



Walker Consultants
13860 Ballantyne Corporate Place
Suite 140
Charlotte, NC 28277

Office: 704-247-6230
www.walkerconsultants.com

April 12, 2018

Francesca Cameron
Purchasing Coordinator
City of Fayetteville
433 Hay Street
Fayetteville, NC 28301

Re: *Professional Services Proposal*
Parking Management Plan for the City of Fayetteville Downtown Area
Walker Proposal No. 17CLT097

Dear Ms. Cameron:

Thank you for selecting **Walker Consultants** for the Downtown Area Parking Masterplan! We have developed our proposal based on the City of Fayetteville's Request for Qualifications (RFQ), Walker's RFQ response, and additional information from our interview. The following proposal includes Walker's understanding of the project, proposed scope of services, and professional fees.

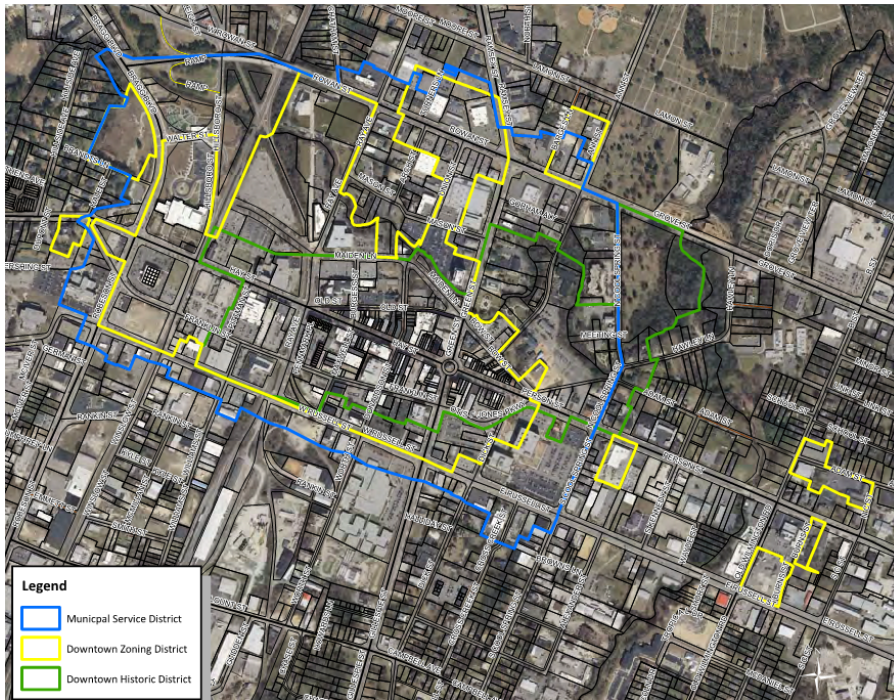
PROJECT UNDERSTANDING

The City of Fayetteville wants to develop a parking management plan that will serve as a guide to city staff, political leaders, and stakeholders for near term and long term conditions. The parking management plan will be based on an understanding of the current operational profile of the parking system, qualitative information on current supply and demand conditions, and projections of future parking needs, including the need for additional parking facilities. This understanding of supply, demand, and parking operations will then serve as a foundation upon which parking planning, management, finance, enforcement, and adjudication recommendations will be based. As the effectiveness and efficiency of a downtown public parking system is reflective of the people, policies, and organizational structure which supports that system it will be important for the consultant to understand the current form and function of parking governance, the willingness behind change and improvement, and therefore, the strategies that would be successful in Fayetteville.

STUDY AREA BOUNDARY

The study area boundary is defined by Martin Luther King Freeway to the west and Cape Fear River to the east. This is a very large geographic area that includes residential subdivisions, public park and recreation facilities, light industrial land uses, and low density commercial centers. An examination of the public parking system and 2015 ULI TAP study finds that the City's commercial core and parking assets are concentrated in an area (see map below) which is a fraction of the size of the referenced downtown parking plan study area. As parking management plans are based on an understanding of hourly occupancy, turnover, and parked duration, data that requires considerable effort, areas of low parking utilization and management will not require similar data/surveys. However, parking policies, codes, and ordinances do cover low and high parking demand areas and the

consultants' work would need to cover single and multi-family residential neighborhoods and parking for office, retail, and restaurant uses in low density areas. The scope that follows is based on a strategy where detailed parking data will be collected for the high density, high demand areas while the concentration on the lower demand, low density areas will be on codes, policies, and site plan conditions.



Source: Triangle Fayetteville ULI, NC TAP

SCOPE OF SERVICES

TASK 1 – PROJECT KICK-OFF AND PARKING SUPPLY/DEMAND ANALYSIS

OBJECTIVE: Before an effective parking management plan can be formulated, a clear understanding of current parking conditions is required. During this phase of the project we will collect inventory, usage, turnover, and parked duration data for all existing public and private parking facilities within the high density/high parking demand study area. Current and future parking adequacy will be analyzed and presented.

1. Meet with City representatives to kick-off the project, finalize project parameters, review project background and obtain previous reports, area maps, and other background information.
2. Obtain and review background information to be provided by the City. A request for information (RFI) will be provided which details the information that would be required/desired to include but not be limited to parking related codes/ordinances, parking inventory and occupancy data, land use data within the study area, parking standard operating procedures, and known, proposed, and potential development information.
3. Identify and document on-street parking supply, off-street public parking supply, and all private off-street supply in the high density/high demand study area and where we are granted access for the purpose of this

study. The inventory will note characteristics of the parking supply such as any restrictions (time or user group), loading zones, pricing, general condition and a brief description of the supply.

4. Conduct parking occupancy counts of publicly owned, operate, and/or publicly accessible parking facilities during a typical weekday and a Saturday utilizing the detailed breakdowns recorded during the parking supply inventory of all parking in the study area. Six counts of the publicly owned, operated, and/or publicly accessible lots/garage and one survey of private/restricted off-street spaces, where permitted, will be made during a recognized peak period. Typically, the survey hours are 8AM, 11AM, 3PM, 5PM and 7PM so as to record the curvature of parking activity in an urban area. However, specific dates and times will be discussed with City staff.
5. Perform an hourly parking occupancy, parked duration, and vehicles per space turnover study in the form of a license plate survey for on-street parking spaces in the study area. The license plate inventory will utilize industry leading technology (Genetec license plate recognition equipment) to document license plate number, location and timestamp. The data will illustrate the number of vehicles that park in excess of posted parking restrictions/duration and the number that did not receive a citation.
6. Create and calibrate a parking demand model using City provided land use information, field recorded public and private on-and-off-street occupancy data, and Walker Parking Consultant's shared parking model to assess typical weekday and Saturday parking demand on a block-by-block basis. The weekday and Saturday shared use model will include separate estimates of parking demand associated with past/anticipated special events. These estimates will be based on attendance and scheduling information to be provided by the City and would focus on a small event, a medium sized event, and a major event.
7. Determine the surplus or shortfall within the area under current conditions, and create tabular and graphic illustrations of the parking system adequacy on a block-by-block basis.
8. Obtain build-out plans from City representatives and adjust the demand model to show future parking demand generated by approved and/or proposed developments in the area covering a 0 to 5 and 5 to 10-year planning horizon.

TASK 2: COMMUNITY ENGAGEMENT

OBJECTIVE: The City of Fayetteville and Walker Consultants both desire community input during this project. This input is a critical element to the success of developing and implementing a viable parking plan. Walker's intended objective of eliciting stakeholder participation is to gather intelligence regarding different views of the City's parking conditions and potential remedies.

1. Conduct interviews during the course of a single day with key stakeholders and focus groups with participants representing the various interests of the community. Individual focus groups typically include no more than eight participants to ensure an effective and efficient meeting. City staff will coordinate the interview schedule and location. Groups and/or individuals who are unable to attend the initial interview sessions could be connected via teleconference calls at a later date.

2. Working with City staff, an electronic questionnaire (Survey Monkey) will be developed and posted through the City's website to gather information from the general public. Results of the questionnaire will be used to inform our project team and help shape future parking policy. Additionally, a more focused parking questionnaire will be developed and submitted to various City departments and their employees that work within the study area. City staff would be responsible for its distribution and collection while Walker would be responsible for tabulation and dissemination.
3. The first of two public forums will be conducted early in the process to elicit information from the general public. This would include a morning and evening event scheduled and publicized by City staff. The goal is to broadcast the purpose of the study, educate the audience on parking best management practices, gather insight and opinion on downtown parking, and assess the public's willingness to accept change.
4. A second morning and evening public forum session would be conducted following the preparation of a draft report to City staff. Comments received during this forum would be, where appropriate, incorporated into a final report.

TASK 3: SITE ALTERNATIVES ANALYSIS

OBJECTIVE: With the understanding gained from the completion of Tasks 1 and 2 above, Walker will assess the need and feasibility of building additional parking supply within the study area. Alternative sites as presented by the City and its stakeholders will be evaluated to include net capacity, development costs, and annual debt service and operating/maintenance costs.

1. Identify potential locations for new parking facilities (surface and/or structured). External variables that will be considered are desirable density, phasing of construction, and incorporation of other uses (such as retail) in any proposed facility. The various locations would then be evaluated and ranked using these and other criteria to determine the most opportune location/configuration.
2. Determine an order of magnitude project cost including estimated operational expenses to enable a comparison of the costs of each alternative on an "apples to apples" basis.
3. Develop a recommended plan for improvements, including phasing of components corresponding to projected needs.

TASK 4: PARKING MANAGEMENT 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 are employed to enforce these rules. This review would not be limited to the high density/high demand areas of Fayetteville but include the various codes and ordinance that guide the planning and development of parking within the larger study area. The overall objective of this task is to provide a professional outsider's perspective with the aim to help make the parking system the best it can be.

1. Obtain and review city parking policies, practices, and ordinances relating to parking.
2. Review the City's organizational structure and the staffing associated with its parking assets. Recommend changes.

3. Review and comment on parking rates, time restrictions or lack thereof, loading zones, enforcement hours, regulatory signage, and wayfinding/directional signage.
4. Review existing parking equipment and recommend upgrades where necessary for both on-street and off-street public parking. Recommendations would include but not be limited to smart meters, mobile license plate recognition (LPR) enforcement, and online citation appeals/adjudication services.
5. Conduct a review of parking policies, rates, procedures, and general organizational structure from peer cities. Identify best management practices from those communities that may be beneficial to Fayetteville.
6. Identify for the City's consideration, other customer-service enhancements that do not exist in Fayetteville, such as parking apps, websites, dynamic wayfinding, and demand responsive pricing.

TASK 5: DELIVERABLES AND PRESENTATION

OBJECTIVE: In this task, the work that has been done by Walker will be organized and presented in the form of a plan for improving and enhancing the overall parking system. Areas for which recommendations and strategies may be developed can include, but not be limited to:

- New parking principles and initiatives
 - Parking system management and operational strategies
 - Options for strategically adding future parking spaces to support current and future needs
 - Options for maximizing the use of existing resources
 - Strategies for supporting positive parking experiences for all user groups
1. Prepare a draft parking plan documenting existing and future conditions, community engagement findings and parking plan recommendations, and provide the City with an electronic copy. We will meet with the City to review and discuss the draft plan and make appropriate adjustments before finalizing the draft plan.
 2. Prepare materials for public presentation of the finalized draft plan for input.
 3. Participate with appropriate City officials in presenting the plan at one (1) public meeting.

Prepare the final plan documents and provide the City with an electronic copy in PDF Format.

SCHEDULE

Walker staff assigned to this project are immediately available having recently completed similar projects for the City of Greenville, NC (completed December 2017), Staunton, VA (November 2017), Rock Hill, SC (August 2017), and Fredericksburg, VA (June 2017). As additional evidence of our staff's availability is our anticipated schedule for Fayetteville's project (see below). We believe that the assignment can be completed within a sixteen (16) week schedule. Finally, given the depth of bench of Walkers' Consultant Resources Group (CRG), a group of nearly 30 parking planners, analysis, operations specialists, and former municipal parking administrators we are confident that we can meet and exceed Fayetteville's expectations on this project.

	Weeks from Notice to Proceed															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Task 1 - Project Kick-Off and Parking Supply/Demand Analysis																
Task I.1 Attend Project Kick-Off Meeting																
Task I.2 Review Available Background Data																
Task I.3 Updated Parking Inventory																
Task I.4 Conduct Parking Occupancy Counts (Weekday & Sat.)																
Task I.5 Conduct Sample Turnover/Duration Surveys (Weekday & Sat.)																
Task I.6 Create/Calibrate Parking Demand Model																
Task I.7 Determine Existing Parking Surplus/Deficit																
Task I.8 Model Future Demand & Calculate Parking Surplus/Deficit																
Task 2 - Community Engagement																
Task II.1 Interview Key Stakeholders																
Task II.2 Attend/Conduct AM and PM Public Forum #1																
Task II.2 Develop/Implement Online Parking Questionnaire																
Task II.4 Attend/Conduct Public Forum #2 (Draft Recommendations)																
Task 3 - Alternatives Analysis																
Task III.1 Identify Locations for New Parking Facilities																
Task III.2 Develop Conceptual Development & Operations Cost Est.																
Task III.3 Develop Alternatives Phasing Plan																
Task 4 - Parking Management Policies and Practices																
Task IV.1 Obtain/Review Parking Policies, Practices & Ordinances																
Task IV.2 Review City's Org. Chart, Staffing, Roles/Responsibilities																
Task IV.3 Recommended Changes to Rates/Restrictions/Operation																
Task IV.4 Recommendations on Parking Equipment and Technology																
Task IV.5 Review/Comment on Rates/Policies in other Municipalities																
Task IV.6 Review/Comment on other Customer Enhancements																
Task 5 - Deliverables and Presentations																
Task V.1 Prepare Draft Report																
Task V.2 Prepare Materials for Public Forums																
Task V.3 Present Recommendation to City Officials																
Task V.4 Prepare Final Report																

PROFESSIONAL FEES

For the scope of services discussed above we propose a lump sum design fee of **\$60,000**. This fee includes all reimbursable expenses. Our General Conditions for Consulting Services are enclosed for your review. The fee may be broken out by tasks as follows:

<u>Task</u>	<u>Fee</u>
Task 1 - Project Kick-Off and Parking Supply/Demand Analysis	\$16,000
Task 2 - Community Engagement	\$14,000
Task 3 - Alternatives Analysis	\$6,000
Task 4 - Parking Management Policies and Practices	\$10,000
Task 5 - Deliverables and Presentations	\$14,000
TOTAL	\$60,000

AUTHORIZATION

Trusting that this meets with your approval, we ask that you sign in the space below to acknowledge your acceptance of the terms contained herein, and to confirm your authorization for us to proceed. Please return one signed original of this agreement for our records. Please give me a call at 704-608-0487 if you would like to discuss this proposal in greater detail.

Sincerely,

WALKER PARKING CONSULTANTS



Joey, D. Rowland, P.E.
Managing Principal

AUTHORIZATION: CITY OF FAYETTEVILLE

Accepted by: _____

Printed Name: _____

Title: _____

Date: _____

Enc. *General Conditions for Consulting Services*

SERVICES

Walker Consultants ("Walker") will provide the CLIENT professional services that are limited to the work described in the attached letter ("the services"). Any additional services requested will be provided at our standard hourly rates or for a mutually agreed lump sum fee. The services are provided solely in accordance with written information and documents supplied by the CLIENT, and are limited to and furnished solely for the specific use disclosed to us in writing by the CLIENT. No third-party beneficiary is contemplated. All documents prepared or provided by WALKER are its instruments of service, and any use for modifications or extensions of this work, for new projects, or for completion of this project by others without Walker's specific written consent will be at CLIENT's sole risk.

PAYMENT FOR SERVICES

Walker will submit monthly invoices based on work completed plus reimbursable expenses. If for any reason the CLIENT does not deliver payment to WALKER within thirty (30) days of date of invoice, Walker may, at its option, suspend or withhold services. The CLIENT agrees to pay Walker a monthly late charge of one and one-half percent (1.5%) per month of any unpaid balance of the invoice.

STANDARD OF CARE

Walker will perform the services in accordance with generally accepted standards of the profession using applicable building codes in effect at time of execution of this Agreement. Walker's liability caused by its acts, errors or omissions shall be limited to the fee or \$10,000, whichever is greater.

Any estimates or projections provided by Walker will be premised in part upon assumptions provided by the CLIENT. Walker will not independently investigate the accuracy of the assumptions. Because of the inherent uncertainty and probable variation of the assumptions, actual results will vary from estimated or projected results and such variations may be material. As such, Walker makes no warranty or representation, express or implied, as to the accuracy of the estimates or projections.

PERIOD OF SERVICE

Services shall be complete the earlier of (1) the date when final documents are accepted by the CLIENT or (2) thirty (30) days after final documents are delivered to the CLIENT.