a number of successful downtown and neighborhood plans, introducing new techniques such as variable-rate parking pricing, advanced meters and implementation systems, and revenue-sharing systems that have helped cement community support for new approaches to parking. In doing so, we have been able to help these communities achieve their larger goals for transportation, economic development, and quality of life.

Recently, our firm completed a system-wide study of current downtown and waterfront parking conditions for the City of Vallejo to help to guide both short- and long-term City action. The resulting parking management plan included an analysis of parking supply and availability, and an evaluation of strategies to manage both the supply and demand for parking while maximizing its efficiency and convenience. The plan also included specific immediate parking management recommendations for the paid parking system at the City's waterfront, including the recently constructed parking garage. Additionally, various future parking management policies and programs were presented in conjunction with trigger points for City consideration and to guide long-term parking management. These recommendations included both commuter-specific and retail-specific parking management strategies.

Our current work includes acting as consultants on San Francisco's *SFpark* program, the city's groundbreaking smart parking management program. Supported by a federal grant, this program is converting 6,000 of the city's metered parking spaces into "smart" spots, equipped with wirelessly networked parking meters and occupancy sensors. Equipped with real-time information, dynamic parking pricing, and staff authority to adjust parking prices as necessary to match parking supply and demand, the program will demonstrate that even in one of the most notoriously congested parking environments in the United States, it is now feasible and practical to ensure that parking is always available. The program will reduce motorists' circling for scarce curb parking spaces (and resulting frustration) that now characterizes many congested downtowns.

WATRY DESIGN, INC.



Incorporated in 2000, **Watry Design, Inc.** is the successor organization of Watry Design Group which was founded in 1975. The new corporation was created when a group of long-time employees purchased the net assets of the original firm and, most importantly, retained all the staff. Led by a team of Principals, Watry Design has delivered over 600 parking projects on time and on budget throughout the Western United States. Watry Design, Inc designs surface, structured, underground and mixed-use parking, as well as parking garage components of larger buildings and developments. They have experience developing Parking Master Plans, Parking Operations & Management Studies, Parking Structure Feasibility Studies and conducting shared parking and parking phasing analysis as well as parking supply and demand studies.

Watry Design, Inc. and Field Paoli recently conducted a Parking Feasibility Study for the City of Capitola. The goal of the study was to develop preliminary project details for the first phase, which includes a parking structure, a new City Hall and possible commercial development project. In addition to the creation of a minimum of 325 new parking stalls, the program had site constraints, sight line and pedestrian concerns, as well as budget parameters. After working with

stakeholders and developing a thorough analysis of various options, a preferred alternative was developed.

In 2007, the Town of Truckee's Redevelopment Agency selected Watry Design, Inc. to prepare a feasibility study for a downtown parking structure. The study investigated the overall feasibility of a parking structure on a site located in the downtown area. In partnership with the Town of Truckee's Redevelopment Department, the Watry Design team developed and presented the final report to the Town Council. The Parking Study included:

- Assessing current and future parking demand in the downtown area
- Assessing of current and future traffic circulation in the vicinity around the preferred site
- Analyzing the parking structure site criteria
- Recommending the preferred site for a parking structure
- Developing parking structure design concepts
- Assessing the potential for integration of mixed uses into the site(s)
- Technical input for preliminary environmental review
- Preliminary opinion of probable cost and potential funding sources

WILTEC

WILTEC **Wiltec** is a professional traffic engineering firm that specializes in the collection and analysis of traffic, transportation, transit and parking data. The firm has offices in Los Angeles and the San Francisco Bay Area and a highly trained staff that includes a registered professional traffic engineer. Beyond the undisputed quality of its survey capabilities, Wiltec is widely respected for its commitment to understanding each individual client's particular needs and "going the extra mile" to meet and exceed them. Wiltec is certified as a DBE, MBE and SBE by the California Uniform Certification Program.

Wiltec maintains one of the largest permanent traffic survey crews in California and offers a wide range of services including the following:

- Parking Surveys
- Parking Analysis
- Intersection Turning Movement Counts
- 24-Hour ADT Machine Counts
- Queuing Surveys
- Vehicle Occupancy Surveys
- Origin and Destination Surveys
- Interview Surveys
- Transit Surveys
- Special Format Surveys
- Video Surveys
- Traffic Engineering

Wiltec has conducted over 2,000 parking surveys for projects ranging from simple occupancy counts at small parking lots to utilization, duration, and turnover surveys of large multi-location central business districts. As part of the Central Business District Parking Study for the City of

Long Beach, CA, Wiltec conducted 14-hour parking occupancy surveys at 18 surface lots and three parking structures. For the City of Manhattan Beach, Wiltec conducted 13-hour parking occupancy surveys of all on- and off-street parking spaces within the downtown parking area over two days in the fall, winter, and spring and three days in the summer for the Downtown Parking Management Plan.

PROJECT UNDERSTANDING

Downtown Martinez is a vibrant, historic district serving a wide variety of users, from residents and employees to visitors, jurors, regional commuters, festival attendees, and a host of others. The Downtown holds a unique position as both a friendly, pedestrian-scale area and a regional attractor. As the seat of Contra Costa County, thousands of employees arrive and depart each day bringing a desirable vitality to the Downtown, but also presenting a challenge, particularly in terms of parking. As such, the City seeks a firm to develop a Parking Management Plan (PMP), which includes a comprehensive set of short-, mid-, and long-term parking recommendations and strategies to ensure ample parking availability for current and future users in a consistently cost-effective manner.

Our proposal is designed to create comprehensive strategies to effectively balance the needs of many user groups, improve the level of convenience and the Downtown parking “experience,” and do so in a financially sustainable way.

The PMP is part of a larger context in the City assessing its vision for the Downtown. The Downtown Specific Plan completed in 2006, the 2011 “Downtown Matters” campaign, and the current General Plan update all demonstrate that the City is envisioning broader goals for the Downtown. Although the core of the PMP is aimed specifically at addressing current and future parking needs, it is designed to complement these other efforts by enhancing Downtown as a quality destination for residents, a thriving business district, and a welcoming community gathering place.

More specifically, the City of Martinez is seeking a firm to compile a detailed inventory of both public and private parking resources Downtown and to conduct an analysis of how parking resources are being used to determine potential current or future parking deficiencies. This analysis will be used, in conjunction with extensive public outreach efforts, to develop a set of strategies and recommendations. A key consideration of the PMP will be the overall adequacy of Downtown parking and how parking for employees should be accommodated and managed. To achieve this, the PMP will include six different growth and management scenarios to provide the City with a wide range of potential outcomes to account for the uncertain future number of County employees. The analysis will also include previously conducted parking structure studies, newly collected data to determine employee parking patterns and their effects on both on- and off-street parking availability, and consideration of current parking demand measures such as the three-tiered parking meter zones within the Downtown.

Nelson\Nygaard is uniquely qualified to undertake this comprehensive analysis of Downtown parking conditions in Martinez. With our home office in San Francisco, we have extensive experience working in many local communities and understand the delicate trade-offs between the various users of the street and public realm. Our proposal is designed to create comprehensive

strategies to effectively balance the needs of many user groups, improve the level of convenience and the Downtown parking “experience,” and do so in a financially sustainable way. It will be important as part of the plan to not only recognize and plan for the various needs of different user groups, but to also ensure that recommended strategies enhance, and not detract, from the qualities that make Downtown Martinez unique. As noted in the Downtown Matters tours, participants realize that while parking is important, it is their experiences in the place itself that are the most crucial element. As such, the PMP will carefully balance the need to ensure parking availability with the desire to maintain and enhance the community character that makes the Downtown an attractive and enjoyable destination.

A distinguishing feature of our approach is that it will be informed by team members who have a broad and deep knowledge of parking analysis, management, and financing strategies. Furthermore, we are fully prepared to meet the accelerated timeline envisioned for the project. The final plan will not be based on unsupported claims or abstract theoretical concepts, but will instead be grounded in rigorous analysis and practical “lessons learned” from those who have implemented similar parking management practices. Our approach will be to develop a plan for the City that has broad-based support and includes clear and realistic guidance to assist City staff in meeting both existing and future Downtown parking demand.

PROJECT APPROACH

We understand that the City seeks a comprehensive, coherent plan to manage current, mid-, and long-term parking demand and to develop parking policies that support the continued economic prosperity of the Downtown, as well as the City’s goals of maintaining it as an attractive, friendly area. Our proposal is designed to create a complete plan that will address the following key goals identified by the City:

- Providing a convenient, user-friendly experience for all user groups (residents, customers, employees, and visitors) with special attention paid to the large (and changing) number of employees within the Downtown
- Encouraging continued Downtown investment through effective parking management strategies and policies that serve to both enhance the retail atmosphere and promote a vibrant, Downtown walking atmosphere
- Optimizing existing parking resources and evaluation of the feasibility and costs of future parking construction
- Achieving project goals in a financially sustainable way

With our home office in San Francisco, we have extensive experience working in many local communities and understand the delicate trade-offs between the various users of the street and public realm.

As such, the PMP will essentially address two broad categories, the first of which will be addressed early in the PMP process, and will frame its goals, objectives, and resulting trade-offs. Quantitative analysis and resulting strategies are useful but less effective and difficult to implement if the purpose of the PMP, or the strengths and weaknesses of its strategies, are not well understood. This project is designed to establish guiding principles at the beginning that are driven by the stakeholder committee and then allow those priorities to dictate which strategies

are chosen and developed. For example, a key priority of the PMP may be to ensure adequate availability of parking for motorists. Given this goal, certain means, such as garage construction and parking meters, will be weighed. This project will demonstrate both how various options improve parking availability, but also how they result in a series of trade-offs, such as traffic levels, business viability, land consumption, user convenience, revenue expenditures, and funding considerations. By doing so, stakeholders will gain a comprehensive picture of how community goals influence the PMP's ultimate recommendations and what the outcome will be of various alternatives.

The second category will provide the technical basis for decision-making. Its methodology will be to:

- Determine the state of on- and off-street public and private parking resources in the Downtown and how they are currently utilized. This not only includes assessing the inventory, occupancy, and turnover of the parking spaces themselves, but also public experiences and concerns for the parking system in order to fully grasp how particular issues (such as metering juror parking) are received by stakeholders.
- Identify best practices in parking management of similar cities, which have been shown to balance the diverse needs of multiple user groups and improving their downtowns as places to live, work, and play.
- Use the assessment of current conditions, along with information supplied by the City via the General Plan, to inform six growth and management scenarios for future parking resources and strategies, which include quantitative analyses of supply and demand, with particular focus on varying levels of County employees present.
- Develop comprehensive parking supply and management recommendations tailored to the unique community characteristics and goals of Downtown Martinez to maximize utilization of the parking system for all user groups with strategies that clearly demonstrate the funding and expenditure of new costs and revenues. We will evaluate these methods in respond to the unique needs and characteristics of Martinez are:
 - Strategies to better manage both the existing and future supply and demand for parking
 - Strategies to serve existing parking and mobility needs, and accommodate current, short-, mid- and long-term future changes or growth (including accounting for a range in the number of County employees)
 - Strategies that improve the convenience of parking for residents, employees, and visitors to better the perception of the Downtown parking experience and business climate.
 - Strategies to promote the most efficient use of scarce land while promoting economic prosperity

A detailed proposed work plan is listed below to address the activities outlined in the City's Request for Proposals in greater depth.

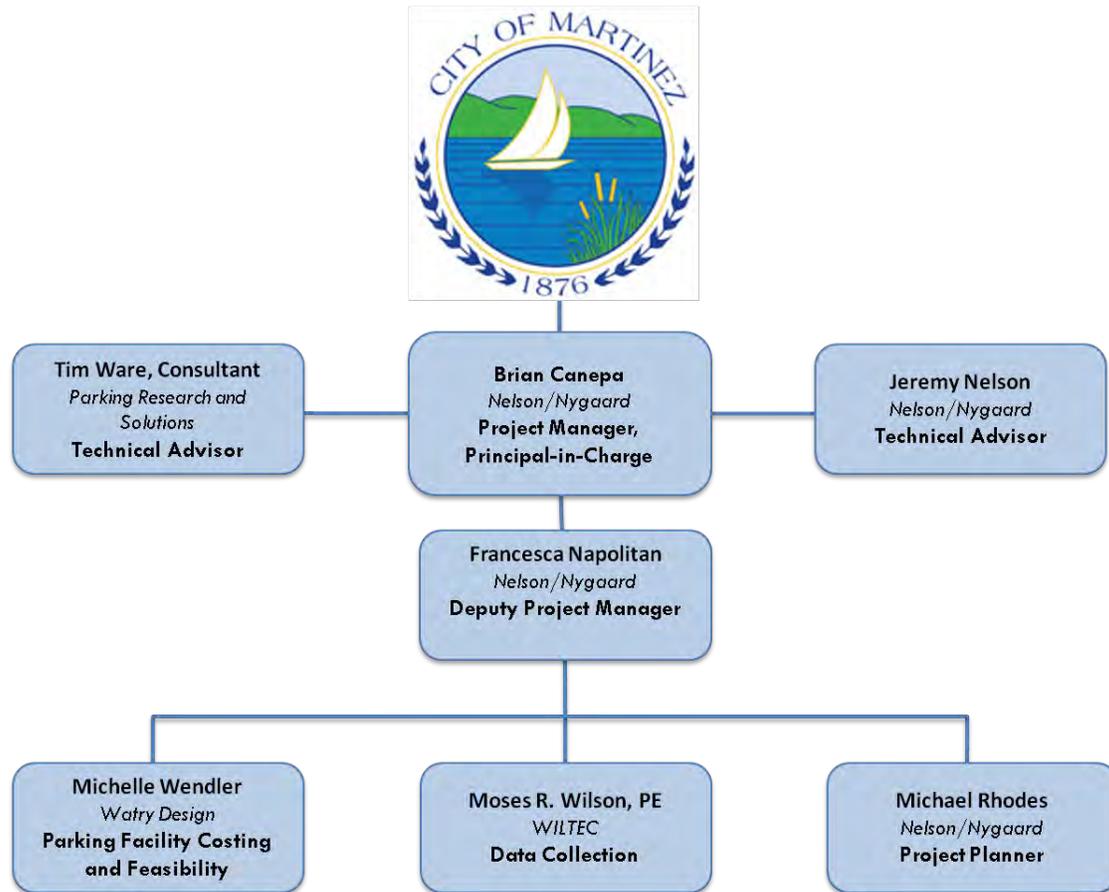
PROJECT TEAM

The Nelson\Nygaard team brings together experienced professionals to assist the City of Martinez for the Downtown Parking Needs and Solutions Project. We have a highly qualified team of

DOWNTOWN PARKING NEEDS AND SOLUTIONS PROJECT
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consultants with relevant backgrounds and current project experience led by Brian Canepa as the Project Manager. Figure 1 shows the team organization and full resumes can be found in Appendix A.

Figure 1 Organizational Chart



NELSON\NYGAARD CONSULTING ASSOCIATES INC.

Brian Canepa, Principal, will serve as the Project Manager and handle day-to-day project management. Brian specializes in developing innovative parking management strategies and policies, from tiered pricing measures and residential parking permits to comprehensive code revisions. He has crafted parking plans for many downtowns and mixed-use districts designed to maximize parking and transportation resources, using the most cost-effective blend of demand and supply measures. Brian’s planning approach focuses on developing detailed data analyses and incorporating public participation in order to inform potential alternatives and clearly elaborate on inherent trade-offs. Brian has produced parking management plans and programs for a number of downtowns across California, including Sacramento, Tiburon, Monterey, Hercules, Cloverdale, San Marcos, Oxnard, and other cities.

Jeremy Nelson, Principal, will serve as a technical advisor. Jeremy has more than 10 years of experience as a transportation researcher and planner in the public, private, and nonprofit sectors, and extensive knowledge of the impact of parking policies on transportation choices, land-use patterns, urban design, and environmental quality. Jeremy has significant experience

developing parking management recommendations that are tailored to unique community circumstances and support larger community goals. He serves as the project manager for Nelson\Nygaard's involvement in San Francisco's *SFpark* project, a groundbreaking pilot test of several innovative parking management strategies. He has managed parking surveys and data collection efforts of all sizes in numerous cities including Sacramento, Santa Barbara, and Los Angeles.

Tim Ware, Consultant, will serve as a technical advisor. Tim has vast experience with conducting, preparing, and presenting parking studies, and specializes in implementing parking applications including: permitting, garage pay-on-foot, and credit card in/out, pay-by-cell programs, pay-and-display/space/license systems, and in-car-meters. For the past 20 years, Tim has served as director of parking in the City of Aspen, CO, where he supervises a staff of 14 employees including field, administrative, garage, and transportation staff. The City of Aspen was T2 Systems' first T2 Flex installation, and Tim is also currently the chair of the Customer Advisory Board for T2 Systems.

He is also the founder/co-owner of Parking Research and Solutions which focuses on providing data collection, analysis, and recommendations for municipally-owned and privately-owned parking systems. He has assisted numerous organizations with implementing pay-and-display parking operations.

Francesca Napolitan, Associate Project Planner, will serve as the deputy project manager for this effort. Francesca has over eight years of experience as a transportation planner in the non-profit, public, and private sectors. She specializes in innovative parking strategies, transit-oriented development (TOD), and Transportation Demand Management (TDM) programs. She has developed sustainable parking and TDM plans for a number of cities, agencies, hospitals, large employers, and university campuses including the City of San Mateo, City of San Clemente, University of California (Riverside and Berkeley campuses), Sutter Medical Center, and Kaiser Hospital. She has also worked on San Francisco's *SFpark* project and the North Fair Oaks Parking Study.

Michael Rhodes, Associate, will serve as project planner. Michael specializes in parking policy, transportation demand management and transit planning. At Nelson\Nygaard, Michael has contributed to a wide variety of parking plans, including data collection, analysis, and GIS mapping for parking studies in Berkeley, Hayward, Napa, and North Fair Oaks in San Mateo County. He has experience developing and managing data collection efforts as well as developing parking management recommendations for major employers and cities, such as CSU Long Beach and Newport Beach. Prior to joining Nelson\Nygaard, Michael worked at the San Francisco Municipal Transportation Agency on the *SFpark* project where he authored a study detailing the first set of findings about the program's impact on parking revenue, citations, occupancy and turnover.

WATRY DESIGN, INC.

Michelle Wendler, AIA, Principal with Watry Design, Inc., will lead the evaluation of the parking structure feasibility, provide an analysis of construction and maintenance costs, identify options for increasing parking supply and analyze the addition of charging stations. She has worked extensively with parking structure design, construction documents and construction administration since 1989. She recently worked on the City of Brentwood's Parking Study to provide strategies on how to accommodate increased parking demand resulting from the growth

of the City's Downtown District. Watry evaluated several lots in downtown to see which was most suited for parking and conducted a bus tour of parking structures located in downtown environments in order to help the City assess what type of structure would be ideal. Watry held a series of public workshops for the purpose of soliciting public input and gaining consensus. Michelle also serves on the Advisory Council for the International Parking Institute and is an active participant in industry associations, a powerful speaker and compelling advocate for parking.

WILTEC

Moses R. Wilson PE, Principal Traffic Engineer at Wiltec will oversee the data collection effort. Moses has over 27 years of professional experience managing projects ranging from small localized traffic impact studies to large regional survey projects. He has extensive experience overseeing complex parking data collection efforts including managing hourly weekday parking occupancy surveys of over 5,000 parking spaces in 16 different parking lots and structures spread throughout the City of Santa Monica's Central Business District and hourly parking utilization surveys of over 3,000 spaces and duration surveys of approximately 600 spaces in the City of Santa Monica's beach lots. For the City of San Francisco Moses oversaw hourly parking occupancy surveys of over 3,000 spaces in various surface and structure parking lots in the City of San Francisco's Fisherman's Wharf area.

SCOPE OF WORK

Nelson\Nygaard proposes the following work plan to for the Downtown Parking Needs and Solutions Project. We believe this work plan will allow the City of Martinez to further community goals of cost-effectively assessing and maximizing parking resources, revitalizing its downtown, and promoting economic development, while offering strategic guidance to staff for short-and long-term parking management decisions.

We have included what we believe is adequate detail to demonstrate how we would undertake all the activities outlined in the City's Request for Proposals. We would be happy to discuss our proposed approach in greater depth or provide any additional information that would be helpful to the City in evaluating our proposal. We have included a summary of our approach based on our immense experience doing this type of work; however, if selected, our first task would be to refine and confirm the scope, schedule, and budget in conversation with the City to make sure it aligns with the goals and the resources available for this study.

This scope assumes that all deliverables will be submitted electronically to the City's project manager.

TASK 1 EXISTING CONDITIONS, DATA COLLECTION, AND ANALYSIS

1.1 *Project Initiation*

The Nelson\Nygaard team will convene a kickoff meeting with City staff to confirm project goals and refine the proposed work plan and schedule. This meeting will also provide an opportunity to identify available data relevant to the City's parking infrastructure. In particular, this meeting will allow the Nelson\Nygaard team to review existing policies, enforcement practices, development

standards, and administrative authority. Before collecting data and speaking to stakeholders, our team will seek to identify:

- What is the City's future vision for parking in the Downtown area?
- What purposes does parking serve in this area today?
- What are the strengths of the current parking system? What specific aspects need improvement or revision?
- What are the tensions among users' various parking goals and what are the potential opportunities for mutual gain?

The kick-off meeting will provide our team with the opportunity to determine the history of parking issues and regulation in the vicinity of downtown. We will also work with City staff to identify relevant stakeholders during this task.

1.2 Collect and Review Available Data

The team will work with City staff to identify and collect all available data, reports, and studies related to parking and relevant programs in Martinez. This step will allow the team to identify existing data and evaluate the current policy and regulatory framework for on- and off-street parking within the study area. Our team will record policies, objectives, strategies, and tactics identified in previous planning works that can inform the parking management study and minimize duplicative effort. Analysis of these materials will enable the team to cost-effectively develop an accurate and specialized data collection plan. The existing data collection effort will include gathering and analyzing at a minimum:

- Circulation Element of the General Plan (existing and ongoing update)
- Downtown Specific Plan
- *Downtown Matters* plans and documents
- Downtown Martinez Community-Based Transportation Plan
- City of Martinez Downtown Infrastructure Planning and Design Study
- Amtrak Station Parking Improvements
- Parking management programs and existing enforcement policies, including all permit programs
- Inventory of City owned parking lots, fees, and fee collection method
- Inventory of downtown employers and employees
- Inventory of juror parking demand
- Existing land uses
- Development plans and projected land uses

1.3 Review Current Parking Management Program

The team will analyze existing parking management policies, transportation demand management programs, or other relevant tactics employed in the project area that would influence or be influenced by a new parking management program. These policies, and their effect on parking demand, will be examined in light of stated community goals. This evaluation should include:

- **Define the existing organizational structure** – Document the current municipal structure for parking management and adjudication processes. Collect general information on current technologies, equipment, and systems used in the management of existing on- and off-street facilities. Document instances of specialized parking arrangements for events, valet, etc.
- **Define existing parking management**– Review current methods of parking supply and demand management, including parking fee / rate structure, permit programs, hours of operation, time limits, on-street parking regulations and times, restrictions, enforcement practices and procedures, signing, lighting and disabled parking.

1.4 Evaluate Parking Revenue Fund

Based on conversations with City staff and review of background documentation, we will document existing revenues and expenses, annual budgets, policies and procedures, and other relevant organizational information related to the costs of operating Martinez's parking system. Particular focus will be paid to the performance of the City's Parking Revenue Fund, including historical, current, and projected financial statements.

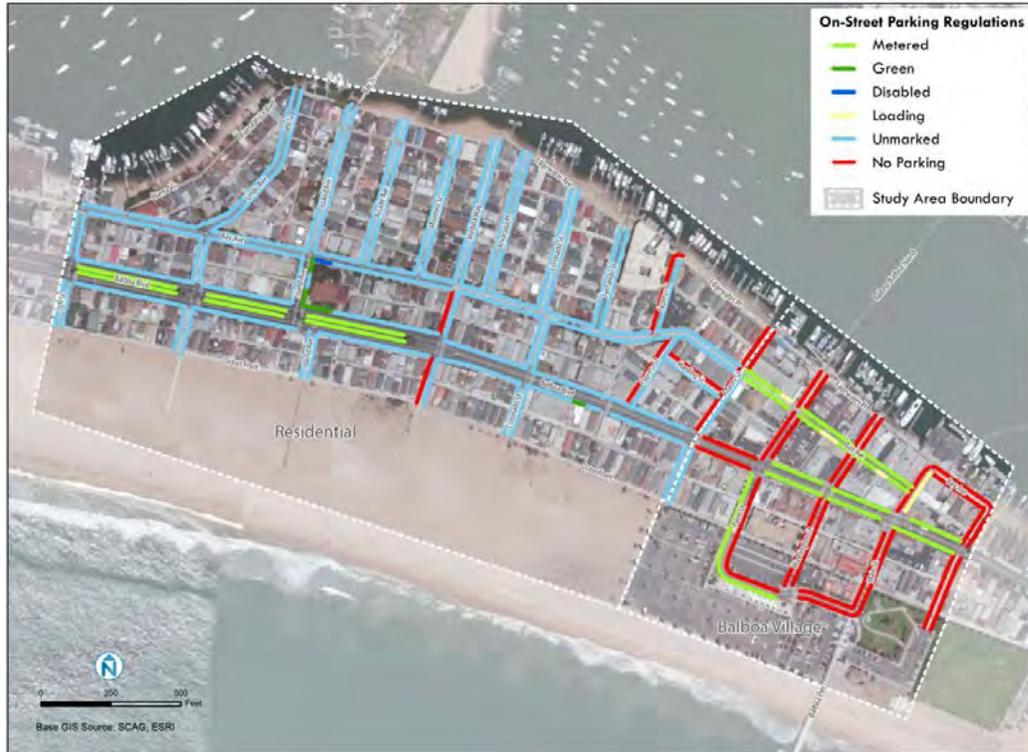
1.5 Document Existing Supply and Develop Detailed Survey Plan

The team will conduct a comprehensive inventory of the Downtown Core and Civic sub-areas' (as defined in the Downtown Specific Plan) parking supply by block face (on-street) and lot (off-street). This review will include documenting the on-street parking supply, including: painted zones and truck loading zones; verifying the off-street parking inventory (public and private); marking the presence of disabled, compact, carpool spaces or other markings; documenting posted time restrictions and limits; recording posted parking fees; and noting any additional wayfinding or regulatory signage related to parking. We will also document any existing bicycle parking (number and type of facility) in the study area.

The detailed inventory of existing parking conditions will enable the team to comprehensively map current supply, regulations, and proximity of parking facilities to key destinations. Furthermore, this survey will facilitate the execution of a cost-effective and efficient occupancy and turnover study, as described in Task 1.6.

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Figure 2 Sample Parking Regulations Map



1.6 Conduct Vehicle Occupancy Counts and Parking Behavior Assessment

The team will conduct comprehensive field occupancy and parking behavior surveys of all accessible public and private parking facilities within the Downtown Core and Civic sub-areas. We will survey those parking facilities and properties that are readily accessible and where we have been granted permission to enter.

Parking Occupancy Counts

Parking occupancy surveys determine the peak demand for parking systemwide and for each facility, the pattern of demand across the study area, and where/when there is excess parking available. The team will conduct a comprehensive survey of parking occupancies by block face and off-street lot. Parking utilization counts will be conducted on one (1) typical weekday (such as a Tuesday, Wednesday, or Thursday) and on one (1) typical Saturday on all on- and off-street public and private spaces to determine occupancy by hour of day. The utilization counts will be taken hourly from 8 AM to 6 PM.

Optional Task 7 proposes an “expanded” data collection plan that would allow for data collection during additional times and days, as well as an expanded study area to include the entire Downtown Specific Plan area. We are flexible and open to developing a data collection plan that best fits the needs of Martinez.

Parking Behavior Assessment

In addition, the team will collect additional data to assess various parking behaviors in Downtown Martinez, including turnover, parking duration, and re-parking. This survey will be conducted at

the same time as the occupancy counts, and will involve surveyors noting at least the last four digits of each license plate. By noting only the last four digits of each license plate, we will be able to calculate how long (to the hour) a vehicle has been parked without collecting any identifying information.

Duration surveys are an important step in parking analysis as turnover data can reveal trends that indicate the types of users frequenting spaces. For example, this data can help identify areas that experience high-turnover shopper parking versus long-term employee parking. In addition, this data can be useful to discover whether employees park in spaces in front of retail businesses that would be better suited for customers. Finally, this study will reveal whether downtown employees are doing the “2-hour shuffle” to avoid parking enforcement.

1.7 *Analysis of Parking System Performance*

Occupancy and Turnover

Parking utilization and turnover rates and patterns will be analyzed to assess the capacity for the existing supply to meet current demand. Based on these observations, we will determine the amount of parking surplus or deficit given the existing parking supply. This will be an important baseline upon which to build the future parking demand projections and the potential for growth in downtown Martinez.

We will also use a database program to calculate the peak occupancy for public and private on- and off-street parking facilities. In addition, we will also develop Geographic Information System (GIS) maps illustrating the results; detailing peak usage by lot and for each block face for the study area as a whole, as well as for individual zones or key sub-areas as identified by the City.

Demand Assessment

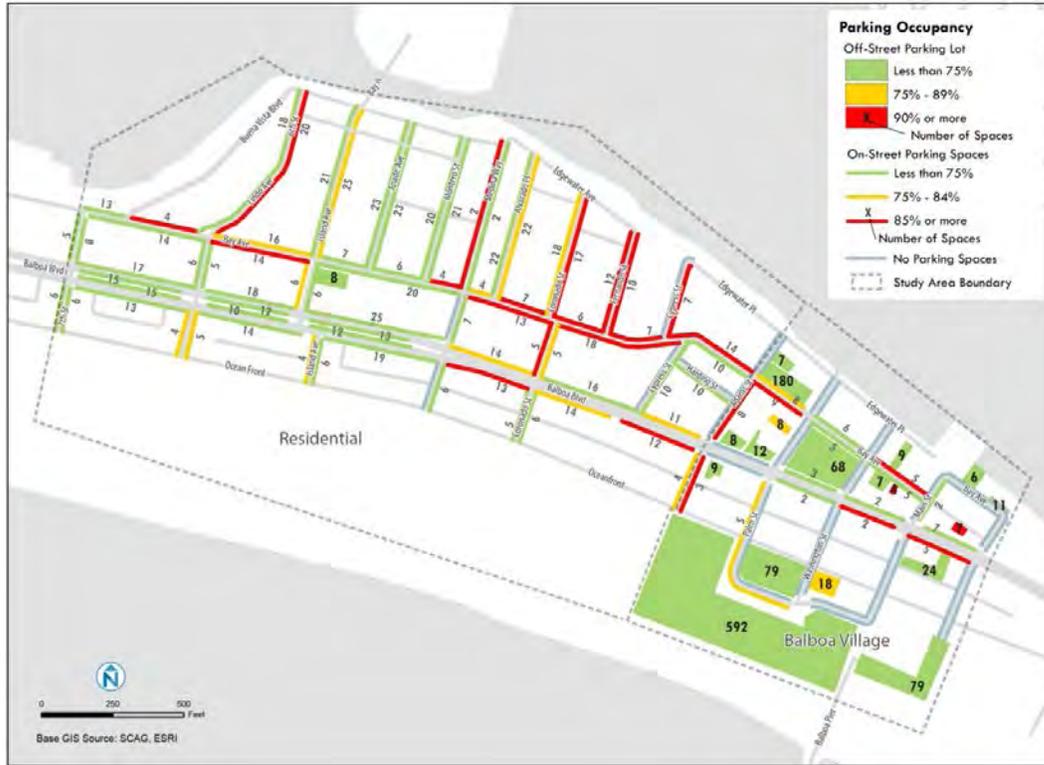
The team will develop a comprehensive list of all land uses within the study area using the most current land use data provided by the City. Utilizing this land use inventory, combined with the data gathered in Task 1.2, we will be able to conduct an objective assessment of actual parking usage during a “typical” day in the study area, with an emphasis placed on peak occupancies during the count periods.

More specifically, we will determine both the *built ratio* and the *demand ratio* of parking. The built ratio compares the total number of existing parking spaces to the total existing square footage of occupied building space within the study area. The demand ratio represents peak hour parking occupancy within the study area, which can be calculated by individual use or for the entire area, combining the on- and off-street supply. In short, actual parked vehicles can be correlated to actual occupied building area to develop ratios that can be effectively compared to Code requirements. The ratios can also be developed using the number of existing workers to develop “per employee” ratios. Development of either ratio will allow for a comparison to industry standards such as the Institute for Transportation Engineers (ITE) *Parking Generation* and the Urban Land Institute’s *Shared Parking* manual.

This analysis will enable us to demonstrate the effects of development on parking, and determine whether the study area currently has more or less parking supply than existing demand requires.

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Figure 3 Sample Inventory and Occupancy Map



1.8 Peer Review – Parking Management

The team will conduct a peer review of up to three (3) local and/or similar jurisdictions (subject to City approval) and document best practices as it relates to parking management in downtown and commercial districts. We have extensive on-the-ground experience across the country and will draw on our past work along with additional research to identify what parking management strategies have proven successful.

This peer review will investigate a number of questions applicable to Martinez, particularly in terms of introducing cost-effective management strategies that facilitate continued economic growth and downtown revitalization. Particular focus will be paid to the development of parking structures and supply side solutions, dynamic pricing of on- and off-street parking, employee/residential permit programs, enhanced parking technology systems, effective enforcement programs, and parking wayfinding. This peer review will not only allow the City of Martinez to see what has worked in other municipalities, but will also be used to inform the development of locally-tailored solutions.

- Task 1 Deliverables:**
- Kickoff meeting agenda and notes
 - Revised project scope and schedule
 - Existing Conditions Technical Memorandum, including Peer Review

TASK 2 FUTURE PARKING DEMAND

Task 2 will estimate potential parking demand from new developments expected in downtown Martinez. Taking into account known future development in downtown Martinez, we will be able to determine how many parking spaces will be in demand at peak hour. Land use projections will be based on information provided by the City.

In similar studies, we have found that projections using standard Institute of Transportation Engineers (ITE) parking rates are not calibrated to jurisdictions like Martinez and can misrepresent parking demand. Nelson\Nygaard utilizes its own parking demand model that enables us to calibrate parking demand to the local context. Our model takes into account detailed projections of future demand based on a full analysis of supply, existing demand, user demand characteristics, local context, City regulations, pricing factors, and other demand management features that have been shown to influence parking demand.

2.1 Establish Development Scenarios

Working with the City staff and stakeholder committee members, we will use the City's land use regulations, current development plans, future number of employees, and upcoming development proposals to establish up to three (3) growth scenarios. These scenarios will be used to address the possibility of fewer or more County employees in the future to provide a range of potential impacts. Sample growth scenarios are outlined below, but would be modified based on City input to reflect planned development in Martinez.

- **Status quo:** Maintain the existing mix of residential, office, commercial, and retail/restaurant land uses as the downtown grows at a conservative growth rate and a relatively stable number of County employees.
- **Mid-range:** Revised mix of land uses (i.e. substantial office development) at a moderately enhanced growth rate and increase in County employment levels.
- **High-range:** Revised mix of land uses (i.e. multifamily housing expansion) at an accelerated growth rate with a larger increase in County employees.

These growth scenarios will be translated into average annual land use and employee expansion growth rates (i.e., 10 new condo units per year; 2,000 square feet of general office per year, 300 new County employees per year, etc.) that can be used as the basis for the demand projections.

2.2 Identify Development Scenario Supply & Demand Surplus or Deficit

Nelson\Nygaard will utilize its parking demand model, incorporating all relevant local data, resources, and existing parking performance findings to project future demand. The first step will be to calibrate the model inputs to ensure its results match the observed parking demand pattern prior to projecting any future demand. This "baseline" parking model will also serve as the basis for the "status quo" growth scenario.

We will then work with the City staff to define two (2) parking management scenarios to analyze the impact the provision of new supply and development of a parking management program may have on the peak demand projections. Six (6) demand projections will be developed through an iterative process within the model based on the three development scenarios and two management scenarios.

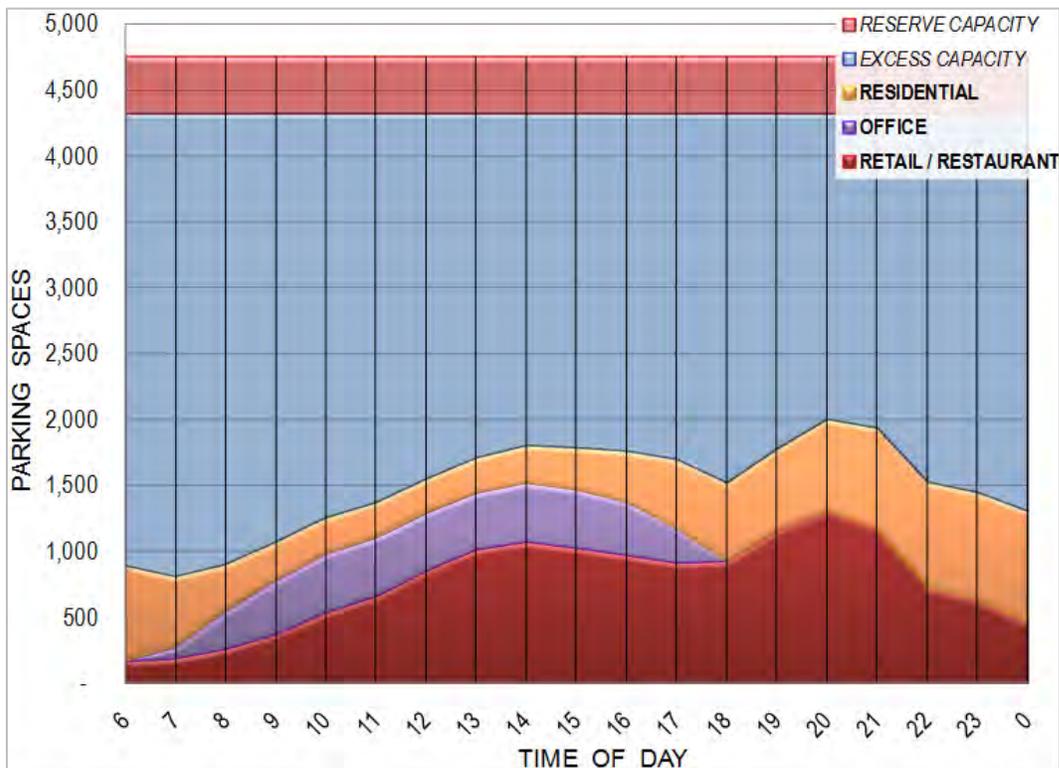
- **No Change:** A continuation of current parking demand, existing policies and management strategies, and an assumption that user behavior remains unchanged. Demand is projected based solely upon known/anticipated growth.
- **Enhanced Parking Management:** Implementation of enhanced parking management policies. Parking management at this scale expands upon current parking management efforts with new demand and supply management strategies.

Development Potential

Parking supply expansion represents a large investment for a municipality and should be weighed carefully against projected parking demand, economic factors, and community interests. Therefore, the point at which parking supply expansion becomes necessary is an important metric to identify. By ascertaining the point at which the parking supply will begin to become constrained, it will allow for the identification of potential cost-effective, phased parking management strategies to better absorb growth impacts and prolong the need to expand parking. This also allows the identification of the amount of development that a downtown’s current parking supply can accommodate before supply expansion is necessary.

Equipped with this information, the City can better measure the trade-offs involved in implementing different parking management packages. It will allow the team to identify points in the growth of downtown when the City will have to act (either by building parking and/or implementing a management strategy) in the most cost-effective and acceptable way to the community.

Figure 4 Sample of Growth Potential Analysis



2.3 *Parking Structure Assessment*

The team will evaluate the feasibility of multi-level parking structure for the current public parking conditions and future parking needs. Our effort will be informed by previous thinking and analysis on a parking structure in Downtown Martinez, but will reflect current and future parking demand and behavior. Our assessment will include providing a conceptual floor plan and single line sections to demonstrate the basic footprint, stall count, and volume of a public parking structure.

Task 2 Deliverables: Parking Demand Technical memorandum
Conceptual drawings for a parking structure

TASK 3 PARKING MANAGEMENT PROGRAM

Based on our findings in Tasks 1 and 2, the Nelson\Nygaard team, in consultation with City staff, will finalize the City's parking management goals and identify management strategies that are most supportive of future revitalization of the Downtown study area.

3.1 *Parking Demand Management Strategies*

A comprehensive parking management strategy will be formed to include those strategies that can maximize the study area's current parking resources, balance the needs of all motorists, and emphasize cost-effective approaches. The parking management program will also include implementation measures that are designed to assist the City in accommodating new growth without being overwhelmed by parking shortages and congestion.

As such, our recommendations will focus on implementing sound demand management strategies for all on- and off-street parking facilities. These demand management strategies, or suites of strategies, will consider the following elements:

- **Optimization of existing spaces**, including a physical assessment of current parking facilities, as well as an analysis of time restrictions, existing wayfinding programs, and real-time information about parking availability. Ensuring that motorists are aware of, and can easily access, existing parking facilities, especially those within walking distance of downtown, will be an essential parking management goal.
- **Parking regulation strategies**, including modified time limits and shared parking provisions (both on- and off-site). These strategies will all seek to create and support a "park-once" district, in which motorists will be able to park once and then walk to multiple destinations while alleviating concerns regarding liability for lot owners.
- **Pricing strategies**, including, but not limited to, tiered pricing strategies, employee parking pricing, courthouse/juror parking pricing, leasing of private spaces, in-lieu fees, and modified rates and hours of operation for both on- and off-street spaces.
- **Residential and/or employee parking permit programs**, as a means to address spillover into residential neighborhoods and the long-term use of parking facilities by employees. Recommendations will focus key program parameters, such as: boundaries of a permit district, hours and days of operation, pricing of permits, number of permits per household/employee, and implementation processes.

3.2 *Parking Supply Management Strategies*

Even when a community pursues aggressive demand management efforts, the expansion of parking supply may still be necessary. Our recommendations will focus on identifying key growth milestones that will require additional supply while preparing for any upcoming expansion projects. These supply management strategies will consider the following elements:

- **Evaluation of opportunity sites** to determine what parcels of land may be appropriate for the development of future parking facilities if deemed necessary and supportive of larger community goals. Our evaluation will include, but not be limited to, restriping or reconfiguring existing off-street parking, potential locations for structured parking, and opportunities for joint development on private property. We will review public parking resources to see if any location could benefit from a modified striping plan to reasonably accommodate additional parking supply. We will identify if any joint development locations can reasonably benefit an increase parking supply.
- **Park-and-Ride shuttle opportunities** to transport motorists between peripheral lots and their destinations. This will be especially valuable in preparing for special events when demand is unusually high.
- **Peak period parking strategies**, including short-, mid-, and long-term strategies to provide parking availability during peak periods and special events, such as valet services.

3.3 *Bicycle Parking Strategies*

The team will also provide recommendations for improved bicycle parking facilities. These recommendations will include an evaluation of bicycle trip generators, the existing and proposed bicycle network, and opportunity sites for additional bicycle parking. Recommendations will also account for different types of users, such as short-term parkers or all-day employees, and identify the appropriate type and number of bicycle parking spaces at each potential location.

3.4 *Electric Vehicle Station Assessment*

The team will analyze opportunities for adding electric charging stations in the public parking plazas. We will examine how these charging stations could be managed, including looking at cost recovery for the ongoing operations and electrical charges.

Task 3 Deliverables: Parking Management Strategies Technical Memorandum

TASK 4 FINANCING STRATEGIES AND IMPLEMENTATION

4.1 *Determine Capital, Maintenance & Operating Expenses*

The team will compare construction and ongoing maintenance and operating costs for each of the parking management and supply augmentation recommendations. We will identify alternatives for meeting the parking demand scenarios that include the cost of construction, and ongoing maintenance and operations costs.

4.2 *Preliminary Parking System Financing Strategy*

The team will examine and develop strategies to access funding and revenue streams that can be used to design, implement, and manage a parking management program. These mechanisms

could include items such as meter revenues, impact fees, revenue bonds, parking in-lieu fees, and permit revenues.

Project team members have worked with cities across the country to secure local, regional, state, and federal funds to help implement planning, design, and construction of transportation/parking plans and projects. This includes funding for projects that either focus on parking issues or have a parking component. In addition, Nelson\Nygaard has extensive experience in developing in-lieu fee programs having just recently implemented such a program in Santa Monica, with another under consideration in Sacramento.

4.3 *Peer Review – Financing Strategy*

The team will conduct a peer review of up to three (3) local and/or similar jurisdictions (subject to City approval) and document best practices as it relates to financing plans for parking management in downtown and commercial districts. Depending on the cities selected, these cities may overlap with the peer cities from Task 1.8.

The project team possesses a wide range of knowledge pertaining to financing best practices and has worked with innovative cities across the state, many of which have financed improvements through new creative leasing and shared parking arrangements. Case studies will also examine parking management programs that integrate transportation planning and local stakeholders into the funding and revenue program. For example, in Ventura and Pasadena, all funds generated through parking meters and in-lieu fees are reinvested into the project area. Stakeholders are vested in the program and participate in the allocation of resources that can be used to improve a local area.

Task 4 Deliverables: Financing and Implementation Technical Memorandum

TASK 5 DRAFT AND FINAL PARKING MANAGEMENT PLAN

The team will compile all data analysis and recommendations into a comprehensive Parking Management Plan. The Plan will summarize the project goals and objectives, study approach, and data collection analysis and methodology. In addition, the Plan will include the comprehensive parking inventory, a summary of key findings, specific recommendations based on the quantitative analysis and public input, management, and implementation procedures that will be designed to meet the specific needs of the City. The Plan will be written in a concise and clear style that will incorporate appropriate visual graphics to ensure that it is a user-friendly document.

5.1 *Draft Parking Management Plan*

Nelson\Nygaard will submit a *Draft Parking Management Plan* for City staff and committee review.

5.2 *Final Parking Management Plan*

The City's project manager will coordinate, compile, and consolidate comments from City staff and the advisory committee into a single set of non-conflicting comments prior to transmitting the revisions to Nelson\Nygaard. Based on the single-set of electronic comments from the City, we will revise and submit a *Final Parking Management Plan*.

Task 5 Deliverables: Report: *Draft Parking Management Plan*
Report: *Final Parking Management Plan*

TASK 6 STAKEHOLDER INVOLVEMENT, MEETINGS, AND PROJECT MANAGEMENT

6.1 Project Management

Brian Canepa, Project Manager, will provide oversight throughout the duration of the project. He will guarantee that the City of Martinez receives a quality product by assuring that:

- The Scope of Work is produced, adhered to, and revised if mutually agreed to with the City of Martinez Project Manager.
- The City of Martinez is regularly informed of project status and is an active partner in the execution of the project.
- Meeting materials and all deliverables are of the highest quality.

6.2 Stakeholder Involvement

An advisory committee made up of key stakeholders (as identified by City staff at the project kick-off) will be established to help guide the development of the project, sharing their local knowledge and unique understanding of Martinez issues while acting as a sounding board for any ideas that result from the parking planning process.

We propose conducting up to three (3) stakeholder committee meetings, scheduled to coincide with key milestones in the project development. The first meeting would likely be used to establish project goals and objectives and discuss the data collection effort. It would solicit stakeholder feedback on parking and alternative transportation issues, including:

- **Priorities for parking policy**—Some parking will always be more convenient than other parking. How can we direct some motorists to less convenient parking? What strategies can be used to balance demand? Who gets the best spaces?
- **User perceptions of parking conditions**—Is there a difference between perceived parking availability and actual availability? How can we help motorists find a convenient space as quickly and easily as possible?
- **Parking resources**—To what extent should the City subsidize the provision of parking in order to attract more shoppers and businesses? How much should drivers contribute?
- **Parking management techniques**—How can residential parking be protected from spillover effects? Can private parking be opened to other users when it is not needed by its owners? How can owners' liability concerns be alleviated?

The second meeting would likely take place after the data collection has been completed and initial recommendations have been developed. This meeting will allow stakeholders to respond to preliminary strategies and offer thoughts, opinions, and alternatives to form a refined final program.

The final meeting would be to return to the stakeholder group and present the revised management plan. This meeting will solicit closing feedback from stakeholders in order to craft the final program.

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6.3 *Progress Meetings*

The team will participate in up to two (2) in-person and an additional two (2) phone conference calls with City staff to discuss project status. These meetings will supplement ongoing and regular communication (including monthly progress reports that will accompany all invoices) provided by Nelson\Nygaard. We view these meetings as a crucial opportunity to not only stay apprised of the project status, but also actively provide direction and troubleshoot any project challenges.

6.4 *City Council Presentation*

Nelson\Nygaard will make one (1) presentation of the *Final Parking Management Plan* to City Council at the completion of the project.

Task 6 Deliverables: Meeting agendas and materials
 Meeting summary notes

OPTIONAL TASK 7 EXPANDED DATA COLLECTION

As an optional task and subject to specific approval by City staff, Nelson\Nygaard proposes an “expanded” data collection plan to facilitate additional breadth and depth of parking analysis. An expanded data collection program would allow for an assessment of a larger area, additional days of the week, and for an evaluation of parking trends later in the evening. The baseline and expanded data collection plans are outlined below. We are flexible and open to developing a data collection plan that best fits the needs of Martinez.

Basic	Expanded
Downtown Core and Civic sub areas	Downtown Specific Plan Area
1 typical weekday and 1 Saturday	1 Thursday, 1 Friday, and 1 Saturday
8 AM – 6 PM	8 AM – 8 PM
Inventory of parking supply, including # and type of spaces, regulations, and pricing	Same as Basic
Hourly counts of on- and off-street facilities (public and private lots)	Same as Basic
Occupancy + license plate data to assess length of stay, turnover, and re-parking	Same as Basic

OPTIONAL TASK 8 PARKING ZONING CODE UPDATE

While not explicitly discussed in the RFP, parking code requirements are often the key determinant of parking behavior, a powerful influence on a city’s economy, and affect the effective functioning of a city’s parking resources. Furthermore, outdated or little known provisions of a City’s zoning ordinance can inhibit desired developments and stymie economic growth. Revising development standards to set requirements that are more appropriate for the local context can often encourage development potential and allow for better urban design.

As an optional task and subject to specific approval by City staff, Nelson\Nygaard proposes a detailed evaluation and update to the Martinez’s parking code (Chapter 22.36). Nelson\Nygaard has worked with scores of communities and developers throughout the country to conduct parking code analyses. Our approach to this task will be to evaluate the current parking standards in terms of how they are promoting or hindering other policy goals from the perspective of City staff, developers, businesses, and residents of adjacent neighborhoods. We will focus on provisions of the zoning code related to parking minimums and suggest opportunities where current regulations may need to be clarified, revised, or made more flexible to accommodate the changing parking needs of different land uses and sub-districts over time.

In addition to reviewing minimum parking requirements, zoning code recommendations will potentially cover topics such as:

- Flexible parking requirements for uses that implement programs proven to reduce parking demand (e.g. subsidized transit passes or employee subsidies)
- Requiring that parking be “unbundled” from the price of residential development
- Shared and/or off-site parking, including incentives for developers to seek out appropriate shared parking opportunities by allowing more parking to be constructed if it is made available for public parking into perpetuity;
- Programs to increase the adequate provision of parking when and where it’s needed and reduce barriers to new development (such as blended parking requirements, parking transfer credits program, parking assessment district, and/or a parking benefit district);
- Exceptions as of right for historical uses or small lot sizes
- Parking efficiencies such as mechanical parking stackers, valet, and tandem parking (including a district-wide coordinated valet program);
- Bicycle parking requirements, as well as priority parking standards for small or fuel-efficient vehicles;
- Meeting all state and federal requirements for parking that is accessible to persons with disabilities; and
- Ideas for entitlement streamlining in order to expedite projects with parking schemes that help achieve the City’s parking policy goals.

Task 8 Deliverables: Parking Zoning Code Technical Memorandum

OPTIONAL TASK 9 PUBLIC WORKSHOPS

As an optional task and subject to specific approval by City staff, Nelson\Nygaard proposes to facilitate two (2) public workshops regarding parking management in downtown Martinez. Nelson\Nygaard has extensive experience in facilitating workshops, especially around controversial and challenging projects. Our approach emphasizes inclusiveness, yet ensures development of practical solutions that reflect consensus and achieve tangible results.

The first interactive workshop would focus on a discussion of the findings from the existing conditions analysis and focus heavily on gathering public input. The workshop will begin by summarizing the consultant team’s key findings and discussing potential strategies for improved parking management, the condition of local parking practice at the state and national levels, and established and proven tools to address parking and other access needs. The majority of the

DOWNTOWN PARKING NEEDS AND SOLUTIONS PROJECT
City of Martinez

workshop will then be devoted to inviting participants to share their concerns, needs, and issues with visiting and parking in Martinez and provide the team with key feedback and direction. The workshop format is intended to provide a broader cross-section of the public with the ability to participate in the study process and directly impact the final recommendations. This provides the City with a process that builds support among the citizen body, garnering public promotion for any recommended changes resulting from the study. The meeting will also allow the team to gain an understanding of parking perceptions and concerns from a wide range of users.

Following the initial development of the parking management program, the team will prepare for and lead a second public workshop. At this workshop, we will summarize future parking system performance and present the preliminary parking management strategies intended to address the needs of downtown Martinez.

For all workshops, the City will be responsible for drafting invitations and securing a venue, equipment, and possible refreshments for the workshop.

Task 9 Deliverables: Two (2) public workshops
Meeting agendas and materials
Meeting summary notes

CONTACT INFORMATION

Nelson\Nygaard:

Brian Canepa, Principal
116 New Montgomery Street, Suite 500
San Francisco, CA 94105
415-284-1544
Fax 415-284-1554
bcanepa@nelsonnygaard.com

Watry Design, Inc.:

Michelle Wendler, Principal
100 Century Center Court, Ste. 600
San Jose, CA 95112
408-392-7900
mwendler@watrydesign.com

Wiltec:

Moses Wilson
611 N. Lake Avenue
Pasadena, CA 91101
626-564-1944

QUALIFICATIONS

Please see the project profiles in Appendix B.

DOWNTOWN PARKING NEEDS AND SOLUTIONS PROJECT
City of Martinez

SCHEDULE

		2013																					
		July					August				September					October				November			
Task	Description	1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25
1	Existing Conditions, Data Collection, and Analysis																						
1.1	Project Initiation																						
1.2	Collect and Review Available Data																						
1.3	Review Current Parking Management Program																						
1.4	Evaluate Parking Revenue Fund																						
1.5	Document Existing Supply and Develop Detailed Survey Plan																						
1.6	Conduct Vehicle Occupancy Counts and Parking Behavior Assessment																						
1.7	Analysis of Parking System Performance																						
1.8	Peer Review - Parking Management																						
2	Future Parking Demand																						
2.1	Establish Development Scenarios																						
2.2	Identify Scenario Supply and Demand Surplus/Deficit																						
2.3	Parking Structure Assessment																						
3	Parking Management Program																						
3.1	Parking Demand Management Strategies																						
3.2	Parking Supply Management Strategies																						
3.3	Bicycle Parking Strategies																						
3.4	Electric Vehicle Station Assessment																						
4	Financing Strategies and Implementation																						
4.1	Determine Capital, Maintenance & Operating Expenses																						
4.2	Preliminary Parking System Financing Strategy																						
4.3	Peer Review - Financing Strategy																						
5	Draft and Final Parking Management Program																						
5.1	Draft Parking Management Program																						
5.2	Final Parking Management Program																						
6	Stakeholder Involvement, Meetings, and Project Management																						
6.1	Project Management																						
6.2	Stakeholder Involvement																						
6.3	Progress Meetings																						
6.4	City Council Presentation																						
D = Final Task Deliverable		S = Stakeholder Meeting																					
P = Phone Conference		C = City Council Presentation																					
M = In-person meeting																							

DOWNTOWN PARKING NEEDS AND SOLUTIONS PROJECT
City of Martinez

BUDGET

Please see Appendix C for a detailed project budget, including hourly rates, hours by task and staff member, and direct costs.

Task	Description	Total Budget
1	Existing Conditions, Data Collection, and Analysis	\$29,562
2	Future Parking Demand	\$11,512
3	Parking Management Program	\$20,608
4	Financing Strategies and Implementation	\$12,550
5	Draft and Final Parking Management Program	\$11,592
6	Stakeholder Involvement, Meetings, and Project Management	\$12,346
	<i>Labor Subtotal</i>	<i>\$98,170</i>
	<i>Direct Costs Subtotal</i>	<i>\$1,660</i>
	TOTAL	\$99,830
Optional 7	Expanded Data Collection	\$13,744
Optional 8	Parking Zoning Code Update	\$11,712
Optional 9	Public Workshops	\$6,596
	<i>Optional Tasks Subtotal</i>	<i>\$32,052</i>

DOWNTOWN PARKING NEEDS AND SOLUTIONS PROJECT
City of Martinez

RATES

Nelson Nygaard Billing Rates	
Name	Total Billing Rate
Jeremy Nelson	\$210.00
Tim Ware	\$169.00
Brian Canepa	\$169.00
Francesca Napolitan	\$129.00
Michael Rhodes	\$77.00
GIS Manager	\$129.00
Creative Services	\$106.00
Intern	\$50.00
Watry Design, Inc.	
Michelle Wendler	\$245.00
Project Manager	\$106.00
Assistant Project Manager	\$155.00
Senior Designer	\$140.00
Wiltec	
Moses Wilson	\$150.00
Temp Surveyors	\$47.50

REFERENCES

Client	Contact Name	Title	Phone Number	Email Address
City of Vallejo	Marty Hanneman	Traffic Engineer – Public Works Division	707-648-4300	mhanneman@ci.vallejo.ca.us
Town of Tiburon	Scott Anderson	Community Development Director	415-435-7392	sanderson@ci.tiburon.ca.us
City of Sacramento	Thomas Pace	Long Range Planning Director	916-808-6848	tpace@cityofsacramento.org
City of Capitola	Steven Jesberg	Director of Public Works	831-475-7300	sjesberg@ci.capitola.ca.us

APPENDIX A

Resumes

Brian Canepa

Principal



Brian Canepa has more than nine years of transportation planning experience. He specializes in developing innovative parking management strategies and policies, from tiered pricing measures and residential permits to comprehensive code revisions. His plans incorporate detailed data analyses and inclusive public participation to develop cost-effective, long-term programs.

EDUCATION

M.S., Urban and Regional Planning, Virginia Tech University
M.A., Political Management, The George Washington University
B.A., History, Bates College

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2012–Present; Senior Associate, 2008–2012; Associate Project Manager, 2006–2008

Parking & Demand Management Plans

- The Tiburon Circulation and Parking Plan created a robust set of circulation and parking improvements to better manage the parking supply, improve multimodal access to and within the downtown. Recommendations included a new parking pricing system paired with a residential permit program to ensure easy access to downtown for locals.
- The Sacramento Parking Zoning Code Update project comprehensively updated the City's parking requirements. The update was part of an effort to stimulate economic growth by developing parking standards through rigorous data analysis that meet market needs and can successfully integrate infill development. The zoning code was passed unanimously by the Sacramento City Council in October, 2012.
- The Monterey Parking Plan comprehensively analyzed the city's on- and off-street parking supply and to examine the multi-modal circulation patterns in three focus areas, including the Downtown. The resulting recommendations included cost-effective strategies and program designed to make the most efficient use of the existing parking supply as well as plan for future parking demand in accommodating economic growth.
- The Newport Beach Balboa Village Parking Plan formulated strategies to manage the city's parking supply and mitigate the impacts of parking demand, with a focus on peak periods. Recommendations included new shared parking arrangements and a residential parking permit district to tackle the issue of beach spillover parking. Nelson\Nygaard is currently working on the implementation phase of the adopted Plan.
- The Hercules Waterfront Plan crafted the parking and transportation language for a form-based code in the Hercules Waterfront district. The code included visioning statements to guide the implementation of parking management, which resulted in recommendations such as blended parking requirements.
- The Downtown Oxnard Parking Plan resulted in a thorough assessment of Oxnard's downtown parking system, including a full inventory, occupancy counts, and evaluation of current and future demand, and a comprehensive program of parking and transportation demand strategies to serve the downtown as it adds new housing, offices and shops.
- The San Clemente North Beach Parking Master Plan led to the creation of a comprehensive parking and transportation demand management master plan for its North Beach district in the wake of a new mixed-use development. The plan involved balancing the needs of residents, beach and public users, employees, and transit riders by creating a plan that focused on items such as demand-responsive parking pricing and parking benefit districts.
- The San Marcos North City Plan created a full parking and transportation demand management program for a new 200-acre development in north San Diego County with almost 3,500 residential units and 3

million square feet of commercial space. The plan included traffic and parking reduction measures, methods of financing programs, and instruments to monitor future traffic levels.

Station Area Plans

- The Cloverdale Station Area Plan created an effective management plan for public and private parking resources around the new Cloverdale SMART rail station and downtown. The plan crafted new demand management techniques and Code revisions to ensure a vibrant and walkable mixed use district while ensuring efficient vehicular flow along the city's arterial streets.
- The San Carlos Transit Village Plan produced both a transportation demand management plan to manage residential and commercial parking and traffic congestion as well as an analysis of transit ridership impacts of new development in the station area.
- The Pleasant Hill BART Parking Plan created an on- and off-street parking management plan for new mixed-use development at the Pleasant Hill BART station. The plan included proposed regulations, pricing, signage, and enforcement measures.
- The Santa Rosa Railroad Square Plan developed a transit routing plan to maximize coverage of a new mixed-use development in order to reduce parking demand and congestion.

Campus Transportation Plans

- The CSU San Marcos Transportation Plan provided a coherent long-range campus parking and transportation plan to meet the University's future growth projections including strategies that have the greatest potential to reduce traffic and parking demand while meeting the University's broader goals for environmental stewardship and completion of the campus Master Plan.
- The UC Riverside Parking and Transportation Management Plan supplied the university with a functional parking and transportation demand management operations plan to manage the growth of the campus by recommending the most cost-effective blend of alternative mode and parking options.

Transportation and Mobility Plans

- The Pasadena Traffic Reduction Plan recommended a comprehensive set of strategies to reduce rush hour traffic by 25% through transportation demand management measures and innovative parking policies.
- The San Joaquin Council of Governments Congestion Management Program developed a new management plan based on a set of performance measure criteria that emphasized multi-modal service.

PUBLICATIONS AND PRESENTATIONS

Publications

- "Bursting the Bubble: Determining the Transit-Oriented Development's Walkable Limits", Transportation Research Record: Journal of the Transportation Research Board, No. 1992, National Academy of Sciences, Washington, D.C., January 2007.

Presentations

- "A Form Based Approach to Parking," Presented at the American Planning Association National Planning Conference. April 2013.
- "Parking and TDM: Opportunities and Obstacles," Taught at the Association for Commuter Transportation Annual Conference. August 2010.
- "Moving Beyond a Plan: Parking in TODs," Presented at the Leadership Institute Smart Growth Symposium V. October 2009.
- "Parking and Traffic in High Density Areas – Myths, Realities, and Solutions," Presented at the San Diego American Planning Association: Making Density Work Conference. October 2008.

Jeremy Nelson

Principal



Jeremy Nelson has ten years experience as a multimodal transportation and land use researcher, planner, and policy analyst in the public, private, and non-profit sectors. He also has extensive knowledge of interactions of land use and development patterns, transportation systems, and public health outcomes. Jeremy has advanced expertise in research, communication, and group facilitation. He is one of Nelson\Nygaard's leaders in developing regional transportation plans to support land use and economic development goals, creating clear and persuasive plan documents, and facilitating community and stakeholder outreach.

EDUCATION

Executive Certificate in Sustainable Leadership, Presidio Graduate School of Management
M.A. in Urban Planning, University of California, Los Angeles
Bachelor of Arts, History, Reed College

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal, 2010–Present; Senior Associate, 2006–2010; Associate Project Manager, 2005–2006

Transportation and Mobility Plans for communities of all sizes

- For the City of Ventura's Downtown Mobility Plan, Jeremy developed a comprehensive package of parking policy reforms and transportation demand management strategies to help downtown Ventura revitalize their community goals and improve transportation choices. As part of this study, Jeremy analyzed current transportation conditions and needs by auditing existing policies and plans, collecting new parking occupancy data, and facilitating stakeholder interviews and public outreach. Jeremy also conducted a national peer review of comparable jurisdictions to identify best practices relevant to local conditions.

Parking Needs Assessment and Parking Management Plans for new mixed-use developments

- Jeremy has analyzed parking demand for a number of new mixed-use development projects. Recommendations have included parking operation strategies (such as shared parking and valet parking) and demand reduction strategies that satisfy both market demand and community goals. Working with developers, public agency staff, and community residents, Jeremy has helped to facilitate consensus on how to minimize and mitigate the traffic and parking impacts of new development proposals.

Integrated Transportation and Land Use Planning

- Jeremy has significant experience analyzing the interactions between transportation systems, land use patterns, and public health and economic development outcomes. For the Planning for Active Transportation and Health (PATH) project in Humboldt County (CA), Jeremy worked to develop a new planning process and cost-effective analytical tools to help regional planners and decision makers implement policy reforms and multimodal infrastructure investments to improve transportation equity and support community goals for land use, public health, and economic development. His work on the Denver South Lincoln Homes Redevelopment Plan created a vibrant, sustainable, mixed-use and mixed income development on a site adjacent to a light rail station. The Plan mapped the street network and identified problem areas, then overlaid that information with current and proposed street classifications. Using these baseline conditions, Nelson\Nygaard staff created a proposed transportation network that supports travel by all modes and new development.

Transportation Economics, Funding Alternatives, and Revenue Strategies

- Through his academic training, contract research, and direct project experience, Jeremy has developed a sophisticated understanding of transportation economics, funding alternatives, and revenue strategies. For the City of Ventura, Jeremy developed parking management recommendations to both better manage scarce downtown parking and optimize parking revenue to fund downtown improvements. In Humboldt County, Jeremy developed a comprehensive list of implementable revenue sources to fund new multimodal transportation improvements in rural regions with limited resources. Jeremy was also the co-author of a recent paper analyzing revenue options for San Francisco's transit system.

Community Outreach and Public Process Facilitation

- Jeremy is one of Nelson\Nygaard's outreach and facilitation specialists. In Jeremy's previous work in the public- private-, and non-profit sectors, he developed the ability to understand issues from the diverse perspectives of multiple stakeholders and identify common ground as a basis for building consensus. At Nelson\Nygaard, Jeremy has played a significant role on several high-profile, multi-stakeholder community involvement processes in a variety of contexts. For the PATH project in rural Humboldt County, Jeremy facilitated small group discussions, in which officials, agency planners, service providers, and community advocates— many of whom had never previously sat down at the same table together— developed a common vision for transportation reform. For the San Francisco Better Streets Plan, Jeremy is leading the implementation of a public participation module that will reach every neighborhood in the city, with 25 events tailored to unique needs of diverse urban populations.

PREVIOUS EXPERIENCE

Transportation for a Livable City

Policy Director, 2003–2005

- Working in a start-up policy entrepreneur environment, Jeremy's responsibilities included reviewing development proposals and long-term plans/policies; creating organizational position based on best practices policy research; lobbying developers, planners, and decision makers; advocating legislative reforms to address connections between land use and transportation; and outreaching to and organizing affected stakeholders and community groups. His organizational capacity-building responsibilities included member and media outreach, recruiting and managing interns, and website management.

Transportation and Land Use Coalition

Innovative Programs Coordinator, 2002–2003

- Jeremy was responsible for completion of the Instant Advocate Toolkit, an interactive CD-ROM and website designed to provide low-income communities with resources needed to effect positive neighborhood change. The Toolkit included 40 summaries of innovative land use and transportation policies and programs, highlighting lessons learned in other communities, and providing a step-by-step implementation strategy. He also recruited and managed the work of 20 volunteer research interns and collaborated with colleagues in developing the functionality and design of the final CD-ROM and website.

Group 4 Architecture, Research + Planning

Assistant Planner, 2000–2002

- As an Assistant Planner, Jeremy assumed increasingly responsible duties within a dynamic planning and design firm, conducting land use, transportation, and demographics research, authored substantial planning documents, managed client interactions, developed outreach techniques tailored to the unique needs of specific populations and user groups, and facilitated community workshops. He also gained significant experience in facility and site evaluation methods, project budget analysis, and public participation techniques.

City of Portland, Office of Planning & Development Review

Land Use Research Analyst, 1998–2000

- Jeremy was responsible for researching land use history, existing infrastructure, zoning and environmental information for pending development proposals and area plans and incorporating this information into detailed case reports for work group of 40+ planners. In this position, he gained a sophisticated understanding of the conceptual framework and practical tools of transportation and land use planning through close interaction with policy analysts and development review planners.

PUBLICATIONS AND PRESENTATIONS

- Contributing author, "San Francisco's Better Streets Plan: A Model for Street Design & Delivery," American Planning Association *California Planner*, Winter 2013.
- Co-author, "What's Health Got to Do With It? A Primer for Planning Commissioners," American Planning Association's *The Commissioner*, Summer 2012.

- Co-author, “Smart Parking Revisited: Lessons from the Pioneers,” American Planning Association *Planning Magazine*, May/June 2012.
- Lead author, “The Green Transportation Profile of Affordable Housing,” Affordable Housing Annual Guidebook, East Bay Housing Organizations, 2011.
- Co-author, “Muni’s Billion Dollar Problem: To Become the Transit System that San Francisco Needs, Muni Needs More Revenue,” a report of the San Francisco Planning and Urban Research (SPUR) Association, 2006.
- Researcher and editor, *The High Cost of Free Parking*, Donald Shoup, Planners Press, 2005.
- Co-author and lead editor, *Innovative Transportation and Land Use Reforms: A Toolkit for Positive Neighborhood Change*, TransForm, 2004.
- Co-author, *Access Now!: A Guide to Winning the Transportation Your Community Needs*, TransForm, 2004.
- Researcher and editor, “Waiting for the Bus,” Daniel Hess, *Journal of Public Transportation*, 2004.
- Researcher and editor, “The Ideal Source of Local Public Revenue,” Donald Shoup, *Journal of Regional Science and Urban Economics*, 2004.
- Researcher and editor, “Fare-Free Public Transit at Universities: An Evaluation,” Donald Shoup, *Journal of Planning Education and Research*, 2003.
- Author, “Allocation of Urban Public Space in the Age of the Automobile,” Senior Thesis, Reed College, 1998.
- Numerous presentations at conferences and workshops convened by professional organizations (Transportation Research Board, California APA, Conference of California Local Health Officials), public agencies (Kansas City Mid-America Regional Council, Los Angeles Metro), and nonprofit civic organizations (Urban Land Institute, San Francisco Planning and Urban Research).

PROFESSIONAL AND COMMUNITY AFFILIATIONS

- TransForm, Advisory Board Member, Past Chair of the Regional Transportation Funding Working Group
- San Francisco Board of Supervisors’ Western South of Market (SoMa) Citizens Planning Task Force, Appointee, Transportation Seat
- San Francisco Department of Public Health’s Eastern Neighborhoods Health Impact Assessment (ENCHIA) Community Council, Participant
- Tracking Implementation Advisory Group, Environmental Health Tracking Program, California Department of Public Health, Member
- American Planning Association, Association of Bicycle and Pedestrian Professionals, San Francisco Bicycle Coalition, Walk San Francisco, Member
- International Society of Sustainability Professionals, Member

Tim Ware

Consultant



In addition to being the director of parking for the City of Aspen, Tim is also founder and co-owner of Parking Research Solutions. His company focuses on providing data collection, analysis and recommendations for municipally-owned and privately-owned parking systems. Tim has been the director of parking in Aspen for 20 years where he implemented one of the first Pay-and-Display on street parking systems in North America. During the past 10 years, he has assisted numerous organizations implement pay-and-display parking operations. The City of Aspen was T2 Systems' first T2 Flex installation. Tim is the Chair of the Customer Advisory Board for T2 Systems.

EDUCATION

Associates Degree completed while enlisted in the United States Navy

EXPERIENCE

Parking Research and Solutions

Founder/Owner, 2003 – Present

- Provide management and consulting services for all types of on-street and off-street parking operations making use of various technologies
- Conduct, prepare and present parking studies. Implement parking applications that include garage pay-on-foot and credit card in/out, pay-by-cell programs, pay-and-display/space/license systems and in-car-meters
- Performs audits related to garage operations, enforcement and theft prevention

City of Aspen, Colorado

Director of Parking, 1993 – Present

- Supervise a staff of 14 employees including field, administrative, garage and transportation staff.
- Oversee, develop and prepare departmental budget of \$1,900,000
- Responsible for maintaining enterprise fund generating annual revenues of \$4.1 million
- *Accomplishments:* First pay-and-display parking system installed on-street in North America, smart card parking program, implemented of in-car meter program, pay-by-cell system and assisted in planning a seamless transit system within the Roaring Fork Valley

PRESENTATIONS

- Winter Park, FL
- Park City, UT
- Carmel, CA
- Los Gatos, CA
- Ashland, OR
- Jackson Hole, WY
- Breckenridge, CO
- Telluride, CO
- Denver, CO
- Estes Park, CO
- Sun Valley, ID
- Whistler Resort, Canada
- Wisconsin Parking Association
- International Parking Institute
- Cardinal Tracking Conference

AWARDS

- International Parking Institute: Award for Excellence in Innovations, 1996
- EPA Transit Systems: Way to go Award, 1997

Francesca Napolitan

Associate Project Planner



Francesca Napolitan has over ten years of experience in transportation planning and urban design. She has experience working at the local, regional, and state level for both public and private agencies. Her experience includes neighborhood planning, street design, and both short-term and long-term strategic planning for cities, towns, and transit agencies. Francesca has developed parking and Transportation Demand Management (TDM) plans for a number of cities and agencies including the City of San Mateo, City of San Clemente, University of California, Riverside, and the University of California, Berkeley.

EDUCATION

Masters in City and Regional Planning, Massachusetts Institute of Technology
B.A., Architecture, University of California, Berkeley

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Associate Project Manager, 2008–Present; Associate, 2007–2008

Transportation Demand Management (TDM) Plans

- Creation of comprehensive TDM plans that help mitigate traffic impacts and encourage the use of alternative modes of transportation for a wide range of clients including cities, local and regional agencies, hospitals, university campuses, residential and mixed-use development projects, and large employers. Projects include developing a system wide TDM Manual for the California State University system, TDM plans to help hospitals such as Kaiser, Alta Bates Summit Medical Center, and California Pacific Medical Center mitigate the impacts of facility expansion, and TDM programmatic guidelines for new development occurring along the Caltrain rail corridor.

Parking Management Plans

- Development of new parking policies and plans for public and private sector clients based on the analysis of parking occupancy data, the potential for shared parking, current and future parking demand, and best practices in the area of parking management; which also included a comprehensive review of potential programs and policies as well implementation and monitoring plans. Clients include the City of San Mateo, City of San Clemente, City of Oakland, City of Fremont, UC Berkeley, and UC Riverside.

General Plan Updates

- **City of Santa Monica.** Transportation planner on the update of City of Santa Monica's Land Use and Circulation Element (LUCE). Participated in several public workshops, conducted land use and circulation evaluations and drafted language for the plan, which will embrace a fully multimodal approach with a sustainable growth pattern. Assisted in the development of a state-of-the-art citywide travel demand model that will measure the impacts of the LUCE.
- **City of West Hollywood.** Drafted new policy language and helped facilitate community outreach meetings. Conducted a trip reduction analysis to determine the impacts of new citywide transportation policies and programs on vehicle trip generation.

Streetscape Design

- Creation of technical drawings and renderings for street design projects including a shared street neighborhood design in Santa Monica, re-design of Columbus Avenue in San Francisco, and the Microsoft Campus in Redmond, WA.

PUBLICATIONS

"Shifting Urban Priorities? Removal of Inner City Freeways in the United States", Transportation Research Record: Journal of the Transportation Research Board, No. 2046, National Academy of Sciences, Washington, D.C., 2008.

Michael Rhodes

Associate



Michael Rhodes specializes in parking management planning, and has a background in writing and data analysis that includes working at *SFpark*, a major overhaul of San Francisco's approach to parking management. At Nelson\Nygaard, Michael has conducted parking studies and data analysis in multiple Bay Area cities, including Berkeley, Hayward and in San Mateo County.

EDUCATION

Master of City Planning, University of California, Berkeley
Bachelor of Arts in English and Philosophy, University of Minnesota, Morris

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Associate, April 2012–Present; Intern, 2012–April 2013

Parking

- **Berkeley 2201 Dwight Way Parking Study.** Oversaw survey of parking behavior among residents at multiple buildings in Berkeley, as well as parking counts at building garages. Analyzed survey results and developed graphical representations of findings, which will help Berkeley decide whether to approve construction of a mixed-use student housing development with no proposed parking.
- **Hayward BART Parking Count.** Conducted parking occupancy and turnover counts near Hayward BART station. Analyzed results and developed maps, charts and figures for inclusion to support policy recommendations. This study helped the City determine impacts of overflow parking from the BART station in downtown Hayward.
- **MTC North Fair Oaks Parking Study.** Managed survey of parking turnover in North Fair Oaks, an unincorporated community near Redwood City in San Mateo County. Developed graphical representations of the findings, including maps and charts. The findings of this study will guide North Fair Oaks' approach to zoning changes that could allow great mixed-use development.

PREVIOUS EXPERIENCE

San Francisco Municipal Transportation Agency, San Francisco, CA

Planning Intern, 2011–2012

- As an intern on the *SFpark* project in 2011, authored a report for SFMTA Board that exhaustively analyzed the impacts of *SFpark* parking meters and extended parking time limits on revenue and parking behavior.
- As an intern in 2012 on the Transit Effectiveness Project, the first redesign of the Muni transit system in more than 20 years, developed plans for two pilot projects to evaluate limited stop service and the city's first red transit only lanes.

OpenPlans, San Francisco, CA

Streetsblog San Francisco Reporter, 2009–2010

- As a full time reporter covering the transportation beat in San Francisco and the Bay Area, wrote over 100 news stories on local parking and transit issues, developing extensive knowledge of parking policy in San Francisco.

Davis Polk & Wardwell, Menlo Park, CA

Corporate Paralegal, 2007–2009

- Provided legal assistance to attorneys at one of the country's top five law firms (by Vault ranking).

WATRY DESIGN EXPERTISE

Michelle Wendler, AIA Principal



Education

Bachelor of Architecture
California Polytechnic State
University, San Luis Obispo, CA

Registrations

Architect (#25066), CA (5/24/94)

Affiliations

American Institute of Architects
International Parking Institute -
Member of the Advisory Council &
the Sustainability Committee
California Public Parking Association
Design Build Institute of America

Publications & Speeches

Mixed Use Stacking the Deck, IPI 2010
The Ins and Outs of Parking Design,
Pacific Building and Trade Expo 2009
Changing Perception of Parking
IPI Conference & SWPA 2009
Photovoltaics Meet Parking
Structures, IPI Conference 2008
Parking Functionality, CPPA
Conference 2006

20+
Years in
parking design

Michelle, a Principal with Watry Design, Inc., has worked extensively with parking structure design, construction documents and construction administration since 1989. “Our goal is to make our clients look good. We take our clients’ problems and issues as our own and we team with them to find the best possible solutions,” says Michelle. In addition, she tirelessly strives to ensure that the firm’s designs work within the context of their environment and are something that everyone can be proud of. Michelle has extensive experience working with municipalities to develop effective parking as evident from the relevant projects below. Michelle serves on the Advisory Council for the International Parking Institute and is an active participant in industry associations, a powerful speaker and compelling advocate for parking.

Relevant Projects

Vallejo Station Parking Structure & Parking Management Program & PARCS, CA

Town of Truckee Parking Study, CA

Capitola Village Parking Study, CA

City of Brentwood Parking Structure Feasibility Study, CA

City of Chico Parking Structure Feasibility Study, CA

City of Santa Cruz Parking Structure Feasibility Study, CA

Union City Parking Study, CA

Roseville Downtown Parking Structure Study, CA

Saddleback College Parking Study, Mission Viejo, CA

Palo Alto Public Safety Parking Structure Study, CA

Covina Downtown II Parking Structure Study, CA

San Mateo County Government Center Parking Structure and Master Plan, CA

Downtown Palo Alto Parking Structure Feasibility Study, CA

HP Pavilion Parking Study, San Jose, CA

City of Los Altos Parking Study, CA

Miller Ave Parking Structure, South San Francisco, CA

Palm Nipomo Parking Structure, San Luis Obispo, CA

City of Redlands Parking Structure, CA

Foothill Transit Parking Structure Study, West Covina, CA

City of San Rafael Parking Structure, CA

City of Mountain View Parking Structure, CA

City of Fresno Convention Center Parking Structure, CA

WILTEC

MOSES R. WILSON, PE

President

Education: Bachelor of Science in Civil Engineering
California State Polytechnic University, Pomona, California

Registrations: Professional Traffic Engineer, State of California

Experience: Moses' 27-year professional experience ranges from the conduct of small localized traffic impact studies to the direction of large regional survey projects.

Representative Projects:

PARKING SPECIFIC

- Directed the conduct of hourly weekday parking occupancy surveys of over 5,000 parking spaces in 16 different parking lots and structures spread throughout the City of Santa Monica's Central Business District.
- Directed the conduct of hourly parking utilization surveys of over 3,000 spaces and duration surveys of approximately 600 spaces in the City of Santa Monica's beach lots.
- Directed the conduct of hourly parking occupancy and turnover surveys of over 4,000 parking spaces in 10 different parking lots spread throughout the City of Long Beach's Central Business District including over 2,000 spaces in a regional shopping mall.
- Directed the conduct of hourly parking occupancy surveys of every parking space on the campus of the California State University at Hayward. Utilization (turnover) surveys were also conducted of approximately 10 percent of the spaces.
- Directed the conduct of hourly parking occupancy surveys of over 3,000 spaces in the City of Fullerton Central Business District.
- Directed the conduct of hourly parking occupancy surveys of over 3,000 spaces in various surface and structure parking lots in the City of San Francisco's Fisherman's Wharf area.
- Directed the conduct of parking occupancy, duration and turnover surveys at 16 parking lots and over 60 block faces in the Balboa Village area of the City of Newport Beach, CA

APPENDIX B

Project Profiles

PARKING PLANNING AND DESIGN



Nelson\Nygaard is a national leader in parking demand management, developing quality parking design, and implementing solutions that are efficient and cost-effective. We emphasize an integrated approach to parking planning and design, including determining the appropriate amount of parking to meet market demand, space siting, dimensions, layout, and designing circulation patterns that minimize conflicts and collisions and which ultimately contribute to a safer travel experience for all users.

Parking Demand — How Much is the Right Amount?

Providing too much or poorly placed parking can be immensely costly, increase vehicle traffic, reduce pedestrian and cyclist safety, and reduce development density. Conversely, supplying too little parking can create its own set of problems including: undermining the financial feasibility of development projects, hampering the revitalization of commercial districts, and creating parking spillover issues. Nelson\Nygaard undertakes parking demand studies in recognition of the larger community context, realizing that parking must often support several goals simultaneously, such as promoting economic development while maintaining a quality pedestrian environment.

Realistic Parking Space Dimensions for all Users

Appropriate parking space dimensions are often an overlooked but essential piece of quality urban design. Nelson\Nygaard designs spaces to make the most efficient use of land while considering

the proper design vehicle and safety aspects. Our focus is to start with industry standard design guidance and adapt it to the specific context to achieve both safe and efficient parking operations while ensuring that parking facilities comply with all federal and state requirements.

Parking Configurations to Enhance Safety

The type of parking facility and its integration with street design affects not only vehicle circulation, but also the movement and safety issues for transit vehicles, bicyclists, and pedestrians. Nelson\Nygaard develops facility configurations with the understanding that a one-size-fits-all approach is often untenable. Consequently, our firm has a great deal of experience in designing both conventional and angled space configurations as well as innovative designs for on-street back-in angled parking.

Recent projects include:

- **Seattle, Washington —**
South Lake Union On-Street Parking Management Plan
- **San Francisco, California —**
SFPark: Accessible/Disabled Parking Best Practices
- **Denver, Colorado —**
South Lincoln Homes HOPE VI Redevelopment Parking Demand and Siting Analysis

Parking and Transportation Study

Downtown Walnut Creek, California, is one of the most vibrant small downtowns in the state, competing successfully for retail tenants and shoppers against more established districts such as Union Square in San Francisco. Walnut Creek's success, however, has also brought complaints of traffic congestion and parking scarcity. To allow for continued economic development downtown, while at the same time improving local quality of life, Nelson\Nygaard led a team of planners to address three aspects of the downtown.

First, the team proposed a restructuring of the existing free downtown shuttle, streamlining it to provide faster, more frequent service within the existing budget.

Next, the team recommended the City change its parking policies in order to spread parking demand from over-occupied spaces in the core, to half-empty facilities around the edges. This would be done almost entirely through a parking meter price gradient and the implementation of pay-and-display machines that accept credit and debit cards. The result of the parking pricing changes would mean there would be no need to build new parking to accommodate future growth.

Finally, the plan provides detailed recommendations for improving the walkability of downtown, allowing shoppers and employees to comfortably walk a block or two farther from their shuttle stop or parking space.

Walnut Creek began implementing the recommended transit changes in 2006, and adopted the parking management changes in 2007. The city's Downtown Chamber of Commerce strongly supported high parking fees and longer hours of enforcement in order to create more parking availability.



Project Duration: 2005-2006

Total Budget: \$120,000

For more information:

City of Walnut Creek
1666 North Main Street
Walnut Creek, CA 94596

Contact:

John Hall
Transportation Planning Manager
925-943-5899 x 206
hall@walnut-creek.org

San Francisco, CA

SFpark Pilot Projects Implementation Assistance



Institute for Transportation and
Development Policy
Sustainable Transport Award
SFMTA Good Government Award 2012



The San Francisco Municipal Transportation Agency's SFpark program, which won the 2012 Institute for Transportation and Development Policy's Sustainable Transport Award, aims to dramatically improve parking in San Francisco by testing a number of best-practice parking management policies and techniques as well as supporting technologies. SFMTA received a federal Urban Partnership Program grant, which required a robust evaluation of SFpark's impacts, reaching beyond the rhetoric of "smarter parking" to understand the program's true benefits. SFMTA hired Nelson\Nygaard to help develop the SFpark program, which covers seven pilot and three control areas representing approximately 25% of San Francisco's total public parking supply.

Nelson\Nygaard first supported the creation of an evaluation framework and developed a number of survey instruments and survey implementation plans, including a parking search time survey, merchant survey, and shopper/visitor survey. Complementing the survey implementation plans, Nelson\Nygaard provided detailed input and feedback on the SFpark data collection plan, suggesting methodologies and measures that could be used to provide a reliable but cost-effective measure of success. Nelson\Nygaard also developed recommendations for potential reforms to the management of disabled parking and residential parking districts, both of which are critical components of San Francisco's parking system.

Since 2010, Nelson\Nygaard has conducted numerous data collection efforts for the SFpark

program, including surveys of parking search time, spillover parking into residential areas, and instances of double parking and the use of disabled placards in pilot areas. Nelson\Nygaard has also provided support with public outreach, framing sometimes controversial parking policy reforms in ways that highlight the tensions and tradeoffs of implementing changes versus maintaining the status quo.

Two initial evaluations (SFMTA, 2011, and Pierce and Shoup, 2013) have found that compliance with parking regulations increased while parking citations decreased and that availability has improved without increasing the average city-wide price of parking.

In 2013, the International Parking Institute recognized SFpark as the most innovative parking program in the U.S., and Harvard named it one of the top 25 innovations in government.

Project Duration: 2008–Ongoing

Total Budget: \$853,845

For more information:

San Francisco Municipal Transportation Agency
1 South Van Ness Avenue
San Francisco, CA 94103-1267

Contact:

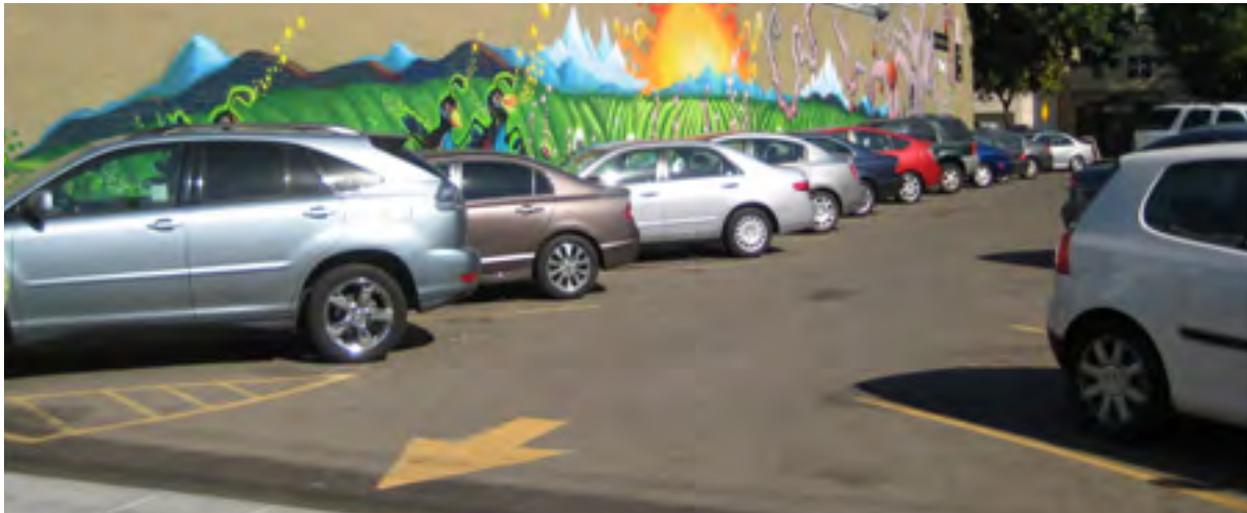
Jay Primus
Program Director, SFpark
415-701-5413
Jay.Primus@sfmta.com

“SFpark has made considerable progress toward solving the important problems of severe overcrowding on some blocks and very low occupancy on others.”

—Gregory Pierce and Donald Shoup, UCLA

Sacramento, CA

Zoning Code Parking Update



The City of Sacramento Zoning Code Parking Update was a citywide effort to fundamentally reform how Sacramento plans, designs, builds, evaluates, and thinks about its parking resources in accordance with its recently updated General Plan. The City's traditional system of requiring excessive amounts of parking not only created large swathes of vacant spaces resulting in social and environmental repercussions for residents, but also posed a tremendous economic burden to both the City and development community, all without adequately addressing perceived parking shortages. The resulting Code addressed both transportation and economic challenges through a comprehensive and data-driven evaluation process that allowed a deeper understanding of Sacramento's parking issues.

Nelson\Nygaard developed a Code incorporating innovative and creative solutions to common and long-standing parking challenges. The Code is designed to accomplish several objectives, including stimulating economic development by "right-sizing" standards to meet actual demand, allowing for more effective use of existing and future facilities through flexible requirements, and promoting a context-sensitive approach that takes into account the City's various districts. In the end, it will enable more effective management of Sacramento's parking resources with the goal of creating flexibility to meet market demands while minimizing impacts on residents

and creating a regulatory environment in which developers are empowered to explore creative parking plans and utilize proven tools to manage parking.

The Sacramento Parking Zoning Code Update was passed unanimously by the Sacramento City Council in October, 2012. The effort received widespread support from groups ranging from environmental and affordable housing advocates to developers and the Chamber of Commerce, and represents one of the most comprehensive parking reforms in the country.

Project Duration: 2011-2012

Total Budget: \$139,000

Nelson\Nygaard: \$100,000

For more information:

City of Sacramento
915 I Street
Sacramento, CA 95814

Contact:

Greg Sandlund
Associate Planner
City of Sacramento
gsandlund@cityofsacramento.org
916 808-8931

Citywide Transportation and Parking Study

Nelson\Nygaard was hired by the City of Monterey as part of a consultant team to conduct a comprehensive analysis of the city's on- and off-street parking supply and to examine the circulation patterns of cars, bicycles, pedestrians, and public transportation in three focus areas within the city: Lighthouse Avenue/Foam Street, North Fremont Street, and the downtown. The study was designed to meet the city's goals to:

- Improve mobility and reduce the need for auto trips
- Improve access to businesses
- Reduce out-of-way travel created by existing one-way streets
- Provide the correct amount of parking

Parking inventory and occupancy data was collected for each focus area in order to assess existing parking conditions. Specific parking challenges and areas of opportunity were identified, based on the analysis of the data as well as a review of existing outcomes, documents, plans, data, and policies, combined with several site visits. From these findings, Nelson\Nygaard developed cost-effective strategies and program recommendations designed to make the most efficient use of the existing parking supply as well as plan for future parking demand in accommodating economic growth.

Key recommendations included revisions to the City's parking standards in the Municipal Code, a system of demand-based parking pricing, and a relocated and redesigned transit center. These recommendations will serve to inform the City's work on developing specific plans for these areas and will also serve as the basis for transportation and parking policies and management strategies, performance measures, identification of capital improvement projects, and the establishment of impact fees.



Project Duration: 2011–2012

Total Budget: \$285,000

Nelson\Nygaard Budget: \$82,000

For more information:

City of Monterey
580 Pacific Street
Monterey, CA 93940

Contact:

Elizabeth Caraker
Principal Planner
(831) 646-1739
ecaraker@ci.monterey.ca.us

Waterfront Plan and Form-Based Code



The Hercules Waterfront District is a mixed-use district, located in the City of Hercules on the eastern shore of the San Pablo Bay. The site, comprising approximately 167 acres, was formerly occupied by the Hercules Powder Company, a manufacturer of explosives used in the Gold Rush and the construction of the western railroads. The Waterfront District plan, already partially completed, will transform the site into a compact district of shops, apartments, and offices centered around a new rail station and ferry terminal.

Nelson\Nygaard was hired by Anderson Pacific, LLC to lead the transportation planning for the district. This work included topics ranging from the project's parking management plan to station access planning for feeder bus routes, cyclists, and pedestrians. The 5-day Waterfront District Charrette, held in 2006, brought together an interdisciplinary team, including Nelson\Nygaard, to refine the District's site plan and urban design. In addition, Nelson\Nygaard developed the parking principles and parking form-based code language for the Waterfront District. The form-based code included new approaches to parking standards, such as "blended" non-residential minimum rates, on-street parking credits, and an in-lieu fee that can cover 100% of minimum parking requirements.

Project Duration: 2006 - 2008

Total Budget: \$35,000

For more information:

City of Hercules
Planning Department
Hercules, CA 94547
510-245-6529

RELEVANT EXPERIENCE

Town of Truckee Parking Study Truckee, California

Owner: Town of Truckee

Services: Parking Planners

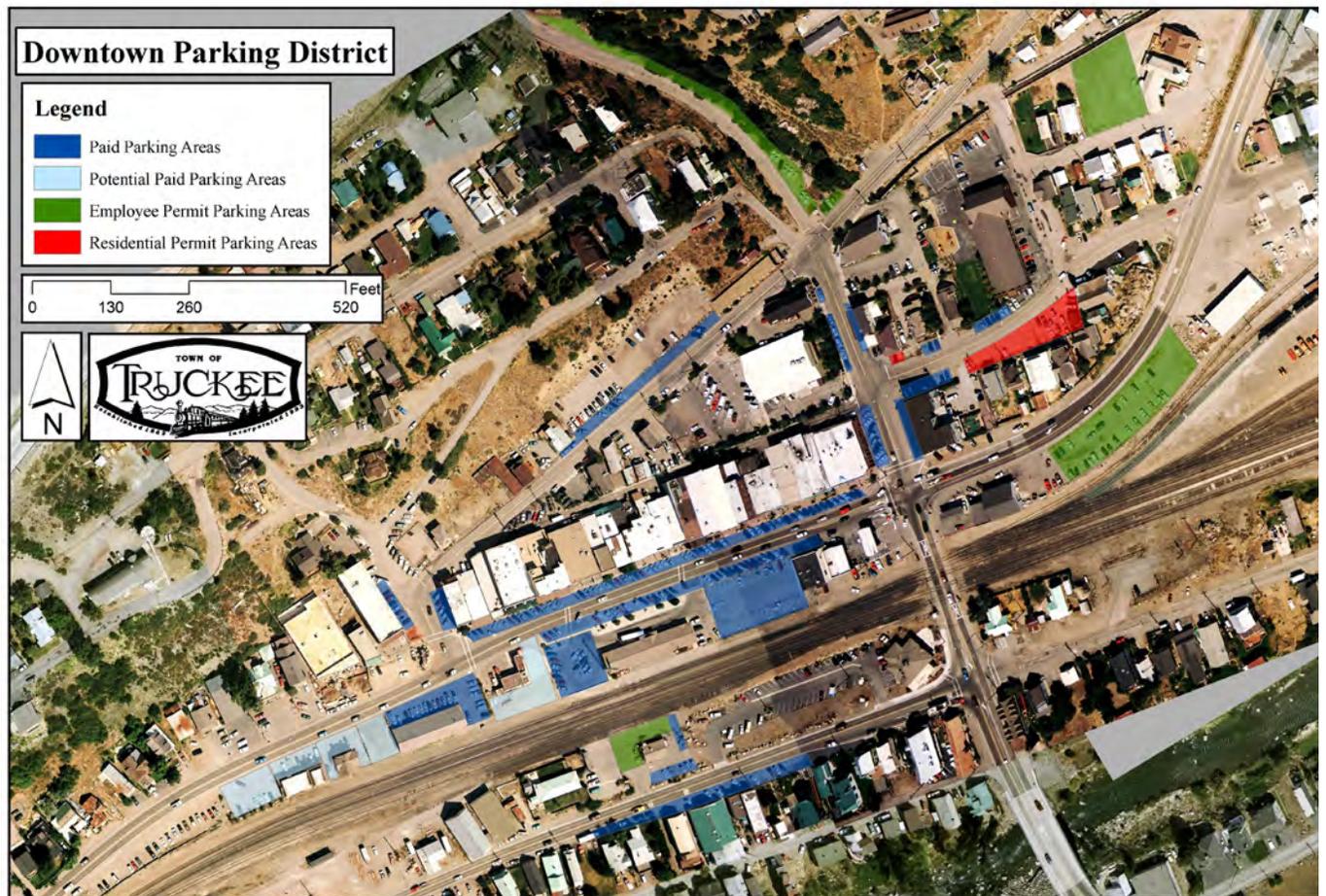
Status: Completed 2009

In 2007, the Town of Truckee's Redevelopment Agency selected Watry Design, Inc. to prepare a feasibility study for a downtown parking structure.

The study investigated the overall feasibility of a parking structure on a site located in the downtown area. In partnership with the Town of Truckee's Redevelopment Department, the Watry Design team developed and presented the final report to the Town Council.

Parking Study included:

- Assessment of current and future parking demand in the downtown area
- Assessment of current and future traffic circulation in the vicinity around the preferred site
- Analysis of the parking structure site criteria
- Recommendation of the preferred site for a parking structure
- Development of parking structure design concepts
- Assessment of the potential for integration of mixed uses into the site(s)
- Technical input for preliminary environmental review
- Preliminary opinion of probable cost and potential funding sources



RELEVANT EXPERIENCE

Capitola Village Parking Structure Study Capitola, California

Owner: City of Capitola

Services: Architects, Structural Engineers and Parking Planners with Field Paoli

Status: Completed 2011

- 554 parking stalls
- 168,300 total square feet
- \$12,777,863 total cost
- \$23,065 per stall
- 317 square feet per stall
- 3 levels above grade level

In support of both short- and long-term planning purposes, Watry Design, Inc. and Field Paoli conducted a Parking Feasibility Study for the City of Capitola. The goal of the study was to develop preliminary project details for the first phase, which includes a parking structure, a new City Hall & possible commercial development project. In addition to the creation of a minimum of 325 new parking stalls, the program had site constraints, sight line and pedestrian concerns, as well as budget parameters.

After working with stakeholders and developing a thorough analysis of various options, the plan below emerged as the preferred alternative.



RELEVANT EXPERIENCE

City of Brentwood Parking Study Brentwood, California

Owner: City of Brentwood

Services: Architects, Parking Planners
and Structural Engineers

Status: Completed Feasibility Report
Phase I November 2002
Phase II August 2003
Phase III 2006
Phase IV 2008-2009

Phase IV Project Information

- 292 parking stalls (estimated)
- 128,300 square feet of parking
- 23,600 square feet of retail
- \$10,350,200 (est.) project total cost including retail shell
- \$35,316 cost per stall (estimated)
- 440 square feet per stall
- 3 levels above grade

The City of Brentwood has experienced rapid growth over the last decade, which has put pressure on the Downtown District to provide more shopping, dining and entertainment venues. Along with this growth comes an increased demand for parking. In fact, the City's Economic Strategic Action Plan advocates the addition of 40,000 square feet of restaurant and shopping space to a downtown already suffering from a parking deficiency of several hundred parking spaces. For Phase I & II, Watry looked at several lots in downtown to see which was most suited for parking. Watry also conducted a bus tour of parking structures located in downtown environments in order to help the city assess what type of structure would be ideal. In addition, there were a series of public workshops for the purpose of soliciting public input and gaining consensus.

The initial goal of Phase III was to create documentation for a Developer RFP. During this Phase, as well as Phase IV, Watry studied additional downtown sites for parking and establishing the basic architectural character for the parking structures. The latter was developed in keeping with the charm and small-town feel of the downtown.



City of Brentwood
Parking Study
Brentwood, California



PARKING SURVEYS

WILTEC has conducted over 2,000 parking surveys for projects ranging from simple occupancy counts at small parking lots to utilization, duration and turnover surveys of large multi-location central business districts.

PLAZA MEXICO SHOPPING CENTER

City of Lynwood, CA

Weekday and weekend 12-hour parking occupancy, duration and turnover surveys at a 1,740 space shopping center.

BEVERLY CONNECTION SHOPPING CENTER

City of Los Angeles, CA

3-day parking utilization surveys, engineering analysis and reporting on a 1,500 space regional shopping center.

CENTRAL BUSINESS DISTRICT PARKING STUDY

City of Long Beach, CA

14-hour parking occupancy surveys at 18 surface lots and 3 parking structures for 2 days.

UNIVERSITY OF LA VERNE PARKING STUDY

City of La Verne, CA

13-hour parking occupancy surveys of all on-street and 14 parking lots within the university.

CASH AND CARRY STORE PARKING STUDY

City of Sacramento, CA

12-hour parking occupancy surveys for 3 days.

AVIS RENT-A-CAR PARKING STUDY

City of San Marcos, CA

12-hour parking occupancy surveys for 3 days, plus engineering analysis and report.

DOWNTOWN PARKING MANAGEMENT PLAN

City of Manhattan Beach, CA

13-hour parking occupancy surveys of all on and off-street parking spaces within the downtown parking area over 2 days in the Fall, Winter and Spring and 3 days in the Summer.



PASADENA PLAYHOUSE PARKING STUDY

City of Pasadena, CA

Weekday and Saturday parking utilization and sample duration/turnover surveys of all on-street and most off-street parking spaces within a 38-block study area.



PREFERENTIAL PARKING STUDIES

City of Santa Monica, CA

*Weekday and weekend on-street parking occupancy,
duration and turnover surveys covering over 200
block faces in 17 different neighborhoods.*

APPENDIX C

Budget

