



## REQUEST FOR PROPOSAL

### DEVELOPMENT OF A PARKING MASTER/MANAGEMENT PLAN CITY OF HOLLYWOOD, FLORIDA

RFP-4357-13-JE  
SEPTEMBER 20, 2013

ORIGINAL COPY

DESMAN ASSOCIATES  
110. E. Broward Boulevard  
Suite 1710  
Ft. Lauderdale, Florida 33301  
Christian Luz, AICP  
Principal-in-Charge | Regional Manager  
954.315.3924

**DESMAN** 40 Celebrating YEARS  
Since 1973  
Architects • Engineers • Planners



CITY OF HOLLYWOOD, FLORIDA  
DEVELOPMENT OF A PARKING MASTER/MANAGEMENT PLAN  
RFP-4357-13-JE

SUBMITTED BY:  
DESMAN ASSOCIATES



110 E. BROWARD BOULEVARD, SUITE 1710  
FT. LAUDERDALE, FLORIDA 33301  
(954) 315-3924  
CONTACT: CHRISTIAN LUZ, AICP

SEPTEMBER 20, 2013





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**RFP CHECKLIST**

Please check each line item after the completion of the appropriate item.

- X   I verify that the signature on page number one (1) is the signature of the person authorized to bind the agreement. (Preferably in blue ink)
- X   I acknowledge reading and signing the Hold Harmless Statement.
- X   I have included all information, certificates, licenses and additional documentation as required by the City in this RFP document.
- X   I have checked for any addendums to this RFP, and will continue to check for any addendums up to the due date and time of this RFP.
- X   I have submitted one (1) original and eight (8) copies of the entire proposal with addendums including one (1) copy on a CD.
- X   I have verified that the outside address label of my RFP package is clearly marked to include my company's name, address, RFP number and date of RFP opening.
- X   I have read and completed (if applicable) the "Disclosure of Conflict of Interest".
- X   I, the Bidder, am aware that a Notice of Intent to award this bid shall be posted on the City's website at [www.hollywoodfl.org](http://www.hollywoodfl.org) and on the Procurement Services bulletin board in room 303 at City Hall, and that it is my responsibility to check for this posting. Also, I have provided my email address, as the City, at its discretion, may provide me information by such means regarding this procurement process.
- X   I, the Bidder, have submitted all supporting documentation for local preference eligibility, which must be received with the bid package prior to the bid opening date and time (if applicable).

NAME OF COMPANY: DESMAN Associates

PROPOSER'S NAME: Christian R. Luz, AICP

PROPOSER'S AUTHORIZED SIGNATURE: 

DATE: 9/18/2013



September 19, 2013

Ms. Janice English  
Procurement Contracts Officer  
Procurement Services Division  
City of Hollywood  
P.O. Box 229045  
Hollywood, FL 33022-9045

Re: Development of a Parking Master/Management Plan (RFP No. 4357-13-JE)

Dear Ms. English,

On behalf of DESMAN, Inc., I am pleased to submit our proposal to develop a parking management plan for the City of Hollywood Office of Parking & Intergovernmental Affairs. The Office of Parking is seeking a nationally recognized parking consulting firm that will review the city's current policies and rates, inventory, operations, and staffing. Upon completion of that review the selected consultant would develop a series of best management practices that would improve the parking system's performance both operationally and financially. Key elements of the management plan would be an evaluation of privatization (in whole or in part) and the development of specifications for a third-party data management system for e-permitting, citation management, and associated enforcement, adjudication, and revenue collection. In short, the City and the Office of Parking need an understanding of the role that the public sector should play in meeting downtown and beach front parking needs, and how that role/responsibility could be met through the use of contract management services, aka privatization.

While this understanding is based simply on an examination of the RFP we also perceive that the public parking system is under political and fiscal stress. The temporary loss of 800+ spaces in the Johnson Street parking garage will increase the stress on the parking system in the central beach area and cause the Office of Parking to reexamine parking management strategies as a way to mitigate this impact. In December of 2011 city leaders choose to remove the downtown on-street meters and allot these spaces for free parking with a three-hour time limit. Parking after 8 PM is free and unrestricted. Under this program an employee to a restaurant could arrive at 5PM, park in a curbside space, and remain there all afternoon and evening without getting a parking ticket. Without significant and consistent enforcement its questionable if the turnover of spaces is as healthy now as it was when the fee-based management program was in place. In FY 2013 Parking Enterprise Fund user fees are expected to decrease by \$1.19 million below the previous fiscal year. As revenues are projected to decrease the public parking system wishes to explore different technologies to reduce operating costs and improve efficiency. However, the cost of implementing license plate recognition systems, garage/space sensors, and pay-on-exit parking control equipment while maintaining the structural durability of aging downtown garages is significant.

DESMAN Associates has considerable experience evaluating these issues and, more importantly, in the development of a parking management plan that can succeed within the Hollywood's unique physical, cultural and economic environment.



Our project experience with the following municipalities and seasonal destinations may prove invaluable.

Pompano Beach, FL  
Ft. Lauderdale, FL  
Miami Beach, FL  
West Palm Beach  
Melbourne, FL  
Orlando, FL  
Miami-Dade County, FL

Richmond, VA  
Easton, PA  
Durham NC  
Bar Harbour, ME  
Bethesda, MD  
Jupiter, FL  
Tamarac, FL

Wildwood, NJ  
Niagara Falls, NY  
Oklahoma City, OK  
Tucson, AZ  
Buffalo, NY  
Miami, FL

DESMAN, Inc. specializes in the planning, design, management consulting, and restoration engineering of parking structures. The personnel to be dedicated to this assignment include senior parking planners, operations specialists, parking administrators, financial analysts, engineers and cost estimators. DESMAN's principal-in-charge for this assignment, Christian R. Luz, is both a registered professional engineer (WI) and a certified planner (AICP) with over 30 years of experience in the conduct of transportation planning and parking studies. Chris leads DESMAN's Fort Lauderdale office and is authorized to represent the firm on this assignment.

Michael Connor, project manager, has 20 years of experience in parking and transportation planning. A sample of his parking management planning experience includes the cities of Richmond, VA, Buffalo, NY, Greensboro, NC, and West Palm Beach, FL and for the Colonial Williamsburg Foundation and the Smithsonian National Zoological Park. As a senior associate with the firm, Mike is also authorized to serve as a representative of DESMAN on this assignment.

We are confident you will find DESMAN Associates uniquely qualified for this assignment. On behalf of our team of professionals, we would like to thank you for this opportunity and we look forward to presenting our qualifications in person.

Sincerely,



DESMAN, Inc.  
Christian R. Luz, AICP  
Principal



# City of Hollywood, Florida

11

PROCUREMENT SERVICES DIVISION RM. 303  
P. O. Box 229045 ZIP 33022-9045

## NOTICE TO BIDDERS

NOTICE IS HEREBY GIVEN, that the City Commission of the City of Hollywood, Florida is advertising for Sealed Proposals which will be received by the City Clerk of the City of Hollywood, Florida at City Hall, 2600 Hollywood Boulevard, Room 221, Hollywood, Florida until **3:00 P.M., Friday, September 20, 2013**, at which time they will be opened and publicly read in the Procurement Services Division, Room 303, City Hall, 2600 Hollywood Boulevard, Hollywood, Florida. **FOR: Development of a Parking Master/Management Plan.**

**NOTE: A Cone of Silence is in effect with respect to this RFP. The Cone of Silence prohibits certain communications between potential vendors and the City. For further information, please refer to Section 30.15(F) of the City's Code of Ordinances.**

**RFP-4357-13-JE  
ADDENDUM NO. 1**

**Note: Sign-in sheet attached for informational purposes only.**

Q1: Is there a list of addresses for city owned garages and surface lots.

A1: Yes, on the City's website, under Parking & Intergovernmental Affairs - Lots & Garages. The City's website address is: [www.hollywoodfl.org/Parking](http://www.hollywoodfl.org/Parking).

Q2: How many parking meters does the city have on the streets and the total inventory number?

A2: There are total of 440 single-space meters of which 204 are being used. There a total of 182 MacKay master meters of which 133 are being used.

Q3: What is the location of the city parking equipment inventory and can we have access to view it?

A3: The majority of the parking meter equipment is located at the Garfield Garage – 300 Connecticut Street. The meter shop can be viewed by contacting Procurement Services to arrange a site visit.

Q4: How is revenue handled from meters?

A4: There is a standard operation procedure that explains how the revenue is collected from the meters, which are available upon request by contacting Procurement Services.

Q5: How do we gain access to garages and equipment maintenance facility for evaluation?

A5: The garages can be reviewed by contacting Procurement Services to arrange a site visit.

Q6: How can we review the present city procedures in the parking division?

A6: We have written standard operating procedures that can be reviewed upon request by contacting Procurement Services.

Q7: How is the present staff assigned? How many for collection, office personnel, enforcement, etc.?

A7: Collections & Meter Repair: 8 (3 full-time, 5 part-time); Garage Maintenance: 4 (1 full-time, 3 part-time); Enforcement: 11 (5 full-time, 6 part-time); Administrative & Office Staff: 11 (7 full-time, 4 part-time); Valet Ramp Supervisor: 1 (1 part-time).

Q8: On Page 5, it states that the 4 tasks outlined in the RFP are intended to serve as a starting point. The actual tasks, however, "will be determined through negotiations with the successful consultant." On Page 9, the City requests a lump sum not-to-exceed fee. How does the City recommend we submit a fee for work that is to be negotiated?

A8: Vendor should submit an estimated cost for each task in the RFP. If awarded the RFP the City will discuss additional task/fees at that time during negotiations.

Q9: Page 10 - Insurance Requirements. Is it really necessary to have \$50,000 in fire protection?

A9: Yes.

Q10: Page 4 - Task 2 requires the consultant to review existing leases and contracts. How many documents exist?

A10: Three development agreements, 4 - 6 vendor contracts are available upon request to review by contacting Procurement Services.

Q11: Page 5 - Task 4 requires the consultant to develop an RFP for a data management system. One of the features of the system will be to conduct "e-business". For purposes of this RFP, what type of "e-business" is anticipated?

A11: E-business is our online services which includes citation payments, citation appeals, parking permit sales, and customer account management.

Q12: Does Margaritaville Resort public spaces within their garage have anything to do with this project?

A12: No, the spaces will be managed by a private entity reporting to the Community Development District (CDD) Board. The Parking Office is not expected to have any involvement nor receive any funds from the new garage.

Q13: When was the last study that was done by the City? What is the catalyst for this study?

A13: There has not been a study. We are always looking to see how we can be more efficient. We would like to get an idea if we are on the right track.



Q14: Are you working with the CRA to see what future improvements they would require for parking?

A14: Yes, we do coordinate with the CRA. The CRA is currently looking at constructing an additional garage on the beach on Nebraska Street that will be a part of our inventory.

Q15: There are four parts to this RFP. Does the City plan to award it to multiple vendors?

A15: The City is seeking one vendor for the combined tasks #1, #2, and #3. Task #4 may be able to be done independently of other tasks.

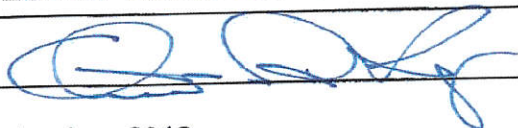
**All other specifications, terms & conditions remain the same.**

**MAILED RFP'S:**

If you have already submitted your printed proposals, it will be retained in the City Clerk's Office until the Proposals Opening time and date. If you wish to pick up your Proposal that has already been submitted, you can do so by showing proper identification, in the Office of the City Clerk, 2600 Hollywood Blvd, Room 221, Hollywood, Florida 33020.

**Please sign and return with your Proposal.**

COMPANY NAME: DESMAN Associates

BIDDER'S SIGNATURE 

Dated this 12<sup>th</sup> day of September, 2013



**Submit Proposals To:**  
**City of Hollywood**  
**2600 Hollywood Boulevard**  
**Hollywood, Florida 33020**  
**Office of City Clerk, Room 221**

**CITY OF HOLLYWOOD, FLORIDA**

**REQUEST FOR PROPOSALS**

**PROPOSER ACKNOWLEDGMENT**

**RFP Title: Development of a Parking Master/Management Plan**

**RFP No.: 4357-13-JE**

A Cone of Silence is in effect with respect to this RFP. The Cone of Silence prohibits certain communications between potential vendors and the City. For further information, please refer to Section 30.15(E) of the City's Code of Ordinances.

Proposals must be received prior to 3:00 P.M., Friday, September 20, 2013 and may not be withdrawn within 90 calendar days after such date and time. Proposals received by the date and time specified will be opened in Room 303. All Proposals received after the specified date and time will be returned unopened.

Procurement Services Contact: Janice English or Vitali Toptchenko or Joel Wasserman or his designee.

Telephone No.: (954) 954-921-3345 or (954) 921-3553

### PROPOSER ACKNOWLEDGMENT

THIS FORM MUST BE COMPLETED AND SUBMITTED ALONG WITH THE COMPLETE PROPOSAL PRIOR TO THE DATE AND THE TIME OF PROPOSAL OPENING. THE PROPOSAL SUMMARY SHEET PAGES ON WHICH THE PROPOSER ACTUALLY SUBMITS A PROPOSAL AND ANY PAGES UPON WHICH INFORMATION IS REQUIRED MUST BE COMPLETED AND ATTACHED WITH ALL PAGES OF THE PROPOSAL DOCUMENT.

Proposer's Name: DESMAN Associates	Fed. ID No. or SS Number 54-1558185
Complete Mailing Address: 110 E. Broward Boulevard Suite 1710, Ft. Lauderdale, FL 33301	Telephone No.: 954-315-3924
	Fax No.: 954-315-3899
Do You Have a Permanent Office Located in the City of Hollywood? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	E-Mail Address: cluz@desman.com
Indicate type of organization below:  Corporation <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Individual <input type="checkbox"/> Other	

ATTENTION: FAILURE TO SIGN (PREFERABLY IN BLUE INK) OR COMPLETE ALL RFP SUBMITTAL FORMS AND FAILURE TO SUBMIT ALL PAGES OF THE RFP DOCUMENT AND ANY ADDENDUMS ISSUED MAY RENDER YOUR RFP NON-RESPONSIVE.

### CHECK BOX BELOW TO ACKNOWLEDGE THIS PROPOSAL.

The proposer certifies that this proposal is based upon all conditions as listed in the proposal documents and that he has made no changes in the proposal document as received. He further proposes and agrees, if his proposal is accepted, he will execute an appropriate agreement for the purpose of establishing a formal contractual relationship between him and the city of Hollywood, Florida, for the performance of all requirements to which this proposal pertains. Further, by checking the agree box listed below and by signing below in blue ink all RFP pages are acknowledged and accepted as well as any special instruction sheet(s) if applicable. I am authorized to bind performance of this RFP for the above proposer.

Agree ☒

Christian Luz, AICP

Authorized Name (Type or Print)

Authorized Signature

Principal

Title

9/18/2013

Date

## 5. PROFILE OF PROPOSER



## 5. PROFILE OF PROPOSER

### A. State whether your organization is national, regional or local.

DESMAN Associates operates nationally out of the following nine locations.

Fort Lauderdale  
110 East Broward Boulevard  
Suite 1710  
Fort Lauderdale, FL 33301  
Telephone: (954) 315-3924

Cleveland  
50 Public Square, Suite 824  
Cleveland, OH 44113  
Telephone: (216) 736-7110

Pittsburgh  
One Oxford Centre  
301 Grant Street, Suite 4300  
Pittsburgh, PA 15219

New York - Headquarters  
49 West 37th Street, 5th Floor  
New York, NY 10018  
Telephone: (212) 686-5360

Chicago  
20 North Clark, 4th Floor  
Chicago, IL 60602  
Telephone: (312) 263-8400

Washington, D.C.  
8000 Westpark Drive, Suite 610  
McLean, VA 22102  
Telephone: (703) 448-1190

Boston  
18 Tremont Street, Suite 300  
Boston, MA 02108  
Telephone: (617) 778-9882

Denver  
Denver Corporate Center III  
7900 East Union Blvd. #925  
Denver, Colorado 80237  
Telephone: (303) 740-1700

Hartford  
175 Capital Boulevard  
Rocky Hill, CT 06067  
Telephone: (860) 563-1117



### B. State the location of the office from which your work is to be performed

DESMAN will perform the tasks involved with the development of the parking master/management plan out of our office based in Ft. Lauderdale, Florida. The Principal-in-Charge of this assignment, Christian Luz, AICP, is conveniently located in the Ft. Lauderdale office, located less than 20 minutes from the City Clerk's office.

110 East Broward Boulevard  
Suite 1710  
Fort Lauderdale, FL 33301  
Telephone: (954) 315-3924

## 5. PROFILE OF PROPOSER

**C. Describe the firm, including the size, range of activities, etc. Particular emphasis should be given as to how the firm-wide experience and expertise in the area addressed by this Request for Proposal, will be brought to bear on the proposed work.**

The development of an effective parking management plan requires a holistic approach. As such, the professional disciplines assigned to this assignment include parking operations consultants, parking administrators, planners, engineers, cost estimators, and financial analysts. As will be noted in Section 6 – Summary of Proposer’s Qualifications all the required disciplines are in-house. These individuals have years of experience together and have an innate sense of their role and responsibility within the larger team. Nonetheless, the project manager for the assignment will be responsible for the coordination of all efforts and be the primary contact for the City and the Office of Parking throughout the project. The principal in charge in turn will be responsible for gathering the larger corporate resources if and where necessary. As will be noted in this section the staff to be dedicated to this assignment are but part of a larger team.



Founded in 1973, DESMAN, Inc. dba DESMAN Associates, is a Professional Corporation with more than 100 professional and technical personnel. The firm is a national specialist in the planning and design of parking and transportation projects and the restoration and rehabilitation of parking facilities, plazas and building envelopes.

The principals and officers of DESMAN Associates have an average of over 25 years of specialized experience in the planning, design, management, operations, revenue control and restoration of multi-level parking facilities. This has been attained in the completion of over 5,500 parking projects over a 35 year period. As a result of this extensive experience, they are intimately familiar with all facets of parking planning, design, restoration engineering and are knowledgeable of the various types of parking structures.

Master Planning  
Transportation Planning  
Functional Planning/Design  
Supply and Demand Analyses  
Economic and Financial  
Feasibility Studies  
Development and Zoning  
Civil & Traffic Engineering  
Structural Engineering  
Architecture  
Restoration Engineering  
Condition Surveys  
Materials Testing and  
Evaluation

Traffic Impact Studies  
Design and Bidding Documents  
Technical Specifications  
Construction Administration  
Job Site Supervision  
Resident Engineering  
Access & Revenue Control  
Design and Consulting  
Management/Operations  
Consulting  
Owner’s Agent  
Expert Witness Services  
Peer Review



## 5. PROFILE OF PROPOSER

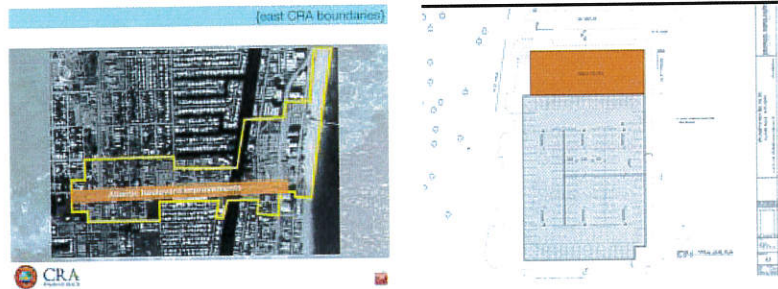
*D. Provide a list and description of similar municipal engagements satisfactorily performed within the past two (2) years. For each engagement listed, include the name and telephone number of a representative for whom the engagement was undertaken who can verify satisfactory performance.*

### POMPAÑO BEACH FLORIDA CRA, PARKING ENTERPRISE FUND/FINANCING MIXED USE PARKING STUDIES

**REFERENCE:**

Christopher J. Brown  
Co-Executive Director  
(561) 706-5545

**COMPLETION DATE:**  
2014



#### PROJECT DESCRIPTION:

DESMAN Associates provided assistance to the Pompano Beach CRA to plan and implement a new parking enterprise fund to finance a series of parking garages that support the CRA's Master Plan. The team is currently focused on completing the financial aspects of the enterprise funding and specific project funding as well as determining the functional design and mixed-use opportunities related to programming three of the proposed garages.

One garage will serve a new City Performing Arts Center and Public Library as well as provide parking for the City Hall, a second garage will serve several new redevelopment projects and existing development located in the Beach District and a third garage will support the proposed Pier Development project.

All three garages will likely involve additional uses. Currently, the design team (DESMAN, LMG and HOK) is evaluating a 530 space garage and a 20,000 square foot liner along one edge that will provide future community college classroom space. This is the site located adjacent to the City Hall across a street from the new Performing Arts Center. The design team is also evaluating several sites along Highway A1A in the East CRA across from the beach for the construction of a 500 space parking garage with the potential for a community center on the top level and/or incorporation of commercial uses located at-grade. While the third site is beachside and will likely include about 300 spaces and approximately 10,000 sf of commercial use.

The study will be completed in mid-2013 and renderings and cost estimates will be prepared so that the Team and the City can evaluate the funding sources and financing options.

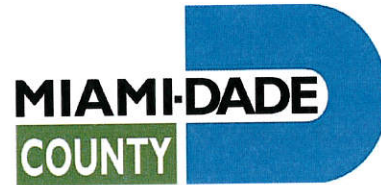


## 5. PROFILE OF PROPOSER

### MIAMI-DADE COUNTY, FLORIDA

REFERENCE:  
Grisel M. Rodriguez  
Zoning Information Supervisor  
(305) 375-1806

COMPLETION DATE:  
2013



#### PROJECT DESCRIPTION:

DESMAN Associates was retained by the Miami Dade County Development Services Division, Department of Regulatory and Economic Resources to review and recommend updates to the current parking regulations with regard to parking ratios, implementation and application of shared parking and current administrative practices and procedures for review of development parking at the applicant permit stage.

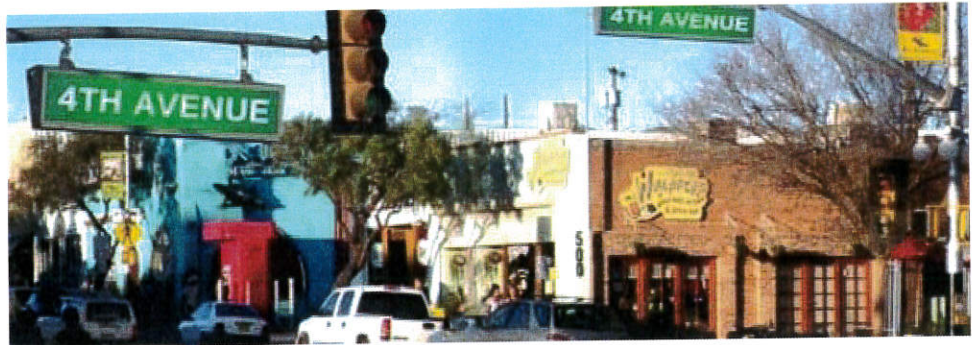
As part of the study, DESMAN is charged with developing recommendations to update the County's somewhat outdated parking land use codes for all land use types throughout the County including highly urbanized areas as well as less intensely developed areas. DESMAN will be recommending some reorganization of the land use types including expansion and refinement to the current land use categories. The results of the study will have wide-ranging impacts on development in the county.

## 5. PROFILE OF PROPOSER

### 4TH AVENUE BUSINESS DISTRICT PARKING STUDY, TUCSON, AZ

REFERENCE:  
Donovan Durband  
ParkWise Program Administrator  
Department of Transportation  
City of Tucson  
(520) 791-5071

COMPLETION DATE:  
2013



#### PROJECT DESCRIPTION:

DESMAN Associates was retained by the City of Tucson and the ParkWise Department to conduct a parking supply and demand study and review parking operations in a 33-block area immediately north of downtown Tucson, which includes the 4th Avenue Business District, the Warehouse Historic District, and the Iron Horse and West University neighborhoods. This study represents the first phase of a larger study assessing the feasibility of parking improvements within the study area.

Although there were parking “hot spots” in the study area where parking demand exceeded the “effective” parking supply, there was adequate parking within the study area overall and the development of more parking was not warranted at the time. Although no additional parking was required, it was recommended that the city take steps to more actively manage parking in the 4th Avenue Business District. Following are the near-term recommendations for the study area:

- Provide signage to direct parking patrons to public parking and to identify public parking lots
- Consider leasing private parking for public use when additional parking is required
- Improve parking lot lighting
- Reconsider the current policy of back-in diagonal on-street parking
- Institute on-street paid parking to encourage turnover of the most convenient parking spaces with single-space “smart” meters or multi-space meters.

The preferred location for more parking, when required, is on or near 4th Avenue based on existing parking use and patterns. A site in the southern portion of the study area is favored as the on- and off-street parking was generally busier south of 6th Street and most of the planned and proposed development projects are south of 6th Street in the Warehouse Historic District. There are also several vacant or underutilized properties that represent opportunities for redevelopment in the same area.

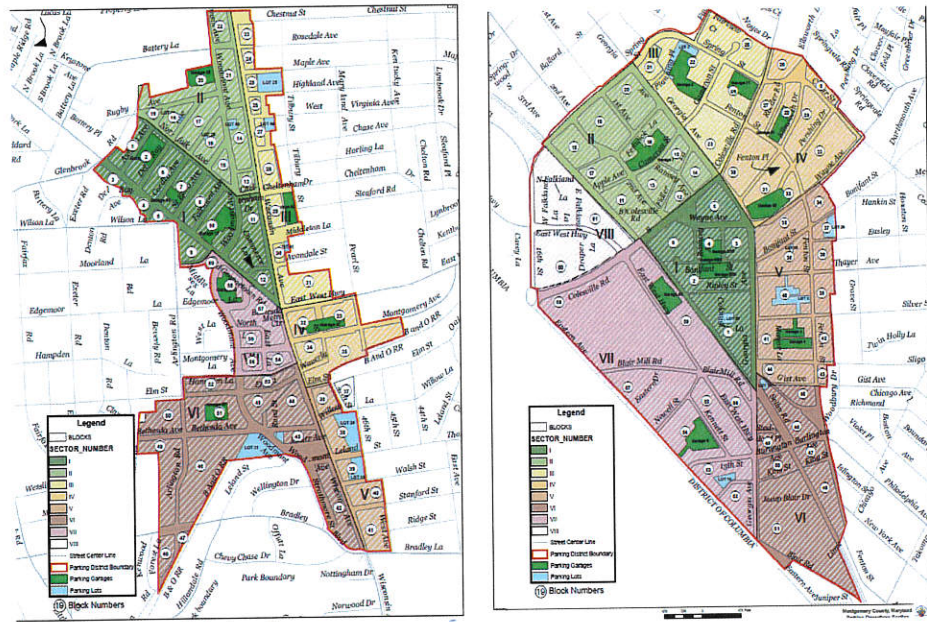


## 5. PROFILE OF PROPOSER

### MONTGOMERY COUNTY MARYLAND PARKING CITATION, PROCESSING AND METER EVALUATION

REFERENCE:  
Mr. Jeremy Souders  
Department of Transportation  
(240) 777-8706

COMPLETION DATE:  
2012



#### PROJECT DESCRIPTION:

Montgomery County, Maryland operates four parking lot districts in Bethesda, Silver Spring, Wheaton, and Montgomery Hills for the purpose of funding, developing, maintaining, and operating a system of seventeen parking structures, eighteen surface lots, 27 pay-by-space machines, 23 pay-on-foot machines, and nearly 17,000 metered spaces. The County utilizes a term contract to engage qualified service providers who can deliver a variety of services through a unified, highly functional database management and collection system. The services delivered under this contract include but are not limited to: parking citation posting, court hearing scheduling, collection services, self-release booting management, management reporting, on-street meter maintenance, enforcement, and revenue collection. Given technological changes in the parking industry the County retained DESMAN to reexamine the operating specifications in the scope of services section that the County uses to solicit, evaluate, and award a term contract for these services.

During the course of the assignment DESMAN personnel interviewed key County staff involved in operations, procurement, and contract administration, discretely interviewed nationally recognized service providers, researched best management/scoping practices, reviewed the practices currently in place for the on-street and off-street parking meter system, reviewed revenue oversight and auditing practices, and developed specification language and recommendations which improved the transparency and efficiency of the permit distribution, citation processing, citation collection, and meter enforcement/collection system.



## 5. PROFILE OF PROPOSER

### BILLINGS, MT PARKING TECHNOLOGY AUDIT

REFERENCE:  
Chris Mallow  
Parking Supervisor  
(406) 657-8412

COMPLETION DATE:  
2011



#### PROJECT DESCRIPTION:

DESMAN Associates was hired by the City of Billings to conduct an audit of the parking technologies being used by the Parking Division to manage, operate and collect revenues for both on-street and off-street parking in downtown Billings.

The City of Billings has 972 on-street parking meters and 2,385 off-street spaces in four parking structures and four surface lots within the downtown study area. The study first provided a review of existing facilities, equipment, systems, and operating policies and procedures. The review of existing conditions was followed by a listing of strengths and weaknesses of the current equipment, systems, and operations. Alternative technologies and systems were then identified and evaluated. There were four primary operating methods considered for on-street parking including maintaining the current approach, removing the meters and increasing enforcement efforts and overtime parking fines, upgrading the single-space meters, and multi-space meters. Considered for the off-street facilities were Pay-on-Foot (POF), Pay-in-Lane (PIL), and automating the existing cashiering system. Also provided in this phase of the study were case studies on the different technologies and operating methodologies used by several other cities in the western United States.

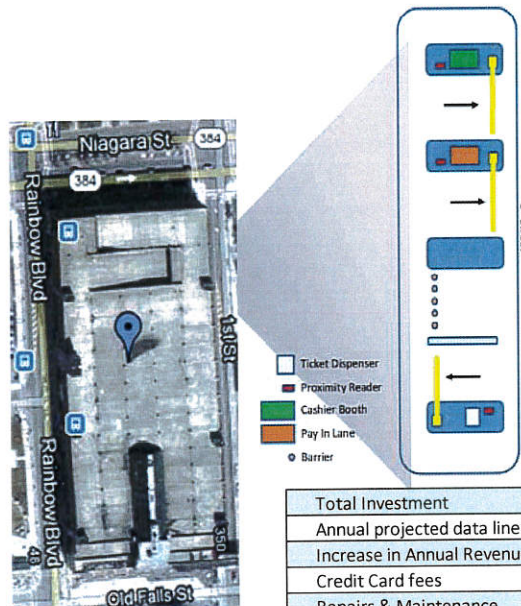
In conjunction with city staff and the city's Parking Advisory Board, technologies and systems were selected for further evaluation and a preliminary plan for implementing the selected technologies/systems developed. Finally, the possible outcomes of implementing the new technologies and operating methodologies were identified, including both the potential challenges that may arise as well as benefits that may be realized.

## 5. PROFILE OF PROPOSER

### DOWNTOWN NIAGARA FALLS PARKING MANAGEMENT PLAN

REFERENCE:  
Maria Brown  
City Controller  
(716) 286-4841

COMPLETION DATE:  
2012



Total Investment	\$253,000	\$325,950
Annual projected data line costs	(\$9,600)	(\$4,800)
Increase in Annual Revenues	\$45,756	\$197,262
Credit Card fees	(\$4,850)	(\$3,452)
Repairs & Maintenance	(\$5,000)	(\$5,000)
Payroll reductions W/ Taxes & Benefits	\$46,149	(\$68,393)
Payroll W/ Taxes & Benefits (New Parking Division & Private Operator Management Staff)	(\$22,220)	(\$17,388)
Projected net annual gain	\$50,236	\$98,229
Payback Years	5.04	3.32

### PROJECT DESCRIPTION:

DESMAN Associates was retained by the City of Niagara Falls, NY to develop a Parking Management Plan and associated procedures for the City's downtown tourist district. The City and its public parking system had, to date, taken a reactive approach to parking planning and management, with the primary focus on the development of sufficient parking capacity to meet peak in-season parking needs. This focus led to an overabundance of public parking, over development of private sector parking, and outdated and inflexible management strategies.

DESMAN developed a comprehensive set of actions that would be required for the City to improve and elevate the efficiency and accountability of its public parking assets. Basic recommendations included creating a Parking Division with qualified manager, establishing a downtown parking committee to insure cooperation, coordination and proper alignment with key city departments, contractually out-sourcing field operations, replacing the existing parking access and revenue control system (PARCS) to enhance revenue, saving labor costs and improving service, reporting, monitoring and operating efficiency, and preparing capital and management cost estimates to determine a realistic return on investment. Based on this preliminary projection it is DESMAN's qualified opinion that the proposed downtown parking system enhancement recommendations could generate between \$160,000 and \$300,000 in positive cash flow from the downtown parking system after the City recovers its initial estimated capital expenditures.

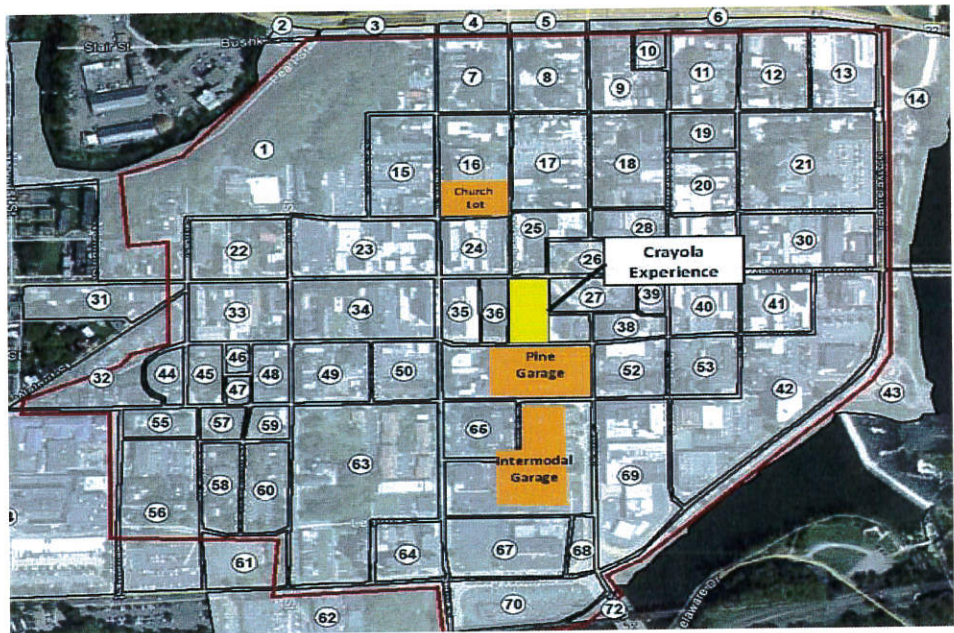


## 5. PROFILE OF PROPOSER

### CITY OF EASTON, PA COMPREHENSIVE REVIEW AND ANALYSIS OF THE EASTON PARKING SYSTEM

REFERENCE:  
Becky Bradley  
Director of Planning  
(610) 250-6651

COMPLETION DATE:  
2011



#### PROJECT DESCRIPTION:

DESMAN Associates was retained jointly by the Easton Parking Authority and the City of Easton, PA to conduct a comprehensive review and analysis of the community's public parking system. The goal of the parking study was to help guide the Authority and the City in developing a strategic parking plan to maximize the value of and service provided by the parking assets to the citizens of and visitors to Easton.

The City had plans to develop an Intermodal Transportation Center/Parking Facility which would add to the downtown parking supply and impact the financial performance of the system as a whole. Therefore, another key element of the parking study was to formulate financial projections for this new facility and for the system as a whole based upon future parking supply and demand changes and the implementation of a series of specially selected "best industry practices" intended to enhance the financial and operational performance of the system. Lastly, the parking study includes a review and evaluation of the current operational efficiency and effectiveness of the present relationship between the Easton Parking Authority and the City of Easton relative to the stewardship of the public parking assets.

DESMAN recommended a series of operational and managerial changes intended to more effectively balance the utilization of the public parking system, improve upon the level of service the system presently offers, and general aid in making the publically-controlled parking system function more as a complimentary element to the character, vitality and future growth of the City of Easton. The recommendations cover parking rates and fine changes, meter technology enhancements, enforcement and operating policy changes, signage wayfinding as well as site analysis preferences for the development of addition off-street parking facilities.



## 5. PROFILE OF PROPOSER

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*E. Have you been involved in litigation within the last five (5) years or is there any pending litigation arising out of your performance?*

DESMAN Associates has not been involved in any litigation within the last five years, nor is there any pending litigation that has resulted from our performance.

6. SUMMARY OF PROPOSER'S QUALIFICATIONS

## 6. SUMMARY OF PROPOSER'S QUALIFICATIONS

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***A. Identify the project manager and each individual who will work as part of the engagement. Include resumes for each person to be assigned. The resumes may be included as an appendix.***

Resumes of the DESMAN staff below assigned to the City of Hollywood parking/master plan are included as an appendix to Section 6.

### **Project Manager**

Mr. Michael Connor will serve as the Project Manager for the City of Hollywood for the development of the parking master/management plan. Mr. Connor is a senior associate with DESMAN Associates and has over 25 years of experience in parking and transportation planning. He has a strong background in parking operations and management, traffic impact analysis, land use analysis, parking needs assessments and demand projections.

### **Principal-in-Charge**

Mr. Christian Luz, AICP will serve as the Principal-in-Charge for this assignment. Mr. Luz is a regional manager with DESMAN Associates and has over 30 years of extensive experience in the conduct of a wide variety of transportation planning, parking studies, financial feasibility and traffic engineering studies.

### **Senior Operations Consultant**

Mr. Gregory Shumate will serve as the Senior Operations Consultant. Mr. Shumate has over 18 years of professional experience as a public administrator in urban planning, economic development and enterprise management. He has served as a project manager or team leader for the design, financing and implementation planning of various commercial, industrial, residential and waterfront projects.

### **Financial Planner**

Mr. Eric Haggett will serve as the Financial Planner. Mr. Haggett has been involved in tabulation and analysis of parking data, parking needs analysis, financial feasibility analysis, revenue analysis and shared use parking analysis.

### **Operations Consultant**

Mr. Atul Kapila will serve as an operations consultant for this project. He has extensive experience in parking feasibility studies, evaluating parking markets and financial modeling and valuation.

### **Parking Planner**

Ms. Kulkarni will serve as DESMAN's parking planner on this assignment. Ms. Kulkarni has several years of experience in urban planning and architectural design. She is involved with all technical aspects of the planning and management of parking and traffic studies, including data collection, data analysis, report productions, master planning, land use analysis, graphic design, functional Design and GIS mapping.

### **Designer/Cost Estimator**

Mr. Judge, an Associate Vice President with DESMAN, has extensive experience in the design, inspection, evaluation, and rehabilitation of structures with an emphasis on transportation facilities.



## 6. SUMMARY OF PROPOSER'S QUALIFICATIONS

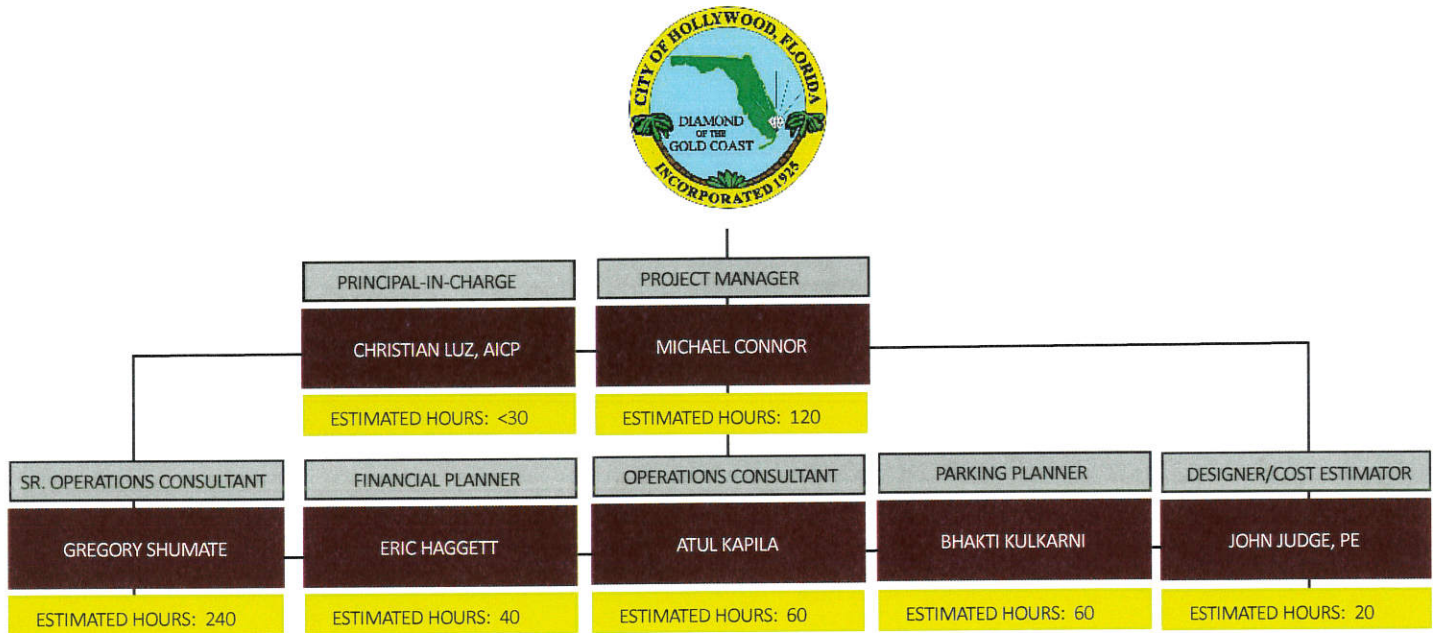
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***B. Describe the experience in conducting similar projects for each of the consultants assigned to the engagement. Describe the relevant educational background of each individual.***

As requested by the RFP, resumes for the assigned staff including their relevant project experience and education are included as an appendix to Section 6.

## 6. SUMMARY OF PROPOSER'S QUALIFICATIONS

*C. Describe the organization of the proposed project team, detailing the level of involvement, field of expertise and estimated hours for each member of the team.*



## 6. SUMMARY OF PROPOSER'S QUALIFICATIONS

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### ***D. Describe what municipal staff support you anticipate for the project.***

It is anticipated that City and Office of Parking staff will provide the following support during the course of the assignment:

- Provision of all available and relevant background data (see attached Request for Information form)
- Participation in scheduled conference calls, meetings, and where appropriate, public forums and formal presentations
- Contact information for all parties that have a stake or interest in public parking operations to include but not be limited to city staff, public officials, community development agency representatives, representatives of the chamber of commerce, and resident associations.
- Guidance and direction on the collection of hourly parking occupancy, turnover, and duration of stay surveys which would be conducted under the add-optional downtown Hollywood field survey
- Timely review of all product deliverables to include but not be limited to meeting minutes, interim staff memorandum, draft reports, and final report, and PowerPoint presentation material.

### **List of Information Required/Desired for a Municipal Parking Study**

1. All previously completed parking, traffic, and economic development studies.
2. Copy of the Urban Renewal Plan and Master Plan guidelines.
3. Current parking inventory and utilization data.
4. Current parking rates by type and location.
5. Anticipated or planned development proposals (which should be included in study) to include type of land use, density (sq.ft., number of units, rooms, seats, etc.), location, phasing, and on-site parking requirements verses that being provided.
6. Zoning code handbook, particularly as it relates to off-street parking requirements.
7. Existing land use information by type, density, vacancy and location.
8. Maps, plans, aerial photos, schematics of the study area, to include GIS, CAD or other computerized graphics.
9. Map identifying the current block coding system
10. Current parking policies, including parking fine/rate structure, management structure and procedures, neighborhood-parking programs, parking enforcement and adjudication, etc.
11. Location and relevance of parking facilities located outside of the study area.
12. Names, title and telephone number of key public and private sector individuals.
13. Copies of active parking and/or property lease agreements
14. Current surveys of regional population demographics, travel mode characteristics or other population/traffic/demand indices.
15. Information on current public transportation, including bus routes, stops, ridership, and projections for additions/expansions to this system.
16. Plans and specifications for repairs that were performed at any of the facilities being considered for expansion and any field reports, condition surveys or other materials assessing the general condition of the facilities.

### **Finance & Budget**

1. Comprehensive Finance Report
2. 2011, 2012 and 2013 Annual Budget
3. Capital Improvement Budget excerpts pertaining to Parking Enterprise
4. Annual Income & Expense Statements for the Parking Enterprise dating back to five years
5. Annual Income & Expense for individual parking facilities of the Parking Enterprise
6. Annual expenditure to subsidies employees parking in City garages
7. Copies of Official Statements for past General Obligation Bond Issues
8. Detailing pertaining to Special Assessments, Tax Increment Financing, or Parking Tax, State and/or Federal Grants etc. that have been considered to support the development of needed parking.
9. The portion of the City's annual Debt Service Obligation attributable to the Parking Enterprise



## 6. SUMMARY OF PROPOSER'S QUALIFICATIONS

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### Background Questionnaire - On-Street Parking System

1. Who's in charge of the following, to include name, title, department and phone number:
  - Parking Enforcement Officers
  - Parking Meter Repairs
  - Parking Meter Collection
2. What is the number of tickets issued on an average day by an average enforcement officer?
3. In dollars and in the number of parking violations, what percentages of the parking violations are paid?
4. How many parking meters are in the City's parking system?
5. Describe the brand of meters and level of technology (mechanical, electro-mechanical, electronic).
6. Does the town use handheld ticket writing devices or are parking violations manually written?
7. How many parking violations officers are there?
8. What are the hours of meter enforcement/coverage?
9. How often is meter revenue collected?
10. What is the time limit duration of parking meters?
11. What is the hourly rate for parking meters?
12. What is the total annual parking meter income?
13. What is the total income from parking violations annually?
14. Is there a booting and towing program?
15. What are the criteria for booting/towing?
16. Who administers the booting/towing process?
17. List the 5 most common parking violations and their related fines?
18. Who is in charge of on-street parking?
19. Provide a color-coded map of downtown parking meter locations?

### Background Questionnaire - Off-Street Parking

1. Who is in charge of off-street parking?
2. List the names of each parking facility, their locations, and/or provide map.
3. List the hours of operation for each facility.
4. Identify the number of spaces in each facility by type, i.e., reserved, ADA, regular.
5. Utilization records (hourly occupancy, turnover, duration) for each parking facility on a typical busy day.
6. List the hourly fees for each parking facility, including monthly contract fees.
7. Provide a brief description of how each lot is managed/operated (metered, manned, automated, etc.).
8. Describe the intended user group for each facility.
9. Who audits the income that off-street facilities generated?
10. Who assigns cashiers (if any)?
11. Who recommends parking policy?
12. Does the Office of Parking have published goals/objectives for the parking system?
13. Does the Office of Parking operate parking facilities or use a parking management agreement?
14. Does a cashier-training manual exist?
15. Describe auditing practices and procedures associated with off-street parking facilities.
16. What is the brand and level of technology of parking control and revenue collection equipment (hardware and software) that exists for each lot?
17. What is the reporting process for broken hardware?
18. Who is charged with the repair responsibility?
19. Who is responsible for structure maintenance and repair of parking garages?
20. Who is responsible for maintaining lighting within parking structures?
21. Who is responsible for cleaning/painting parking facilities?

## 6. SUMMARY OF PROPOSER'S QUALIFICATIONS

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22. Who is responsible for walkways and pedestrian areas in and around parking facilities?
23. Who is responsible for maintenance and care of landscaping features?
24. When new parking facilities are contemplated, who with the Town represents the parking interests/requirements of new development?
25. Is there a single resource responsibility center to manage all parking assets?
26. Has the Office of Parking ever considered the creation of a parking authority? If so, what was the outcome?

### **Parking Enterprise Fund**

1. Annual income from various parking programs for the past five years (i.e. Park-n-Shop, Residential Permits, Scofflaw Towing, Temporary No Parking Signs)
2. Volumes of Merchant validation stickers sold, residential permits sold and vehicles towed annually for the past five years.
3. Volume of tickets issued by the Police and the Parking Enterprise Enforcement unit for the past five years
4. Volume of tickets voided under the Courtesy Ticket Program for the past five years
5. Copies of all existing group Parking Agreements with City Departments, other government agencies and private business and developers
6. History of parking rate increases
7. Personnel Summary (i.e. head count, positions, program assignments, wages, benefits, full- and part-time status)
8. Outside service contracts and expenditures (i.e. service for parking equipment, elevators, grounds, snow plowing, security etc.)
9. Annual parking meter system collections for the past five years along with the number of parking meters in place for the respective years

### **Private Facilities**

1. Are there comparable privately owned/operated facilities?
2. If so, what are their monthly/hourly charges?
3. Based on the number of parking spaces, what percent of the entire off-street parking system does the private sector's parking supply represent?

CHRISTIAN LUZ, AICP  
PRINCIPAL-IN-CHARGE



Mr. Luz is a Senior Project Manager with DESMAN Associates and Manager of their Fort Lauderdale office. He has over 30 years of extensive experience in the conduct of a wide variety of transportation planning, parking studies, financial feasibility and traffic engineering studies.

Mr. Luz has conducted hundreds of transportation planning and parking feasibility studies and one of his specialty areas includes development of financial analyses including pro formas necessary to support and/or address financing options for parking and transportation infrastructure improvements. His clients include downtown development authorities, community redevelopment agencies, parking authorities, metropolitan planning organizations and dozens of downtown municipalities.

Total Years of Experience  
30

Education

University of Wisconsin  
B.S., Civil and Environmental  
Engineering  
M.S., Civil Engineering

Affiliations

Past Chair National Parking  
Association-Parking Consultant's  
Council

Past Board Member, Board of  
Directors, National Parking  
Association

Urban Land Institute Shared  
Parking Special Advisor

American Planning Association  
PAS Technical Advisor

Urban Land Institute Smart  
Growth Solutions Panel

IPI Instructor-IPI-Certified  
Administrator of Public Parking  
(CAPP) Program

American Society of Civil  
Engineers

SUPPLY/DEMAND STUDIES/PARKING MANAGEMENT AND SITE FEASIBILITY STUDIES

Mr. Luz has conducted hundreds of transportation planning and parking feasibility studies and one of his specialty areas includes development of financial analyses including pro formas necessary to support and/or address financing options for parking and transportation infrastructure improvements. His clients include downtown development authorities, community redevelopment agencies, parking authorities, metropolitan planning organizations and dozens of downtown municipalities.

- City of West Palm Beach CRA, FL - (2010)
- City of Pompano Beach CRA, FL (2012 and 2013)
- Coconut Grove BID, Miami, FL (2011)
- Miami-Dade County, FL (2013)
- Lansing Township DDA, MI (2010)
- City of Charlottesville, VA (2013)
- City of Columbia, SC (2010)
- City of Charlotte, NC (2005)

**MICHAEL C. CONNOR**  
**PROJECT MANAGER**



Michael Connor is a Senior Associate and Senior Planner with DESMAN, Inc. and has over 25 years of experience in parking and transportation planning. He has a strong background in traffic impact analysis, land use analysis, parking needs assessments, demand projections, and parking operations and management. The foundation of his work is based on an understanding of individuals and their varying perspectives on parking and access. As a result, Mr. Connor's core strengths lie in public involvement, public engagement, and the development of implementable solutions.

Total Years of Experience  
27

Years with DESMAN  
22

**Education**

Virginia Polytechnic  
Institute and State University  
B.S., Urban Affairs  
Environmental and  
Urban Systems

**Affiliations**

American Planning  
Association  
Institute of  
Transportation Engineers

**MUNICIPAL EXPERIENCE**

- Downtown Clarksville Parking Study, Clarksville, TN
- Downtown Salisbury Parking Master Plan, Salisbury, MD
- Ellicott City Parking Master Plan, Ellicott City, MD
- Bath/Berkley Springs Parking Access and Circulation Study, Berkley Springs, WV
- Historic Leesburg Comprehensive Parking Study, Leesburg, VA
- Parking Needs and Site Selection Study, Jamaica, Queens, NY
- Downtown Historic District Parking Study, Carlisle, PA
- West Palm Beach Needs Assessment & Feasibility Study, West Palm Beach, FL
- Downtown Greensboro Parking Study, Greensboro, NC

**MASTER PLAN STUDIES**

- East Tennessee State University Parking & Access Master Plan, Johnson City, TN
- Parking Master Plan and Facility Development Plan; Williamsburg, VA
- City of Falls Church Parking & Streetscaping Design, Falls Church, VA
- St. Tammany Parish Hospital Parking & Circulation Study, Covington, LA
- Parking & Transportation Master Plan, Univ. of No. Carolina, Asheville, NC
- Downtown Harrisburg Parking Study, Harrisburg, PA



**GREGORY SHUMATE, CAPP  
OPERATIONS CONSULTANT**



Mr. Shumate has over 18 years of professional experience as a public administrator in urban planning, economic development and enterprise management. He has served as a project manager or team leader for the design, financing and implementation planning of various commercial, industrial, residential and waterfront projects.

Mr. Shumate is the Managing Associate of DESMAN's Cleveland Ohio office. Since joining DESMAN Associates he has authored a broad range of parking studies that have addressed master planning, supply/demand, site selection, facility staffing, management and maintenance strategies, parking meter systems, operational audits and the economic feasibility of parking projects and program initiatives.

Total Years of Experience  
34

Years with DESMAN  
18

**Education**

University of Cincinnati  
Cincinnati, OH  
B.A., Urban Planning & Design

**Affiliations**

International Parking Institute

International Parking Institute-  
CAPP Certification

American Planning Assoc.  
Council on Urban Economic  
Development

**PARKING SYSTEMS OPERATION & MANAGEMENT EXPERIENCE**

- Chicago Parking District Parking System Privatization Analysis, Morgan Stanley Infrastructure Partners, Chicago, IL
- Bronx (Yankee Stadium) Parking System Monthly Operational Audits
- Los Angeles Parking System Privatization Feasibility Assessment, Los Angeles, CA
- Parking System & Transportation Program Operational Audit, University Circle Inc., Cleveland, OH
- Financial Analysis of Parking Assets & Market Assessment, Public Parking Authority of Pittsburgh. PA
- Operational Audit for the Metropolitan Nashville International Airport Authority, Nashville TN.
- Off-Street Parking Revenue Study, Cleveland, OH
- Downtown Lowell Parking System Study, City of Lowell, MA
- City of New Britain Comprehensive Parking Meter System Master Plan, City of New Britain, CT
- East Lansing Parking System Management Study, East Lansing, MI
- Downtown Covington Parking Demand & Management Study, Covington, KY
- Acquisition Analysis: Private Downtown Parking Garages, City of Canton, OH

ERIC HAGGETT  
FINANCIAL PLANNER



Mr. Haggett provides analytical and planning services for DESMAN Associates. He is involved with all technical aspects of the planning and management of parking studies including data collection supervision, data analysis and report production. Specifically, Mr. Haggett has been involved in tabulation and analysis of parking data, parking needs analysis, financial feasibility analysis, revenue analysis and shared use parking analysis.

The following are some of the projects Mr. Haggett has worked on with DESMAN Associates:

Total Years of Experience  
7

Years with DESMAN  
7

Education

Ohio University  
Athens, Ohio  
B.B.A. Finance and Economics

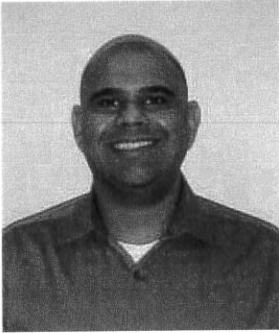
Affiliations

American Planning  
Association  
Institute of  
Transportation Engineers

OPERATIONS ANALYSIS EXPERIENCE

- Kent State University Traffic and Parking Study, Kent, OH
- John Carroll University Parking & Traffic Study, University Heights, Ohio
- City of Covington Downtown Parking Management Plan, Covington, KY
- Nashville Airport Parking Operational Review, Nashville, Tennessee
- City of East Lansing Municipal Parking Program Organizational Analysis, East Lansing, MI
- City of Meadville Downtown Parking Study, Meadville, PA
- City of Lexington Downtown Parking Management Plan, Lexington, VA
- Yankee Stadium Parking System Operations Analysis, Bronx Parking Development Company, LLC, New York, NY
- Downtown Buffalo Comprehensive Parking Study, Buffalo, NY
- City of Dayton Parking System Analysis, Dayton, OH
- Downtown Ellicott City Parking Study, Ellicott City, MD
- City of Summit Downtown Parking Study, Summit, NJ
- America's Convention Center and Edward Jones Dome Parking Feasibility Study, St. Louis, MO
- City of Silver Spring Parking Demand Study, Montgomery County, MD
- Kent State University Traffic and Parking Study, Kent, OH
- Bay Pines VA Medical Center Parking and Traffic Study, Bay Pines, FL
- Exeter Hospital Parking Supply and Demand Study, Anshen & Allen, Exeter, NH
- John Carroll University Parking & Traffic Study, University Heights, Ohio
- Tower Road Mixed Use Development Shared Use Parking Analysis, Newton, MA

ATUL KAPILA  
OPERATIONS CONSULTANT



Mr. Kapila is a parking planner located in DESMAN Associates' Washington office. He has extensive experience in parking feasibility studies, evaluating parking markets and financial modeling and valuation.

In his current position, he is responsible developing parking studies including demand, feasibility, and parking-related programs. He is also responsible for developing scopes, budgets, proposals, report documents and functional layouts for parking structures of all types and locations.

Total Years of Experience  
8  
Years with DESMAN  
>1

Education

George Mason University  
Bachelor of Science, Finance

Previous Experience

IMPARK, Washington , DC  
Market Analyst Consultant

Central Parking System, Inc.  
Business Development Analyst

PARKING FEASIBILITY STUDY EXPERIENCE

- Square 456, 601 E Street NW, Washington DC
- 400 Army Navy Drive, Arlington, VA
- 975 F Street, NW, Washington, DC
- Piedmont Office Realty Trust Management Portfolio, Washington, DC
- General Services Administration, DARPA, 675 North Randolph Street  
Arlington, VA
- Bons Secour Health System, Baltimore, MD
- Arlington National Cemetery, Arlington, VA
- IMPARK Market Expansion Analysis, Washington, DC



## BHAKTI KULKARNI PARKING PLANNER



Ms. Kulkarni provides analytical and planning services for DESMAN Associates. She has three years of experience in urban planning and architectural design. She is involved with all technical aspects of the planning and management of parking and traffic studies, including data collection, data analysis, report productions, master planning, land use analysis, graphic design, functional Design and GIS mapping.

Among the projects to benefit from Ms. Kulkarni's expertise include:

### Total Years of Experience

5

### Years with DESMAN

4

### Education

MS in Urban Planning, the State University of New York at Buffalo, 2008

BS in Architecture, University of Pune, 2004

### PARKING STUDY & DESIGN EXPERIENCE

- Department of Veteran Affairs Parking Model
- Boston Common Garage Expansion Feasibility Study, Boston, MA
- Lawrence Hospital Center Campus-wide Parking Study, Bronxville, NY
- City of Newburyport, MA Parking Study
- Stamford Transportation Center Parking Study, Stamford, CT
- Danbury Hospital Campus-wide Parking Study, Danbury, CT
- St. Francis Hospital and Medical Center, Hartford, CT
- Danbury Hospital Campus Parking Study, Danbury, CT
- Downtown Employee Parking Study, Hanover, NH
- Downtown Parking Needs Assessment, Rochester, NY
- Comprehensive Review and Analysis of the Town of Easton's Parking System, Easton, PA
- New Quincy Center Redevelopment Parking Demand Study, Quincy, MA
- City of Newark, DE Parking Study Update



**JOHN JUDGE, PE**  
**SENIOR ENGINEER/DESIGNER**

Mr. Judge has extensive experience in the design, inspection, evaluation, and rehabilitation of structures with an emphasis on transportation facilities including parking structures, bridges, retaining walls, tunnel portal buildings, viaducts, wharves, and train station platforms.

His current responsibilities with DESMAN include oversight of all technical production in the Virginia office and hands-on project management. During his career with DESMAN, he has been involved in the field investigation, new design, construction administration and restoration of several parking facilities, bridges and buildings.

Total Years of Experience  
**27**  
 Years with DESMAN  
**21**

**Education**

Syracuse University  
 Syracuse, NY  
 B.S. in Civil Engineering

**Active Registrations**

Virginia  
 Maryland  
 North Carolina  
 Connecticut  
 New York  
 NCEES 49454

**Affiliations**

American Society of Civil  
 Engineers  
 Precast/Prestressed Concrete  
 Institute  
 International Concrete Repair  
 Institute  
 International Code Council

**PARKING FACILITY DESIGN EXPERIENCE**

- Dunbar Street Parking Garage, City of Spartanburg, SC
- Obermyer Street Parking Garage, Greensboro, NC
- George Mason University Parking Garage 3, Fairfax, VA
- Richmond International Airport North Parking Expansion, Richmond, VA
- Campus Drive Parking Deck, College of William & Mary, Williamsburg, VA
- 14th & Main Street Parking Deck, Virginia DGS, Richmond, VA
- Old Dominion Univ. Village North Parking Deck, Norfolk, VA
- Riverside Regional Medical Center Deck, Newport News, VA
- Northern Virginia Community College Deck, Annandale, VA
- Convocation Center Parking Structure South, Old Dominion University, Norfolk, VA
- J. Sargent Reynolds Community College Downtown Campus Parking Deck  
 Richmond, VA
- 30th & Washington Parking Deck, Newport News, VA
- Campbell Avenue Parking Deck. Roanoke, VA
- Lynnhaven Mall Parking Deck, Virginia Beach
- Prince George Street Parking Garage, City of Williamsburg, VA
- Howard Community College Deck, Columbia, MD
- Salisbury University New Parking Garage, Salisbury, MD
- Municipal Parking Decks 4 and 5, Frederick, MD
- National Harbor Building P, National Harbor, MD
- St. Agnes Health Care Associate & Visitors Parking Decks, Baltimore, MD
- St. Joseph's Medical Center Parking Garage 2, Towson, MD
- RPC Tech Park Garage, Baltimore, MD
- Washington Nationals Stadium Parking Garages, Washington, DC
- Pomfret Street Parking Garage, Borough of Carlisle, PA
- Christiana Care Health System Garage 2, Wilmington, DE

## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY



## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY

### *Explain your understanding of the project requirements and describe your approach to performing the contracted work.*

This section of DESMAN's proposal presents our understanding of the challenges which the Office of Parking and Intergovernmental Affairs currently faces, the goals and associated deliverables required of the Parking Management Plan, and the approach/methodology that will be employed to address these challenges.

#### PROJECT UNDERSTANDING

As stated in the RFP the Office of Parking and Intergovernmental Affairs (the "Office of Parking") is seeking a proposal on the development of a Parking Management Plan. That Plan would assess current and future market conditions, review the physical condition of the Office of Parking's assets in downtown Hollywood and along the beach front, and make policy, procedure, rates and fee recommendations which would improve the parking system's performance both operationally and financially. Key elements of the Management Plan would be an evaluation of privatization (in whole or in part) and the development of specifications for a third-party data management system for e-permitting, citation management, and associated enforcement, adjudication, and revenue collection. In short, DESMAN will provide the City, city commission, and the Office of Parking an understanding of parking best management practices, market value, the role of the public sector in meeting downtown and beach front parking needs, and how those responsibilities could be met through the use of contract management services, aka privatization.



While this understanding is based simply on an examination of the RFP and DESMAN's, local knowledge and experience on similar assignments we also perceive that the parking system in Hollywood and the Office of Parking are under political and financial stress. Along the beach front the City's on-street and off-street parking assets are but a small percentage of all parking. As such the public sector has less leverage in setting market value and/or in unifying public and private sector operations (rates, signage, wayfinding, etc.). The City's parking assets are also

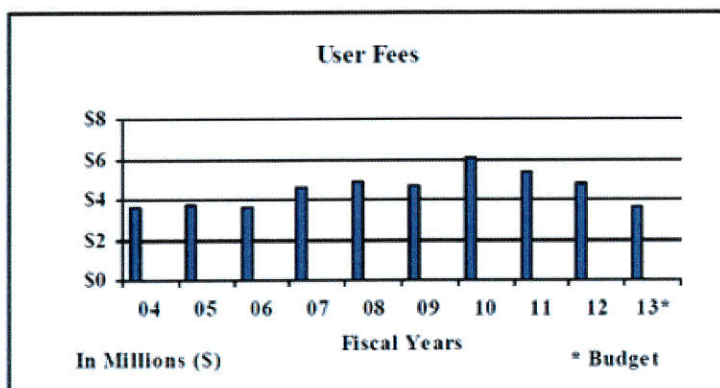
in competition with parking facilities being developed by other public and quasi-public entities, namely the Community Development District Board and the Community Redevelopment Agency. The temporary loss of 800+ spaces in the Johnson Street parking garage will increase the stress on the parking system in the central beach area resulting in the need to reexamine parking management strategies as a way to mitigate this impact.

Merchants and residents petitioned elected city officials and the Parking Advisory Board on the negative impact that fee-based on-street space management (aka meters) has on business. In December of 2011 city leaders choose to remove the downtown on-street meters and allot these spaces for free parking with a three-hour time limit. Parking after 8 PM is free and unrestricted. Ironically, the 2-hours of free parking in the city's downtown garages were also eliminated. However, without significant and consistent enforcement it's questionable if the turnover of spaces is as healthy as it was when the fee-based management program was in place. Under this program an employee to a restaurant could arrive at 5PM, park in a curbside space, and remain there all afternoon and evening. System-side there are a total of 440 single space meters and 182 master meters but only 204 and 133 respectively are being used, thus further limiting the Office of Parking's ability to encourage proper turnover and utilization and reducing potential revenues from these spaces.



## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY

In FY 2013 user fees are expected to decrease by \$1.19 million below the previous fiscal year. Revenue generated from citations for expired meters and illegal parking is expected to decrease by \$263,000 below the previous fiscal year. As revenues are projected to decrease the public parking system wishes to explore different technologies to reduce operating costs and improve efficiency. However, the cost of implementing license plate recognition systems, garage/space sensors, variable message signage, pay-on-exit parking control equipment, and maintaining aging downtown garages is significant.



### GOALS AND DELIVERABLES

The goals of this assignment and associated deliverables are also well documented in the RFP and are broken down into four tasks.

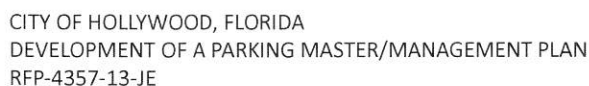
- Task 1: Operations
- Task 2: Financial Conditions and Rate Review
- Task 3: Parking Management Plan
- Task 4: Procurement of an Integrated Data Management System

As noted in the RFP, this four step process is intended to be simply a starting point. Given that parking availability is and will always be an important consideration in economic development, DESMAN will need to interface with elected officials, the Community Redevelopment Agency and Community Development District are there others like a downtown business association, merchants, etc or neighborhood associations?. These groups need to be educated on the fact that sound and sustainable parking management practices can and do support both neighborhood and regional development initiatives. Similarly, property and business owners need to be integrated into the flow of the parking management planning effort. DESMAN would become educated on the needs and expectations of downtown and beach front patrons and business owners would become educated on the impact that ineffective parking policies have on their profitability. As such, the approach and methodology that is detailed in this section of the proposal includes numerous opportunities for stakeholder and public input. Note that DESMAN anticipates that the Parking Advisory Board will play a significant role in charting the consultant's path through the various interviews, workshops, and presentations.

As part of the education process, DESMAN's proposal includes as an add-alternative task a detailed survey of on-street parking occupancy, turnover, and duration in downtown Hollywood on a typical Friday and Saturday. While not referenced in the City's RFP we are concerned that the removal of the fee-based on-street management program in that area has harmed area business as restaurant and shop employees may be utilizing those valuable spaces.



Ultimately, the City of Hollywood and the Office of Parking will receive a parking management action plan that outlines in great detail the steps necessary to improve the efficiency and sustainability of the public parking system. The plan will include but not be limited to capital cost estimates, maintenance costs, required legislative language, equipment and operating specifications, procurement guidelines, staffing changes, position roles and responsibilities, fines, fees, and rate changes, suggested marketing strategies, and a schedule noting when these various actions need to be implemented.





## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY

### TYPES OF SERVICES PROVIDED

Following the instructions in the RFP the following lists the types of services that will be provided during the course of the assignment. As one of the nation's largest parking consulting firms, DESMAN provides full-service parking and transportation design and planning firm through an extensive range of expertise and experience in house.



- Organizational Meeting and Scope Refinement
- Inventory of parking spaces and related signage
- Condition assessment of parking lots and structures
- Evaluation of parking access and revenue control equipment
- Parking occupancy, turnover, and duration surveys
- Pedestrian point of access questionnaires
- Stakeholder and leadership interviews
- Public forums, workshops, and presentations
- Evaluation of parking related zoning and design standards
- Evaluation of the parking system's organizational structure
- Evaluation of parking decision making, roles, and responsibilities
- Evaluation of market conditions, parking rates, and fines
- Parking enforcement staffing and routing
- Development of integrated data management specifications
- Privatization of parking enforcement and adjudication system
- On-street parking layout and design
- Structured parking concept design and cost estimating
- Parking operations and maintenance cost estimating
- Financial Proforma analysis

## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY

### PROPOSED APPROACH/METHODOLOGY

#### TASK 1: OPERATIONS

Subtask 1.1: Project Orientation Meeting/Scope Refinement

Subtask 1.2: Review/Evaluate Available Information  
(see list of data desired/required)

- Organizational structure
- Enterprise fund legislative language
- Staffing roles/responsibilities
- Peak/hourly occupancy data
- Rates/Policies/procedures
- Facility maintenance records
- Zoning codes/regulations
- Development Plans/City Master Plan



Subtask 1.3: Physical Inventory and Condition Survey

- Public vs. private inventory
- Visual condition survey
- System-wide peak occupancy survey
- Control equipment
- Signage/wayfinding
- Pedestrian amenities



Facility	Garage/ Surface Lot	# of Spaces	Method of Control	PARCS Equipment	PARCS Condition	Transaction Auditability	Surface Condition	Striping	Layout	Signage	Lighting	Overall Rating
City Parking Ramp II	Garage	1668	Gated/ Manned	Ticket Splitters, Gates, Fee Computer, Access Card Readers	Poor	Poor	Poor	Poor	Good	Fair	Fair	Poor
219 Niagara Street	Surface Lot	405	Gated/ Manned	Ticket Splitters, Gates, Fee Computer, Access Card Readers	Poor	Poor	Good	Good	Good	Fair	Good	Fair
138 Third Street	Surface Lot	197	Ungated/ Manned	Pay-and-Display Machines	Fair	Poor	Fair	Fair	Fair	Fair	Good	Fair
305 Rainbow Boulevard	Surface Lot	93	Ungated/M anned	None	N/A	Poor	Fair	Good	Good	Good	Fair	Fair
446 Third Street	Surface Lot	13	N/A	None	N/A	N	Good	Good	Good	Fair	Good	Good



## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY

Subtask 1.4: Stakeholder Interviews

Subtask 1.5: Best Management Practices/Policies Benchmarking

Subtask 1.6: Identify Management, Operations, and Maintenance Strengths and Weaknesses

Subtask 1.7: Evaluate Viability of New Technologies and Operating Methodologies

Subtask 1.8: Identify Appropriate System Management/Operations Alternatives

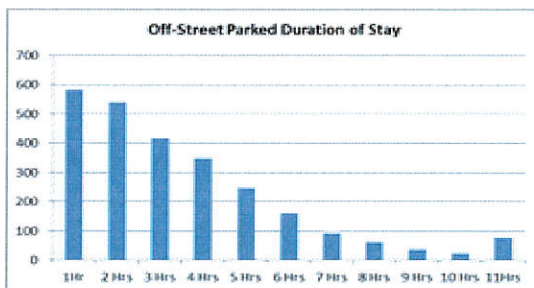
- Status quo (parking department/enterprise fund)
- Parking authority/board
- Outsourcing management services
- Partial or full privatization

Subtask 1.9: Prepare Task 1 Status Report

Subtask 1.10: Attend Office of Parking / Parking Advisory Committee meeting/workshop

Optional Task – Downtown Hollywood Occupancy, Turnover and Duration Survey

- Weekday (Friday) 10 AM to 10 PM
- Saturday 12 PM to 10 PM
- Data Tabulation/Analysis
- Summary of Findings Memorandum

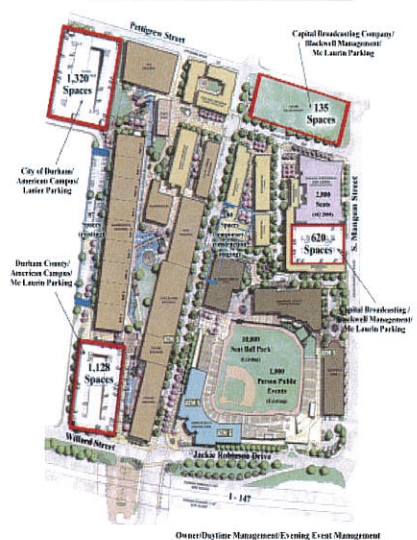


### TASK 2: FINANCIAL CONDITIONS AND RATE REVIEW

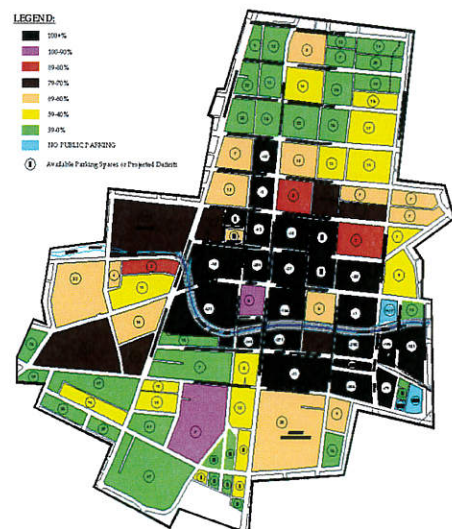
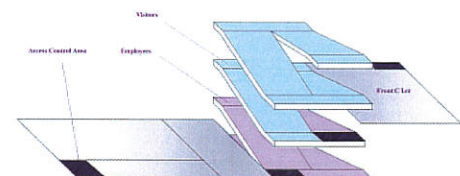
Subtask 2.1: Review Financial Reports and Reporting Procedures

- Enterprise fund operating budget
- Monthly operating costs/revenues by facility/block
- Process for determining and approving budget

Exhibit: Location, Capacity, Ownership and Management of Existing Parking Facilities



Access Control Areas, Cumberland Garage





## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY

Subtask 2.2: Review lease agreements and contractual obligations

Subtask 2.3: Review permit distribution and space allocation

- Permit obligation and stipulation
- Decal/hang tab color coding and identification
- Permit rates by location
- Permit sales processing system



Subtask 2.4: Conduct parking market rate survey

- Private operators in Hollywood
- Public and private sector rates in similar municipalities

Subtask 2.5: ADA Accessibility standards/procedures

- Legislative language
- Provision of spaces and enforcement
- Current system's impact on parking revenues
- Appropriate parking rates

Subtask 2.6: Potential financial impacts associated with privatization

- Parking enforcement/adjudication
- Contract operations/maintenance
- Full system privatization/capitalization



Subtask 2.7: Prepare Task 2 Status Report

Subtask 2.8: Attend Office of Parking / Parking Advisory Board meeting/workshop



## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY

### TASK 3: PARKING MANAGEMENT PLAN

Subtask 3.1: Recommend parking system organizational structure

- Status quo, parking authority, partial or full privatization
- Legislative requirements

Subtask 3.2: Recommend parking access/revenue control technology

Subtask 3.3: Identify staffing requirements for organization

- Off-street management
- Enforcement & handheld technology
- Maintenance
- Contract management

Subtask 3.4: Recommend changes to parking rates and fines

Subtask 3.5: Recommend changes to parking permitting

Subtask 3.6: Recommend changes to zoning code requirements

Subtask 3.7: Future parking inventory

- Expanded on-street metered operations
- Additional surface or structured parking facilities
- Conceptual land acquisition, construction & development costs

Subtask 3.8: Estimate parking system annual operating costs (proforma analysis)

- Acquisition and maintenance of new equipment
- Cost of new operating procedures
- Transient and monthly (permit) parking revenue
- Revenue from enforcement/adjudication
- Surface lot and structured parking long-term maintenance
- New/modified parking facilities

Subtask 3.9: Prepare parking improvement implementation schedule

- Timing and phasing of improvements
- Cost and revenue implications

Subtask 3.10: Prepare Task 3 Status Report

Subtask 3.11: Attend Office of Parking / Parking Advisory Board meeting/workshop

Subtask 3.12: Attend evening public open house/open forum

Subtask 3.13: Modify recommendations and prepare draft report





## 7. PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY

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### Task 4: PROCUREMENT OF AN INTEGRATED DATA MANAGEMENT SYSTEM

Subtask 4.1: Interview Office of Parking, IT, and City procurement staff

- Data management system operating goals/expectations
- City's IT system specifications/limitations
- Procurement language requirements

Subtask 4.2: Obtain/review similar data management system RFPs, bids, and specifications

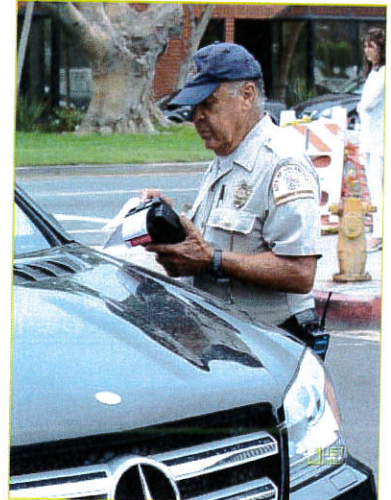
Subtask 4.3: Interview (teleconference) data management system providers/vendors

Subtask 4.4: Prepare operating system hardware and software specifications

- E-permitting
- Citation management
- Handheld ticket issuance devices
- Revenue collections
- Appeals/adjudication
- Pay-by-plate/pay-by-phone applications

Subtask 4.5: Evaluation/scoring of proposals

Subtask 4.6: Participation in specification/scope verification session with selected vendor





## 8. SUMMARY OF PROPOSER'S FEE STATEMENT

DESMAN's proposed lump sum not-to-exceed fee for the services outlined in the RFP is \$68,310 including reimbursable expenses for travel, per diem, and photocopying. An add-optional task associated with the collection of hourly occupancy, turnover, and parking duration data in downtown Hollywood is included as a separate/additional fee as is estimated at \$10,635. If additional work is required beyond the scope of this contract DESMAN would bill the City/Office of Parking at our posted hourly rates plus approved reimbursable expenses billed without an administrative mark-up.

Phase / Goal / Task	Principal in Charge \$245	Project Manager \$165	Operations Specialist \$125	Engineer/ Architect \$125	Planners \$115	Technician \$85	Staffing Costs	Expenses	Total Cost
<b>Task 1: Operations</b>									
Subtask 1.1: Project Orientation Meeting/Scope Refinement	4	4					\$1,640	\$200	\$1,840
Subtask 1.2: Review/Evaluate Available Information		2	8		8		\$2,250		\$2,250
Subtask 1.3: Physical Inventory and Condition Survey		2			8	16	\$2,610	\$800	\$3,410
Subtask 1.4: Stakeholder Interviews		8	8				\$2,320	\$200	\$2,520
Subtask 1.5: Best Management Practices/Policies Benchmarking		2	8		4		\$1,790		\$1,790
Subtask 1.6: Identify Management, Operations, and Maintenance Strengths and Weaknesses		2	16				\$2,330		\$2,330
Subtask 1.7: Evaluate Viability of New Technologies and Operating Methodologies		1	8				\$1,165		\$1,165
Subtask 1.8: Identify Appropriate System Management/Operations Alternatives		1	8		4		\$1,625		\$1,625
Subtask 1.9: Prepare Task 1 Status Report	1	4	8		8	4	\$3,165		\$3,165
Subtask 1.10: Attend Office of Parking / Parking Advisory Board meeting/workshop		4	4				\$1,160	\$200	\$1,360
<b>Task 1 Operations Total</b>	<b>5</b>	<b>30</b>	<b>68</b>	<b>0</b>	<b>32</b>	<b>20</b>	<b>\$20,055</b>	<b>\$1,400</b>	<b>\$21,455</b>
<b>Optional Task - Downtown Hollywood Occupancy, Turnover &amp; Duration Survey</b>									
Weekday (Friday) Surveys		1			10	10	\$2,165	\$800	\$2,965
Saturday Surveys		1			10	10	\$2,165	\$800	\$2,965
Data Tabulation/Analysis		1			8	24	\$3,125		\$3,125
Summary of Findings Memorandum		4			8		\$1,580		\$1,580
<b>Optional Task Total</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>44</b>	<b>\$9,035</b>	<b>\$1,600</b>	<b>\$10,635</b>
<b>Task 2: Financial Conditions and Rate Review</b>									
Subtask 2.1: Review Financial Reports and Reporting Procedures		1	8				\$1,165		\$1,165
Subtask 2.2: Review lease agreements and contractual obligations		1	4				\$665		\$665
Subtask 2.3: Review permit distribution and space allocation		1	4				\$665		\$665
Subtask 2.4: Conduct parking market rate survey		1	2		16		\$2,255		\$2,255
Subtask 2.5: ADA Accessibility standards/procedures		1	4				\$665		\$665
Subtask 2.6: Potential financial impacts associated with privatization		4	8				\$1,660		\$1,660
Subtask 2.7: Prepare Task 2 Status Report	1	4	8				\$1,905		\$1,905
Subtask 2.8: Attend Office of Parking / Parking Advisory Board meeting/workshop	4	4	4				\$2,140	\$200	\$2,340
<b>Task 2 Financial Conditions and Rate Review Total</b>	<b>5</b>	<b>17</b>	<b>42</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>\$11,120</b>	<b>\$200</b>	<b>\$11,320</b>
<b>Task 3: Parking Management Plan</b>									
Subtask 3.1: Recommend parking system organizational structure		1	4				\$665		\$665
Subtask 3.2: Recommend parking access/revenue control technology		1	4				\$665		\$665
Subtask 3.3: Identify staffing requirements for organization		1	4				\$665		\$665
Subtask 3.4: Recommend changes to parking rates and fines		1	4				\$665		\$665
Subtask 3.5: Recommend changes to parking permitting		1	4				\$665		\$665
Subtask 3.6: Recommend changes to zoning code requirements		1			4		\$625		\$625
Subtask 3.7: Future parking inventory		2		16	4		\$2,790		\$2,790
Subtask 3.8: Estimate parking system annual operating costs (proforma analysis)		2	4	2	4		\$1,540		\$1,540
Subtask 3.9: Prepare parking improvement implementation schedule		2	4				\$830		\$830
Subtask 3.10: Prepare Task 3 Status Report	2	4	8				\$2,150		\$2,150
Subtask 3.11: Attend Office of Parking / Parking Advisory Board meeting/workshop		4	4				\$1,160	\$200	\$1,360
Subtask 3.12: Attend evening public open house/open forum	4	4	4				\$2,140	\$200	\$2,340
Subtask 3.13: Prepare Draft Report	1	8	8	2	4	4	\$3,615		\$3,615
Subtask 3.14: Attend Office of Parking / Parking Advisory Board meeting/workshop		4	4				\$1,160	\$200	\$1,360
Subtask 3.15: Prepare Final Report	1	4	8		4	4	\$2,705		\$2,705
Subtask 3.16: Present findings/recommendations to City Council	4	4					\$1,640	\$200	\$1,840
<b>Task 3 Parking Management Plan Total</b>	<b>12</b>	<b>44</b>	<b>64</b>	<b>20</b>	<b>20</b>	<b>8</b>	<b>\$23,680</b>	<b>\$800</b>	<b>\$24,480</b>
<b>Task 4: Procurement of an Integrated Data Management System</b>									
Subtask 4.1: Interview Office of Parking, IT, and City procurement staff		8	8				\$2,320	\$200	\$2,520
Subtask 4.2: Obtain/review similar data management system RFPs, bids, and specifications			4			8	\$1,180		\$1,180
Subtask 4.3: Interview (teleconference) data management system providers/vendors		1	4				\$665		\$665
Subtask 4.4: Prepare operating system hardware and software specifications		4	24			4	\$4,000		\$4,000
Subtask 4.5: Evaluation/scoring of proposals		2	8				\$1,330		\$1,330
Subtask 4.6: Participation in specification/scope verification session'		4	4				\$1,160	\$200	\$1,360
<b>Task 4 Data Management System Procurement Total</b>	<b>0</b>	<b>19</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>\$10,655</b>	<b>\$400</b>	<b>\$11,055</b>
<b>Total</b>	<b>22</b>	<b>110</b>	<b>226</b>	<b>20</b>	<b>68</b>	<b>40</b>	<b>\$74,545</b>	<b>\$4,400</b>	<b>\$78,945</b>

## 9. PROJECT TIME SCHEDULE

Provide a detailed time schedule for this project.

The schedule on the following page presents a detailed assessment of the project timeline noting key meetings, work-shops, and presentations dates/milestones and interim/final product deliverables. DESMAN would work with the City and Office of Parking staff during the project orientation/scope refinement meeting to improve upon this schedule where necessary. Please note that the schedule associated with the evaluation, negotiation, and procurement of an integrated data management system (see tasks 4.4 through 4.6) is dependent on the City's procurement requirements and the time provided for service providers/vendors responses.

