



Ahead of the Curve  
in creative parking solutions

REQUEST FOR PROPOSALS RFP  
NO.: 4357-13-JE

DEVELOPMENT OF A PARKING  
MASTER MANAGEMENT PLAN  
HOLLYWOOD, FLORIDA

Prepared for:  
CITY OF HOLLYWOOD, FL

SEPTEMBER 18, 2013

**ORIGINAL**



**WALKER**  
PARKING CONSULTANTS

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SEPTEMBER 18, 2013

4904 Eisenhower Boulevard  
Suite 150  
Tampa, Florida 33634  
Contact:  
Tom Sobczak  
Director of Business Development  
Office Phone: 813.888.5800, Ext. 1511  
Cell Phone: 813.380.8591



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SEPTEMBER 18, 2013

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## RFP CHECKLIST



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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: Walker Parking Consultants/Engineers, Inc.

PROPOSER'S NAME: Uday A. Kirtikar, PE, Vice President/Managing Principal

PROPOSER'S AUTHORIZED SIGNATURE: 

DATE: September 18, 2013

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## LETTER OF TRANSMITTAL



**WALKER**  
PARKING CONSULTANTS



4904 Eisenhower Boulevard, Suite 150  
Tampa, FL 33634

Office: 813.888.5800  
Fax: 813.888.5822  
[www.walkerparking.com](http://www.walkerparking.com)

September 18, 2013

Ms. Janice English  
City of Hollywood  
2600 Hollywood Blvd, Room 221  
Hollywood, FL 33020

Re: RFP 4357-13-JE Development of a Parking Master Management Plan

Dear Ms. English and Members of Selection Committee:

A visit to the City of Hollywood is sure to leave an impression on tourists and residents alike, but having difficulty finding parking shouldn't be something that anyone will remember. Yet, parking often creates a lasting impression; sometimes good, sometimes bad. Providing adequate, convenient parking is the first step to creating a good impression.

Walker Parking Consultants is pleased to submit our qualifications to develop a parking master management plan. There are a number of factors that differentiate Walker from the other firms that may be pursuing this opportunity. First and foremost, it's our depth of experience. Our singular focus has driven us to become experts in the field of parking. Our staff has literally written the book on parking planning and design. Our commitment to original research on the subject keeps Walker at the forefront of the industry with creative solutions that are truly ahead of the curve. We're not the jack of all trades; we're the parking specialists with real world experience in parking operations.

More specifically, we have a division within our firm that conducts more than 150 parking study projects annually, many for municipalities. While each project is unique, many include a number of elements relating to parking needs analysis, current and future parking adequacy, market and financial studies, transit-oriented development, parking rate studies, parking operational audits and optimization studies aimed at benchmarking an operation's performance, and options for adding new parking technology to name just a few. To summarize, the type of project described in your RFP is our "bread and butter."

The team that we have assembled for this project consists of senior-level people who have decades of hands-on parking operations and management experience. This hands-on experience is beneficial because it provides the elemental knowledge that allows us to go beyond the simple theories that are studied in the classroom to develop workable solutions that address the challenges of the real world. Our team members also have significant experience with a wide range of parking technologies including smart parking technologies, integrated parking





management and data management systems, parking access and revenue control technologies, and on-street parking technologies to name just a few.

Walker understands the often delicate balance between the interest of the community stakeholders and a desire to enhance a parking operation and potentially improve the bottom line. Parking is more than painting lines on the ground or building concrete boxes for cars, it's a sophisticated business with a variety of solutions to address each scenario. Choosing the right solutions will create the proper balance that makes parking a non-event rather than a bad memory.

Walker is a known service provider to the City of Hollywood. Walker has successfully completed previous parking studies for the City and other clients seeking to develop property within the City. When compared to other firms unfamiliar with the City, Walker represents a depth of local knowledge that eliminates the learning curve some other firms may face.

As your partner, Walker is fully committed to engaging the City to ensure a complete understanding of your projects' goals, requirements and any specific concerns that should be addressed; is dedicated to paying thoughtful attention to the unique factors that have created the community's quality of life; and will unswervingly endeavor to meet or exceed your project requirements.

The undersigned parties, Uday Kirtikar and John Dorsett are authorized to make representations for Walker Parking Consultants.

Sincerely yours,

WALKER PARKING CONSULTANTS

A blue ink signature of Uday A. Kirtikar, consisting of stylized initials followed by a long horizontal line.

Uday A. Kirtikar, PE  
Vice President/Managing Principal  
4904 Eisenhower Blvd, Suite 150  
Tampa, FL 33634  
813-888-5800, extension 1510

A black ink signature of John W. Dorsett, written in a cursive style.

John W. Dorsett, AICP, CPP  
Senior Vice President  
6602 E. 75th Street, Suite 210  
Indianapolis, IN 46250  
317-842-6890, extension 143

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## PROFILE OF PROPOSER



**WALKER**  
PARKING CONSULTANTS



SEPTEMBER 18, 2013

## **PROFILE OF PROPOSER**

- A. Walker is a national parking consulting firm with one international office in Abu Dhabi, UAE.
- B. Walker's Tampa office will lead this project with staff from other Walker offices.
- C. Walker Parking Consultants, Inc. has fifteen offices across the United States with a total of 236 full-time employees.

Parking is something we have studied and analyzed for more than forty-five years. In fact, members of our staff literally wrote the book on parking. Now its third edition, *PARKING STRUCTURES* published by Kluwer Academic Publishers, is considered by many in the industry to be the best resource for information about the planning, design, construction, maintenance and repair of parking structures; and an essential reference resource for owners, builders and designers of parking structures. But we're certainly not resting on our laurels; our staff has also provided professional guidance for ULI, AIA and other organizations' design publications.

Walker's organizational structure optimizes the advantages offered by both centralization and decentralization. Experienced leaders and support staff are located in geographical areas across the United States that serve as our training and research centers, enabling us to efficiently serve our clients across the country. Key staff members with our Consulting Resources Group are located in various Walker offices to effectively assist with local client projects throughout the region. This structure allows us provide you with highly responsive service by fully trained and experienced staff members in order to achieve timely, cost effective and actionable results.

Recognizing the high level of knowledge and experience required by our clients, we have built an industry-leading consulting and study services practice that consists of former parking operator executives and managers, certified planners, professional engineers, and business professionals. Many of them have hands-on parking operations experience with municipalities, airports, hospitals, hotels, restaurants, retail establishments, office buildings, and universities. In a sense, they've walked in your shoes and clearly understand what it takes to efficiently manage a profitable parking operation. This hands-on experience benefits you because it allows us to go beyond the hypothetical and work through the multifaceted issues to develop solutions that address the challenges of the real world.





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Quite simply, Walker is uniquely qualified to assist you with this project. With a corporate resume of more than 3,000 parking studies and 2,500 parking structure designs across the fifty states and in forty-one foreign countries, no other firm can provide the breadth of experience that Walker can demonstrate.

D. Walker has completed the following similar projects within the past two years:

The **City and County of Honolulu, HI** selected Walker to evaluate the City and County parking assets and operations. The City and County control more than 10,000 parking spaces from which fees are collected, including approximately 6,000 spaces located in 11 attended or metered parking garages, 990 spaces located in 8 attended or metered surface parking lots, and 2,940 on-street metered parking spaces. Walker staff performed market-wide inventory and occupancy counts; and reviewed current policies, procedures, agreements, equipment (technology), operations, and pricing for the various asset groups to determine whether the City and County could benefit from implementation of parking industry best practices regarding management of an efficient and profitable municipal parking system. Walker's review of the City and County parking system led to the following recommendations:

1. Create a parking enterprise entity within the City and County
2. Modify parking rates by increasing on and off-street rates; and modify City and County employee parking policy and increase employee parking rates
3. Bundle and renegotiate operator agreements
4. Expand on-street hours of operation – currently enforcing only from 7AM to 6PM, Mon – Sat
5. Enhance technology by upgrading on-street technology to multi-space meters and single-space meters, both of which should have the capability to accept credit cards, automate revenue collection and tighten revenue controls.
6. Obtain control of parking enforcement citations income or a portion thereof, increase citation rates, and/or write more parking citations and increase hours of enforcement.

Walker Staff: John Dorsett, Jon Martens and Philip Baron

Contact: Rae Gee, Planner, City and County of Honolulu, HI

Phone: 808-768-8357





SEPTEMBER 18, 2013

The **City of Omaha Metropolitan Area Planning Agency** selected Walker to prepare a parking management plan for the on-street and off-street municipal parking system located in Downtown Omaha. The parking management plan is intended to provide decision-making information for the City as it considers near and long-term planning decisions. The final report addresses seemingly disparate elements and policies of the parking system in a comprehensive manner because these elements do in fact impact each other; the parking system as a whole; and by extension, the quality of Downtown Omaha as a destination, a place to work, and to live. If there is an overriding theme within the findings and recommendations in each area, it is that a comprehensive approach improves the City's ability to manage its parking assets, which should yield real and tangible benefits to members of the public who spend time Downtown.

Improved customer service for the public and Downtown stakeholders are the goal of changes to the parking system. The good news is that despite the existing challenges, implementation of the recommendations in this report can create very real improvement in the parking system and Downtown. Nonetheless, the fiscal impact of any recommendation is always a consideration, especially in the current economic climate. Reductions in revenue to the City are not expected. Rather, short-term material improvements in the financial performance of the on- and off-street parking are projected to occur through increased meter income and reduce operating expenses.

Walker Staff: John Dorsett, Jon Martens and Philip Baron

Contact: Nick Weander, Assistant Planner, Transportation, MAPA

Phone: 402-444-6866 ext. 219

The **Allentown Parking Authority** selected Walker to analyze the existing parking supply, the existing and future parking demand, and to assist the Authority develop a strategic parking plan to maximize the value of Allentown's parking asset to the citizens of Allentown. The study also assessed the Authority's operational efficiency, ongoing relationship with the City of Allentown, and the financial value of all potential parking opportunities throughout Allentown.

Walker Staff: John Dorsett and Philip Baron

Contact: Tamara Weller, Executive Director, Allentown Parking Authority

Phone: 610-437-3366



SEPTEMBER 18, 2013

The **City of Bloomington, IN** selected Walker Parking Consultants on two separate occasions, 2007 and 2013 to conduct studies of the City's parking operations. The study area consists of approximately 56 city blocks, containing more than 8,200 parking spaces. Walker analyzed in detail, the operations of the public on and off-street parking system. The observations and recommendations the Walker staff made are assisting the city in making more prudent parking operations decisions, making government more efficient, and saving taxpayers' money. Walker utilized a collaborative effort with city officials and community stakeholders to achieve consensus to change to the operation of existing parking facilities, along with improving way-finding and upgrading to parking equipment. The installation of new meters is helping to improve the overall operation of the parking system. The project report provides the city with the data to manage their parking resources and encourage smart growth.

Walker Staff: John Dorsett and Jon Martens

Contact: Susie Johnson, Director, City of Bloomington

Phone: 812-349-3417

The **City of Cincinnati, OH** awarded Walker a five-year consulting services contract. Under that contract, the City asked Walker to conduct an operational audit to improve current on and off-street public parking policies and practices. The motivation of this study was a wave of redevelopment activity in downtown Cincinnati. The explosive growth and development of entertainment, retail, restaurants, and high-rise office towers, coupled with new residential developments, had apparently put a strain on the existing parking supply. The public had a general perception of an overall lack of convenient parking in the downtown core. The observations and recommendations of the Walker staff provided critical information to enable the City to make prudent decisions regarding the overall parking operations. The study recommendations resulted in a number of improvements including higher parking revenues, parking rates that are closer to market rate, the allocation of parking revenue funds to preventative maintenance, a new solar and battery-powered parking meter system that accepts credit cards, and the construction of an additional parking facility in a high growth area of downtown.

Walker Staff: John Dorsett, Jon Martens and Philip Baron

Contact: Robert Schroer, Parking Superintendent, City of Cincinnati

Phone: 513-352-1902





SEPTEMBER 18, 2013

The **City of Valparaiso**, home of the Porter County government center and Valparaiso University, has a vibrant and successful downtown, thanks to progressive improvements to the streetscape, building façades and pedestrian enhancements. The success of the downtown created a need for the City of Valparaiso to develop a comprehensive parking plan to quantify the current and future parking conditions and develop a working plan to effectively manage the public parking both now and in the future. The City selected Walker to conduct a comprehensive parking needs assessment of the existing and future market conditions and provide parking management recommendations. The purpose of the study was to offer the City a clearer understanding of the current and future parking needs along with presenting alternative strategies that will help the City address current and future downtown parking challenges.

Walker's recommendations included:

- Establishing zone-based parking with paid parking in the core and free parking on the periphery
- Implementing a comprehensive wayfinding program
- Upgrading to electronic ticket writers
- Increasing overtime parking fines to the market
- Updating the parking ordinance to eliminate false turnover
- Improving the existing County garage to encourage public use

Walker also reviewed the City's parking ordinance and recommended parking demand ratios for future developments

Walker Staff: John Dorsett and Jon Martens

Contact: Bill Oeding, City Administrator, City of Valparaiso

Phone: 219-462-1161

The **Birmingham Parking Authority** selected Walker to conduct a parking study of current operations and make recommendations to improve the system. Walker completed an update of our market study to determine if additional parking was required; and a market/financial feasibility study necessary to obtain project financing if the project was deemed appropriate.

Walker Staff: John Dorsett

Contact: Lynn Thomas, Executive Director, Birmingham Parking Authority

Phone: 205-321-7040



SEPTEMBER 18, 2013

The **City Santa Monica** selected Walker to conduct an operations study and parking rate review. Given the high volume of vehicles, more than 20 million annually, within the small 8.3 square mile footprint of the City, parking rates should be regularly adjusted to efficiently manage parking demand, make better use of underutilized spaces, fund on-going maintenance, and in some cases, fund new construction. Despite the need to adjust parking rates on a regular basis, the City had been adjusting parking rates very infrequently and inconsistently. The City staff had identified the need for a systematic, transparent and technical method by which to adjust parking rates citywide. Walker recommended a quantitative method to determine the parking rate changes, so the politics of the issue are reduced or eliminated altogether. By utilizing an extensive stakeholder engagement process to communicate model methodology and receive input regarding model parameters, defensible parking rate recommendations were developed allowing the City Council members the peace of mind to approve these changes confident that their constituents were engaged and informed in the process. Depoliticizing the parking rate-setting process enabled the City to make more frequent adjustments to optimize not only the parking system, but the entire transportation system as a whole.

Walker Staff: John Dorsett, Jon Martens and Philip Baron

Contact: Donald Paterson, Assistant Finance Director, City of Santa Monica

Phone: 310-458-8281

- E. Although Walker's involvement in claims and lawsuits is relatively infrequent due to its aggressive quality and risk management efforts, claims and lawsuits involving Walker do occur. Walker carries automobile, general and professional liability, and workers' compensation insurance. There are no judgments against Walker and most claims are settled prior to mediation or litigation.

There is only one outstanding claim against Walker.

200 E. DELAWARE, CHICAGO, IL

Walker along with 200 E. Delaware Condominium Association and JLI Contracting were named in a lawsuit filed by Rosemary Garcia in the Circuit Court of Cook County, Illinois. Walker was retained by the 200 E. Delaware Condominium Association to investigate the deterioration and recommend repairs to the exterior brick stairs (4 steps) that lead to the lower level of the building. The stairs were removed and replaced with cast-in-place concrete. Rosemary Garcia alleges that she was injured on July 14, 2011 as a result of a fall on the stairs. Initial discovery is ongoing.

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## SUMMARY OF PROPOSER'S QUALIFICATIONS



**WALKER**  
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## EXPERIENCE

To address the specific requirements of this project, Walker has assembled a team of experienced professionals with a variety of skills to address all four tasks outlined in the City's RFP. Many of our team members have already worked with the City of Hollywood and are familiar with the community, local codes and practices; allowing the Walker team to begin adding value to your project from the very beginning without a learning curve to ensure the success of your project.

**Uday A. Kirtikar, PE** serves as Vice President and Managing Principal of the Florida office of Walker Parking Consultants and will serve as the Principal-in-Charge of the project team. He has more than forty years of experience with a specific focus on parking planning and design. His entrepreneurial approach to project management frequently influences his projects' performance far beyond the simple application of tools and techniques in order to achieve extraordinary results.

**John W. Dorsett, AICP, CPP**, is a Senior Vice President and Director of Consulting Resources with Walker and will serve as the Technical Principal of the project team. John is a working manager, a planner certified by the American Institute of Certified Planners ("AICP"), and a member of the National Parking Associations' Parking Consultants Council, John is frequently called upon to consult on complex parking and transportation consulting projects.

**Jon R. Martens, AICP, CPP** specializes in planning and operations consulting on a variety of projects and will serve as the Project Manager of the project team. Prior to joining Walker in 2003, Jon spent more than thirteen years in a variety of operations and management positions. In this capacity, Jon was responsible for daily operations, event-parking management, valet management, budgeting and marketing for a variety of parking facilities. This experience is priceless when evaluating the financial feasibility of new parking assets.

**Philip Baron** specializes in planning and financial consulting projects for Walker's private and public clients nationwide and will serve as Financial Analyst on the project team. Philip is experienced in providing advice in a broad range of disciplines including parking system operations, capital planning, multi-year financial planning, rate analysis, methods of financing, and the structuring of various forms of tax-exempt securities. Philip has served as an advisor to public agencies, universities, hospitals and private investment firms involving more than \$1.0 billion in parking-related development.

**Dan Kupferman** directs Walker's Car Park Management Systems Group, focused on researching, analyzing and recommending solutions to parking problems through the implementation of a variety of parking equipment technologies and will serve



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as CPSM Consultant on the project team. With more than twenty years of hands-on parking operations and parking technology he is frequently called upon to serve in the role of CPMS Consultant to take advantage of his wealth of experience.

**Sid Paderna** is an experienced parking analyst specializing in parking studies and PARCS (parking access and revenue control) projects and will support Dan's efforts as CPSM Consultant on the project team. He has more than ten years of experience in managing PARCS projects which involve the planning, design, and preparation of technical specifications and construction documents.

The chart on the following page illustrates the organization of the project team, the individual roles of the team members based on their field of expertise, and their estimated hours of involvement. A detailed breakdown of the estimated hours is provided in the chart accompanying the Summary of the Proposer's Fee Statement in Tab 6.

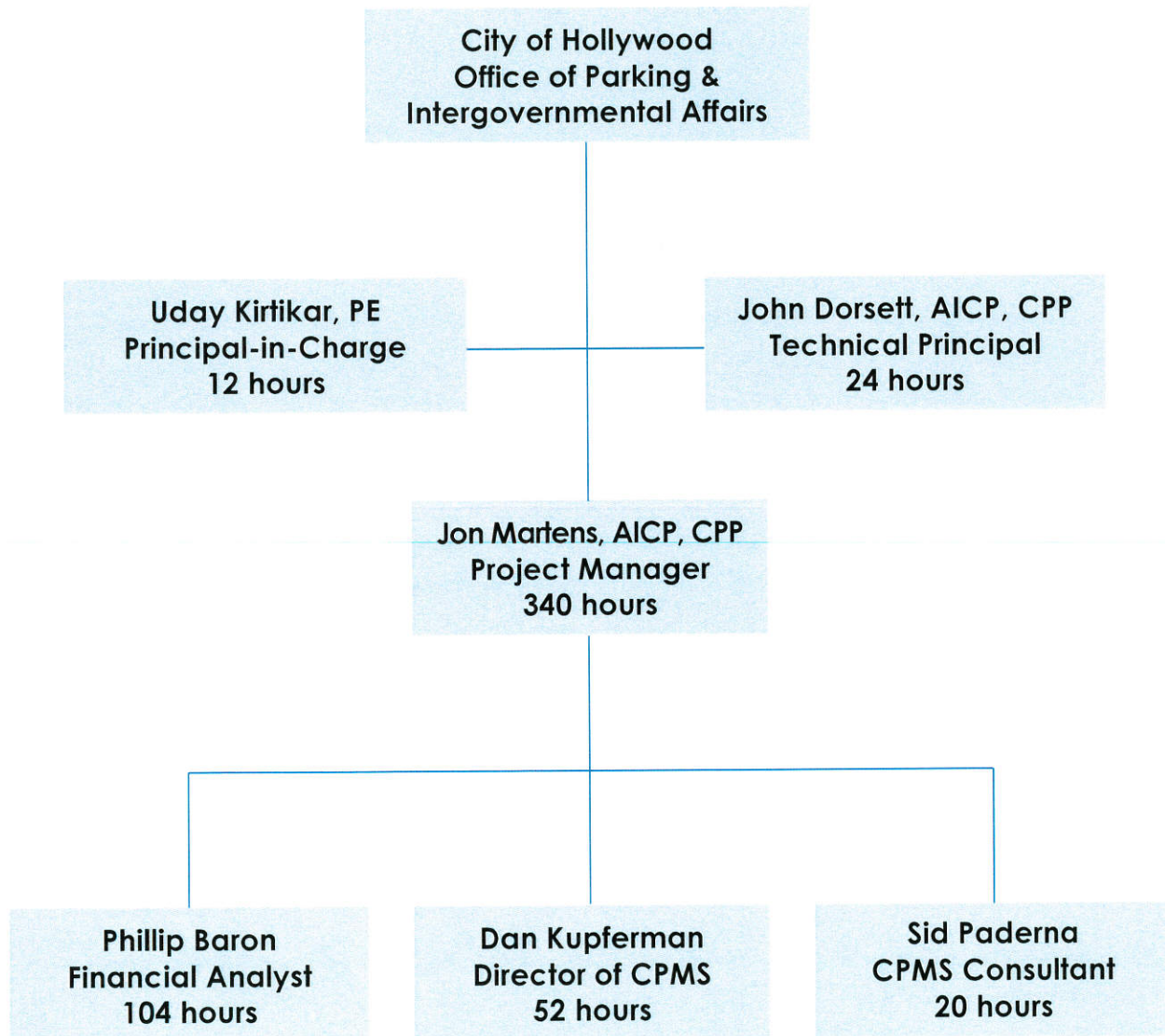
The resumes on the subsequent pages provide the individual experience conducting similar projects and relevant educational background of each of the team members.





SEPTEMBER 18, 2013

## ORGANIZATION CHART



**UDAY A. KIRTIKAR, PE**

VICE PRESIDENT / MANAGING PRINCIPAL

PROJECT ROLE: PRINCIPAL-IN-CHARGE

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Uday Kirtikar serves as Vice President and Managing Principal of the Florida office of Walker Parking Consultants. He has more than forty years of experience in the consulting engineering industry with a specific focus on the planning and design of parking structures. His experience includes project management, master planning, parking consulting, structural engineering, construction administration and the development of performance specifications for traditional design-bid-build and design-build projects.

His entrepreneurial project management approach frequently influences his projects' performance far beyond the simple application of tools and techniques in order to achieve extraordinary results. His ability to assess the multiple user requirements, traffic issues and site restrictions allow him to develop infrastructure solutions that creatively address all the elements of the project.

**Education:**

Master of Business Administration, Western Michigan University

Master of Science in Engineering, University of Michigan

Bachelor of Technology in Civil Engineering, Indian Institute of Technology

**Professional Affiliations:**

Florida Engineering Society

Florida Parking Association

National Society of Professional Engineers

Urban Land Institute

**Registrations:**

Registered Professional Engineer:

Florida #0045006

Alabama #18701

Michigan #21851

Mississippi #12317

**Representative Projects:**

Downtown Apopka  
Apopka, FL  
*Supply/Demand Study,  
Alternatives Analysis*

Boca Center  
Boca Raton, FL  
*Shared Parking Analysis*

Lar-Vitro Development  
Mexico City, Mexico  
*Parking Master Planning,  
Supply/Demand Study  
and Functional Design*

Ocean Center  
Daytona Beach, FL  
*Supply/Demand Study*

University of West Florida,  
Pensacola, FL  
*Campus Master Planning  
Studies*

Hillsborough State College  
Tampa, FL  
*Comprehensive Campus  
Parking Planning*

Downtown Jacksonville  
Jacksonville, FL  
*Parking Master Planning  
Studies*

Palm Beach International  
Airport  
West Palm Beach, FL  
*Parking Master Plan*

Beach Parking and  
Intermodal Study  
Panama City Beach, FL  
*Parking Master Planning,  
Supply/Demand Study  
and Parking Alternatives  
Analysis*



**JOHN DORSETT, AICP, CPP**

SR. VP/DIRECTOR OF CONSULTING RESOURCES GROUP

PROJECT ROLE: TECHNICAL PRINCIPAL

**WALKER**  
PARKING CONSULTANTS

John Dorsett serves as Senior Vice President and Director of Walker's Consulting Resources Group, providing leadership and the necessary resources to successfully deliver more than 150 engagements annually. As a working manager and a planner certified by the American Institute of Certified Planners ("AICP"), John frequently consults on complex parking consulting projects requiring specialized expertise. John's leadership and project consultation is based on his involvement with hundreds of parking study engagements for municipalities, architects, airports, hospitals, universities, developers, and several foreign countries.

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

**Education:**

Master of Business Administration, Butler University

Bachelor of Science, IU Kelley School of Business

**Professional Affiliations:**

National Parking Association

International Parking Institute

Urban Land Institute

**Presentations and Publications:**

John has delivered presentations and been published extensively. His work has appeared in the following periodicals: *Urban Land*, *The Parking Professional*, *Parking*, *Today's Facility Manager*, *Shopping Center Business*, *Health Facilities Management*, and the *Indianapolis Business Journal*.

**Representative Experience:****PRACTICE LEAD:**

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

**MUNICIPAL:**

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

**FINANCIAL:**

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

Conducted financial studies supporting more than \$2 billion in project financing/construction

**UNIVERSITY:**

Performed 25+ university studies including those for the Universities of Florida, Georgia, Florida State and Cal State Fullerton

**PRIVATE DEVELOPMENT:**

Performed 35+ projects featuring mixed-uses, entertainment, convention & meeting room space, lodging, residential, and office

**HOSPITAL:**

Performed 35+ hospital studies

**JON MARTENS, AICP, CPP**

PARKING CONSULTANT

PROJECT ROLE: PROJECT MANAGER/PARKING CONSULTANT

**WALKER**  
PARKING CONSULTANTS

Jon Martens specializes in planning and operations consulting on a variety of projects. His clients include municipalities, private owners, developers, hospitals, airports, colleges, and universities.

As a Parking Consultant, Jon's responsibilities include planning, researching, analyzing and recommending solutions to parking problems through the performance of parking supply/demand, alternatives and site analysis, market and financial feasibility, shared parking and revenue control studies. These studies utilize his ability to investigate, analyze and present findings in a compelling, informative and detailed format.

Prior to joining Walker, Jon spent more than thirteen years in a variety of operations and management positions. Jon's assignments included City Manager for a national parking operator in Indianapolis, Indiana. In this capacity Jon was responsible for the day-to-day operations, budgeting, event-parking management, valet management, and marketing for a variety of parking facilities.

**Education:**

Bachelor of Science, Organizational Leadership and Supervision, Purdue University

**Professional Affiliations:**

American Institute of Certified Planners (AICP)

American Planning Association (APA)

International Parking Institute (IPI)

**Publications and Presentations:**

"A Guide to Managing Your Parking Facility" *Buildings*, June 2008 (co-authored with Bill Frances)

"Operating Costs: How Do You Measure Up?" *PARKING*, July 2006, pp. 25-29 (co-authored with John Dorsett).

"Parking Meters & Enforcement Options" *The Parking Professional*, January 2006, pp. 18-22

"The Art of Maximizing Your Profits: A study of Parking Revenue and Expense" *The Parking Professional*, September 2004, pp. 22-25

**Representative Projects:**

City of Cincinnati  
Cincinnati, OH  
*Supply/Demand Study, Alternatives Analysis, Financial Analysis*

City of Hollywood  
Hollywood, FL  
*Supply/Demand Study Update, Bus Analysis, Site Selection & Analysis*

City of Indianapolis  
Indianapolis, IN  
*P3 Due Diligence*

City of Lakewood Impact Study  
Lakewood, CO  
*Parking Meter Consulting*

City of Noblesville  
Noblesville, IN  
*Supply/Demand Study*

City of Rockville  
Rockville, MD  
*Parking Operator RFP*

City of South Bend CBD Study  
South Bend, IN  
*Supply, Demand and Alternative Analysis*

Downtown Lancaster  
Lancaster, OH  
*Financial Feasibility Study, Supply/Demand and Alternatives*

Jacksonville EDC  
Jacksonville, FL  
*Supply/Demand and Alternatives*



## PHILIP BARON

PARKING CONSULTANT/FINANCIAL ANALYST

PROJECT ROLE: FINANCIAL ANALYST



**WALKER**  
PARKING CONSULTANTS

Philip Baron specializes in planning and financial consulting projects for private and public entities nationwide. In this capacity, Philip is experienced in providing advice in a broad range of disciplines including parking system operations, capital planning, multi-year financial planning, rate analysis, methods of financing, and the structuring of various forms of tax-exempt securities. Philip has served as an advisor to public agencies, universities, hospitals and private investment firms involving more than \$1.0 billion in parking-related development.

In addition to Philip's expertise in financial studies, he has a genuine enthusiasm for working with communities to identify creative planning solutions. He is proficient in communicating technical real estate planning and financing concepts to a wide range of audiences including corporate boards, city councils, community stakeholders, bond rating agencies, underwriting agencies, architects/engineers, and private investors. Philip recognizes that a community needs to be proactive about deciding what their future holds and that the best plans to guide the changes taking place come from the people who truly know the community.

### Education:

Bachelor of Arts, Business Administration, Eli Broad School of Business, Michigan State University

Certified Charrette Facilitator, Knight School of Community Building, University of Miami School of Architecture

### Professional Organizations:

Urban Land Institute

International Parking Institute

National Parking Association

### Publications:

2005. "Parking Facility Economics and Approaches to Financing." In *Parking 101: A Parking Primer*, a publication of the International Parking Institute

### Representative Projects:

Bridgeport Port Authority  
Garage  
Bridgeport, CT  
*Financial Study*

William Blair & Company  
Chicago, IL  
*Market & Financial Analysis  
of Chicago's Downtown  
Parking System*

City of Minneapolis Public  
Parking  
Invesco Real Estate  
Minneapolis, MN  
*Market Feasibility of the  
monetization of the  
Minneapolis Public Parking  
System*

City of Norfolk  
Norfolk Redevelopment  
Agency  
Norfolk, VA  
*Master Planning for  
parking authority revenue  
bond*

City of Pittsburgh  
Pittsburgh, PA  
*Independent Financial  
Analysis in support of a  
potential long-term  
concession with a private  
entity*

City of Sioux Falls  
Sioux Falls, SD  
*Demand, Site Alternatives,  
Market & Financial Analysis*

Fifth Avenue Intermodal  
Garage  
Pittsburgh, PA  
*Market and Feasibility  
Analysis*

**DAN KUPFERMAN, CAPP**

DIRECTOR OF CAR PARK MANAGEMENT SYSTEMS

PROJECT ROLE: CPMS MANAGER

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As Director of Car Park Management Systems, Dan's responsibilities include researching, analyzing and recommending solutions to parking problems through the performance of studies involving technologies such as parking access and revenue control systems (PARCS), parking guidance systems (PGS), parking meters (SSMs), multi-space meters (MSMs), in-car devices, sensors, handheld enforcement units, license plate recognition (LPR) systems, cell phone and internet applications, and permitting systems.

Dan brings more than twenty years of parking operations and parking technology experience to the firm. Prior to joining Walker, Dan was a Business Development Manager with a leading manufacturer of multi-space payment systems. His parking operations and equipment experience includes work with national operators and overseeing significant installations in the Greater Boston area. Dan was one of the first operators in New England to implement Pay-On-Foot and Pay-In-Lane technologies.

**Education:**

Bachelor of Science in Business Administration Eastern Nazarene College

**Professional Affiliations:**

International Parking Institute

National Parking Association

**Publications and Presentations:**

"Audit Control in Gated and On-Street Parking Systems" The Parking Professional, November, 2010

"Multi-Space 101" The Parking Professional, May, 2009

"Why Multi-Space Parking Meters?" Parking Today, February, 2009

"On-Street Parking Technology – Past, Present, and Future"

NEITE Annual Meeting, December, 2009

NEPC Annual Conference, March, 2010

PAC Annual Conference, October, 2011

**Representative Projects:**

BWI Thurgood Marshal International Airport  
Baltimore, MD  
*PARCS design/consulting*

City of Memphis, On-Street Parking Operations  
Memphis, TN  
*Parking Meter Design and Consulting*

Massachusetts Bay Transit Authority (MBTA)  
Boston, MA  
*Operations and RFP Consulting*

Forest City Development - 120 Kingston  
Boston, MA  
*PARCS design/consulting*

Massachusetts Institute of Technology - 610 Memorial  
Boston, MA  
*Operating plan and conceptual layout for new PARCS*

City of Holyoke - Proulx and Suffolk Street Garages  
Holyoke, MA  
*PARCS upgrade recommendations*

Frederick Memorial Hospital  
Frederick, MD  
*PARCS design/consulting and Parking Guidance System recommendations*

New Haven Parking Authority  
New Haven, CT  
*PARCS design/consulting and parking guidance*



## SID PADERNA

PARKING CONSULTANT

PROJECT ROLE: CPSM CONSULTANT



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Sid Paderna is an experienced parking consultant specializing in parking studies and PARCS (parking access and revenue control) projects. He has more than ten years of experience in managing PARCS projects which involve the planning, design, and preparation of technical specifications and construction documents. In addition, Sid researches, analyzes and recommends solutions to parking problems in the areas of entry/exit lane designs, access control, and revenue control systems. His duties also include providing consulting services in parking functional designs, supply/demand analysis and other parking related services.

Through his experience with PARCS and parking consulting, Sid has accumulated expertise and knowledge in a variety of PARCS applications. These include pay on foot, pay by space, pay and display, pay at entry, pay at exit and central cashiering systems.

Sid has worked with this team on projects for private developers, healthcare and municipal clients. He brings his parking technology expertise with a particular understanding of the newest high tech advances in planning and implementing real-time comprehensive parking.

### Education:

Bachelor of Science in Chemical Engineering, University of Santo Tomas, Philippines,

Associate in Applied Science in Computer/Electronics, Heald Institute of Technology, San Francisco, CA

Associate in Applied Science in Network Administration, Heald Institute of Technology, Concord, CA

### Certification:

Microsoft Certified Professional

### Representative Projects:

San Francisco General Hospital  
San Francisco, CA  
*PARCS Assessment*

Valley Medical Center  
Renton, WA  
*Functional & PARCS Consulting*

Denver Health  
Denver, CO  
*PARCS/MSM Design*

University California, San Francisco, Mission Bay  
Block 23 A and 23B  
San Francisco, CA  
*PARCS Design & Implementation*

California State Polytechnic, Pomona  
Pomona, CA  
*Parking Count Control and Signage*

San Francisco International Airport  
San Francisco, CA  
North & South Garages  
*Pay-on-Foot System Study*

Oakland City Center  
Garage  
Oakland, CA  
*PARCS Renovation Study*

City of Alameda  
Alameda, CA  
*MSM Specification*

City of Sausalito  
Sausalito, CA  
*PARCS Study/MSM Design*



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## PROJECT UNDERSTANDING, PROPOSED APPROACH AND METHODOLOGY



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### Organization of Response

Walker has reviewed the City's RFP for this project, including its objectives and the steps or scope of work presented on pages 4-5. Following is a restatement of the project objectives, the City's scope of work, **and in bold blue italicized font**, Walker's proposed approach and specific tasks that Walker will perform that are intended to supplement the City's scope of work. As a point of clarification, Walker will perform all City scope items, plus its own supplemental scope items. These objectives will be specifically highlighted during each step of the project to ensure that they are achieved. Only by keeping the City's objectives in mind, can the project's scope of work be completed in a way that comprehensively addresses the project's objectives. Specific meaning and context are maximized when the objectives are constantly kept in mind.

### PROJECT UNDERSTANDING

The City of Hollywood Office of Parking & Intergovernmental Affairs is seeking a proposal on the development of a Parking Management Plan. This effort shall entail the review of the city's current policies and rates, inventory, operations, and staffing. The review will also include, but is not limited to an evaluation of privatization of all or parts of the system. The plan will provide recommendations to the Office of Parking & Intergovernmental Affairs ("Office") on best practices with regard to policies, operations, rates, and inventory of property, equipment and material.

The Office is responsible for approximately 4,000 public parking spaces in three garages, surface lots and on-street spaces. Parking is enforced 24/7 including holidays. Staffing consists of 16 full time positions and 19 part time workers. Divisions include administration, enforcement, customer service, collections and repair and garage maintenance.

The parking management plan will document existing and future parking market conditions and review the physical condition, operational effectiveness, and the financial performance of city-owned parking facilities, on-street spaces and lots in the downtown and beach. It will also evaluate operations, policies and staffing to recommend areas of improvement if necessary.



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## PROJECT APPROACH AND METHODOLOGY

### **Task 1 - Operations:**

Evaluate parking operations, ordinances, way finding signage, standard operating procedures, inventory, staffing, equipment and maintenance of facilities. Make recommendations on areas needing improvement, if necessary. Review will include:

- a. Current staffing levels.
- b. Operating procedures in each division.
- c. Marketing and way finding signage.
- d. Inventory.

### **Goals, Objectives, and Guiding Principles**

*Walker's overall goal on this portion of the analysis and plan is identifying the goals and objectives of the Office. These goals and objectives will inform every task comprising this study and planning effort and provide focus and prioritization. Once these goals and objectives are identified, we will identify and recommend ways to achieve them. Potential areas of study and recommendation include ways to improve customer service, create operating efficiencies, enhance revenues, reduce cost and adopt best practices employed in other parking systems.*

*The importance of determining goals and objectives that fit the Office is that if done correctly, it can result in an identification of guiding principles which could then be used to establish a vision and mission for the Office. This vision and mission can then be used to guide the Office's daily activities and decision-making.*

*A key element of this task is to elicit feedback from Hollywood administrators, stakeholders, and community leaders regarding their thoughts and values relating to the Office's goals and objectives. Another key element is to make sure that the guiding principles of the Office are consistent with community master plan. Combining input from stakeholders and Walker's experience in developing guiding principles for municipal clients, a draft mission and vision statement may then be crafted, building on those used successfully by other municipal parking and transportation organizations.*





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*The mission, vision, and guiding principles will not satisfy every individual. There will be conflicting priorities and it will be up to the Hollywood administration to prioritize and agree on a final direction. Walker will help identify the pros, cons, and tradeoffs of various guiding principles and will submit for Hollywood's consideration, a set of guiding principles, and mission and vision statements for the Office.*

*Some examples of guiding principles that we have been used previously include the following:*

- Parking facilities should serve the needs of the downtown but not dictate downtown land-use decisions.*
- Surface parking lots should be heavily landscaped and located at downtown edges.*
- Customers should have access to the most convenient parking spaces in support of economic development goals.*
- Structured parking is expensive to build and occupies prime real estate. Therefore, construction of structured parking should be delayed as long as possible. When built, parking structures should be designed to enhance the architectural character of the community and should incorporate retail or public uses at street level.*

#### Review of Staffing

*Walker will conduct a staffing review of the Office and other Hollywood departments to the extent that these other departments have a role in parking-related functions. We will obtain and review job descriptions of staff assigned to carry out parking-related functions, and based on first-hand commercial parking operations experience and experience with other parking systems, judge whether staffing levels are appropriate for the volumes of required parking-related management activities. In some cases, we may be recommending additional staff and in other cases, staff reassignments and/or reductions. Automation of revenue collection and the use of technology to improve effectiveness and reduce costs will be considered. We will also seek out ways to meet customer service goals and to improve operational efficiencies. Privatization will be considered.*



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Review of Parking Element of Zoning Ordinance and Operating Policies, Procedures, and Practices

Walker will review the parking element of Hollywood's zoning ordinance and perform the following tasks:

1. Examine existing zoning regulations that impact parking, including parking minimums based on uses.
  - a. Review parking element of existing zoning ordinance and recommend changes.
  - b. Recommend potential additions to the parking element of the existing zoning ordinance.
  - c. Consider parking minimums and maximums, shared parking provisions, parking geometrics, landscaping requirements, and payments in lieu of parking
2. Compare Hollywood zoning that impacts parking to a minimum of three other similar municipalities. Include parking maximums and other progressive zoning models and codes for parking.
3. Recommend best practices for parking regulations incorporated in zoning regulations and potential changes to the zoning. Project impact of any recommended changes to parking resources.

Walker will review and comment on operating policies, procedures, and practices associated with the parking operation including the parking element of the Hollywood zoning ordinance, parking rates, parking regulations, revenue collection, revenue controls, parking enforcement, daily and structural maintenance. Comments will be aimed at supporting the established goals and objectives. To identify opportunities, the following checklist will be used:

1. Condition of Facility Issues

- ☒ Lighting Upgrades – Can lighting systems be upgraded to conserve on energy costs? What is the cost of a new lighting system and what is the payback?
- ☒ Condition of Assets – Is the condition of parking facilities excellent, good, fair, or poor? Are facilities being properly cared for? Are facilities being adequately maintained to preserve the asset and the ongoing revenue





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*stream associated with this asset? How much should be budgeted and spent to responsibly prolong the life of a facility?*

- ☒ *Efficiency of Layout – Was facility designed to maximize the use of available real estate by providing the maximum parking capacity? Can facility be restriped and/or reconfigured to cost effectively gain additional spaces?*
- ☒ *Risk Management – What liabilities exist that could be eliminated or better managed, including compliance with ADAAG, trip and falls, structural issues, etc.?*
- ☒ *Parking Access and Revenue Control Equipment – What is the age and condition of the equipment and is it time for a replacement? What is cost/benefit?*

## **2. On-Street and Off-Street Issues**

- ☒ *Parking Meters – Are existing meters performing properly and providing useful data? Should new meters be installed in locations that do not have meters?*
- ☒ *Automation of Parking Enforcement – Are parking citations hand written and issued manually or is this process automated?*
- ☒ *Time Limits – Are these set appropriately to encourage the desired turnover?*
- ☒ *Parking Enforcement Staffing – Is parking enforcement productivity meeting industry standards? Is staffing sufficient to keep pace with violations?*
- ☒ *Increasing Parking Citations Fines – Are fines appropriate? Should fines be modified? Can citation fees escalate with time or quantity?*
- ☒ *Collection Rate – Do collection rates meet industry standards?*
- ☒ *Booting vs. Towing – Can a self-release boot be implemented to reduce towing fees and increase revenues?*
- ☒ *Valet Issues – Are there opportunities for valet transaction space fees?*
- ☒ *Neighborhood Residential Parking Permits – Can neighborhood permit parking areas increase parking revenue?*
- ☒ *Operating Expenses – Are operating expenses aligned with industry standards? What opportunities exist for better cost controls?*



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- ☒ *Automation of Revenue Collection – Is exit cashiering used to collect revenues? Could this be automated and if so, what cost savings could be expected? Is it necessary to offset some labor cost savings in cashiering by increasing security?*
- ☒ *Reserved Parking – Do facilities have spaces that are reserved for the exclusive use of certain groups or individuals? Are premium rates charged for reserved spaces? Can the number of reserved spaces be eliminated or reduced? Are ADA requirements being met? Can parking area divisions be simplified (larger areas operate more efficiently than multiple small areas).*
- ☒ *Advertising Income – Do opportunities exist for advertising in elevator cabs, lobbies, backs of tickets, or the interior or exterior façade? What about naming rights?*
- ☒ *Other Income Streams – If the facility does not operate 24/7, are there opportunities to serve other users when currently not open? Are there opportunities to sell parking through online channels to attract additional monthly, transient and special event parkers?*
- ☒ *Operating Expenses – Are operating expenses aligned with industry standards? What opportunities exist for better cost controls?*
- ☒ *Are physical tickets necessary? Or can credit card in/out be used?*
- ☒ *Modifying Parking Rates – Are rates priced at market? Is the entire rate schedule priced at market? Are there opportunities to increase semester, monthly, short-term, event, weekend, evening, or early bird rates? Can the number of rate bands be reduced to achieve the maximum rate quicker? Do on- and off-street pricing strategies work together?*
- ☒ *Revenue Controls – Are revenue control practices and procedures consistent with industry best practices? Are poor revenue controls having a negative impact on revenues? Are grace periods too long or too short? What are “poor revenue controls”? (Apron operations, manual calculations of ticket times and values, manual fee computers, inadequate ticket & cashier reports, infrequent cash drop practices, irregular deposit practices, infrequent meter collection resulting in jams, etc.)*





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### **Marketing and Wayfinding Signage**

*This part of the plan includes the following:*

- 1. Review and comment on the parking element of Hollywood's website and printed parking-related materials.*
- 2. Identification and discussion of best practices that other cities use to market their parking systems.*
- 3. Review of existing wayfinding signage relating to the downtown Hollywood parking system.*
- 4. Comments and recommendations regarding parking signage messaging and placement.*

### **Inventory Review and Condition Assessment**

*Conduct walk-through visual inspection of all parking garages for a cursory review of the existing conditions. Document and verify typical conditions such as concrete spalling and cracking, joint deterioration, and signs of water leakage with notes and photographs. Review existing conditions to identify near term and longer term capital expenditures required to maintain parking assets at industry standards, including age of existing equipment. Identify any additional tests that may be necessary to determine condition of parking assets, and provide relevant costs associated with such assessments. Develop a capital expenditure budget by location and by category of expense based on the limited information collected. Prepare a report that assesses parking asset condition and identifies areas of required future investment including estimated capital expenditures (annual and in total) necessary to repair and maintain parking assets to industry standards, including assumptions used.*

### **Task 2 – Financial Conditions and Rate Review**

Assess rates, permits and financial obligations. Provide comparison with similar coastal cities. Make recommendations as to any adjustments in rates, permit structure, or funding mechanisms.

- a. Review existing leases and contractual obligations.
- b. Evaluate feasibility of privatization of system in its entirety and by function.



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- c. Evaluate rates and fees and compare with industry standards or similar city pricing.
- d. Analyze permits to determine appropriate zones and rates.
- e. Evaluate use of handicap placards and their impact upon revenues.

### **Financial Sustainability Study**

*The study shall include the following program items and options, the result of which will be used by policy makers for decision-making purposes:*

- 1. Survey of market and comparable city parking rates and recommendations regarding future rate increases, including consideration of demand-based pricing strategies.*
- 2. Analysis of current and future supply and demand for parking in downtown Madison, including public and private; identify current and future needs on a macro level for purposes of informing policy decision-making and preparing parking system financial projections*
- 3. Analysis of parking trends and needs in the context of anticipated future/planned development in the downtown area and existing surrounding transportation conditions*
- 4. Inventory of the various types of business models for public parking operations throughout the country*
- 5. Best approaches for financing capital costs, including construction costs and other financing models of parking structures, statewide and nationally*
- 6. Assessment of the feasibility of continuing to finance Hollywood's parking system from its own revenues using the existing business model*
- 7. Cost and operational options for using alternative business models to operate and finance its operation*
- 8. A review of Hollywood's existing parking rate and parking citations fine structure, evaluate parking fees and charges, and develop pricing strategies to support current and future operations of the Office, including demand-based pricing*
- 9. Opportunities to utilize technological advancements to increase efficiencies*





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- 10. Future capital cost needs*
- 11. Future operational cost needs*
- 12. New parking meter locations and potential of future meter revenue*
- 13. Unproductive existing meter locations and potential savings of removing these meters*
- 14. Analysis of alternative time limits on parking meters*
- 15. Special event rate alternatives*
- 16. Alternative uses for unused parking space*
- 17. Enforcement and citation options*
- 18. Proposed monthly and lease parking strategies*
- 19. Possible partnerships with private and public entities*
- 20. Possible strategies for residential parking permits*

*Analyze current business model and develop a ten-year analysis of what would likely happen if the City maintains the current business model. Develop a list of options that would increase revenues and/or reduce costs to maintain the Office's financial sustainability. Develop an implementation strategy based on study recommendations. Action items will have a specific timeline to start and complete, a responsible party, estimated cost, and potential funding mechanism identified. The items will be ranked in priority order.*

*Prepare a ten-year financial model and pro forma operating statement, using MS Excel. Include operating revenues, operating expenses, and Hollywood parking system debt service. Include potential future parking rate increases and known adjustments to parking supply and demand. Model a scenario that includes no future parking rate increases and another scenario that includes future parking rate increases.*

Task 3 - Parking Management Plan:

Plan should include recommendations on potential rate changes including hourly rate, permit fees, and fine structure necessary to maintain a financially sustainable parking system. Plan should also include a description of any revenue impacts





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recommended policy changes may have on the system. The plan should also make suggestions on future inventory and provide options for funding if expansion needed. Vendor shall conduct a workshop with stakeholders to review plan and then present the final plan to the city commission.

***Tasks 1 and 2 will inform Task 3, the development of a parking management plan. This plan will be focused on meeting the goals, objectives, mission and vision statements, and guiding principles established in Task 1 with an eye toward long-term financial sustainability.***

Task 4 – Procurement of an Integrated Data Management System:

Develop specifications for a Request for Proposal for a data management system that will include e-permitting; citation management; enforcement including handhelds and license plate recognition systems; collections; e-business; appeals; and enforcement of payment options including: pay-by-plate, pay-by-phone, e-permits. Task will include evaluation of proposals.

***Car Park Management Systems division focuses on state-of-the art and emerging parking technology. This group monitors and analyzes virtually all parking equipment and technology, including but not limited to:***

- ***Parking Access and Revenue Control Systems (PARCS)***
- ***Parking Meters (SSMs, MSMs, P&D, PDS, PDP)***
- ***Pay-by-Cell***
- ***Sensors***
- ***License Plate Recognition***
- ***Handheld Enforcement***
- ***Citation Management***
- ***Collection***
- ***Permitting Systems***
- ***Electronic Payments***
- ***Electric Vehicle Charging (EVC) Stations***



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- *Robotic Garages*
- *Automated Parking Guidance Systems (APGS)*
- *Cell Phone/Internet Applications*
- *Cloud Computing*
- *Parking Reservation Systems*
- *Event Parking*

*We routinely meet with various equipment manufacturers, system integrators, management companies and operators, inviting them to deliver presentations to our consultants. Moreover, we regularly attend industry conferences and trade shows to keep abreast of the latest capabilities. Our staff have also presented at national and international conferences. These efforts -- combined with the daily conversations of our staff located in 15 U.S. offices and employed on 1,000+ annual parking projects -- help keep us on the cutting edge of parking technology.*

*Our plan for this element of the work is to perform the following:*

- 1. Assess the current operating methodology*
- 2. Develop a conceptual operating plan to streamline and enhance the operation*
- 3. Draft a Request for Proposal and performance specification that facilitates the use of the most effective, efficient systems and technologies*
- 4. Develop lists of qualified equipment vendors and suppliers capable of providing, servicing and operating the required equipment*
- 5. Issue a bid document and solicit bids for the new equipment*
- 6. Answer questions from equipment vendors with regard to the approved performance specification document*
- 7. Review proposals submitted by vendors and answer questions from Hollywood with regard to each proposal*
- 8. Assist in evaluating each submittal as Hollywood's parking consultant*





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### Scope of Services for Procurement of Integrated Data Management System

#### *Phase One – Operations Assessment*

1. *Visit the site and meet with Hollywood to review/discuss project requirements and parameters including but not limited to the following:*
  - a. *Review current operation and gain an understanding of the scope and breadth of existing data management system and services offered*
  - b. *Discuss what works well and what challenges, abuses and/or functional and operational shortcomings may exist within the current system*
  - c. *Discuss levels of control required for various user groups (e.g. hourly, daily, long-term and employee parking) in parking garages, parking lots and on-street*
  - d. *Discuss any equipment, enforcement, payment, collections and permitting issues that currently exist;*
  - e. *Discuss reporting capabilities needed from a new system;*
  - f. *Prioritize system features in terms of relative importance;*
  - g. *Review requirements for system administrative management, future expansion, etc.;*
  - h. *Establish project goals and objectives for the system; and*
  - i. *Discuss implementation schedule and identify constraints.*
2. *Use data provided by Hollywood to calibrate existing baseline performance, also determine performance for desired system configuration.*
3. *Obtain from Hollywood any available AutoCAD drawings that are pertinent to the functional design of the existing entrance and exit plaza areas of off-street parking facilities.*
4. *Develop a functional operating plan overview (in concert with Hollywood) for inclusion in the performance specification document.*





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### *Phase Two – RFP and Integrated Data Management System Specification*

- 1. Integrate the agreed upon operating methodology into a Request for Proposal (RFP) document that includes a performance specification document for use in soliciting bids for an Integrated Parking Data Management System. Hollywood will provide front-end and contractor requirement section of the RFP and carry out administration of the RFP*
- 2. Develop a technical performance specification for the PARCS, parking meter and enforcement hardware and software required to support the approved Integrated Data Management System (all required “front end” contractual requirements provided and completed by Hollywood).*
- 3. Where appropriate, develop a drawing set that contains both existing and proposed parking equipment layouts to ensure the equipment procured conforms to proper design practices.*
- 4. Obtain feedback from Hollywood on the draft RFP and specification document and finalize both documents.*
- 5. Prepare and submit a list of qualified parking equipment vendors and service providers to Hollywood for review and approval.*
- 6. Assist Hollywood with the issuance of or issue the RFP and performance specification to the approved list of qualified equipment vendors.*
- 7. Develop a probable cost estimate for the specified equipment. Cost estimate will be based upon the performance specification and used by Hollywood for budget purposes.*

### *Phase Three - Bidding and Document Review*

- 1. Assist Hollywood in organizing an on-site pre-proposal conference and walk-through in accordance with the guidelines established in the RFP.*
- 2. Field questions from vendors and prepare answers and submit addendums as appropriate.*
- 3. Upon receipt of vendor proposals, answer questions from Hollywood with regard to each submittal.*
- 4. Review proposals for technical accuracy and compliance with the RFP and performance specification.*



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5. *Develop a written comparison of submittals and ranking matrix form for Hollywood review and comment.*
6. *Assist Hollywood in determining which proposal best meets their requirements.*
7. *If applicable, schedule oral presentations for short-listed finalists.*

#### *Phase Four - Installation Consulting*

1. *Make recommendations on the operational testing of the installation for conformance with specifications.*
2. *Perform one site visit to test equipment, prepare a project "punch list" and recommend acceptance upon satisfactory conclusion of the test.*
3. *Recommend a substantial completion date and warranty start date.*

#### *Additional Services*

*As a full-service parking consulting firm that is the leading and largest firm in its field, Walker offers the following additional services as possible add alternates to this proposal:*

- *Americans with Disabilities Act Accessibility Guidelines consulting*
- *Automated parking guidance system design, specifications, and procurement assistance, including preparing the request for proposals*
- *Building façade and building restoration engineering*
- *Financial feasibility studies used to underwrite parking facility financing*
- *Parking access and revenue control system design, specifications, and procurement assistance, including preparing request for proposals, for both on- and off-street parking assets, including smart parking meters and vehicle sensors utilized with demand-based pricing*
- *Parking facility design and restoration engineering*
- *Parking operational audits and revenue control studies*



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- *Procurement assistance related to contracting with a commercial parking operator including the preparation of a parking operator request for proposals, evaluation of proposals, and assistance with evaluating proposals*
- *Public/private partnership consulting*
- *Signage and wayfinding design*
- *Traffic and transportation studies including traffic impact analyses, transportation master planning, and shuttle bus analyses*
- *Valet parking analysis and planning*



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## SUMMARY OF PROPOSER'S FEE STATEMENT



**WALKER**  
PARKING CONSULTANTS



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### **SUMMARY OF PROPOSER'S FEE STATEMENT**

Walker Parking Consultants agrees to perform all four tasks listed in Hollywood's RFP, plus Walker's supplementary scope items included herein for a lump sum fee of \$88,480. This fee includes all project-related expenses including travel, per diem expenses, photocopying, telephone lines, other incidental expenses, etc. A breakdown of Walker's fee by task and assigned personnel is shown in the table on the following page.

If additional work is required beyond the scope of this contract, for any professional time, Walker would bill on an hourly fee basis in accordance with the hourly rates shown in the following table. Billed travel time would not exceed four hours for any man trip that Walker is requested to make. Travel costs would be billed at actual cost.

# DEVELOPMENT OF A PARKING MASTER MANAGEMENT PLAN

REQUEST FOR PROPOSAL – RFP NO.: 4357-13-JE



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Description of Tasks and Subtasks	Title, Name of Staff Member, and "All-In" Hourly Billing Rate					Subtotal
	Principal	Project Mgr/ Consultant	Financial Analyst	Director of CPMS	CPMS Consultant	
	Kirtikar / Dorsett	Martens	Baron	Kupferman	Paderna	
	\$ 250.00	\$ 150.00	\$ 150.00	\$ 190.00	\$ 150.00	
<u>Task 1: Operations</u>						
Meetings	4	8	-	-	-	12
Data Collection	-	24	-	-	-	24
Analysis	8	75	-	24	-	107
Subtotal	12	107	-	24	-	143
	\$ 3,000	\$ 16,050	\$ -	\$ 4,560	\$ -	\$ 23,610
<u>Task 2: Financial Conditions and Rate Review</u>						
Meetings	4	8	-	-	-	12
Data Collection	-	8	16	-	-	24
Analysis	2	40	80	-	-	122
Subtotal	6	56	96	-	-	158
	\$ 1,500	\$ 8,400	\$ 14,400	\$ -	\$ -	\$ 24,300
<u>Task 3: Parking Management Plan</u>						
Plan Preparation	16	40	8	4	-	68
	\$ 4,000	\$ 6,000	\$ 1,200	\$ 760	\$ -	\$ 11,960
<u>Task 4: Procurement of an Integrated Data Management System</u>						
Meetings	-	32	-	8	-	40
Study, Design, and RFP	-	65	-	16	20	101
Process Management	2	40	-	-	-	42
Subtotal	2	137	-	24	20	183
	\$ 500	\$ 20,550	\$ -	\$ 4,560	\$ 3,000	\$ 28,610
GRAND TOTAL - HRS.	36	340	104	52	20	552
GRAND TOTAL - \$	\$ 9,000	\$ 51,000	\$ 15,600	\$ 9,880	\$ 3,000	\$ 88,480



## PROJECT TIME SCHEDULE



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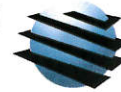
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## PROJECT TIME SCHEDULE

Work can begin within one week of receiving an executed agreement. A draft report regarding Tasks 1: Operations, Task 2: Financial Conditions and Rate Review, and Task 3: Parking Management Plan can be delivered within 90 days of project commencement. We suggest a 30-day allowance for owner review of draft plan and finalization of plan.

Task Description	1 <sup>st</sup> Month				2 <sup>nd</sup> Month				3 <sup>rd</sup> Month			
Task 1: Operation												
Kick-off Meeting	X											
Data Collection	X	X										
Analysis		X	X	X	X							
Task 2: Financial Conditions and Rate Review												
Meeting						X						
Data Collection		X	X	X	X							
Analysis				X	X	X	X	X	X			
Task 3: Parking Management Plan												
Meeting									X			
Plan Preparation			X	X	X	X	X	X	X	X	X	X





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Task 4: Procurement of an Integrated Data Management System is dependent on the completion of the first three tasks. Therefore, we envision beginning work in earnest on this task in Month 4 and reaching substantial completion within 150 days.

Task Description	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	9 <sup>th</sup>
Task 4: Procurement of an Integration Parking Management System						
Meeting and Site Visit	X					
Analysis	X	X				
Develop Operating Plan		X	X			
Prepare RFP & Cost Estimate			X			
RFP Release & Bid Response			X	X	X	X
Bid Review & Analysis					X	X
Negotiate Contract/Mfg.					X	X
Installation & Testing						X

Total run time for all four tasks is estimated to be 8.5 months.

Five total meetings have been budgeted. This includes a project kick-off meeting, a progress meeting at the conclusion of Task 1, a presentation of the parking management plan, a kick-off meeting for Task 4 and a meeting and field visit to review the installation of the integrated data management system.

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## ADDENDA, HOLD HARMLESS AND DISCLOSURE OF CONFLICT OF INTEREST FORMS



**WALKER**  
PARKING CONSULTANTS





# City of Hollywood, Florida

C

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: Walker Parking Consultants/Engineers, Inc.

BIDDER'S SIGNATURE



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



 <p><b>Submit Proposals To:</b>  City of Hollywood  2600 Hollywood Boulevard  Hollywood, Florida 33020  Office of City Clerk, Room 221</p>	<p><b>CITY OF HOLLYWOOD, FLORIDA</b></p> <p><b>REQUEST FOR PROPOSALS</b></p> <p><b>PROPOSER ACKNOWLEDGMENT</b></p>
<p><b>RFP Title: Development of a Parking Master/Management Plan</b></p> <p><b>RFP No.: 4357-13-JE</b></p> <p>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.</p>	<p>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.</p> <p>Procurement Services Contact: Janice English or Vitali Toptchenko or Joel Wasserman or his designee.</p> <p>Telephone No.: (954) 954-921-3345 or (954) 921-3553</p>

### 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.

<b>Proposer's Name:</b> Walker Parking Consultants/Engineers, Inc.	<b>Fed. ID No. or SS Number</b> 38-1782774
<b>Complete Mailing Address:</b> 4904 Eisenhower Blvd, Suite 150 Tampa, FL 33634	<b>Telephone No.:</b> 813-888-5800 <b>Fax No.:</b> 813-888-5822
<b>Do You Have a Permanent Office Located in the City of Hollywood?</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>E-Mail Address:</b> uday.kirtikar@walkerparking.com
<b>Indicate type of organization below:</b> Corporation <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Individual <input type="checkbox"/> Other	

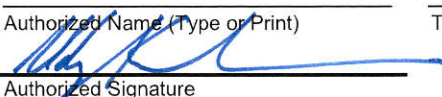
**ATTENTION: FAILURE TO SIGN (PREFERABLY IN BLUE INK) OR COMPLETE ALL RFP SUBMITTAL FORMS AND FAILURE TO SUBMIT ALL PAGES OF THE RFP DOCUMENT AND ANY ADDENDUMS ISSUED MAY RENDER YOUR RFP NON-RESPONSIVE.**

### 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 ☒      Uday A. Kirtikar, PE      Vice President/Managing Principal      September 18, 2013

Authorized Name (Type or Print)      Title      Date

      Authorized Signature

## J. ADA COMPLIANCE

Persons with disabilities who require reasonable accommodation to participate in City programs and/or services may call the Equal Opportunity Manager, Office of Human Resources and Risk Management at (954) 921-3218 (voice). If an individual is hearing or speech impaired, please call Florida Relay Service 1-800-955-8771.

## K. PUBLIC ENTITY CRIMES

"A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list."

### HOLD HARMLESS AND INDEMNITY CLAUSE:

Walker Parking Consultants/Engineers, Inc

Uday A. Kirtikar, PE

**(Company Name and Authorized Signature, Print Name),**

the contractor shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.

Walker Parking Consultants/Engineers, Inc

Uday A. Kirtikar, PE

**(Company Name and Authorized Signature, Print Name),**

further certifies that it will meet all insurance requirements of the City of Hollywood and agrees to produce valid, timely certificates of coverage.

The City reserves the right to require any other insurance coverage it deems necessary depending upon the exposures.

## L. DECLARATION

The aforementioned, as Proposer (herein used in the masculine singular, irrespective of actual gender and number) declares, under oath that no other person has any interest in this Proposal or in any resulting agreement to which this Proposal pertains, that this Proposal is not made with connection or arrangement with any other persons and without collusion or fraud.

The Proposer further declares that he has complied in every respect with all the instructions to Proposers, that he has read all addenda, if any, issued prior to the opening of Proposals, and that he has satisfied himself fully relative to all matters and conditions with respect to the general conditions of the agreement and all relevant information to which this proposal pertains.

## M. DISCLOSURE OF CONFLICT OF INTEREST

Vendor shall disclose below, to the best of his or her knowledge, any City of Hollywood officer or employee, or any relative of any such officer or employee as defined in Section 112.3135, Florida Statutes, who is an officer, partner, director or proprietor of, or has a material interest in the vendor's business or its parent company, any subsidiary, or affiliated company, whether such City official or employee is in a position to influence this procurement or not.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City of Hollywood Purchasing Ordinance.**

Name	Relationship
_____	_____
_____	_____

In the event the vendor does not indicate any name, the City shall interpret this to mean that no such relationship exists.