CITY OF BLOOMINGTON

PARKING COMMISSION

City of Bloomington Parking Commission Work Session Packet

Tuesday, October 10, 2017

Packet Related Material

1. Meeting Agenda
2. Memo from Jim Blickensdorf
3. City of Bloomington Parking Study RFP Responses
4. Financial Report Draft #1 – Metered Parking

Next Meeting: October 24th, 2017 Hooker Room #245 5:30 PM

CITY OF BLOOMINGTON

PARKING COMMISSION

MEETING AGENDA

October 10, 2017, 5:30 PM
Dunlap Room #235, City Hall

I. Call to Order

II. Reports from Commissioners & City Officers

III. Public Comment

IV. Discussions of Topics Not the Subject of Resolutions

   A. Adopting changes to the Financial Report - Executive Summary*

V. Resolutions for First Reading and Discussion—None

VI. Resolutions for Second Reading and Discussion — None

VII. Member Announcements

VIII. Adjournment

Next Meeting: October 24, 2017, 5:30 PM, Hooker Room #245

*Action Requested/Public comment prior to any vote, limited to five minutes per speaker.

Auxiliary aids for people with disabilities are available upon request with advance notice.
Please call **(812) 349-3429** or e-mail human.rights@bloomington.in.gov.

CITY OF BLOOMINGTON

PARKING COMMISSION

MEMO

From: Jim Blickensdorf, Chairperson, Parking Commission
To: Parking Commissions
Date: October 1, 2017
Re: **Packet Material for the October 2017 Work Session**

Parking Study

Scott Robinson has released the responses to the City's parking study RFP. The proposals are included in this package for reference. Comments submitted by Commissioners have been forwarded to the Planning and Transportation department.

IV. A. Financial Report – Executive Summary

The current draft of the financial report is #3. I'm attaching the relevant sections of the financial report draft #2. There is currently no difference between the summary sections of draft #1, #2, or #3.

Commissioners should submit any changes to the document in the form of a written amendments for discussion at the October regular meeting.

Changes to Meeting Dates

Beginning January of 2018, the Commission will meet on Thursdays in the Hooker Room. As a reminder, **November's and December's meeting has been move to MCPL Room 1C.**

Parking Commission Meeting Schedule & Preliminary Agenda Items

October 1

Deadline for Written Comments on Executive Summary, if not attending Work Session

October 10 Work Session:

Executive Summary

October 15 Comment Deadline

Deadline for Written Comments on policy points 6, 8 (marketing)
Deadline for amendments to policy points 3 and 4*
Final Draft of the Financial Report Issued

October 24 Regular Meeting – meeting will likely be 3 hours

Meeting: Adopt Final Financial Report
Amend and vote to adopt points 3, and 4;
Discuss points 6, 8 (marketing)

November 5 Comment Deadline

Deadline for Written Comments on policy points 7, 8 (alternate modes), 9, 10
Deadline for amendments to policy points 6 and 8*
Final Draft of the Financial Report Issued

November 9, 9:15 AM

Staff Liaison meeting at Crumble Bakery

OND Executive Committee Meeting – November 14, 4:30 PM

MCPL Room 1C, (Monroe County Public Library)

November Regular Meeting – November 14 5:30 PM, MCPL Room 1C

Amend and vote to adopt points 3,4, and parts of 8;
Discuss 7,8 (alternate modes, TDM), 9,10

December 2 Comment Deadline

Deadline for amendments to 7, 9, 8 10

December Regular Meeting – December 12 5:30 PM, **Location TBA**

Adopt amendments to 7,8, 10
Vote on forwarding the recommendation to Council (***PKG Resolution 17-04***)
Cocktail reception at Grazie, following meeting

* Amendments may be proposed at the meeting; however, submitting written amendments by this date will ensure that your comments and amendments will be included in the packet. Please submit all amendments to the Financial Plan and policy document in writing.

No Work Sessions in November or December.

The November meeting has been moved to MCPL Room 1C.

# # #

A Financial Report on the City's Parking System

City of Bloomington
Parking Commission

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Executive Summary

The City of Bloomington's Parking Commission prepared this report on financial status of the City's parking system in consultation with the Office of the Mayor, the City Controller, the Department of Planning and Transportation, the City Legal department, and the Office of the City Clerk.

Financial data was provided by the Deputy City Controller, and all tables included in this report have been derived from the Controller's ledgers. The Department of Public Works and the Office of the City Clerk provided additional data on garage operations and citations. The Commission sourced information from Council packets, minutes of the Redevelopment Commission and the Board of Public Works, and reports available on the City's website. This report focuses on Fiscal Year 2016 with analysis presented in five chapters: an introduction to the Commission and methodology used for the compilation of this report; a look at the system's overall financial status; and detailed analysis of the Garages & Lots, Metered Parking, and Neighborhood Zone systems.

Considering the value of land devoted to on-street parking, the cost of meter technology, and the replacement value of the parking garage structures, the City has over $50 million in parking assets under management. This estimate does not include the value of land apportioned to on-street Neighborhood Zone parking. In Fiscal 2016, the parking system generated $3.63 million in program revenue – a total of $4.9 million when the value of citations and TIF monies contributed by the Redevelopment Commission (RDC) are included. Total revenue was equivalent to 4.4% of the City's projected revenue[1].

Analysis of historical data revealed that in FY2011 the City subsidized the overall parking system by $2.5 million. By FY2016, surplus revenue from Metered Parking, TIF fund contributions and citation revenues contributed to the significant improvement in the overall financial health of the parking system, resulting in a $1.56 million surplus.

The system, not including citations or contributions from the TIF fund produced a FY2016 surplus of $284,411;.However, not all of the individual parking programs produced a surplus. The Metered Parking system posted a surplus; Garages and Lots and the Neighborhood Zone systems operated at a shortfall.

Garages and Lots

Garages and Lots expenses outpaced revenues by $261,000. The total cost per garage space was $1,114, while average permit revenue only amounted to $608 per space. The Garages and Lots system was subsidized by

[1] <http://transparency.tylertech.com/bloomington/Pages/default.aspx>

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monies from the TIF fund which are preferentially allocated to the garage lease payments during the term of the leases. In 2016, $662,700 was paid from the TIF fund to pay the garage lease payments.

Walker Parking Consultants noted in their 2012 report that garage rates did not provide enough revenue to recover costs of ownership and operation[2]. No changes to monthly garage permit rates have been brought to the Common Council since 2010.

The cash balance of the Parking Facilities account at the end of FY2016 was $2.242 million.

Metered Parking

The Council established 1539 on-street metered spaces and 179 "Free Two Free" parking spaces in the downtown business district. In spite of the parking meter's substantial monthly communications contract and credit card processing fess, the system generated an operational surplus of $618,000.

Key Metered Parking metrics included:

- $1441 of revenue per metered space[3];
- $27.72 average revenue per week per metered space[4];
- 38.5% usage rate[5]
- $249 of citation revenue per metered space[6];
- $23.94 of citation revenue per enforcement labor hour;[7]
- $29.74 cost per enforcement labor hour—25% more than citation revenue per hour;[8]
- Citation rate equivalent to 17.3% of hourly revenue.

Personnel costs engaged in the enforcement of Metered Parking and Neighborhood Zones exceeded the revenue generated by citations – this is true when comparing the costs per hour or the aggregate amounts of personnel cost and citation revenue. The commission examined the staffing costs related to enforcement, the

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[2] Walker Parking Consultants. Parking Operations Plan for the City of Bloomington. December, 2012., p.32.

[3] Hourly revenue divided by the 1539 metered spaces.

[4] Hourly revenue divided by number of metered spaces divided by 52 weeks.

$27.72 in average revenue per week divided by $72 maximum revenue.

[6] Rate calculations based on 1539 metered spaces. 1496 Meters were in service in December 2016.

[7] 8 FTEs were tasked to Metered Parking enforcement. Calculation assumes 2000 hours per year, per enforcement officer.

[8] Rate derived from the Neighborhood Zone system. Actual cost is likely less, due to seniority of Neighborhood Zone officers.

Draft

type and frequency of citations, and the rate at which citations escalated from $20 to $40. The break-even citation cost was calculated to be $24.06 per citation. It can be demonstrated that every $5 increase in the base citation rate has the potential to generate $149,644 in revenue for the City, assuming no change in transient parker behavior; however, an increase in the base citation cost may increase compliance with the prevailing system, thereby decreasing overall citation revenue.[9]

Revenue from citations issued in the Metered Parking system and in the City's surface lots were deposited in the City's General Fund. This portion of citation revenue amounted to $383,108. When revenue from citations was considered with program revenue, Metered Parking generated more than a $1 million surplus after all expenses in the Parking Meter Fund. The specific uses for monies in this fund are enumerated in Bloomington Municipal Code (BMC) §15.40.015. This program balance of the Metered Parking system will increase by an additional $225,000 in the first quarter of 2018, after the parking meter lease has been fully satisfied.

At the end of FY2016, the cash balance of the Parking Meter Fund was $1.608 million.

Neighborhood Zones

Expenditures from the Common Council's Sidewalk Fund were embedded in the Neighborhood Zone fund also designated as the Alternate Transportation Fund. In 2016, the City transferred $500,000 from a capital account into the Neighborhood Zone account for use by the Common Council's Sidewalk Committee. Council designated and directed these funds to be used for capital improvements to sidewalks and intersections and spent $400,496 of the $500,000 on capital improvements. The unspent balance of $99,504 remained in the Neighborhood Zone account, and the parking system was a beneficiary of the remainder.

In Neighborhood Zones, program expense exceeded revenue by $73,071. Citation rate was 170% of program revenue. The Neighborhood Zones system generates $131,000 from the sale of permits, with a majority of revenue derived from the sale of all-zone commercial permits. Parking Enforcement officers wrote $224,700 in citations in Neighborhood zones. The high ratio of citation to program revenue implies that neighborhood zones are not being used solely by compliant residents of the zone and that a more detailed review of the use of the public right-of-way for resident parking in neighborhood zones is required.

The cash balance of the Neighborhood Zone fund at the end of FY2016 was $996,865.

[9] D. Shoup. *The High Cost of Free Parking*. (American Planning Association, 2011), p. 486-489.

Draft

Overall Picture

The operational cash flow of the entire parking system was $284,412; the total program balance which included TIF money, revenue from citations, and capital funds unspent by the Council's Sidewalk Committee was $1.66 million.

The total cash balance at the end of the 2016 fiscal year in all City parking accounts was $4.85 million.

The commission is required by Ordinance 16-22 to submit "an annual report of its activities and programs to the Mayor and Council by October of each year." While this report does not constitute the complete, annual report of the Commission, the Chair intended to present relevant facts not available in any other forum or report for review and careful consideration by the Administration and Common Council before the adoption of budgets for FY2018. It was not the intent of the Chair or Commission to act as an arbiter of how City departments spent parking-related funds, and the Commission makes no policy recommendations as part of this report.

Draft

Submittal Form

The undersigned declares that the Proposal submitted in response to the Downtown Area Parking Study Request for Proposals (RFP) advertised on September 1, 2017 is, in all respects, an accurate and true representation of the Individual's/Firm's/Project Team's Experience and Qualifications. The undersigned further acknowledges that the Proposal submitted is absent any collusion with an employee/official of the City of Bloomington. The undersigned acknowledges they reviewed and are familiar with the City of Bloomington RFP documents issued on September 1, 2017, and they acknowledge their responsibility for checking the City website for any addenda to this RFP and incorporating or responding to information presented in such addenda as necessary.

If any omissions, erasures, and/or alterations (collectively "modifications") are required to be made to the Proposal Documents, the undersigned acknowledges that they have carefully examined the modifications to the Proposal Documents submitted by the Individual or Firm, and have approved all such modifications. If said modifications are handwritten, the modifications must be initialed. The undersigned further acknowledges that the individual initialing any such modifications has authorization to do so on behalf of the Individual, Firm, or Team.

Individual/Primary Firm Name:

Walker Parking Consultants

Firm Representative Name:

John W. Dorsett, AICP, CPP

Authorized Signature: John W Dorsett

Title: Senior Vice President

Date: 09-25-17

Address:

6602 E 75th Street, Suite 210

City: Indianapolis State: IN Zip: 46250

E-Mail: john.dorsett@walkerparking.com

Telephone: 317.842.6890

WALKER
PARKING CONSULTANTS

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Indianapolis, IN 46250
Voice: 317.842.6890
www.walkerparking.com

September 25, 2017

Terri Porter, Director
City of Bloomington
Planning & Transportation
401 N. Morton St, Suite 130.
Bloomington, IN 47404

Dear Terri:

Walker Parking Consultants is pleased to submit this proposal for professional services relating to the referenced RFP. Our submittal offers the following advantages to the City of Bloomington:

- Our **reputation as the leading and largest** parking consulting firm carries gravitas and helps the city implement change. We are **qualified to provide all of the services requested** by the city as we have performed **countless numbers of similar** projects. In its 52-year history, Walker has successfully delivered on more than 2,600 parking structure designs, 3,700 parking facility restoration engineering projects, and 7,800 parking consulting and study services projects.
- **Character, Integrity, Reputation, Judgment, Experience, and Efficiency:** Walker's goal is to provide a high quality service and to become the "consultant of choice" for all of our clients. Walker's high percentage of repeat business (90%) is proof of our ability to meet and exceed your expectations. We strongly encourage you to contact our references to find out more about our past performance, reliability, technical expertise, and philosophy toward parking planning and sustainability. By selecting Walker, the city can rest assured that its needs will be met.
- **Capacity**: The team members assigned to this project are available to devote their attention to your project. All of the Walker personnel assigned to this project have short-term assignments that are scheduled to end within the next 30 days. Beyond 30 days, schedules are essentially "wide open." We are **flexible, easy to work with**, and we are **eager to accommodate the requests of the city**, regardless of the time frame. We provide knowledgeable and competent professional services in a **customer-friendly** manner.
- **Team Experience and Local Knowledge:** There is nothing more important to the success of your project than the people and the expertise that they bring to the table. Walker has assigned experts to your project that actually performed the work for the cities listed within this proposal. Our team members have worked together as a team on dozens of successful projects across the nation. This makes your life easy. We host a seamless team that will walk you through the process and do all the heavy lifting for you. We bring broad parking planning experience, coupled with soft skills, technical knowledge regarding parking policies and procedures, and intimate knowledge regarding the capabilities, pros, cons, and costs of a variety of parking technologies used in support of paid parking and enforcement programs.
- **Customized and Workable End Product:** Walker will not be providing you a "one mile wide – one inch deep" document with fluff and little substance that will end up on a bookshelf. We will customize a detailed parking strategy that is realistic and can be implemented. We have a thorough understanding of parking. The fact is parking is a necessity that is not going away any time soon. Americans love their cars and want to drive to their next destination! Our goal is to promote a "park one time and walk" philosophy, shared parking, and on-street parking turnover, in support of optimizing available resources, supporting economic development, and the financial sustainability of the local business community. Walker will tailor a study that works for the City and can leverage the authority of Walker's name and credibility to support its initiatives.
- **Accuracy of Results:** The data we collect and the analyses we perform will be a significant component of the parking management study. The study must be accurate and reliable. We have performed several hundred municipal parking and mobility studies across the nation. Walker's experienced and seasoned judgment from many similar studies will ensure a quality product.

Our goal is to provide a quality service and product that conforms to your requirements and specific needs; anything less is unacceptable. The entire Walker team is committed and available to provide the services listed in this response. We remain available to answer questions regarding our submittal and look forward to hearing from the City of Bloomington.

Sincerely,

John W Dorsett

John W. Dorsett, AICP, CPP
Senior Vice President
john.dorsett@walkerparking.com

Project Team and Structure
Team Members

Walker team members will perform all tasks in house and will not utilize a subconsultant:

JOHN W. DORSETT, AICP, CPP
SENIOR VICE PRESIDENT / PROJECT MANAGER — INDIANAPOLIS, IN

As Senior Vice President and Director of Consulting Resources, John guides a parking consulting and study services group responsible for leadership in functional design, operations consulting, planning and financial studies, and parking access and revenue control systems consulting and design. He provides leadership and the necessary resources to successfully deliver 250+ engagements annually. He will be the project manager, responsible for day to day coordination of team activities. Availability: 50%

DAVID M. GARZA
STAKEHOLDER LEAD / ASSISTANT PROJECT MANAGER — INDIANAPOLIS, IN

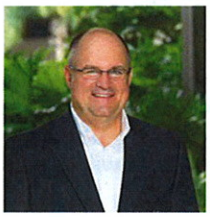
David is an Analyst in Walker's Consulting Resource Group and is located out of the Indianapolis office. David specializes in parking planning, supply/ demand studies, shared parking analysis, and financial modeling. His project work has supported a range of clients including municipalities. David has recently completed parking studies with the City of Dublin, OH, Grandview Heights, OH, the City of Williamsburg, VA, and Uptown Charlotte, NC. Availability: 75%

DAN KUPFERMAN, CAPP
DIRECTOR OF CAR PARK MANAGEMENT SYSTEMS — BOSTON, MA

Dan has over 20 years of experience in parking operations and parking technology. Dan's responsibilities include researching, analyzing and recommending operational solutions to parking problems involving technologies such as parking access and revenue control systems, multi-space meters, parking meters, license plate recognition systems, sensors, handheld enforcement units, parking guidance systems, cell phone and internet applications and permitting systems. Dan presents and publishes regularly and is frequently featured in the Parking Professional Magazine's "Ask the Experts" column. Availability: 40%

MICHAEL CONNOR
SENIOR PARKING CONSULTANT — BOSTON, MA

Michael has over 25 years experience in transportation and parking planning from both public and private sectors. He has managed multi-disciplanry consulting efforts and smaller community-based and sponsoried planning initiatives with a particular focus on the relationship of land use activity, trip mode, walkability, and market conditions. Availability: 60%



JIM CORBETT, CAPP
PARKING CONSULTANT — TAMPA, FL

Jim is an innovative parking executive with 20 years of successful parking operation leadership and fiscal governance. Jim joined Walker after a ten-year career as the Parking Division Manager with the City of Tampa. He has specialized experience managing municipal and private parking assets, sustainable operation goals, new revenue opportunities, and financial accountability while enhancing community and consumer satisfaction. Availability: 60%

JON R. MARTENS, AICP, CAPP
PARKING CONSULTANT — INDIANAPOLIS, IN

Jon specializes in Car Park Management Systems (CPMS) and planning studies and he has over 20 years of experience in planning, management, and operations. Since joining Walker in 2003, Jon has led the successful completion of over 150 parking study engagements on a variety of projects.

Availability: 50%

Project Team and Structure
Relevant Information

EXPERIENCE

Walker has produced key industry research, including the important update to the Urban Land Institute's landmark Shared Parking study. Our research keeps us at the leading edge of creative parking solutions for our clients. No matter what questions our clients come up with about their parking system, we have someone within our staff who can help. Walker's team members are active in the professional organizations that train the rest of the industry. In particular, we have several consultants on the Parking Consultants Council. This group interprets policy for the entire parking industry, and provides publications that guide other consultants on issues ranging from right-sizing to revenue to parking system management to efficient design guidelines. As an organization that invests in research and staff development, Walker has developed expertise in all areas of parking, including both planning (shared parking, financing), design (automated garages, circulation), restoration, and operations (equipment, management).

Within just the last 5 years, Walker has completed more than 280 municipalities and 77 universities/colleges studies on a variety of parking issues. Walker has completed a number of studies that investigated and provided specific recommendations regarding parking and transportation related interactions between cities and resident colleges and universities, which are commonly referred to as "Town and Gown" issues. Tasks performed include public engagement and education processes, data collection, data analysis, disruptive technology analysis, key implmentation benchmarks/assessments/ benefit-cost, and multimodial transportation planning.

ON TIME AND WITHIN BUDGET

Performing on time and within budget is a given at Walker. Our project management and delivery are based on the tripod of quality, budget and schedule, with quality the first among equals. We perform quality assurance though written Standard Operating Procedures, planning guidelines and checklists. We perform project quality control through advisory meetings and in-house Peer Reviews. We apply the lessons learned on thousands of previous projects to every new project.

With our clients, we control project budgets by carefully developing a written scope of work and mutually agreeing on a lump sum fee. We include not only everything that our client tells us about the project, but based on our experience, issues and items that the client may not have considered. A lump sum contract protects the City against cost overruns and there are no surprises. We control the schedule by careful planning, involving senior staff and past experience. We then monitor management and delivery progress using a proven project review system that tracks both the actual schedule and budget against the plan so that we can make course corrections effectively.

The right experience will help the consultant cost effectively provide the right information to the City by allowing it to focus on critical tasks, relying on previous similar projects, and not "reinventing the wheel" when it is not required. Inexperienced firms will struggle with this and it will show in the quality of their work. They will be forced to spend time on things that an experienced will already know about and this time will detract from the time available to spend on other more important matters.

Walker has established an effective communication system to ensure needed information is transmitted, received, logged and acted upon in a timely manner. Communications between Walker and the City of Bloomington will be in the forms of Telephone Communication - Followed up by "Project Memorandum" of all essential conversations, Project Memorandum, Letters, Reports, Meeting Minutes, and E-mail. ParkNet, our Intranet, includes best practices, data collection and survey tools, standard drawing details, specifications, and project planning tools to help with internal communications and resource sharing. It's a repository of the decades of our unmatched experience that we bring to bear on every project as we scope, plan, manage and deliver it.

TEAM CAPABILITY

The uniqueness of each project requires the proper mix of personnel from our firm. We have assessed the projected workload for each of the team members assigned to this project to make sure that they will have the appropriate amount of time in which to properly address your project requirements.

Because of the size of our group, we have the ability to respond to unforeseen and unfortunate events such as serious illness or accident that may remove key personnel from this project. If that occurs, we will be able to replace that team member with a person of equal or greater expertise, skills, and experience. This will minimize the downtime that would occur and allow your project and Walker Parking Consultants to remain on schedule. In all cases, our approach is to schedule team members that will remain with their project from beginning to end.

CLARITY OF ACCOUNTABILITY

Walker's project organizational structure and accountability approach has been successfully used on thousands of other projects. The accountability for this project rests with this project team and the team is led by our project manager, John Dorsett.
John Dorsett is a Senior Vice President and the Director of Consulting Resources at Walker and has proven to deliver quality projects, on-time, and within budget.

The Project Manager is responsible for assuring that services provided by the Project Team meet the requirements of the project contract. This will be accomplished by making periodic checks during the various phases of the project to assure proper coordination between the specialists. The specialists' ability to respond to project needs, capability to supply information in a timely manner, and responsiveness to project schedule will all be evaluated by the Project Manager. Corrective measures will be taken if necessary assuring that all phases of the project are within budget and on schedule.

Relevant Project Experience

Borough of State College, Pennsylvania

Comprehensive Planning Study
Project Manager: John Dorsett

The Borough of State College study area consisted of a 46 block area that has unique demand days during Penn State Football games and a large concentration of entertainment and bar areas that cater to Penn State students. Walker completed an inventory and analysis of current parking supply with projections for future parking conditions, identification of parking shortages based on future projects, strategies for improvments for their current internal parking system, and alternatives to reduce the strain on areas where future projects indicate a shortage in parking, and financing options for construction of new parking facilities in the future for projected shortages.

Outcome:

The Borough has continued to use Walker's comprehensive plan and recommendations to support the development strategy outlined in the Master Plan. The parking operations utilize the latest technologies and equipment. The borough continues to adapt to the changing completion of parking demands as new development is added.

Reference: Thomas Fountaine | Borough Manager
Tfountaine@statecollegepa.us | 814.287.4700

City of Williamsburg, Virginia

Comprehensive Parking Needs Assessment
Project Manager: John Dorsett | Analyst: David Garza

Williamsburg has continued to encourage new development in character of the original town. Walker developed a parking Master Plan that met the needs of visitors, merchants, employees, residents, the Colonial Williamsburg Foundation, and the College of William and Mary. Walker's analysis focused on opportunities to improve the efficiency and effectiveness of the existing parking/ transit options without investing significant capital and taking advantage of services already available in the community.

Outcome:

Walker's observations and ten-year projections suggest that adequate parking is available downtown, but may not be perceived as convenient for some users. Opportunities were identified to increase capacity, including surface lot reconfiguration and expansion and multi-story parking structures. Walker recommended to pursue surface lot options, holding off on a parking structure, and focusing on parking management strategies that can address parking challenges, if implemented effectively.

Reference: Carolyn Murphy, AICP | Director of Planning
cmurphy@williamsburgva.gov | 757.220.6132

City of Westfield, Indiana

Comprehensive Parking Needs Assessment
Project Manager: John Dorsett

Westfield is a rapidly growing community where officials are planning a major revitalization of the city's downtown. Grand Park is a substiantial and newly constructed 400-acre sports campus with a projection of 1,513,870 daily visitations. Walker determined the adequacy of the parking capacity today and in the future to provide options to the city to better plan and manage its parking resources.

Outcome:

In addition to measuring the overall parking supply and occupancy, potential shared-use opportunities were identified and incorporated into our analysis. Current and future conditions were projected. Alternatives analysis builds upon the knowledge from the first phase and solutions for mitigating current and future parking issues are developed and ranked using a weighted-value matrix created with the client. The final selection of the preferred alternative will reflect community parking-related values.

Reference: Teresa Skelton | President of Downtown Westfield Association
teresa.otis.skelton@gmail.com | # 317.508.3392

Relevant Project Experience

Downtown Valparaiso, Indiana

Comprehensive Parking Needs Assessment
Project Manager: John Dorsett | Parking Specialist: Jon Martens

The City of Valparaiso went through a series of successful improvements which created a need for a comprehensive parking plan to quantify the current and future parking conditions to effectively manage public parking.

Walker offered the City a clear understanding of the current and future parking needs along with presenting alternative strategies that will help the city address parking challenges downtown. Walker also reviewed the City's parking ordinance and recommended parking demand ratios for future developments.

Outcome:

Walker was able to quantify and localize current and future demands associated with the planned developments and provided the City with a tool box of recommendations to effectively manage the parking supply now and in the future.

Reference: Bill Oeding | City Administrator
boeding@valpo.us | # 219.462.1161

City of Michigan City, Indiana

Comprehensive Parking Needs Assessment and Master Plan
Project Advisor: John Dorsett | Project Manager: Jon Martens

Parking plays a key role in continuing redevelopment efforts and ensuring public parking is sufficient, easy to locate, and available for the appropriate users. The City of Michigan City engaged Walker to address the continued and planned redevelopment activities within the Uptown Arts District.

Walker evaluated the potential impact of several redevelopment options and their impact on parking. Walker provided parking planning and operating strategies that embody the philosophy of managing public resources in a way that supports community well-being, connection, and a growing sense of place.

Outcome:

Walker recommended an action plan that outlined existing parking needs and various planned and proposed developments that will impact parking in and around the study area. Action items were broken down into short term, mid-term, and long-term.

Reference: Craig Phillips | Planning Director
cphillips@emichigancity.com | # 219.873.1419

Downtown Noblesville, Indiana

Comprehensive Planning Study
Project Manager: Jon Martens

Downtown Noblesville experiences high parking demand on a daily basis. In order to maintain an vibrant and growing community, the City of Noblesville asked Walker to evaluate parking needs within the downtown area.

Walker developed a plan to improve the current parking conditions and provide clarity and direction in regards to future development and management of existing future parking resources in downtown Noblesville. Walker evaluated seven potential sites that could accommodate a parking structure and evaluated the existing surface lots for efficiency improvements. Walker also established Short-, Mid-, and Long-Term plans of action for the City.

Outcome:

The city is implementing the recommendations developed by the Parking Taskforce and Walker and they have a clear plan to help the city as it continues to grow.

Reference: John Beery | City Engineer
jbeery@noblesville.in.us | # 317.776.6330

Project Approach

The City of Bloomington parking study should build on previous parking study efforts and the recent work of the newly-created Parking Commission, and address future proposed development projects in the downtown. Consistent with the City's RFP, our approach includes attention to the following project elements:

- Startup meetings, consensus building among the various stakeholders, and data collection.
- An evaluation of the current parking system, including the identification of areas where parking surpluses and deficits occur. Also included is a projection of future demand based on known development.
- An assessment of existing City parking policies and practices, including parking ratios required within the Unified Development Ordinance, parking rates, parking citations rates, parking time limits, the use of parking technologies, enforcement practices, and suggestions for more effective parking management.
- An assessment of the condition of the City's parking assets and recommendations for the care and upkeep of these assets.
- A financial plan that details how recommended improvements, whether these be technology upgrades, additional parking supply, or policy changes, be funded.

Our approach is to maximize the utility of existing parking assets and recommend that additional parking be built only as a last resort. We understand that additional parking may not address Bloomington's parking issues. Walker has a history of developing parking plans that exclude recommendations to build more parking. For example, this was the case for the City of Middleton, Wisconsin. Although the client proposed the construction of a parking structure prior to Walker's study, we presented study findings to city officials, residents and stakeholders that the new structure was unnecessary and that more desirable alternatives should be pursued, including an improved parking management plan. Instead, we suggested that the city channel resources into cost effective and sustainable use of existing parking spaces and improved parking management practices. By accepting Walker's recommendations, the city saved millions of dollars, leaving these funds available for other priorities. Subsequent to our initial work which included the recommendation to not build more parking, the city has re-engaged our firm on two additional occasions.

This project will be led by John Dorsett, AICP, and senior vice president of Walker. John, a lifelong Hoosier with knowledge and familiarity of Bloomington, brings 27 years of parking consulting experience to this project and this experience includes similar work with dozens of other cities. John will be supported by dozens of other Walker consultants, including those specializing in parking technology, parking policies, and parking operations. Walker will manage this project out of its Indianapolis office.

STAKEHOLDER MEETINGS

Our team will base recommendations on a thorough understanding of what stakeholders envision for the downtown. What do people value? How can their values be expressed in the built environment? From a community standpoint, stakeholders need to feel that their fingerprints can be found in the resulting plan. From an administrative standpoint, the plan needs to have sufficient buy-in so that downtown leaders can feel confident that the conclusions from the stakeholder process will gain the political support required for implementation. A successful stakeholder outreach program must both inform and gather input.

TASK I – PARKING NEEDS ANALYSIS

OBJECTIVE: Before an effective parking plan can be formulated, a clear understanding of current and future parking conditions in the City study area is required.

Some of the questions that need to be resolved include:

- What is the parking supply and demand?
- Is there a surplus or deficit?
- What will parking conditions be like in the future and how might autonomous vehicles impact parking demand?
- Is additional parking required? If so, how much and when might the parking be needed?
- Who needs additional parking?

1. Obtain and review land use data within the study area, provided in terms of square footage by land-use type (i.e. retail, restaurant, hotel, office, etc.)
2. Update parking inventories of on- and off-street parking within the study area. Inventories will include space counts, rates, and restrictions.
3. Conduct parking occupancy counts of parking in the study area. Counts will be performed during peak morning, afternoon, and evening hours during two representative weeks.
4. Project future parking needs associated with proposed developments and occupancy of now-vacant space.
5. Determine the surplus or shortfall within the area under current and future conditions, and create tabular and graphic illustrations of the parking system adequacy.

TASK II: REVIEW OF PARKING POLICIES AND PRACTICES

OBJECTIVE: A review of parking policies and practices includes an objective look at the rules that govern parking and the activities that the City employs to enforce these rules. The overall objective of this task is to provide a professional outsider's perspective with the aim to help the City make its parking system the best it can be. To succeed at meeting this objective, we consider stakeholder input, historical policies and practices, the character of the city, and the City's organizational structure with respect to its parking operation, and develop a parking management plan that represents opportunities for improvements. This task is intended to answer a myriad of questions regarding parking policies and practices, including the following:

- Are parking rates working effectively?
- What should the relationship be between on- and off-street parking rates?
- Is the city's Unified Development Ordinance supporting economic development and protecting property owner rights? Is it minimizing waste and promoting sustainability?
- Is the City committing enough staffing resources to address its parking needs?
- Are parking citations rates achieving their intended purpose?
- Is the City writing an appropriate number of tickets in support of its overall objectives?
- Are parking enforcement days and hours supportive of the needs of the community?
- Are parking spaces turning over at desirable rates?
- Are there effective strategies in place to keep long-term parking patrons out of short-term spaces?
- Is technology being used effectively in support of customer service? Are there technologies that could be cost effectively employed to provide patrons with additional and more convenient options? If so, what are these?
- Are current organizational structures effectively supporting the City's parking assets?
- How can the City's parking operation be the best it can be?

1. Obtain and review city parking policies, practices, and ordinances relating to parking.
2. Identify and gather parking policies, practices, and the parking element of zoning ordinances of up to six other cities for purposes of benchmarking.
3. Review and if appropriate, recommend changes to the City's organizational structure and the staffing associated with its parking assets.
4. Review and comment on parking rates, time restrictions or lack thereof, and enforcement hours.
5. Review existing parking equipment and recommend upgrades where necessary.
6. Draft a policy statement regarding the relationship between on- and off-street parking.
7. Recommend modifications to the parking element of the City's zoning ordinance that align with its comprehensive plan and parking plan.
8. Review and comment on existing parking signage and identify opportunities for improvement.
9. Identify potential customer-service enhancements

"In our fifteen-year history, Renaissance Group, Inc. has never hired a consulting firm which more accurately and thoroughly accomplished the proposed objectives."

Renaissance Group, Inc.
Cedar Rapids, Iowa

"In every one of the projects that we have worked with Walker Parking Consultants they have provided an extremely professional product in each and every instance. Walker has presented many of their projects to the Ft. Lauderdale Mayor and City Commission and has received noteworthy praise from the City Commission as well as from the City Management on the accuracy and professionalism of their delivered product. We in the Parking Operation are very pleased with Walker's services."

D. Douglas Gottshell
Parking and Central Services Manager,
City of Ft. Lauderdale

TASK III –FINANCIAL PLAN

Objective: A financial plan anticipates the market demand, operating revenues, operating expenses, and debt service for a proposed parking project and/or parking system, including expansions to existing facilities, new facilities, technology upgrades, and other potential expenditures aimed at improving parking conditions. It is tailored to help guide the decisions that must be made to promote a financially sustainable parking system.

1. Project annual operating expenses for the City's parking assets over a five-year period, including but not limited to the following: direct labor and fringe benefits; utilities; supplies; daily maintenance; and structural maintenance.
2. Identify capital costs that are essential to support recommendations.
3. Research comparable market parking rates and recommend a rate structure for City-owned parking assets. Recommendation will be based on meeting the City's goals relative to promoting the use of alternative transportation modes and sustainability.
4. Based on the needs assessment findings and the recommended rate structure, project the annual net operating income of the City's parking assets for a five-year period.

PUBLIC PARTICIPATION AND EDUCATION PLAN

Our methodology for community participation is guided by two principles. First, a good study that is not accepted by stakeholders is of no use. In this age of actively-involved citizenry and stakeholders, citizen and other stakeholder participation and "buy in," the study process is not only the right thing to do, it is crucial in order to accomplish results.

Our experience is that parking is an emotional issue. For the public, we believe that many parking policy solutions are counterintuitive and that many popular policies result in unintended consequences. We therefore embark on a process to educate the public in tandem with the public educating us. We take pride in the results that we have achieved by deepening the public's understanding of the issues and the solutions.

REPORT PREPARATION

1. Prepare and email draft report and plan documenting existing and future conditions, findings, and recommendations associated with each task.
2. Prepare and email final report. Final report will address City comments pertaining to the draft report.

MEETINGS

1. Kick-off meeting with City staff to plan stakeholder/public participation process and dates.
2. Stakeholder meetings with downtown business owners, employers, residents, Parking Commission, Chamber of Commerce, Downtown Bloomington Inc., Monroe County, Monroe County Public Library, Indiana University, and City staff.
3. Interim presentation of findings and draft recommendations.
4. One (1) final presentation of the final study and plan.
5. Teleconferences as needed, to supplement face-to-face meetings.

Schedule and Fee

SCHEDULE

Walker can complete the parking plan within ninety (120) days of a signed contract. Specifically, Walker will provide draft and final reports within a 12-week run time. Several meetings are envisioned including those to elicit input and buy-in from the community. Teleconferences are also envisioned as appropriate.

Proposed Project Schedule	Oct	November					December				Jan	
	22-28	29-4	5-11	12-18	19-25	26-2	3-9	10-16	17-23	24-30	31-6	7-13
Kick-Off Meeting	X											
Stakeholder Meetings			X									
Field Data Collection												
Task 1: Needs Analysis												
Task 2: Parking Policy and Practices Review												
Interim Presentation							X					
Draft Report Submittal												
City Review of Draft Report												
Task 3: Parking Financial Plan												
Final Report Submitted												
Final Presentation												X

PROJECT FEE

Walker agrees to perform all scope items as described in the RFP document. Walker proposes a lump-sum, not-to-exceed fee of $51,500. The lump sum fee protects the City of Bloomington from any cost overrun.

	TOTAL
Task 1: Needs Analysis	$15,000
Task 2: Parking Policy and Practices Review	$24,000
Task 3: Parking Financial Plan	$12,000
Estimated Expenses	$500
TOTAL	$51,500

Submittal Form

The undersigned declares that the Proposal submitted in response to the Downtown Area Parking Study Request for Proposals (RFP) advertised on September 1, 2017 is, in all respects, an accurate and true representation of the Individual's/Firm's/Project Team's Experience and Qualifications. The undersigned further acknowledges that the Proposal submitted is absent any collusion with an employee/official of the City of Bloomington. The undersigned acknowledges they reviewed and are familiar with the City of Bloomington RFP documents issued on September 1, 2017, and they acknowledge their responsibility for checking the City website for any addenda to this RFP and incorporating or responding to information presented in such addenda as necessary.

If any omissions, erasures, and/or alterations (collectively "modifications") are required to be made to the Proposal Documents, the undersigned acknowledges that they have carefully examined the modifications to the Proposal Documents submitted by the Individual or Firm, and have approved all such modifications. If said modifications are handwritten, the modifications must be initialed. The undersigned further acknowledges that the individual initialing any such modifications has authorization to do so on behalf of the Individual, Firm, or Team.

Individual/Primary Firm Name:

DESMAN, Inc.

Firm Representative Name:

DESMAN, Inc.

Authorized Signature: Gerald Salzman

Title: Associate Vice President

Date: 9/19/17

Address:

20 N Clark, 4th Floor

City: Chicago State: IL Zip: 60438

E-Mail: gsalzman@desman.com

Telephone: 312.263.8400

DESMAN
Design Management

ARCHITECTS
STRUCTURAL ENGINEERS
PLANNERS
PARKING CONSULTANTS
RESTORATION ENGINEERS
GREEN PARKING CONSULTING

September 19, 2017

Ms. Teri Porter, Director
Planning & Transportation Department
City of Bloomington
401 N. Morton St.
Bloomington, IN 47404

Re: Downtown Area Parking Study RFP
Bloomington, IN

Dear Ms. Porter:

We wish to thank you and the City of Bloomington for allowing DESMAN the opportunity to submit our proposal to complete the Downtown Area Parking Study, as described in your Request for Proposals (RFP).

For those on the selection panel/committee who may not already be familiar with us, DESMAN is a nationally recognized Parking Consulting firm. Our company specializes in parking planning, feasibility studies, restoration engineering, and architecture/engineering related to the construction of new parking facilities. Since our inception in 1973, DESMAN has successfully completed over 5,000 parking projects, involving one or more of those parking related services. We have a total of nine offices and a nationwide staff of over 100 people. DESMAN offers the complete range of professional consulting services necessary for the successful completion of this project. Within the last few years, DESMAN has completed numerous municipal parking supply and demand studies and financial feasibility studies, in addition to consulting on parking management best practices and parking policy across the country. Many of the projects were in communities like Bloomington with major universities.

Mr. Gerald Salzman, an Associate Vice President with DESMAN, will be the Project Manager on this assignment and will be personally involved with all aspects of the study. Mr. Salzman (email: gsalzman@desman.com) has been a parking consultant for more than 30 years. He and DESMAN's Study Group have just completed a similar study for Lawrence, Kansas. Our study process as reflected in our Project Approach, includes a three part "Listen-confirm-respond" process which we would be pleased to explain in more detail to you. We have also suggested several optional tasks for which there is no room in this proposal to provide details. We would be happy to discuss them with you. Resumes for Jerry and the rest of the DESMAN team are enclosed.

On behalf of our staff of professionals and our team, we thank you for this opportunity to submit our qualifications and trust that our submission is complete, in compliance and worthy of your review and further consideration. Please do not hesitate to contact us should you have any questions or require any additional information.

Sincerely,

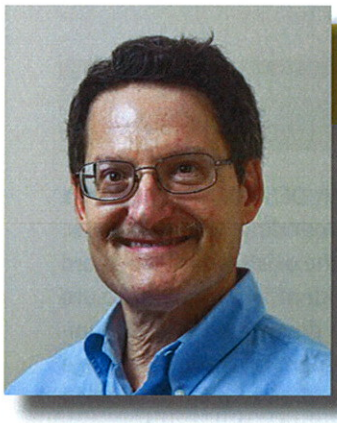
DESMAN

Gerald Salzman
Associate Vice President

Stephen Rebora
President

20 N. CLARK STREET, 4th FLOOR, CHICAGO, IL 60602 www.DESMAN.com PHONE 312.263.8400 FAX 312.263.8406
BOSTON CHICAGO CLEVELAND DENVER FT. LAUDERDALE HARTFORD NEW YORK PITTSBURGH WASHINGTON D.C.

Section 3 | *Project Team and Structure*



GERALD SALZMAN, AICP
Associate Vice President

Years with DESMAN
14

Education
Master of Urban Planning, Transportation, Texas A&M University, 1979

Project Assignment
Project Manager

Mr. Salzman has been conducting multimodal traffic and parking studies at consulting firms for more than 30 years. He brings vast experience in planning effective traffic and parking systems for cities, suburbs, industrial corridors, mixed-use developments, hospital, medical center campuses, colleges and universities across the country. He has successfully negotiated access, circulation, and parking plans for projects in large cities, small towns, and major metropolitan suburbs, providing plans that meet the development's needs for access and parking while protecting residential streets.

Downtown Transportation/Traffic Planning

- Lawrence Downtown Parking Study, Lawrence, KS
- City of Green Bay Downtown Parking Study, Green Bay, WI
- Montgomery Cty Courthouse Area Access Plan, Bethesda, MD
- Bricktown Area Parking Plan, Oklahoma City, OK
- Village of Western Springs, IL
- Village of Arlington Heights, IL
- City of Evanston, IL
- City of Stamford, CT
- City of Milwaukee, WI
- Texas Medical Center Area Plan, Houston, TX
- City of St. Louis, MO
- University Circle Neighborhood, Cleveland, OH

ERIC HAGGETT
Associate

Years with DESMAN
9

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

Project Assignment
Project Manager

Mr. Haggett provides analytical and planning services for DESMAN. 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.

- Lawrence Downtown Parking Study, Lawrence, KS
- City of Green Bay Downtown Parking Study, Green Bay, WI
- Downtown Parking Management Plan, Burlington, VT
- Comprehensive Review and Analysis of the Easton Pkg System, Easton, PA
- City of Meadville Downtown Parking Study, Meadville, PA
- Downtown Pkg Plan and System Management Strategy, Niagara Falls, NY
- Feasibility Study for a Backyard Lot Parking Garage, Bar Harbor, ME
- City of Dayton Parking System Analysis, Dayton, OH
- City of Covington Downtown Parking Management Plan, Covington, KY

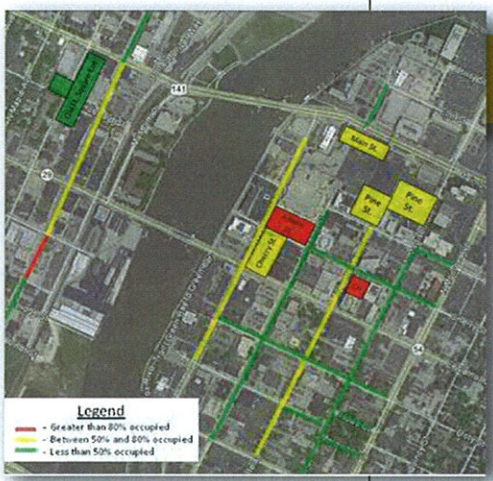
Section 4 | *Relevant Project Experience*

TEN YEAR OPERATIONS AND DEVELOPMENT PLAN
Lawrence, KS

The City of Lawrence, Kansas contracted with DESMAN to conduct a parking study of the downtown area and surrounding neighborhoods. The key goals of the study were to document the existing and projected demand for parking in the downtown area, identify parking pressure in the residential neighborhoods adjacent to downtown and the university, review the City's parking and enforcement operations, engage a variety of stakeholders, and develop a sustainable plan to provide adequate parking for all user groups, upgrade technology, and accommodate long-term growth in the City.

Client: Brandon McGuire
City of Lawrence, KS
P.O. Box 708
Lawrence, KS 66044
BMcGuire@
LawrenceKS.org
785-832-3466

The first phase of the study focused on data gathering, extensive stakeholder interactions, the identification of future developments and detailed observations of parking operations. The result was a list of issues to be addressed and a menu of recommendations covering parking rates, demand, parking technology, enforcement and operations, policy issues and functional redesign of parking lots to increase supply.



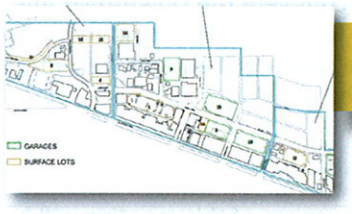
CITY OF GREEN BAY DOWNTOWN PARKING STUDY
Green Bay, WI

DESMAN analyzed the existing and future parking supply and demand over a five and ten year period. The analysis also considered the loss of the Main Street Garage and the repair program for the existing parking facilities. An investment in public transit to support future parking demand was performed, which showed that a substantial investment in the transit infrastructure would have a minimal impact on the overall parking demand. A site evaluation and preliminary garage concepts were prepared for four potential sites in the Downtown area. The concept drawings show the ramping system, spaces per level and the overall efficiency of the site. Cost estimates for each of the four potential parking ramp sites were calculated.

Client: Chris Pirlot, P.E.
Operations Director,
Parking Manager
City of Green Bay - DPW
100 N. Jefferson Street
Green Bay, WI 51301
P: (920) 492-3736
chrispi@greenbaywi.gov

DESMAN performed a review of the City's existing parking management and operation practices, on-street and off-street parking rates, and revenue control equipment. Interview meetings were held with selected operations and administrative staff involved with the City of Green Bay parking and operations management. Recommendations were provided to help improve efficiency, reduce cost and simplify the organization of the parking management and operations department. These recommendations concentrated on improving enforcement, maintenance, collections, staffing, organizational structure, communications and oversight.

Section 4 | *Relevant Project Experience*



CITY OF EAST LANSING PARKING SYSTEM MANAGEMENT STUDY
East Lansing, MI

Client: Timothy Dempsey
Director of Planning & Community Development
City of East Lansing
410 Abbot Road
East Lansing, MI 48823
P: (517) 319-6930

DESMAN was retained by the City of East Lansing to perform an analysis of its Parking Department organizational and operating structure in an effort to streamline the delivery of services, eliminate duplicated activities, enhance the program's overall efficiency and effectiveness and to explore creative and practical ways to reduce costs while not diminishing the level of service provided to its various user groups. The City of East Lansing's parking system is organized and managed as a division under the Planning & Community Development Department. The Parking Division was comprised of 42 employees; six full-time and six part-time administrative staff in addition to approximately 30 part-time parking attendants. Bordering the Michigan State University's campus, the City of East Lansing's downtown parking system is comprised of more than 2,700 spaces dispersed among 5 parking garages, 8 surface lots and on-street meter parking.

The most significant organizational deficiency of the City of East Lansing's parking program was that the responsibility for a variety of parking-related functions are horizontally dispersed across several line departments, rather than being centralized or vertically integrated within a single department or division causing both the mission and performance of the parking program to suffer. The Police, Public Works, Finance, Community Planning and Development and the District Court have full or shared responsibility for key aspects of the management and operations of the Parking System but none of these departments viewed and fully understood how their respective responsibility areas influenced the overall goals and objectives for system. While the Parking Division, lodged within the Community Planning and Development Department, clearly had guardianship responsibility for the City's parking assets, it lacked accountability in a number of key managerial areas that ultimately impact the overall performance of the system.

DOWNTOWN PARKING INITIATIVE
Burlington, VT

Client: Kelly Devine
Executive Director
Burlington Business Association
110 Main Street
Burlington, VT 05401
P: (802) 863-1175
director@bbavt.org

Through a series of working groups, small focus meetings and large community forums, DESMAN was able to identify key issues and develop responsive solutions to each. Using industry best practices as a foundation and actual data germane to the area as support, DESMAN developed and promoted a plan that would place management of the parking system under a public/private entity which would solely be responsible for the development and promotion of environmentally and fiscally sustainable parking and transportation programs in the downtown district.

DESMAN plan included a transition scheme which would be revenue neutral to municipal budgets, but would generate enough cost savings and modest revenue increases to support the new agency's operations and programs. Program components included immediate physical improvements to the existing garages, substantial upgrades to existing wayfinding systems, a cross-branding and –promotion program to increase recognition and identification of ALL publicly accessible parking assets in the district, cooperative programs with other agencies and groups to promote transportation alternatives including mass transit and bicycling, and reforms to existing municipal code to allow for shared parking and reductions in requirements for participation in car sharing and other TDM programs.

Section 5 | *Project Approach*

The following is DESMAN's proposed task-based work plan to successfully complete the Downtown Area Parking Plan. This work plan is based on the purpose and goals outlined in the RFP and is intended to be used as a starting point for completing this project. Adjustments to the plan are likely and welcomed based on discussions with the City prior to and throughout the course of the project.

Phase I: Research

Task I.1: Kickoff Meeting with City Staff and the Steering Committee – The purpose of this meeting will be to introduce the DESMAN team to the city staff and project steering committee (or Parking Commission), establish lines of communication, confirm the proposed study schedule, and gather the reports and base data identified in the RFP. During this meeting, we will seek to discuss and refine our methodology for engaging stakeholders, in order to create a plan to effectively gain stakeholder/public input and participation. We will also ask the city staff to identify potential stakeholders to be interviewed at a later date.

In addition to the above, it is our intent to discuss the following specific topics during the kickoff meeting:

- Scope of work
- Goals of the study
- Project schedule
- Parameters of the study area
- Potential dates and times for parking occupancy surveys
- Future developments in the study area
- Parking issues and concerns

Task I.2: Review and Evaluate Existing Data – Our team will review the existing reports and data described in the RFP and others gathered during the kickoff meeting. Additionally, we will review the City of Bloomington's codes and ordinances related to parking within the study area.

Task I.3: Conduct Stakeholder Meetings – the DESMAN team will conduct interviews with the various public/private entities identified by the city staff in Task I.1, which typically include: business and property owners, University, Bloomington Monroe County Convention Center, Trades District, employees, neighborhood representatives, developers, residents, and members of the public. DESMAN plans to host private interviews with key stakeholders such as the University, Bloomington Monroe County Convention Center, and Trades District in addition to conducting group meetings in which stakeholders with similar interests will be invited to provide their views on parking conditions and the City's parking operation, and share ideas on potential solutions.

In an effort to minimize the expense associated with face-to-face interviews, we would request that the City staff take the lead in scheduling all stakeholder meetings, with the goal being to conduct the interviews during a one- or two-day period in a central office or location, if at all possible. In cases where scheduling conflicts exist, follow-up conferences with individuals who could not attend will be completed via phone or other digital means of communication. DESMAN will organize the questions, comments and notes from these stakeholder meetings and include them in the Phase I deliverable.

Task I.4: Operations Review – The operation of the Parking System will be reviewed and evaluated to identify the effectiveness of operational practices and policies, including the following:

- On- and off-street parking policies
- Parking ticket writing and fee collection procedures
- Parking permit types, rates and policies
- Zoning codes and regulations
- Use of technology
- Procedures to address security
- Residential Parking Permits

Task I.5: Prepare and Submit Phase Deliverable – Following the completion of the Phase I tasks, our team will prepare a concise deliverable which documents, in tabular, graphic and text format, the Phase I findings. This work paper will be submitted to the City and steering committee for review and further discussion. It is anticipated that the DESMAN team will meet with the city staff and steering committee at this

time to discuss the Phase I results. Comments to the Phase I work paper received from the city staff and steering committee will be incorporated into a finalized version of the document for inclusion in the final report.

Phase II: Parking Analysis

Task II.1: Confirm Public & Private Parking Inventory – The DESMAN team will conduct an inventory of on- and off-street parking within the study area, including both publicly- and publically available privately-owned spaces; any parking facilities that may be outside of the study area, but which support activity within the area, will be identified and noted. In addition to the location and number of spaces on each street and in each facility, this inventory will identify as much as possible: the type of parking (public/private; surface/structured; short-/long-term; reserved/unreserved), the users served by each facility (employees/visitors/residents/special event patrons/etc.), hours of operation, the method of control/enforcement (gates/pay boxes/meters/etc.), parking rates charged, the entity operating each parking facility, and the number of spaces in each facility. If the City provided the labor for collecting the data, project costs would be significantly lowered.

Task II.2: Perform Peak Occupancy Surveys – In consultation with the city staff and steering committee, the DESMAN team will identify an appropriate week during which parking occupancy counts and observations will be conducted. Ideally, these counts would occur on a Wednesday or Thursday, and possibly on a weekend, during both the daytime and evening peaks. Additionally, these surveys should be conducted during a week of "normal" activity – avoiding any major festivals, political events, etc. that might skew the data. In addition to these surveys, it is anticipated that our team may conduct additional occupancy counts at some facilities in order to capture unique parking demand characteristics that may not be captured during the identified survey periods. If the City provided the labor for collecting the data, project costs would be significantly lowered.

Task II.3: Analyze Existing Parking Utilization and Capacity and Identify Surplus/Deficit Conditions – The parking utilization data will be analyzed in order to identify the existence of current parking surpluses or deficits within the study area. At a minimum, this analysis will identify surpluses and deficits by block, area and type of parking.

Task II.4: Prepare and Submit Phase II Deliverable – Following the completion of the Phase II tasks, our team will prepare a deliverable which presents the data gathered during this phase and our methodology for collecting that data, along with maps and other graphics which clearly illustrate the current parking conditions within the study area. This deliverable will be submitted to the City and steering committee for review and further discussion. It is anticipated that the DESMAN team will meet with the city staff and steering committee at this time to discuss the Phase II results. Comments to the Phase II deliverable received from the city staff and steering committee will be incorporated into a finalized version of the document for inclusion in the final report.

Phase III: Parking Demand Assessment and Scenario Planning

Task III.1: Review Information on In-Progress/Planned/Proposed Development – DESMAN will examine the information provided by the city staff and stakeholders during the previous phases of work related to in-progress/planned/proposed development within the study area. This information will inform our analysis of how the downtown will build out in the future and whether the existing and planned parking supply can reasonably accommodate future levels of parking demand.

Task III.2: Test Supply/Demand Impacts of Future Development Projects/Scenarios – Based on the identified projects, DESMAN will determine the potential impact of these developments on parking supply and demand in the study area over the short-term (1-5 years) and long-term (6-10 years). These analyses will

factor in the effects of the loss of existing surface parking lots to development, the conversion of existing buildings to more parking-intensive land uses, the demolition of existing buildings for replacement with new development in the same location, and anticipated changes in mode split.

In addition to this first scenario, DESMAN will conduct an alternative analysis which looks at potential future parking supply and demand conditions assuming the City implements aggressive TDM, pricing and transit enhancement strategies. The use of a combination of these strategies may make it possible to effectively serve the growing population of people living, working and playing in downtown, without the need to expand the future supply of parking as aggressively as in the first scenario.

Task III.3: Identify Future Parking Surplus/Deficit Conditions – The results of the analyses conducted in Task III.2, along with the existing parking deficit(s) identified in Phase II, will be used to identify the locations and scale of anticipated future parking surpluses and/or deficits within the study area. For each of the future parking demand scenarios developed in the previous task, localized surplus/deficit conditions will be identified by area and type of parking. Additionally, based on the anticipated dates of completion for the in-progress/planned/proposed development projects, a timeline of projected parking surplus/deficit conditions will be developed for each neighborhood. This will be a valuable tool for the City for determining when action will need to be taken in order to address future parking deficits (i.e. when to build a new facility or when to implement creative TDM and parking management strategies).

Task III.4: Prepare and Submit Phase III Deliverable – Following the completion of the Phase III tasks, our team will prepare a deliverable which presents the future analysis, along with maps and other graphics which illustrate the anticipated future parking conditions within the City of Bloomington under each of the identified scenarios. As in the previous phases, this deliverable will be submitted to the City staff and steering committee for review and further discussion. It is anticipated that the DESMAN team will meet with the city staff and steering committee at this time to discuss the Phase III results.

Comments to the Phase III deliverable received from the City and steering committee will be incorporated into a finalized version of the document for inclusion in the final report.

Phase IV: Strategic Implementation Plan

The objective of this phase of the project is to develop a strategic implementation plan which outlines specific actions that can "serve as an economic development and sustainability tool for downtown development." Given the wide range of potential recommendations – from physical solutions to technology upgrades to code and policy changes – it is anticipated that the final phase of this project will be a highly-collaborative effort between DESMAN, the steering committee, the City, and other stakeholders.

DESMAN's ultimate goal for this final phase of work will be to develop a menu of viable solutions to the parking-related issues that have been identified throughout the course of this project, including the pros and cons and potential costs associated with those solutions. Given that the results of the analysis are not yet known, the work plan for this phase of the project may change as the project progresses. However, at this time, DESMAN proposes the following:
Task IV.1: Develop and Evaluate Solutions and Initiatives – Based on the preceding analyses, DESMAN will prepare a series of proposed initiatives to address each issue identified. These initiatives may include tasks such as:

- Revising municipal parking policy as it applies to new development or redevelopment;
- Revising existing municipal parking policy as it applies to enforcement and collections;
- Recommendations for parking rates for on-street and off-street facilities;
- Programs to control non-resident parking in residential neighborhoods
- Recommendations for fees and types of parking violations;
- Programs to promote shared parking between the City and private owners;

Section 5

Project Approach

- Alterations in current transit planning to link underutilized assets to areas of demand;
- Alterations in current transit planning to promote satellite parking options;
- Recommended short and long-term parking facility asset management; based on a review of the condition assessment previously prepared;
- Programs and technology to improve wayfinding and reduce search times in high-demand areas;
- Programs to improve acceptance and use of ride-sharing, car-sharing services, transit, biking, walking, and other alternative modes of transportation;

As each initiative is developed, DESMAN will identify:
1. What problem or issue the initiative addresses;
2. The estimated capital and/or operating costs associated with implementing the solution;
3. Any potential revenues associated with implementation;
4. The relative social/political liabilities and benefits associated with implementation, and;
5. The community objectives/goals/values the option supports.

The Initiatives will be presented in a work paper and issued to the city staff, steering committee and Parking Commission for review.

Task IV.2: Test Options with the Steering Committee and the City – DESMAN will organize developed solutions into a presentation and meet with the same parties consulted during the initial public engagement process. This presentation will include:
- A synopsis of the public engagement process to date;
- A summary of field work and analysis to date;
- A summary of current and future conditions;
- A synopsis of anticipated issues, and;
- A synopsis of proposed solutions.

Task IV.3: Prepare and Present Final Plan – DESMAN will revise the work papers into a formal report. This report will include:
- A synopsis of the public engagement process;
- A summary of field work and analysis;
- A summary of current and future conditions;
- A synopsis of anticipated issues;
- A synopsis of proposed solutions;
- A recommended timeline for implementation of each solution;
- Action steps necessary prior to implementation, and;
- Responsible parties for each action step.

DESMAN will submit this plan to the Steering Committee and City for initial comment, revise as necessary, and issue a final plan for use and dissemination. If needed, DESMAN will also attend a City Council meet-ing or other appropriate public meeting to present the final plan.

Budget
The cost for the scope outlined above is $73,600 plus $3,000 for expenses.

Alternative Tasks

- Benchmark Similar Municipal Parking Programs
- Parking Turnover Survey
- On-line Opinion Survey

Additional information on these Alternative Tasks can be provided upon request.

DESMAN
Design Management

Section 6 | *Detailed Project Schedule*

ANTICIPATED PROJECT SCHEDULE

Weeks from Initial Meeting

Project Tasks		1	2	3	4	5	6	7	8	9	10	11	12	13
Phase I	**Research and Data Review**													
Task I.1	Kickoff Meeting	M												
Task I.2	Review and Evaluate Existing Data													
Task I.3	Conduct Stakeholder Meetings	M M												
Task I.4	Operations Review													
Task 1.5	Work Paper #1						M							
Phase II	**Parking Analysis**													
Task II.1	Confirm Parking Inventory													
Task II.2	Perform Peak Occupancy Surveys													
Task II.3	Analyze Existing Parking Utilization Surveys													
Task II.4	Work Paper #2						M							
Phase III	**Parking Demand Assessment and Scenario Planning**													
Task III.1	Review Information on Proposed Developments													
Task III.2	Test Supply/Demand Impacts of Future Developments													
Task III.3	Identify Future Parking Surplus/Deficit Conditions													
Task III.4	Work Paper #3										M			
Phase IV	**Strategic Implementation Plan**													
Task IV.1	Develop and Evaluate Solutions													
Task IV.2	Test Options with City													
Task IV.3	Prepare and Present Final Plan													M