



WALKER
CONSULTANTS



PARKING CONSULTING
PLANNING
FINANCIALS
TECHNOLOGY
STAKEHOLDER OUTREACH
PARKING DESIGN

The City of Hercules

HERCULES WATERFRONT DISTRICT PARKING MANAGEMENT PLAN

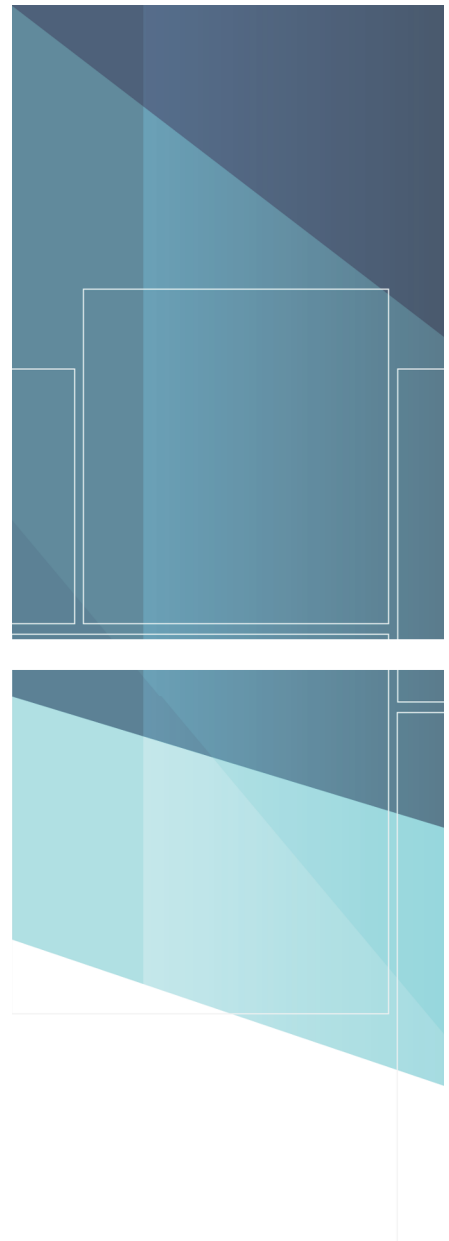
July 26, 2018



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601 California St, Suite 820
San Francisco CA 94108

415.644.0630
walkerconsultants.com

July 26, 2018

Robert Reber
Planning / Project Manager
City of Hercules
111 Civic Drive
Hercules, CA 94547

Re: Waterfront District Parking Management Plan

Dear Mr. Reber:

Walker Consultants (Walker) is pleased and excited to submit our proposal to develop an implementable and successful Waterfront District Parking Management Plan for the City of Hercules. Walker is a parking consulting firm specializing in parking analysis, financials, master planning, technology and operations and facility design. As an employee owned firm with 53 years in business, our goal is always to provide a quality service that will assure the goodwill and respect of our clients, enhance our professional reputation, and provide our services in a manner whereby our clients recognize that we are one of the best firms they have worked with.

Our goal for this proposal is to demonstrate our experience and expertise in all the requirements needed for the City to develop a successful Parking Management Plan for Hercules' Waterfront District and Regional Intermodal Transit Facility. We are excited about the possibility of performing this engagement because it allows us to do what we do best, using our core competencies in a multitude of parking and planning disciplines to develop a practical and beneficial plan.

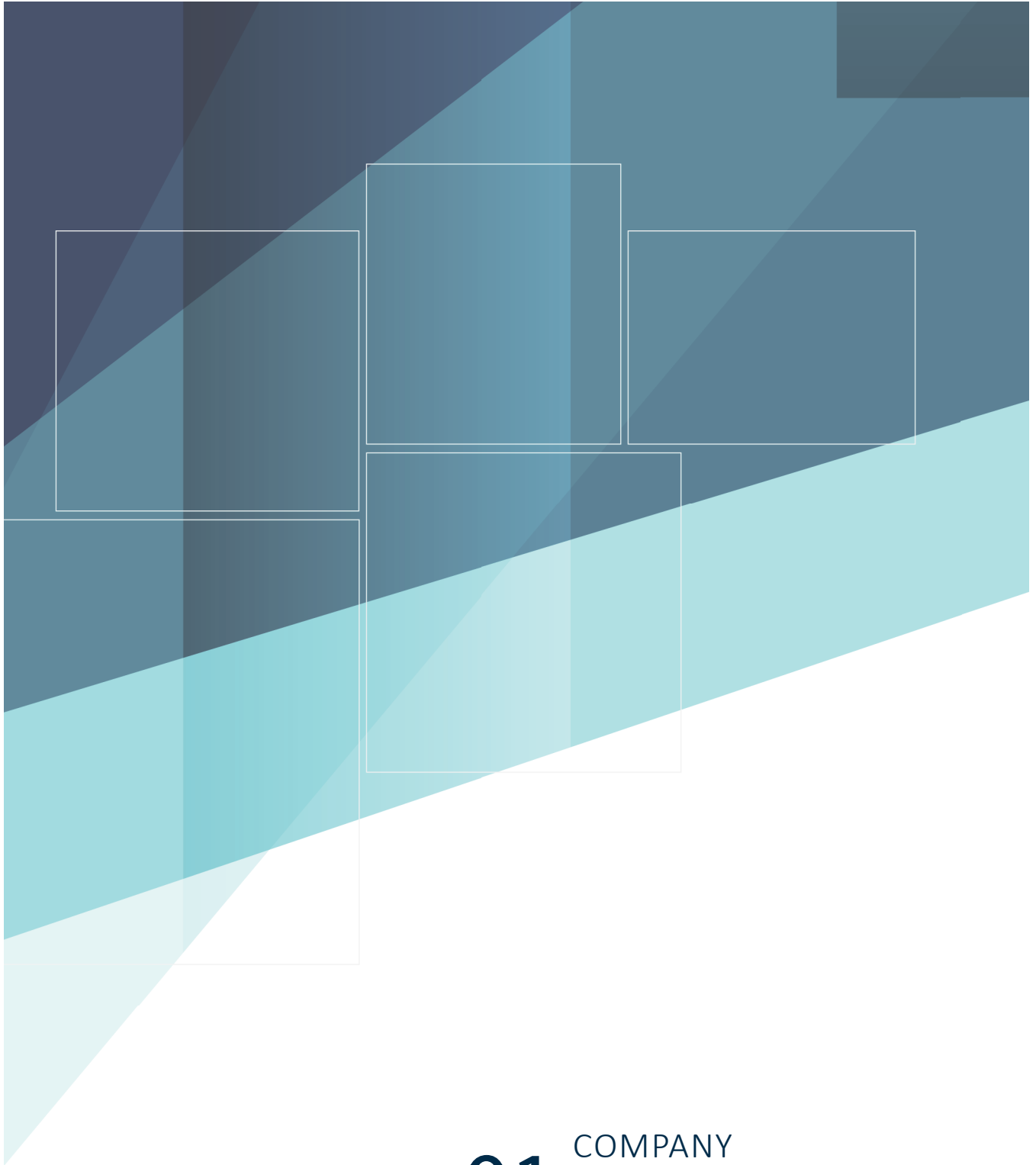
Both our municipal and developer clients have faced challenges similar to Hercules as they work to develop new districts that provide parking conveniently and efficiently, and which also serve the needs of multiple land uses and all those who park there. As reflected in the approach in your RFP, good planning, operational practices, public-private agreements, and technology are key to a successful parking district, not just the number of spaces provided. We have successfully delivered these planning services for hundreds of municipal, parking-district, and private and institutional clients throughout California, and around the world.

In short, we believe that your needs in developing a Parking Management Plan and our core competencies, are a good fit. For this reason, our goal is to provide a quality service and product that conforms to your requirements and specific needs; anything less is unacceptable. This message is the directive for every Walker employee. The firm's high percentage (85%) of repeat clients is a testimony to Walker's ability to meet and exceed our client's requirements.

Our proposed team will be 100% committed to working with the City of Hercules' team and stakeholders 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 at (Steffen) 213.488.4911 or via email at sturoff@walkerconsultants.com or Chrissy at 415.830.8464 or via email at cmancinichols@walkerconsultants.com.

Sincerely,

WALKER CONSULTANTS
Steffen Turoff, AICP
Director, Planning Studies



01 COMPANY DESCRIPTION



COMPANY DESCRIPTION

18

DOMESTIC OFFICES

1

INTERNATIONAL OFFICES

3⁰⁰

STAFF

50

STATES

20

COUNTRIES

TODAY, WALKER
CONSULTANTS IS A
GLOBAL CONSULTING
FIRM WITH 18 DOMESTIC
AND 1 INTERNATIONAL
OFFICE. TODAY OUR
STAFF OF OVER 300 HAS
EXPERIENCE WORKING IN
ALL 50 STATES.

Walker has significant experience in providing on-street and off-street parking operations consulting services, which we have used to develop parking management and parking district plans as well as to support approximately three billion (\$3b) in parking-related financing for our public- and private sector clients. Within the last five years, we have consulted with more than 170 municipalities on a variety of parking issues ranging from demand-based pricing to parking meter upgrades. The following is a partial list of parking elements comprising our parking consulting practice:

- Parking utilization, turnover, and duration studies including detailed shared parking modeling
- Parking rate studies and demand-based or dynamic pricing strategies
- Parking meter technologies including single versus multi-space meters, performance, battery life, ongoing operational expenses, and pros/cons
- Parking meter credit card acceptance
- Payment by cell phone
- Smart phone apps
- Vehicle sensors
- Parking enforcement practices and procedures
- Parking enforcement handhelds
- Parking citations and graduated citations rates
- Adjudication and collection rates
- Parking time limits
- Residential parking permit programs
- Permit parking zones
- Parking enforcement zones
- Parking signage
- Revenue controls
- Financial analysis and projections including life cycle cost analysis
- Staffing and organizational analyses
- Public/private partnerships of parking assets
- Data analytics
- Centralized and integrated parking management systems
- Coordination between on- and off-street assets
- Parking meter RFP and procurement assistance
- Parking operator RFP and procurement assistance
- Benchmarking analysis
- Parking best practices

COMPANY DESCRIPTION

Our parking consulting practice is multi-disciplined and embodies the elements of parking planning, operations, finance, and technology. This provides you with an effective, seamless plan that is based on urban planning principles, real-world parking operations experience, financial sustainability, and the modern conveniences of technology. Based on our experience with hundreds of owners, we take special care to recommend technological solutions that are proven, leading edge solutions, but not untested “bleeding” edge trials. The benefit to you is a system that will work.

We have a Car Park Management Systems division within our Consulting Resources Group that is responsible for keeping abreast of current state-of-the art and emerging forms of parking technology. This group monitors and studies a variety of parking equipment options ranging from single space to multi-space meters, credit card acceptance, parking valet, a variety of hand-held parking enforcement tools, back office collections and adjudication tracking software, automated pay stations, automated gates, card readers, cell phone technology, parking guidance systems, and the variety of access control systems including license plate imaging, magnetic stripe, proximity cards, etc. We routinely meet with various equipment manufacturers and invite them to deliver presentations to our consultants. Moreover, we regularly attend industry conferences and trade shows to keep abreast of the latest capabilities. These efforts-- combined with the daily conversations of our staff located in 16 U.S. offices and employed on 2,000+ annual projects-- help keep us on the cutting edge of parking technology. We hear what works well and what may not work so well.



02 STATEMENT OF UNDERSTANDING

STATEMENT OF UNDERSTANDING

Parking planning for public and private uses has traditionally been based on straight forward calculations of the number of spaces required. However, the results have often been inefficient, with an oversupply of parking at the same time that the public expresses concerns about a lack of parking where it is needed. Many spaces sit empty while more businesses, destinations or residences could have been provided, yet too much land and a great deal of financial resources are devoted to parking. Either the City or other public entity is left with paying for expensive parking facilities that remain empty much of the time, or there is a cost burden on private developers that impedes economic development or the construction of housing.

Parking can be provided more efficiently and more cost effectively, resulting in better places, than has traditionally been the case. Through careful planning and the creation of a comprehensive and implementable Parking Management Plan, the City of Hercules wishes to use careful planning, productive public-private agreements, thoughtful operational policies and workable technology to provide parking that serves the uses, including the RITC, with the Waterfront District.

Among other efforts, in order to successfully create a Parking Management Plan for the Waterfront District, Walker intends to:

- Meet with stakeholders, including City staff and developers, to better understand the goals for the project and the transportation habits of the people who live in and will be present at the land uses in the Waterfront District;
- Use our decades long experience developing Shared Parking Models to model the parking demand patterns and opportunity for the sharing of parking using Walker proprietary Shared Parking Model, an updated and more sophisticated version of the Model which Walker developed for the Urban Land Institute (ULI) and the International Council of Shopping Centers (ICSC). The Model will be localized using mode split data including the impacts of the RITC, feedback from stakeholders, and the surrounding communities and land uses to accurately inform efforts to share, enforce, and charge for parking.
- Use our significant experience in the area of parking for transit to monitor how the presence and demand for parking at the RITC, and opportunities to enhance first-mile/last-mile connections should be managed given the adjacent land uses;
- Use our experience in the area of financing for parking and public private partnerships to recommend agreements and project revenue for this effort;
- Use our parking facility design skills and knowledge to recommend appropriate locations and layouts for parking facilities in the Waterfront District;
- Recommend appropriate strategies and technologies, ultimately an effective and implementable Parking Management Plan for (name of development).
- Project costs and revenues for each of the recommended measures for the

SCOPE OF WORK

purpose of developing an implementable Parking Management Plan.

With this approach, Walker intends to fully address the needs expressed in the RFP for a Parking Management Plan, including the Specific Scope of Services.

The following details our understanding of what services should be provided in conjunction with the nature of the work being requested. Our goal is your complete satisfaction through our production of a comprehensive Parking Management Plan for the Waterfront District.

Task 1: Refine Project Description, data collection, and comparable land use research

The purpose of this task is to quantify and clearly understand the goals and objectives of the project to evaluate baseline needs and conditions of current and proposed development to determine future parking needs and properly manage resources.

1. Conduct a kick-off session with the City and all team members to explore project parameters, objectives, approach, purpose, assumptions, goals and determine schedule. This kick off session will serve as master site visit for task items below.
2. Meet with the developers to collect project related information and data as well as understanding needs and issues.
3. Assemble and review existing documentation pertinent to the Waterfront District which will include, but may not be limited to the following items:
 - Conduct a comprehensive review of the Waterfront District to understand current and proposed developments and agreements, environmental review, public and private on and off-street parking requirements and proposals, parking standards, policies, regulations, and conflicts as well as user demographics for business patrons and residents likely to influence parking demand.
 - Obtain and review previous parking related documents and studies.
 - Obtain and review multi-modal policies, projections, and forecasts and any Transportation Demand Management programs to understand how transit ridership will impact parking within the district.
4. Review appropriate policies for land uses, technology, and parking management, and public parking districts in up to three comparable cities, districts, or programs to learn and apply the lessons and best practices to the Hercules Waterfront District. Make best efforts to communicate with city staff for each of the selected cities.

SCOPE OF WORK

Task 2: Demand Modeling and Shared Parking Analysis

The goal of this task is to analyze the reports and data collected in Task 1 to create future parking demand scenarios, anticipate parking conditions and capacity, and determine shared parking for the Waterfront District. The goals of this task include:

- How many parking spaces should be provided and sizing the parking appropriately project-wide.
 - This includes an analysis of the mix of uses and phases of construction and parking facilities to effectively serve the RITC.
 - Which parcels/uses could viably share parking?
 - A greater understanding of how shared public and private parking would be managed, including concepts regarding operations and technology.
 - How current, projected, and desired multi-modal split affect parking in the area including Demand Management strategies, as well as transportation networked companies (TNCs) and the possible impacts of automated vehicles (AV's).
 - How current and projected future commuting patterns in the District impact parking.
1. Based on review the proposed operational layout, expected usage, transit and parking policies, transit ridership projections, and current and future parking demand within the Waterfront District by user group, use Walker's parking demand model to recommend the future number of parking spaces generated by each user group and by each development (as applicable).
 2. Prepare a preliminary shared parking analysis for the project with localized adjustments as appropriate and based on the latest program information. The study will evaluate parking needs, focusing on the times and days of the week during which peak parking demand is likely to occur.

Parking demand projection will be performed using Walker's proprietary shared parking model that is based on the Second Edition of Shared Parking, published by the Urban Land Institute and the International Council of Shopping Centers. Initial results are anticipated to be provided informally, via email, for preliminary evaluation and feedback by the City. The Model for this engagement will not be a generic model, but localized using local transportation factors, captive factors for the site, and inputs from similar properties as available or to the extent that such data can be reasonably collected.

3. Identify relevant comparables and make best efforts to collect data to incorporate

SCOPE OF WORK

into the parking demand modeling process. Data collection could include parking occupancy counts or data from Walker data bases or equipment, which could be used to calibrate the parking model.

4. Generate parking revenue projections based on parking demand modeling, turnover projections, and assumptions developed jointly with City of Hercules staff.¹

Walker will review preliminary findings and assumptions with the City, review feedback and adjust shared parking analysis as needed. The deliverable will be a technical memorandum analyzing anticipated parking conditions and scenarios as well as a shared parking scenario for the Waterfront District.

Task 3: Technology Recommendations

Operational efficiencies, improvements in wayfinding, parking operational policies, shared parking agreements, and other customer service enhancements may be provided by upgrades to existing and proposed public and private parking including Automated Parking Guidance Systems (APGS), and other types of leading edge parking system technology.

Opinion of Probable Costs (OPC) will be provided for all recommendations.

Walker will:

1. Review stated operating goals and methodologies, then recommend improvements for:
 - Operating hours, staffing requirements, and parking rate policies (if applicable);
 - Parking facility design characteristics that may affect technology;
 - Definition of parking user groups;
 - Validation procedures and obligations;
 - Feasibility of implementing various technologies to enhance the parking operation;
 - Revenue enhancement and control policies and procedures including long term operating and maintenance considerations
2. Provide an opinion of the technologies that should be implemented to achieve city's operational goals and objectives.
3. Provide an Opinion of Probable Costs (OPC) to procure and implement the recommended technologies. This task includes system evaluation and

¹ Revenue projections are for planning purposes only and not intended to be used in bonding or other third-party financing documents.

SCOPE OF WORK

recommendations only. Walker can provide system specifications, bid documents, and procurement for additional services.

Task 4: Public Parking District Analysis and Recommendations

Based on feedback from stakeholders, data and analysis from the above tasks, as well as comparable city/project analysis and experience in setting up parking districts in cities across the country and in California, research and analyze the potential to establish a Public Parking District. This includes code review, financing, and legal considerations¹. Estimate costs (including City staff time) of establishing, operating, and maintaining the District and its facilities and propose methods for financing construction and long-term maintenance and operations.

Task 5: Parking Management Plan including Operational, Enforcement, and Financial Recommendations

Upon completion of the above tasks Walker will provide recommendations for managing future public and private on-street and off-street parking supply and demand within the site taking into account the different users, residents, employees, shoppers, visitors (long and short-term,) and transit ridership.

The Plan will enable City staff to recommend to City Council parking policies for the Waterfront District, take administrative actions to respond to immediate issues and prepare for the long-term.

Walker will provide a draft technical memorandum that analyzes existing and future parking supply and demand and will include specific, detailed, implementable recommendations to efficiently manage resources and meet parking demand within existing regulations and obligations. This includes:

- Establishing a Public Parking District including cost estimates of operations and maintenance and financing of construction and long-term maintenance and operations.
- Shared parking including tenant and public space allocations
- Residential permits
- Smart technology
- Sharing parking revenue to build and promote multi-modal transportation options
- Parking in lieu fee considerations, opportunities, and recommendations

¹ As we are not attorneys, we recommend that the City consult with its legal counsel prior to the final implementation of any ordinances or plans.

SCOPE OF WORK

- Transportation Demand Management amenities and policies and strategies for promoting alternatives to driving (and parking)
- Impacts that services like Lyft and Uber might have on future parking needs including curb management and public-private partnerships opportunities
- Automated and mechanical parking
- Preliminary cost estimates and financing options for construction, maintenance, and operation of publicly accessible parking.
- Typical daily parking operations, including tenant parking operations and potential validation policies
- Recommendations on tenant agreements in relation to parking allocated/ provided for tenant's employees and/or customers
- General recommended operational procedures and policies
- Enforcement of parking areas
- Strategies for controlling the use of parking facilities, e.g., keycards, attendants, etc.
- Valet parking operations and use
- Additional sources of revenue to fund a parking district including parking credits, in lieu and impact fees, property or business assessments, parking lease backs or other reasonable funding mechanisms.
- Management/oversite of parking enterprise
- Event parking operations
- Best practices for on-going monitoring of parking demand
- An identification of associated costs and projected revenues and control of parking should be allocated through agreements between the public and private entities involved in the development and operation of the district.

Walker will meet with City staff to review the draft report, receive one set of consolidated, written comments from the City and address in a final document.

Walker will present findings and recommendations to City Council at a public meeting.

Task 6: Parking Management Plan including Operational, Enforcement, and Financial Recommendations

1. Walker will be responsible for project/team coordination, management, and communication including budget and schedule management.
2. Staff assistance. Meeting with staff will be conducted as needed. Comments from meetings will be documented and incorporated and action items for follow-up will be included as needed.



03 QUALIFICATIONS & EXPERIENCE

PLANNING

PORT OF EVERETT

Everett, Washington



PROJECT DESCRIPTION

- The Port of Everett retained Walker to assess the proposed parking supply for the Port of Everett Master Plan, a mixed-use, redevelopment of 65 acres of prime waterfront property.
- Walker provided a shared parking analysis, based on the program info in the Master Plan, and assessed the adequacy of the proposed parking supply to accommodate the projected parking demand.
- The analysis included a study and parking management plan for maximizing the efficiency of the system.

SOLUTION

- Walker recommended appropriate parking management strategies designed to alleviate or eliminate localized parking shortages during the Master Plan's buildout, ensuring the public's access to the marina.
- Walker recommended separating different parking user groups geographically based on length of stay, and appropriate strategies for managing the allocation.

BENEFIT

- Prepared a shared parking analysis that validated the proposed parking supply for the Port's Master Plan and discussed projected localized parking shortages in the context of shared parking and acceptable walking distances.
- Provided parking management recommendations to guide allocation of the proposed parking supply.

CONTACT

Laura M. Gurley

Port of Everett
P: 425.388.0720

Terrie Battuello

Chief of Business Development
Port of Everett
P: 425.388.0614

CONSULTING

CITY OF SACRAMENTO

Sacramento, California



PROJECT DESCRIPTION

- Upgrade of approximately 6,000 metered, on-street parking spaces to “smart meters”
- City engaged in public/public partnership to raise over \$200 M for a downtown multi-purpose arena to support the NBA Kings’ franchise
- Parking revenues pledged to support city debt issuance
- Assistance with parking meter RFP

SOLUTION

- WALKER provided a study of on- and off-street parking operations, examined conditions of existing assets and made recommendations for future revenue enhancements and expense reductions
- WALKER studied and reviewed current parking market conditions and analyzed potential impacts on future demand, city parking system operations and enhancements, and prospective finances
- The on-street component included upgrades to smart parking meters and the installation of License Plate Recognition (LPR) units mounted on parking enforcement vehicles
- The off-street component provided new Parking Access and Revenue Control Systems (PARCS) for off-street facilities

BENEFIT

- City financing plan in place for new arena
- NBA Kings franchise stays in town, which generates revenues for the city
- Parking technology upgrades, enhanced customer service and improved parking operation efficiencies

CONTACT

Mike King

Parking Technology and Infrastructure Manager

City of Sacramento

P: 916.808.1172

E: mking@cityofsacramento.org

Matthew W. Eierman

Parking Meter Manager

City of Sacramento

P: 916.808.5849

E: meirman@cityofsacramento.org

PLANNING

LOS ANGELES METROPOLITAN TRANSPORTATION AUTHORITY

Los Angeles, California



PROJECT DESCRIPTION

- Metro seeks a comprehensive study to examine parking at 48 transit stations, consisting of over 22,000 parking spaces at 52 parking locations.
- The number of spaces in the Metro parking system is expected to increase to approximately 25,000 in 2016, with the opening of the Expo II and Foothill Extension light rail lines.

SOLUTION

- The Plan will provide an implementation roadmap for parking policies, operations, enforcement, maintenance, technologies to support the plan and program management as well as a funding structure for a parking enterprise that would manage these efforts.
- At each station with parking throughout the county, there is considerable variation in adjacent land uses, type of transit and transportation mode access to each station.
- Recommendations will be tailored to reflect the unique conditions at each Metro parking location.

BENEFIT

- The end result of the study will be the adoption of a Supportive Transit Parking Program (STPP) Master Plan.

CONTACT

Frank Ching

Deputy Executive Officer, Countywide
Planning and Development at LA Metro
P: 213.922.3033
E: chingf@metro.net



PLANNING

CITY OF DAVIS - IN-LIEU PARKING POLICY UPDATE

Davis, California



PROJECT DESCRIPTION

- The impetus for the City's in-lieu parking policy update was a combination of the dissolution of the Davis Redevelopment Agency, creation of the Downtown Parking Management Plan, and growth in the City of Davis. In response to frustrations with current downtown parking conditions, recent and expected (and changes in the nature of) growth, and the recommendation to review parking in-lieu fee policy by the DPMP, the City engaged Walker to conduct an evaluation of the current parking in-lieu program. The primary goal of the engagement was to identify and answer several key questions by the City related to the existing program, and to illustrate the benefits and tradeoffs of potential program revisions.

SOLUTION

- To better understand current thinking within the community, Walker conducted focus group meetings to discuss downtown Davis parking in-lieu fees with stakeholders.
- Walker researched commuting patterns and conducted a transportation mode share analysis, as knowing how residents and workers commute to work can help prioritize infrastructure improvements that are aligned with transportation mode preferences, and therefore inform the allocation of parking in-lieu fee revenue.
- Walker also presented high and low future development scenarios and projected the number of spaces subject to the in-lieu fee.

BENEFIT

- Walker's analysis presented the City with recommendations for improving in-lieu fee policies, including flexibility in using in-lieu fee funds and projected an in-lieu fee rate which gave the City an approach for creating a more effective program.

CONTACT

Katherine Hess

Community Development Department
Administrator

P: 530.757.5610 x5652

E: khess@cityofdavis.org

ADDITIONAL PROJECTS & REFERENCES**CITY OF HEALDSBURG PARKING IN LIEU FEE ANALYSIS**

Worked with the City to develop a parking in lieu fee program to finance public parking improvements and expand exempt district.

Contact: Barbara Nelson / 831.238.1057 / bnelson.planning@gmail.com

CITY OF ALAMEDA ON-STREET TECHNOLOGY & ON-CALL

On-street parking technology selection and procurement and related services.

Contact: Liz Acord / 510.747.7400 / lacord@alamedaca.gov

METROPOLITAN TRANSPORTATION COMMISSION (MTC)

Assisted MTC in the planning of transit serving facilities including operations, technology procurement, pricing, and revenue projections.

Contact: Ashley Nguyen / 415.778.5209 / anguyen@bayareametro.gov

THREE SAN FRANCISCO MIXED USE DEVELOPMENTS

Worked with the developers with three separate development teams on developing parking, planning, and financial plan, for parking systems serving multiple uses and over 1 million square feet.

Contact: Available upon request.

KILROY REALTY COMPANY

Worked with Kilroy Realty Inc. on a shared parking plan for over 1 million square feet of residential, commercial, restaurant, and office to develop a shared parking plan the reduced the developments requirement by over 600 parking spaces.

Contact: Robert Little / 858.523.2208 / rlittle@kilroyrealty.com

CORTEX INNOVATION DISTRICT

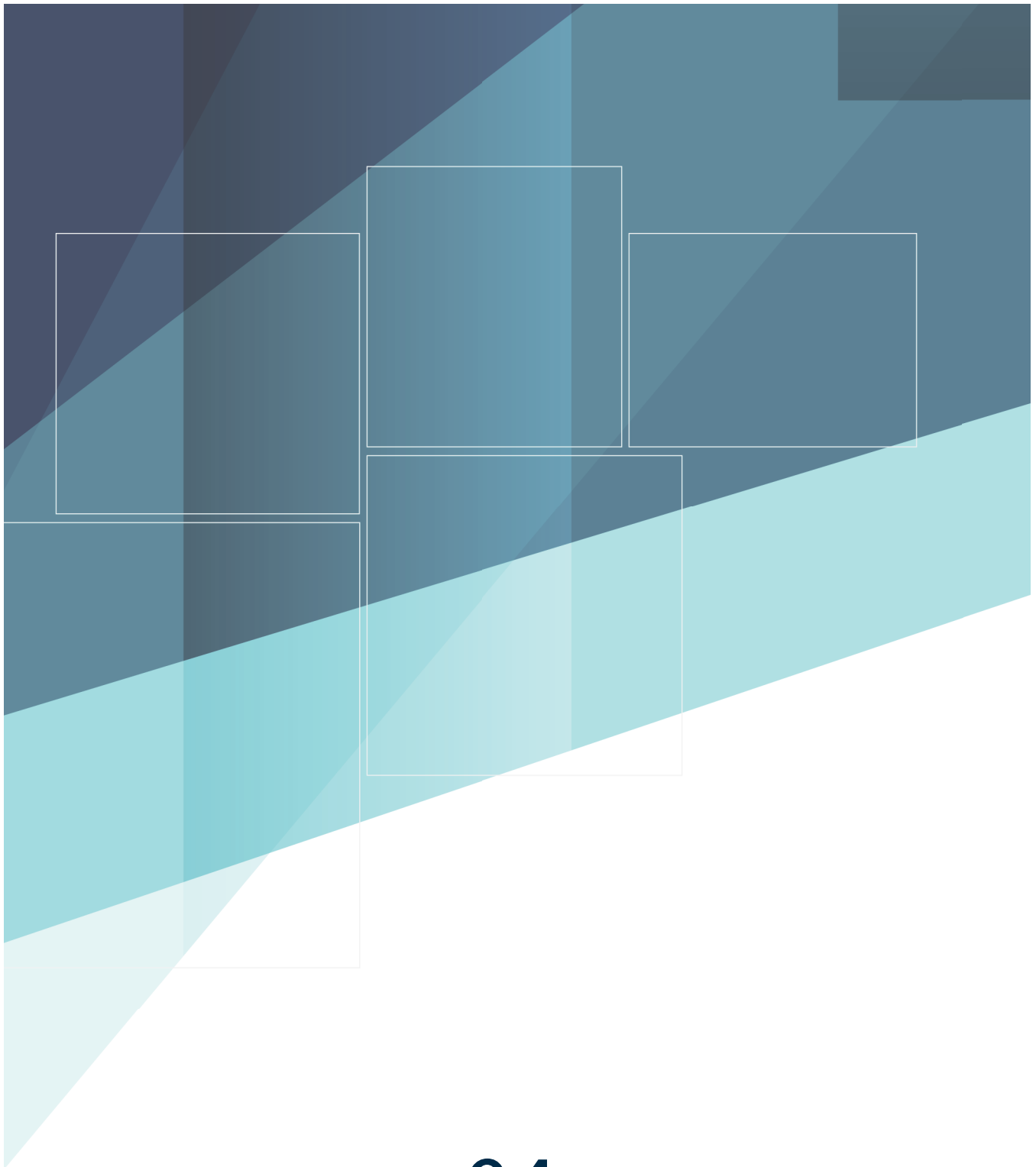
Parking planning, policy, TDM, and financial recommendations for the Cortex District, a bioscience and technology research hub, in St. Louis, Missouri.

Contact: Dennis Lower / 314.531.4520 / dlower@cortexstl.com

CIVIC SAN DIEGO

For the City's Downtown Parking Management District, Walker updated a parking management plan for the district's 40,000+ parking spaces.

Contact: Ben Verdugo / 619.533.7119 / verdugo@civicsd.com



04 PROJECT TEAM

STEFFEN TUROFF, AICP

Principal in Charge & Project Manager



Steffen's focus at Walker is on parking policy and planning in commercial districts and town centers. He is a member of Walker's internal Municipal Task Force, whose members research the parking issues faced by cities. His analyses frequently deal with the relationship between parking policy and related issues such as economic development, the cost of real estate, transportation alternatives and "smart growth." He also works on studies for mixed-use developments, universities, airports and other land uses as well.

EDUCATION

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

Bachelor of Arts, Economic History,

University of California- Berkeley

Charrette Planner Certificate, National Charrette Institute

Steffen has a Master of Arts in Urban Planning from UCLA, where he studied with parking expert Professor Donald Shoup. Subsequently Steffen was a planning analyst at Gilmore Associates in Los Angeles, the development firm that championed the City's Adaptive Reuse Ordinance, which allows for the conversion of historic buildings into multifamily uses. The firm is credited with sparking the residential renaissance in Los Angeles' Historic Core neighborhood.

AFFILIATIONS

International Parking Institute

American Institute of Certified Planners

International Downtown Association

Urban Land Institute

California Redevelopment Association

LOCAL GOVERNMENT PARTICIPATION

Chair, West Los Angeles Neighborhood

Council Committee on Transportation,

Traffic, and Development, 2004-2005

RECENT PUBLICATIONS

"Hey Buddy, What will you Pay for this

Parking Spot?" Planning, American Planning Association, May-June 2013

"Mensa Meters", The Parking Professional, International Parking Institute, May 2013

PRESENTATIONS

"Parking Systems: Policies, Management and Design", Southern California Association of Governments (SCAG), May 2010

LANGUAGES

Spanish, proficient speaking and reading

Japanese, fluent speaking and reading

REPRESENTATIVE PROJECTS

City of Santa Monica, CA

Coastal District Parking Study

City of Healdsburg, CA - Downtown

Parking plan with an in lieu fee component

City of Long Beach, CA

Belmont Shore Parking Supply, Demand and Policy Review

City of Napa, CA

Downtown Parking Study Update

City of Davis, CA

In-Lieu Parking Study

City of Culver City, CA

Economic Development
Parking Management and Pricing Plan

City of Santa Monica, CA

Finance Department
Citywide Rate and Policy Study

City of Santa Monica, CA

Economic Development
Parking Financing and Management Study

City of San Diego, CA

Pacific Beach Community Parking District
Parking Pricing and Management Plan

City of Vista, CA

Citywide Parking Regulations
Comprehensive Update

City of Arcadia, CA

Departments of Transportation and
Planning, Downtown Parking Study and
Management Plan

City of Del Mar – Downtown

Del Mar, CA
Supply/demand study and parking
management strategy

Downtown Ojai, CA

Parking Supply and Demand Analysis

City of Sunnyvale, CA

Sunnyvale Caltrain Station
Department of Public Works
Paid Parking Feasibility Study

City of Goleta, CA

Department of Public Works
Hollister Commercial Corridor Parking
Study

City of Carmel-by-the-Sea, CA

Downtown Parking Analysis

CHRISSEY MANCINI NICHOLS

Assistant Project Manager



EDUCATION

Master of Science in Public Policy and
Administration, Northwestern University,
June 2008
Bachelor of Science in Education,
Youngstown State University, March 2000

COMMITTEES

Chicago Transit Authority's Bus Transit
Steering Committee
North Lake Shore Drive Corridor Planning
Committee
Mayor Rahm Emanuel's Transportation
and Infrastructure Transition Committee
Midway Airport Public-Private Partnership
Advisory Panel
Chicago Fiscal and Economic Impacts of
Development Decisions Technical Advisory
Group

AWARDS

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

Based in Walker's San Francisco office, Chrissy works with cities to plan and finance transportation and parking systems to serve multiple user groups and achieve land use goals. She partnered with the Chicago region's Metropolitan Planning Organization and local business and neighborhood committees to develop parking plans in Chicago, including a parking management strategy for 12,000 on-street parking spaces in the Wicker Park/Bucktown neighborhood. Chrissy led stakeholder outreach and policy development, a key component of the plan.

Chrissy led a financial analysis of the City of Chicago's Parking Meter privatization to determine the implications and opportunities for the City. Her analysis recommended changes to the system to reduce the City's annual payment to the private concessionaire and pricing models that balance parking supply and demand.

Chrissy has extensive experience working in transportation and transit-oriented development planning, finance, and policy. She created and passed a value capture district to fund over \$10 billion in transit projects and led a strategy to redevelop Chicago Union Station through a public-private partnership that includes \$1 billion in station improvements. Chrissy also built a parcel-based transit-oriented development web calculator. The calculator is regularly used by government, developers, and the public to support and implement zoning reforms.

REPRESENTATIVE PROJECTS

Mechanical & Automated Parking Code Analysis

San Mateo, CA
Municipal Code Parking Update

Parking System Management & Organization Analysis

County of Los Angeles, CA
Peer City Review and Analysis

CA Parking Code & Land Use Analysis Transit Priority Areas

City of San Diego, CA
TPA Parking Standards

Metropolitan Planning Council*

Chicago, IL
Director of Research and Evaluation,
Program Director, Manager of Fiscal Policy

Remix Transit Planning Platform for 225 Agencies*

San Francisco, CA
Manager of Transportation Policy

Public Policy Consultant*

New York, NY
Research and Analysis

City of San Diego, CA

Parking Code Analysis

Wicker Parking District*

Chicago, IL
Parking analysis and recommendations

US Department of Education*

Washington, DC
Management and Program Analyst

Center for Tax & Budget Accountability*

Chicago, IL
Associate Director & Director of Tax and Budget policy

*Previous to Walker Consultants

JEFF WECKSTEIN

Parking Demand and Shared Parking Consultant



Jeff Weckstein is a member of the firm’s Consulting Resources Group. His responsibilities include researching, analyzing and providing recommendations and guidance on parking-related issues for public sector, private sector and institutional clients. His work covers a variety of areas including market and financial analysis, shared parking analysis, supply/demand analysis, parking management, parking technology, parking operations and transportation planning.

EDUCATION

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

Bachelor of Arts in Economics,
Bachelor of Arts in Asian Studies,
Case Western Reserve University

Jeff holds a Master of Arts in Urban Planning from the University of California, Irvine, with a specific interest in the intersection of transportation and land use. Prior to joining Walker, Jeff worked as a Transportation Planner for multiple consultants conducting traffic and parking studies.

LANGUAGES

Japanese

REPRESENTATIVE PROJECTS

City of Santa Monica, CA

Coastal District Parking Study

City of Del Mar – Downtown

Del Mar, CA
Supply/demand study and parking management strategy

City and County of Honolulu

Honolulu, HI
Downtown Parking Rate Study

City and County of Honolulu

Honolulu, HI
Waikiki Parking Meter Study and Pricing Plan

City of Sacramento – Downtown

Sacramento, CA
Financial Analysis

City of Novato

Novato, CA
Parking Study and Strategic Plan

VA West Los Angeles

Los Angeles, CA
Master Planning Study

City of Healdsburg – Downtown

Healdsburg, CA
Parking plan with an in lieu fee component

City of San Luis Obispo

San Luis Obispo, CA
Parking Division Assessment

City of Conway

Conway, AR
Parking Planning Study

Port of Everett

Everett, WA
Shared Parking Analysis and Parking Management Strategy

City of Huntington Beach

Huntington Beach, CA
Feasibility Study

Harris County Texas

North Downtown Houston, TX
Downtown Parking Planning Study and Alternatives Analysis

City of Hope National Medical Center

Duarte, CA
Master Planning Study

SHANNON EDWIN

Parking and Transportation Planner



Shannon is a member of the firm's Consulting Resources Group. Her responsibilities include researching, analyzing, and providing recommendations and guidance on parking and transportation-related issues for public sector, private sector, and institutional clients. Her work covers a variety of areas, including shared parking analysis, supply/demand analysis, parking operations, parking management, transportation planning, Transportation Demand Management (TDM), and traffic impact analysis.

EDUCATION

Master of City and Regional Planning &
Master of Science and Engineering,
California Polytechnic University, San Luis
Obispo

Bachelor of Arts, Environmental Studies,
University of California, Santa Barbara

TECHNICAL SKILLS

ESRI ArcGIS
Adobe Creative Suite
Traffic Impact Analysis

AFFILIATIONS

American Planning Association (APA)

She holds master's degrees in both City and Regional Planning and Science and Engineering from California Polytechnic University, San Luis Obispo (Cal Poly SLO). There, she focused on transportation and land-use planning with a special interest in complete streets planning. Shannon previously worked in transportation consulting for W-Trans, a transportation engineering and planning firm in the Bay Area. While there, she completed parking studies, Traffic Impact Studies (TIS), TDM Plans, Environmental Impact Reports (EIRs), General and Specific Plan updates, and map creation/analysis using ArcGIS software. Shannon was the lead parking analyst at W-Trans and continues to grow in her passion and knowledge for developing parking solutions at Walker.

REPRESENTATIVE PROJECTS

LA County Internal Services Division

LA County, CA
System-wide parking operations analysis

Aliso Viejo Town Center

Aliso Viejo, CA
Parking operations and planning analysis

Sunset Bronson Studios

Los Angeles, CA
Parking operations analysis

City of San Rafael*

San Rafael, CA
Parking occupancy analysis for the East San
Rafael neighborhood

City of Sonoma*

Sonoma, CA
Downtown parking study

City of Rohnert Park*

Rohnert Park, CA
Shared parking analysis and TIS for The
Residences at Five Creeks project

Sonoma County*

Sonoma, CA
The Springs Specific Plan update parking
and traffic analysis

The Mill District*

Healdsburg, CA
Shared parking analysis and TIS for large
mixed-use project

TDM Plan for 801 Brewster*

Redwood City, CA
TDM plan for an urban apartment project

TDM Plan for 6701 Shellmound*

Emeryville, CA
TDM plan for an apartment project

*Previous to Walker Consultants

JONATHAN WICKS, CAPP

Parking Technology, Operations, Enforcement



Jonathan joined Walker's Operations Consulting Group after 10 years of leadership positions with private parking operators. Based out of the Los Angeles office he covers the West Coast and has expertise in all manners of parking including Class A commercial garages, hotel, event and stadium, on street valet, mixed use, municipalities, off-airport, and flat lots.

EDUCATION

Bachelor of Arts, Pomona College

AFFILIATIONS

International Parking Institute

California Public Parking Association

National Parking Association

Jonathan designs and implements parking systems and technology improvements for public and private entities across the West Coast. Recent parking equipment and technology upgrade consultations include the Cities of Santa Ana, Alameda, Culver City, Mountain View, Sacramento, San Francisco, Palo Alto, Long Beach, Pasadena, and Davis.

He has developed parking policy and procedures and consulted for the City of Beverly Hills, SFMTA, Starwood, CIM, LBA, the Irvine Company, and the Counties of Santa Clara, Alameda, and Contra Costa. He is a forward thinking parking operator who has recently led work in mobile App development and EV implementation.

PRESENTATIONS

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

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

REPRESENTATIVE PROJECTS

City of Glendale

Glendale, CA

Parking Enforcement Organizational Review
Parking Enforcement Procurement

City of Culver City

Culver City, CA

Downtown Parking Management Plan,
Downtown Parking Inventory, City-wide
Parking Facility Pricing Recommendations

City of Culver City PARCS

Culver City, CA

PARCS Design and Bid Documents

City of Culver City Operator RFP

Culver City, CA

Operator Procurement

City of Santa Ana

Santa Ana, CA

Operator RFP, On Call Services, Technology
and Operations Consultation

City of Long Beach PGS

Long Beach, CA

PGS Design and Bid Documents

City of Palo Alto PGS and PARCS

Palo Alto, CA

PGS and PARCS Design and Bid Documents

City of Mountain View

Mountain View, CA

Downtown Technology Implementation

City of Alameda Operator RFP

Alameda, CA

Operator Procurement

City of Alameda Meter RFP

Alameda, CA

Parking Meter Component Procurement

City of Davis PGS

Davis, CA

Technology Expert Consultation

Los Angeles Department of Transportation

Los Angeles, CA

Rate Survey and 5-Year Pricing
Recommendations

Sacramento County Financial Study

Sacramento, CA

Event Parking and Technology
Implementation

JUSTIN M. CHANG, AIA, LEED AP BD+C

Parking Facilities Design



EDUCATION

Bachelor of Architecture, Pratt Institute
Bachelor of Science, Northeastern University

REGISTRATIONS

Registered Architect in the states of
California and New York

AFFILIATIONS

American Institute of Architects
LEED Accredited Professional
Autodesk Revit Architecture Certified
Professional

Justin Chang brings over 15 years of Project Architect experience to Walker Parking Consultants. He joined Walker in 2006 and is currently serving as project manager in the San Francisco office. He has experience managing projects from conceptual studies and design documentation through to construction of large scale mixed-use buildings.

Justin's responsibilities include client interface, technical consulting, coordination of architectural design, and budget/schedule management. He is experienced in parking functional design, parking alternatives development and analysis, complete design and construction administration of parking structures. He has recently completed the 1,400 space parking structure for Westfield's Roseville Galleria, the 1,450 space parking structure in Mission Bay for Alexandria Real Estate, and the 900 space parking structure for the Stanford University Medical Center in Palo Alto.

As a LEED Accredited Professional, Justin has an understanding of the rating system and the current practices for attaining sustainability in parking structure construction. Justin is also Walker Parking Consultants' BIM Director. He is an Autodesk Revit Architecture Certified Professional and is actively involved with guiding the direction of Building Information Modeling use within the firm.

Prior to joining Walker Parking Consultants, Justin was a project architect involved with design and construction of various commercial, retail, and residential projects. His completed projects were the 2,200 space mixed-use parking structure for John Hopkins Hospital and design documents for the 2,400 space parking structure as part of The Bronx Terminal Gateway project. Other recent parking consulting projects include planning for multiple sites of the Columbia River Crossing Project and The New Stanford Hospital Parking Structure.

REPRESENTATIVE PROJECTS

**180 Oyster Point
Chamberlain Associates**
South San Francisco, California
Functional Design of 300 space parking structure

200 Oyster Point
South San Francisco, California
Chamberlain Associates
Functional Design of 250 space parking structure

Ohlone South Parking Structure
Fremont, California
Functional and Structural Design for 900 space parking structure

Mission Bay Block 27 Garage
San Francisco, California
Functional Consulting/Design for 1,450 space parking structure

**Stanford Hospital Hoover Pavilion
Parking Structure**
Palo Alto, California
Functional Design and Structural Engineering for 900 space parking structure

**Johns Hopkins Hospital – South of
Orleans Street Garage***
Baltimore, Maryland
Johns Hopkins Hospital
Design of mixed-use parking structure
2,200 spaces, 2005

Facebook Menlo Park Building MPK 21
Menlo Park, California
Functional Design of 2,000 space parking structure, currently engaged

**Denotes projects completed with previous firms*



05 PROJECT SCHEDULE



SCHEDULE

Overall, Walker believes that the work required to complete the requested final document could be accomplished in 22 WEEKS. This is contingent upon our ability to meet and kick off the project in a timely manner, and obtain data early in the process. Background data and operational assessments could begin immediately upon the issuance of a notice to proceed. Walker will meet any reasonable schedule as set forth by the City of Hercules.

Walker's experience and depth of bench in the area of parking planning and engineering expertise is part of what ensures that we meet our schedules and deadlines. With a staff of hundreds of planners, engineers, designers, traffic engineers, technicians, experts in parking operations and technology, all with a specific expertise and parking and transportation, we ensure that we will stick to any agreed-to schedule, even should unforeseen circumstances arise.

Sample Project Schedule																							
	Week																						
Task Description	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
Task 1: Document Collection and Research																							
Project Start-up / Set-up	X																						
Project Kick-off		X																					
Assemble existing documentation, policies, plans, studies and programs		X																					
Meet with the stakeholders and collect project related information		X																					
Review and evaluate documentation		X	X	X																			
Comparable districts and policies review				X																			
Task 2: Demand Modeling and Shared Parking Analysis																							
Future shared parking demand analysis and projections				X	X	X																	
Parking allocation plans and scenarios						X	X	X															
Parking revenue projections								X	X														
DELIVERABLE: Technical memo analyzing parking conditions, demand scenarios and projected revenue									X	X													
Task 3: Technology and Facility Site Selection Evaluation and Recommendations																							
Evaluate parking site selection in light of demand projections																							
Evaluate appropriate parking technology options									X	X	X												
Task 4: Parking District Analysis and Recommendations																							
Evaluate the potential to establish a Public Parking District											X	X	X										
DELIVERABLE: Technical memo of policies and strategies to manage parking supply and demand														X	X								
Task 5: Recommendations for a Parking Management Plan																							
Deliver final draft report																X	X						
City staff review of draft																		X	X	X			
Final report and presentation of findings																					X	X	



06 PROJECT FEES



PROJECT FEE

Walker proposes to perform the Scope of Services as described and outlined in our proposal and outlined in our proposal for a lump sum fee of \$84,500 including typical expenses.