

# Proposal

to provide the

## 10 Year Operational & Development Plan

for the

## City of Lawrence, KS

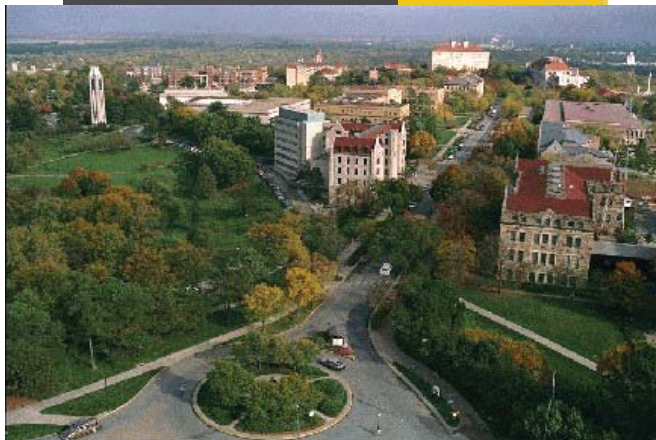
Attn: Brandon McGuire

Assistant to the City Manager

6 E. 6th Street

P.O. Box 708

Lawrence, KS 66044



Submitted October 10, 2016

**DESMAN**  
Design Management

20 N Clark

4th Floor

Chicago, IL 60602

312.263.8400

*Point of Contact - Gerald Salzman, AICP*

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[www.DESMAN.com](http://www.DESMAN.com)

October 10, 2016

Mr. Brandon McGuire  
Assistant to the City Manager  
**City of Lawrence**  
P.O. Box 708  
Lawrence, KS 66044

**Re: City of Lawrence Parking Study RFP**  
**Lawrence, Kansas**

Dear Mr. McGuire:

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

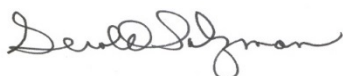
For those on the selection panel/committee who may not already be familiar with us, DESMAN is a nationally recognized Parking Consulting firm. Our company specializes in parking planning, feasibility studies, restoration engineering, and architecture/engineering related to the construction of new parking 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 nationwide staff of nearly 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 Lawrence 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](mailto:gsalzman@desman.com)) has been a parking consultant for more than 30 years and heads DESMAN's Planning and Studies Group. 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

## Section 1

**Describe the firm's approach to the project based on this solicitation, the attached materials and the firm's knowledge of the community, the City's parking system and best practices and trends in the public parking industry.**

The typical approach taken by DESMAN to successfully complete a project of this type is to first become intimately acquainted with the project location or study area, through first-hand exploration of the area, review of prior and associated efforts, and in-depth discussions with the client and their constituents.

Once a basic understanding of market conditions has been established, DESMAN can begin a series of discussions with concerned constituents and stakeholders, following a "listen-confirm-respond" format. The intent of this approach is three-fold:

- First, DESMAN seeks to illicit information from public and private stakeholders regarding what's working within the system, what is not, what can be improved and what new initiatives might be welcome. Often, part of this process involves surveying or polling to collect concrete data on constituent's perceptions, preferences, values, and objectives, which can be used to guide the analytical process.
- The second step ("confirm") requires DESMAN to report back to stakeholders on what they have heard and how they are applying it to the analysis. This step is critical to assuring DESMAN's efforts and focus is properly oriented towards developing solutions and initiatives which are politically viable and acceptable to the end users of the system. DESMAN has also found this practice of reporting back is critical to assuring community buy-in later in the process, as constituents who feel they've been accurately heard and reasonably considered are more likely to support a plan, even if they object to aspects of it, than those who feel they have not had any input, even if the plan is favorable to their objectives.
- The third ("respond") portion of public engagement is DESMAN presenting recommendations following a 'this is what we heard, so this is what we did' narrative. This allows the consultant to support recommendations with both industry best practices and also the community's stated desires and wishes for the system. By framing the conversation in this manner, DESMAN's final plan is responsive to those individuals who have invested time and effort in engaging in the process, assuring that each initiative will have adequate public support to be put into action when the time comes.

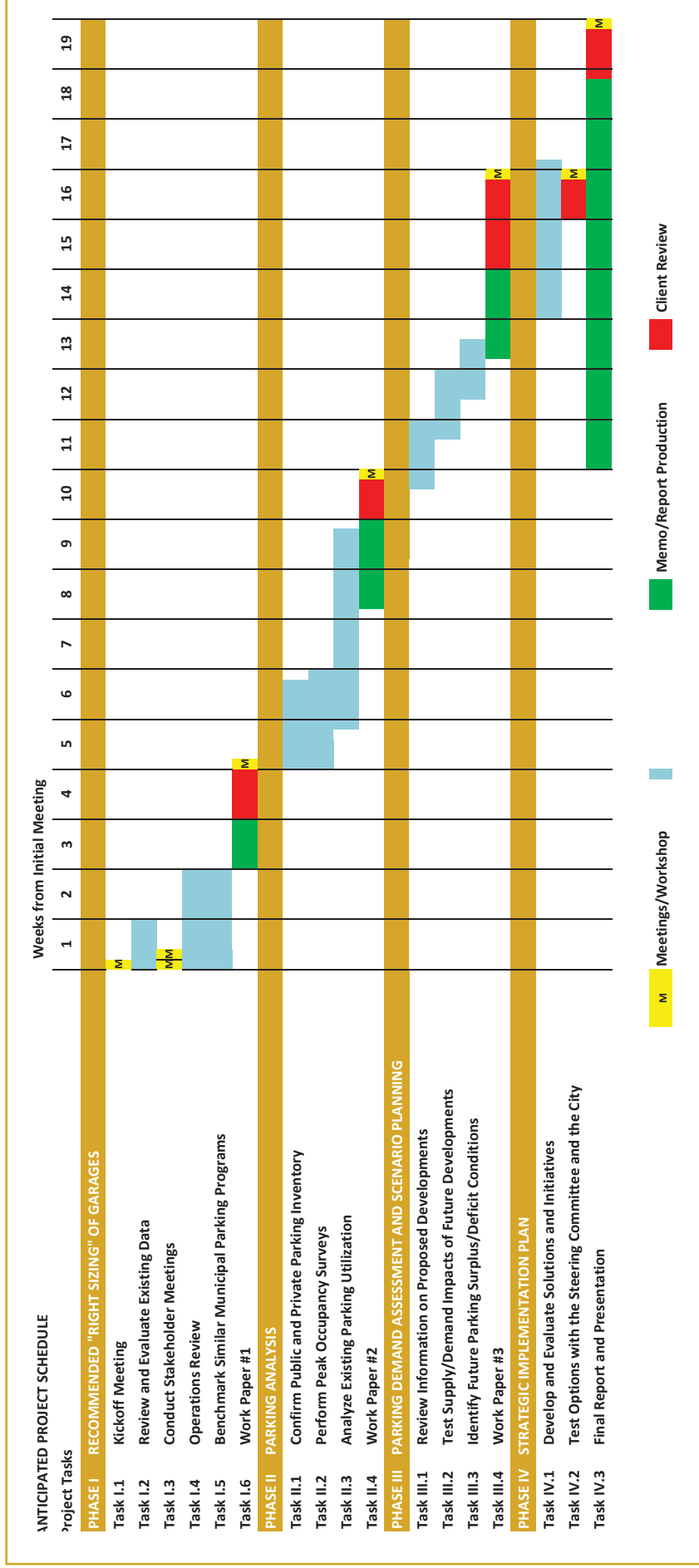
Through the public process, DESMAN is also engaging in a program of constant analysis and assessment, developing potential solutions to issues as they are identified and quantified, testing those in internal meetings with the city staff and steering committee members and then with stakeholders through the public engagement process. Those solutions which appear to have viable support are then further refined, including preliminary cost/benefit assessments to quantify fiscal impact.

The final step in the process is to organize solutions into a plan of action which includes key action steps and a conceptual timeline for execution. Often this plan also includes a financial aspect which outlines when the client will incur projected capital and/or operating costs, recommended actions to offset those costs and projections of revenues arising from the same (as appropriate), and an estimate of net operating income, debt service coverage, and net cash flow or fund balance, if applicable. This provides the client with a linear and fiscal road map to achieving the goals and objectives defined throughout the study process.



## Section 2

Provide a timeline for completion of the project broken out by tasks/milestones and deliverables. Provide itemized costs, to the extent possible, for each element of the project.



## Section 2

Provide a timeline for completion of the project broken out by tasks/milestones and deliverables. Provide itemized costs, to the extent possible, for each element of the project.

The total fee to provide the City of Lawrence with a ten year operational & development plan including expenses is Eighty Thousand, Six Hundred and Ninety Dollars (\$80,690).

If the City were to provide staff to conduct the inventory and occupancy counts listed in Tasks II.1 and II.2, total costs would be reduced by approximately \$6,000.

Project Staff	MAIN PROJECT RESPONSIBILITY:	Project Manager	Demand	Operations	TDM	Analyst	EXPENSES	TOTAL HOURS/ COST
STAFF:		Jerry Salzman	Eric Haggett	Greg Shumate	David Taxman	TBD		
BILLING RATE:		\$ 235	\$ 160	\$ 140	\$ 140	\$ 100		
<b>PHASE I RECOMMENDED "RIGHT SIZING" OF GARAGES</b>								
Task I.1	Kickoff Meeting	8	8	0	0	0	0 \$ 1,200	16
Task I.2	Review and Evaluate Existing Data	2	8	4	0	0	0	14
Task I.3	Conduct Stakeholder Meetings	8	8	0	0	0	0	16
Task I.4	Operations Review	0	4	40	0	8	0	52
Task I.5	Benchmark Similar Municipal Parking Programs	2	4	0	0	8	0	14
Task I.6	Work Paper #1	8	12	8	4	16	1,200 \$ 2,400	48
Task Subtotal		\$ 6,580	\$ 7,040	\$ 7,280	\$ 560	\$ 3,200	\$ 2,400	\$ 27,060
<b>PHASE II PARKING ANALYSIS</b>								
Task II.1	Confirm Public and Private Parking Inventory	2	8	0	16	0	0 \$ -	26
Task II.2	Perform Peak Occupancy Surveys	0	8	0	8	0	0 \$ -	16
Task II.3	Analyze Existing Parking Utilization	2	4	0	12	0	0	18
Task II.4	Work Paper #2	12	12	0	0	16	1,000 \$ 1,000	40
Task Subtotal		\$ 3,760	\$ 5,120	\$ -	\$ 5,040	\$ 1,600	\$ 1,000	\$ 16,520
<b>PHASE III PARKING DEMAND ASSESSMENT AND SCENARIO PLANNING</b>								
Task III.1	Review Information on Proposed Developments	2	4	0	12	0	0 \$ -	18
Task III.2	Test Supply/Demand Impacts of Future Developments	2	8	0	12	0	0 \$ -	22
Task III.3	Identify Future Parking Surplus/Deficit Conditions	2	8	0	0	0	0	10
Task III.4	Work Paper #3	4	8	0	0	16	1,000 \$ 1,000	28
Task Subtotal		\$ 2,350	\$ 4,480	\$ -	\$ 3,360	\$ 1,600	\$ 1,000	\$ 12,790
<b>PHASE IV STRATEGIC IMPLEMENTATION PLAN</b>								
Task IV.1	Develop and Evaluate Solutions and Initiatives	16	24	8	8	0	0 \$ -	56
Task IV.2	Test Options with the Steering Committee and the City	8	8	0	0	0	0 \$ -	16
Task IV.3	Final Report and Presentation	16	24	4	4	16	1,000 \$ 1,000	64
Task Subtotal		\$ 9,400	\$ 8,960	\$ 1,680	\$ 1,680	\$ 1,600	\$ 1,000	\$ 24,320
Total Hours per Person		\$ 94	\$ 160	\$ 64	\$ 76	\$ 80	\$ 80	\$ 474
Total Cost per Person		\$ 22,090	\$ 25,600	\$ 8,960	\$ 10,640	\$ 8,000	\$ 5,400	\$ 80,690
Total Project Cost								\$



## Sections 3, 4, 6



**3. Describe the firm’s approach to data collection, describing the type of data the firm will need to collect for successful execution of the project.**

**4. Describe the firm’s approach to public and stakeholder engagement as part of this project.**

**6. Describe the City’s role in assisting the firm throughout each element of the project.**

One of the fastest-growing cities in Kansas and one whose population has increased more than 20% over the past 15 years, the City of Lawrence is in the midst of a development and redevelopment boom. While this growth is surely welcome, there is concern that the downtown parking supply may limit development and infiltrate adjacent neighborhoods. The University provides a strong base for the community, but with that base, comes University parking impacts in the city.

In addition to the issue of parking for new developments, there is also a concern that the existing parking supply may not properly located to serve the City’s neighborhoods. While there may very well be an ample supply of parking in the whole of downtown, the locations of parking assets in relation to the City’s many different activity centers likely result in areas of localized parking shortages. It is the desire of the City to arm itself with “best practices” strategies to better manage the existing supply of parking and, where and when necessary, to guide the development of new parking assets to satisfy anticipated future demand over the next ten years.

As a way to integrate actual user experience into any proposed solution, the City is seeking a significant outreach effort to gather insight into current perceptions of parking in the study area. This includes gathering opinions on existing parking deficiencies and identifying the needs of the City’s residents, business owners, downtown employees, and other stakeholders.

Overarching all of these goals is the need to maintain long term financial sustainability for the City and the parking system. The short and long-term financial impact of each solution will be weighed against the benefits.

The result of this effort will include visual representations, as well as a database of information, related to the current state of the existing parking supply and the anticipated effect of future development on that supply. Additionally, the City will be provided with a detailed account of the key findings from the stakeholder outreach effort, as well as a strategic implementation plan containing recommendations related to: code and policy changes, “best practices” parking management strategies, potential applications for enhanced parking technology, use of transportation demand management (TDM) strategies, wayfinding enhancements, shared parking opportunities, financing mechanisms, integration with mass transit initiatives, and opportunities for introducing strategically located new parking supply – among others.

### **WORK PLAN**

The following is DESMAN’s proposed task-based work plan to successfully complete the Downtown Lawrence Downtown 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

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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, 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 gathered during the kickoff meeting. Additionally, we will review the City of Lawrence'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, employees, neighborhood representatives, developers, residents, and members of the public. DESMAN plans to host private interviews with key stakeholders such as the University, 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 (ordinances, regulations, fines, time limits, etc.)

## Sections 3, 4, 6

- 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: Benchmark Similar Municipal Parking Programs** – DESMAN will benchmark the operational conditions, technologies and organizational structure found in the City of Lawrence with other similar cities. Best industry practices implemented by other communities will also be identified. This benchmarking will help to establish the most relevant performance metrics to guide the short and long-term evaluation of the parking system. For this task, DESMAN will seek input from the city staff and steering committee regarding municipalities which the City of Lawrence typically identifies as peers.

State	City	Population (2010)	Number of Metered Spaces	Rates (per hour)	
				Neighborhoods	Business District
Maryland	Baltimore	622,104	17,000	\$2.00	\$4.00
Ohio	Columbus	787,033	4,475	\$1.00	\$2.00
Texas	Houston	2,195,914	9,000	\$1.00	\$2.00
Indiana	Indianapolis	820,445	70,000	\$1.00	\$1.50
California	LA	3,904,657	40,000	\$1.00	\$4.00
Pennsylvania	Pittsburgh	305,841	8,500	\$0.75	\$2.50
California	San Francisco	837,442	25,000	\$0.25	\$6.00
Missouri	St. Louis	318,416	9,400	\$0.50	\$1.50

**Task I.6: 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.

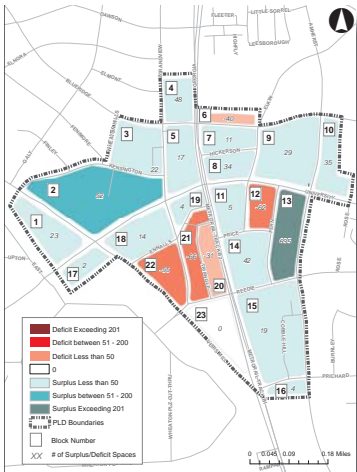
## Phase II: Parking Analysis

**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 Tuesday, 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



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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 City of Lawrence. 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 neighbor-

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hood. 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 Lawrence 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 existing municipal parking policy and/or code as it applies to new development;
- Revising existing municipal parking policy and/or code as it applies to redevelopment;
- Revising existing municipal parking policy as it applies to parking asset management;
- Revising existing municipal parking policy as it applies to parking asset pricing;
- Revising existing municipal parking policy as it applies to enforcement and collections;
- Programs to control non-resident parking in residential neighborhoods
- Programs to promote shared parking between the City and private owners;
- Programs to promote shared parking between private owners;
- Alterations in current transit planning to link underutilized assets to areas of demand;
- Alterations in current transit planning to promote satellite parking options;

## Sections 3, 4, 6



- Programs and technology to improve the identification of and access to underutilized assets;
- Programs and technology to improve wayfinding and reduce search times in high-demand areas;
- Programs and technology to improve compliance with existing and/or proposed parking policy;
- Programs to improve acceptance and use of ride-sharing, car-sharing services, transit, biking, walking, and other alternative modes of transportation;
- Infrastructure to improve acceptance and use of ride-sharing, car-sharing services, transit, biking, walking, and other alternative modes of transportation;
- Infrastructure to retro- and/or proactively expand the parking supply in a particular neighborhood or area.

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 City 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 meeting or other appropriate public meeting to present the final plan.



## Section 5



**Total Years of Experience**  
35

**Years at DESMAN**  
13

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

Master of Arts, Urban  
History,  
University of Houston, 1975

Bachelor of Arts, Economic  
History, University of  
Rochester, 1973

**Active Registrations**  
Registered Planner,  
American Institute of  
Certified Planners (AICP)

**Affiliations**  
Member, International  
Parking Institute

Fellow, Institute of  
Transportation Engineers

**Project Assignment**  
Project Manager

**Describe the project team, including the names and experience-based qualifications of each team member. Explain each team member's role in the project. Identify any sub-contractors that will assist the firm with this project.**

### **GERALD SALZMAN, AICP** Senior Traffic Engineer & Parking Planner

Mr. Salzman has been conducting multimodal traffic and parking studies for cities and communities 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.

His traffic projects include plans for access, circulation, loading docks, and pick-up/drop-off, as well as recommendations for external street improvements, including traffic signals. His parking projects include parking layout, parking management plans, redesign of existing surface lots to increase capacity, and garage feasibility and financial plans.

Some of Mr. Salzman's past projects include:

#### **Downtown transportation/traffic planning**

- Montgomery County Courthouse Access Plan, Bethesda, MD
- Bricktown Area Parking Plan, Oklahoma City, OK
- Village of Western Springs, IL
- Village of Arlington Heights, IL
- Village of Cary, 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
- City of Detroit, MI
- City of Green Bay, WI

#### **Neighborhood traffic and/or parking planning**

- Village of Frankfort, IL
- City of Chicago, IL
- City of Geneva, IL
- City of St. Charles, IL
- German Village & the Ohio State neighborhood, Columbus, OH

#### **Waterfront Projects**

- San Pedro Marina Parking Plan, Los Angeles, CA
- Trans Erie Ferry Terminal Site Assessment, Cleveland, OH



## Section 5



### GREGORY A. SHUMATE

Senior Associate

**Total Years of Experience**  
36

**Years at DESMAN**  
18

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

**Previous Experience**  
Senior City Planner  
City of Cincinnati

Senior City Planner  
City of Cleveland

Assistant Economic Development Director  
City of Cleveland

Parking Commissioner  
City of Cleveland

**Affiliations**  
International Parking  
Institute

American Planning Association

Council on Urban Economic  
Development

**Project Assignment**  
System Operations/  
Management

Mr. Shumate has over 36 years of professional experience as a public administrator in urban planning, economic development and enterprise management. He has served as a project manager or team leader for the design, financing and implementation planning of various commercial, industrial, residential and waterfront projects.

As Parking Commissioner for the City of Cleveland, Mr. Shumate was the chief operations administrator for the City's entire on-and off-street parking system consisting of 16,450 spaces.

Since joining DESMAN he has authored a broad range of parking studies that have addressed master planning, supply/demand, site selection, facility staffing, management and maintenance strategies, parking meter systems, operational audits and the economic feasibility of parking projects and program initiatives.

The following is a partial list of projects and assignments that Mr. Shumate has completed:

#### Operations & Management Studies

- Pittsburgh Parking Meter System Automation Plan, Public Parking Authority of Pittsburgh, PS
- Parking System & Transportation Program Operational Audit, University Circle Inc., Cleveland, OH
- Bronx (Yankee Stadium) Parking System Monthly Operational Audits
- Parking Meter System Operational Audit, Montgomery County MD
- Downtown Covington Parking System Operation & Management Assessment, Covington, KY
- Downtown Lowell Parking System Study, City of Lowell, MA
- City of New Britain Comprehensive Parking Meter System Master Plan, City of New Britain, CT
- East Lansing Parking System Management Study, East Lansing, MI
- Downtown Covington Parking Demand & Management Study, Covington, KY
- Comprehensive Review and Analysis of the Easton Parking System, City of Easton PA
- Niagara Falls Downtown Parking Program Study, Niagara Falls, NY
- Downtown Parking Study, Green Bay, WI
- Parking Master Plan, Hollywood, FL

#### Master Plan Studies

- Cleveland State University, Cleveland, OH
- Downtown Dayton Parking Study, Dayton, OH
- Downtown Parking Supply & Demand Study, Buffalo, NY
- Columbus State University Master Plan, Columbus, OH

#### Financial Feasibility Studies

- Financial Analysis of Parking Assets & Market Assessment, Public Parking Authority of Pittsburgh. PA
- Olive & Smithfield Downtown Parking Garage Development Feasibility Study, Pittsburgh Urban Redevelopment Authority, PA



## Section 5



**ERIC HAGGETT**  
Associate

**Total Years of Experience**  
8

**Years at DESMAN**  
8

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

**Registrations**  
Green Garage Assessor

**Project Assignment**  
Market Financial Analyst

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.

Mr. Haggett has experience performing parking studies for cities large and small, including: the City of Pittsburgh, City of Detroit, City of Buffalo, City of Bethesda, City of Covington, City of East Lansing, City of Dayton and the City of Chicago, among others.

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

- Comprehensive Review and Analysis of the Easton Parking System, Easton, PA
- City of Meadville Downtown Parking Study, Meadville, PA
- Downtown Parking Plan and System Management Strategy, Niagara Falls, NY
- Feasibility Study for a Backyard Lot Parking Garage, Bar Harbor, ME
- Downtown Parking Management Plan, Burlington, VT
- City of Dayton Parking System Analysis, Dayton, OH
- Downtown Comprehensive Parking Study, Buffalo, NY
- City of Covington Downtown Parking Management Plan, Covington, KY
- City of Bethesda Parking Demand Study, Bethesda, MD
- City of Silver Spring Parking Demand Study, Silver Spring, MD
- City of Summit Downtown Parking Study, Summit, NJ
- City of East Lansing Municipal Parking Program Organizational Analysis, East Lansing, MI
- City of Norfolk Parking System Operations and Financial Consulting, Norfolk, VA
- City Meter System Plan, Detroit, MI
- Downtown Parking Study, Green Bay, WI

## Section 5



**DAVID TAXMAN, PE**  
Associate

**Total Years of Experience**  
11

**Years at DESMAN**  
11

**Education**  
University of Wisconsin  
Madison, Wisconsin  
Graduated in Dec. 2004  
B.S. in Civil Engineering

University of Illinois – Chi-  
cago  
Chicago, Illinois  
Graduated in Aug. 2010  
Master of Arts in Real Estate

Licensed Professional En-  
gineer in Illinois, Virginia,  
Maryland, and D.C.

Licensed Green Garage As-  
sessor

**Affiliations**  
Member, Institute of Trans-  
portation Engineers

Member, American Planning  
Association

**Project Assignment**  
Parking Planner

Mr. Taxman provides analytical and planning services for DESMAN. He is involved with all technical aspects of the planning and management of parking and traffic studies, including data collection supervision, data analysis, and report production. He has also been project manager for a variety of traffic and parking study projects.

Mr. Taxman has been involved in a parking study which has analyzed the entire parking conditions for the City of Waukegan, Illinois and the Bricktown area in Oklahoma City, Oklahoma. This included an analysis of the existing and future parking supply/demand relationship, parking rates, shared parking opportunities, ideal future locations for parking and recommendations for the management/organization of on and off-street parking. He has also performed comprehensive transportation studies for the following projects: University Circle area in Cleveland, Ohio, the downtown area of Leonardtown, Maryland, the downtown area of Rockville, Maryland, Saadiyat Island in Abu Dhabi, UAE, and Dhahran Health Center, Saudi Arabia.

Some of Mr. Taxman's experience includes:

### Parking Studies

- Embassy Suites – Denver, CO
- Rush Copley Medical Center – Aurora, IL
- UIUC Lot E-14 Parking Study – Champaign, IL
- Water Tower Place – Chicago, IL
- SEJ Development – Cicero, IL
- Truman College – Chicago, IL
- Wilson Yards – Chicago, IL
- University of Chicago Medical Center – Chicago, IL
- Metro Gateway South – Hillside, IL
- Memorial Medical Center – Springfield, IL
- Downtown Waukegan – Waukegan, IL
- Chicago Park District – Parking Study of All Chicago Harbors
- Columbus Center, Parcels 16 & 17 – Boston, MA
- St. Louis Treasurer's Department – St. Louis, MO
- Cortex Medical Center – St. Louis, MO
- Exeter Hospital – Exeter, NH
- City of Wildwood in New Jersey – Wildwood, NJ
- Bricktown Parking Study – Oklahoma City, OK
- Oklahoma State University – Stillwater, OK
- Hamot Medical Center – Erie, PA
- Erie Parking Authority – Erie, PA

## Section 7

Provide examples of work performed for a minimum of three (3) similar jurisdictions with comparable parking systems and influencing factors. Experience serving similar university communities is desired. Proposals must include references from each jurisdiction as well as a brief executive summary addressing successes, failures and lessons learned from each project. Full reports from previous projects may be included as attachments to the proposal without counting against limitations on length.



### DOWNTOWN PARKING INITIATIVE

Burlington, VT

DESMAN was the Prime Project Consultant, Engineer of Record and Parking Consultant on this design-build project for the Whiting-Turner Contracting Company in Las Vegas, NV. The Deck A horizontal expansion contains 782 parking spaces on six levels, including one level below grade. Also included in the project is the design of tunnel for direct vehicular access to the parking facility from Iron Horse Drive to alleviate traffic backups during peak hours for retail parking.

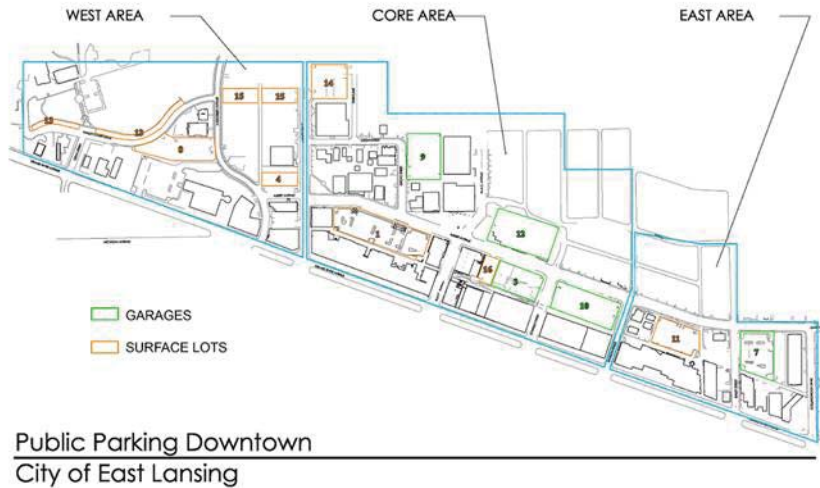
#### Contact:

Kelly Devine  
Executive Director  
Burlington Business  
Association  
110 Main Street  
Burlington, VT 05401  
802.863-1175  
director@bbavt.org

The three-bay, precast expansion includes one sloping bay with parking for vertical vehicle circulation and is connected via vehicle crossover bridges to the existing deck at two locations on each level, excluding the basement level. The facility is clad in painted precast concrete panels with stair/elevator towers clad in aluminum curtain wall. Included in the expansion is an intelligent guidance system with counters, sensors and digital displays to help guide retail parking patrons to available parking spaces. The \$16 million construction cost includes the deck expansion, deep foundations, tunnel and other roadway improvements, and the bridges to the existing deck.

## Section 7

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



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.

DESMAN's report recommended the re-organization of the Parking Division in a manner that would increase its capability and accountability beyond the basic operational functions it had customarily performed. The recommendations were aimed at making the Division more entrepreneurial so that equal importance and emphasis would be given to the systems programmatic objectives, physical growth, financial solvency, innovation and strategic planning.

#### Contact:

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



## Section 7

### TOWN OF HANOVER, NH DOWNTOWN EMPLOYEE PARKING STUDY Hanover, NH

**Contact:**

Patrick O'Neil  
Parking Operations  
Supervisor  
Town of Hanover  
Department of Parking,  
41 South Main Street,  
Hanover, NH 03755  
Ph # 603-640-3220

The Town of Hanover, NH contracted DESMAN to conduct a parking study to analyze the access and parking demands specific to employees of downtown businesses. The goal of the study was to understand the perception and concerns that downtown employees had regarding the parking system and come up with solutions to create an efficient downtown parking system.

The Town of Hanover aims to create proficient parking system in the downtown catering both to its visitors and employees. Downtown Hanover includes a mix of personal and professional services offices, institutional offices, retail stores, restaurants, a theater and medical offices creating a mix of employees with different parking needs. The methodology used for this study examined the parking system by conducting a survey of employees in the study area and conducting an existing condition analysis

for the public parking system in the study area. The survey focused on understanding the concerns, perceptions and needs of downtown employees with regards to parking. Survey procured information regarding parking rates, parking locations, willingness to use alternative modes, willingness to park further, the distance employees travelled to get to work, their hours/days of work. The survey was used to understand the behavior of people with regards to parking and understand employee parking preferences.

Based on the analysis DESMAN presented a variety of programs and options for the Town to consider going forward to include but not limited to a day pass program, execute efforts to promote carpooling, replacing meters along Main Street, automate non-essential

Parking Department functions and execute annual conditions surveys etc.

The recommendations made by DESMAN were well received by the parking board. They are at present considering setting up a day pass for the Lebanon Street Garage, reconfiguring Hovey lane/Lebanon street/Thompson Arena permits and studying intercept parking facility locations.

