



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: City Manager's Office

Prepared by: Bernadette Sullivan, Senior
Management Analyst

City Manager Approval:  _____

TOPIC: SAN RAFAEL RESIDENTIAL PARKING PERMIT PROGRAM

SUBJECT: AUTHORIZE THE CITY MANAGER TO NEGOTIATE AND ENTER INTO A PROFESSIONAL SERVICES AGREEMENT WITH DIXON RESOURCES UNLIMITED FOR THE DEVELOPMENT OF A RESIDENTIAL PARKING PERMIT PROGRAM IN THE AMOUNT NOT TO EXCEED \$150,000 WITH THE AUTHORITY TO AMEND THIS AGREEMENT UP TO AN ADDITIONAL \$75,000 FOR ADDITIONAL PHASES OF WORK AND APPROPRIATE \$225,000 TO THE PARKING DIVISION'S FISCAL YEAR 2023-24 CONTRACTUAL SERVICES BUDGET.

RECOMMENDATION:

1. Authorize the City Manager to negotiate and enter into a Professional Services Agreement with Dixon Resources Unlimited for the development of a residential parking permit program, in the amount not to exceed \$150,000, with the authority to amend this agreement up to an additional \$75,000 for additional phases of work.
2. Appropriate \$225,000 to the Parking Division's Fiscal Year 2023-24 Contractual Services budget.

BACKGROUND:

The City of San Rafael's current residential parking permit policy has not been widely utilized due for several reasons, including its thresholds to establish a permit program. For example, initiating the residential parking permit program requires a request to the City's Traffic Coordinating Committee as well as petition of no less than 1,500 residences, with at least 67% of those residences voting in favor to establish the parking permit. Then, an initial city-funded parking study assesses on-street parking utilization, verifying at least 75% occupancy. Upon study validation and approval from the City Council, enforcement measures would be established, and a one-time fee would be charged to the program participants covering the start-up costs. Finally, a majority of the district's occupants must purchase the permits, which would be reissued annually, with guest permits also available. The City's current residential parking permit policy is available [here](#).

Increasing population, growing housing density, and evolving transportation needs have led to parking issues in many San Rafael neighborhoods. Recognizing the necessity for a new and adaptable parking

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

permit program to address these challenges, City staff propose the creation of an updated program that will be developed in phases, with the first phase focusing on East San Rafael (ESR) due to its urgent parking issues and longstanding requests from the community, followed by a subsequent phases that would extend to other areas of San Rafael. Each phase focusing on the unique issues and needs of each neighborhood while ensuring that the citywide program and policy is equitable.

Specifically in response to ongoing concerns in East San Rafael (ESR), the City has conducted discussions, studies, regulatory adjustments, and implementation of potential solutions to alleviate the parking problems and optimize existing conditions. The City Council initiated a comprehensive 6-month study in 2017, focusing on assessing existing parking conditions in ESR and developing sustainable and actionable parking solutions. The insights gained in the [East San Rafael Parking Study](#) played a crucial role in shaping regulatory reforms, aimed at both residential and commercial zones. Information on current projects, previous actions taken, and a timeline of events surrounding parking in ESR is available [here](#).

Despite these studies and regulatory reforms, parking remains a challenge in ESR. Given this, the City Council, through their Fiscal Years 2023-2024 and 2024-25 Goals and Objectives, directed staff to assess the feasibility and revise the City's current residential parking permit program to address overcrowding of neighborhood parking in a cost-neutral and equitable manner.

ANALYSIS:

To identify potential consultants to develop a residential parking permit program, the City Manager's office in coordination with the Parking Services division issued a Request for Proposal (RFP) from qualified mobility, traffic, and parking consulting firms on November 2, 2023. As a result, the City received three proposals. Proposals were evaluated by staff based on the criteria specified in the RFP, including but not limited to project understanding, commitment to stakeholder and community engagement, creative program development, timeline and approach, previous experience, and price. A staff panel interviewed all three proposers and recommends awarding the contract to Dixon Resources Unlimited (Dixon). Dixon's proposed scope of work is attached as Exhibit A

Dixon is a nationally recognized firm known for their development of unique, forward-thinking, and award-winning parking management solutions. Most notably, their experience includes developing parking programs for other cities in California with similar community and neighborhood dynamics to San Rafael. Their proposed scope of work details Dixon's emphasis on the value of balancing equity and accessibility when designing new permit programs, policies, and fee structures, as well as Dixon's strong commitment to increased community engagement aligned with the City's objective creating an equitable program and of involving residents in shaping parking solutions. In addition to their innovative ideas and expertise, references for Dixon provided positive feedback that solidified their reputation for excellence in the field.

Dixon's Technical Approach:

Dixon's approach includes beginning the project by conducting a comprehensive review of relevant project documents and conducting an on-site assessment to establish a detailed site context. The team will then prepare a comparable cities analysis of parking permit codes and policies, incorporating community and City staff feedback. Following this, additional data collection will be carried out in the East San Rafael area, including an inventory of available parking and License Plate Recognition-based data collection to measure parking utilization throughout the day and night. The collected data will be analyzed using the DIXON Rapid LPR Tool to inform data-driven policy adjustments. Stakeholder engagement, community meetings, and public input campaigns will be conducted to gather feedback and build

consensus. The project will culminate in the development of a Parking Action Plan with residential parking permit program recommendations that can be adapted to fit the needs of all San Rafael neighborhoods, including policy development, enforcement strategies, and key performance indicators, which will be presented to the City Council following the completion of the first phase of work.

COMMUNITY OUTREACH:

The City has engaged the community and key stakeholders to discuss neighborhood parking issues over the last several years, including meetings with the East San Rafael Parking Taskforce, East San Rafael Working Group, and others.

For this project, the City shared the RFP on platforms such as the International Parking & Mobility Institute (IPMI) and California Mobility and Parking Association (CMPA) webpages, as well as the City's official website and social media pages. Additionally, the project gained visibility through a [feature](#) in the Marin Independent Journal, which highlighted the projects goals and potential impact.

This project will include a robust community engagement program, which will include Dixon coordinating at least fourteen stakeholder meetings.

FISCAL IMPACT:

The recommendation included in this report would authorize a contract expenditure of up to \$225,000. Funding to support this cost is available within the Parking Fund (501) fund balance. Staff is also recommending appropriating funds to amend the Parking Services Division's Fiscal Year 2023-24 budget for contractual services.

OPTIONS:

The City Council has the following options to consider on this matter:

1. Authorize the City Manager to enter into the agreement as recommended.
2. Do not authorize the City Manager to enter into the agreement and provide further direction to staff.

RECOMMENDED ACTION:

1. Authorize the City Manager to negotiate and enter into a Professional Services Agreement with Dixon Resources Unlimited for the development of a residential parking permit program, in the amount not to exceed \$150,000, with the authority to amend this agreement up to an additional \$75,000 for additional phases of work.
2. Appropriate \$225,000 to the Parking Division's Fiscal Year 2023-24 Contractual Services budget.

ATTACHMENT:

1. Exhibit A- Scope of Work

Proposal

Residential Parking Permit Program Development (Revised)

City of San Rafael
January 10, 2024

Section 1. Transmittal Letter

January 10, 2024

Bernadette Sullivan, Senior Management Analyst
City of San Rafael
1400 5th Avenue
San Rafael, CA 94901

Dear Ms. Sullivan,

Dixon Resources Unlimited (DIXON) is pleased to submit this revised proposal to the City of San Rafael (City) to provide parking consultant support services to assist in modernizing the City's residential parking permit policies and aid in the development of an equitable Resident Permit Parking (RPP) Program.

We have been responsible for developing, optimizing, and implementing residential permit programs and related policies all over California. We will leverage that unique expertise to conduct a thorough review of the City's current program, review related municipal codes, prepare a comparable cities analysis, and collect parking inventory and utilization information for the existing supply of on-street parking spaces. We will use this information to develop a distinctive program for the City that initially focuses on the vibrant and diverse East San Rafael (ESR) area, but may be applied citywide.

We value the importance of balancing equity and accessibility when designing new permit programs, policies, and fee structures, and our team members are experts at navigating these important concepts. Our clients will tell you that community engagement and consensus is a critical step when identifying the solution that will work for the City, and our team will work closely with the City and stakeholder groups to develop code language and policy recommendations that work for San Rafael.

We have a thorough understanding of the challenges faced by the City, especially the impacts on residential parking supply due to high-density developments, housing shortages, inadequate parking minimums, population growth, and overall economic development. DIXON has provided for cities throughout California, including the cities of Tustin (CA), Santa Ana (CA), Newport Beach (CA), and Pasadena (CA). Most recently, we supported the City of Sausalito (CA) in integrating their residential permit processing and fulfillment services with their existing Citation Management System (CMS) provider, to transition the City away from in-house permit management to an easy and convenient online solution. We have developed program recommendations for municipalities around the nation. This has provided us with an advantage over other consulting firms and allowed us to develop a wealth of best practices, policy language, implementation strategies, and tools to draw from to support the City in this process.

Our experience speaks for itself, as we are currently supporting the City of Costa Mesa (CA) to re-launch its RPP program. Costa Mesa adopted a unique approach to

reimagine their RPP program from the ground up, including policies and eligibility criteria developed through robust community engagement efforts that included exhaustive public outreach, even during the height of the pandemic. The City of Costa Mesa's efforts and imaginative RPP program design was recently recognized as the **2023 California Parking Program of the Year** by the California Mobility & Parking Association (CMPA).

DIXON has regional parking experience and has provided support for many cities around the Bay Area, including Alameda (CA), Berkeley (CA), San Leandro (CA), Palo Alto (CA), and Napa (CA), just to name a few. Additionally, DIXON has what other firms lack: direct, hands-on implementation support experience. We know what it takes to get the program off the ground and how to proactively engage with the communities we work in to build data-driven policy improvements and maintain a program that will last.

Lastly, our team has supported some of the largest parking programs in the US, including Los Angeles (CA), San Francisco (CA), and Denver (CO). Whether big or small, each community has its own charm and distinctive features, and at DIXON, we pride ourselves in our ability to work directly with community stakeholders to capture their specific needs and wants. Our team has the exact resources and experience the City of San Rafael needs to future-proof and re-establish its RPP Program.

DIXON is a California-certified Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE), and Women-owned Business Enterprise (WBE) consulting firm. We are available to begin work immediately upon notice to proceed from the City.

I, Julie Dixon, am the Principal Consultant and will serve as the designated contact for this proposal, with the legal authority to bind the company.

Sincerely,



Julie Dixon, President
julie@dixonresourcesunlimited.com
(213) 716-6933

Dixon Resources Unlimited
3639 Midway Drive Suite B345
San Diego, CA 92110

Section 2. Table of Contents

| | |
|--|-----------|
| Section 1. Transmittal Letter | 1 |
| Section 2. Table of Contents | 3 |
| Section 3. Company Overview | 4 |
| Firm Description and Qualifications | 4 |
| Industry Recognitions | 4 |
| Municipal Track Record | 5 |
| Firm Contact Information | 5 |
| Section 4. Project Understanding and Approach | 6 |
| Project Understanding..... | 6 |
| Technical Approach | 6 |
| Scope of Work (Revised) | 7 |
| Task 1. Project Management (Revised) | 7 |
| Task 2. Existing Conditions Assessment | 8 |
| Task 3. Parking Utilization Pilot | 9 |
| Task 4. Public Engagement and Stakeholder Input (Revised)..... | 10 |
| Task 5. Parking Action Plan | 13 |
| Section 5. Team Composition and Qualifications..... | 16 |
| Team Organization and Key Members | 16 |
| Section 6. Project Timeline | 22 |
| Proposed Schedule (Revised) | 22 |
| Section 7. Budget and Pricing..... | 23 |
| Hourly Rates..... | 23 |
| Cost Estimate (Revised) | 23 |
| Section 8. References..... | 25 |

Section 3. Company Overview

Firm Description and Qualifications

Dixon Resources Unlimited is a California-based parking consulting firm that was incorporated in 2012. We have extensive knowledge and hands-on experience with the solicitation, development, deployment, operation, and maintenance of solutions ranging from municipal parking programs to automated enforcement systems. Over the past 11 years, DIXON has been responsible for establishing policies, defining objectives, and delivering initiatives for municipalities of all sizes. With over 30 years of parking and transportation management experience, Julie Dixon founded DIXON with the direct goal of supporting municipal parking programs. We consider ourselves to be “Parking Coaches” because we offer best-in-class municipal parking solutions across a broad spectrum, including:

| Policies and Planning | Parking Data | Operations |
|------------------------|---------------------|------------------------|
| Operational Audits | Data Collection | Permit Management |
| Municipal Code Updates | Parking Studies | Staffing Assessments |
| Community Outreach | Data Analysis | Citation Management |
| Implementation Plans | Heat Maps | Revenue Reconciliation |
| Council Presentations | Financial Reporting | RFP Specifications |
| Financial Projections | Integrations | Procurement Support |

Based on industry awareness and familiarity with parking policies and current developments, DIXON has been sought for feedback and direction from parking programs both nationally and globally. Our knowledge of parking processes, policy, technology, and service solutions provides a measurable benefit to our customers.

Industry Recognitions

DIXON was recently recognized as a **2023 Organization of the Year** by the International Parking & Mobility Institute (IPMI) for our extensive contributions to the parking and mobility industry and the exemplary service we provide to our clients. In the past few years, DIXON has helped transform many projects into award-winning parking programs, including:

California Mobility & Parking Association

2018 Parking Program of the Year:

City of San Leandro

2019 Parking Program of the Year:

City of Laguna Beach

2022 Parking Program of the Year:

City of Paso Robles

2023 Parking Program of the Year:

City of Costa Mesa

Parking Today

2019 Innovative Use of Technology:

City of Seal Beach

2020 Excellence in Technology and Innovation for On-Street Parking:

City of Paso Robles

Municipal Track Record

DIXON has acquired an impressive client list and the table below highlights some of our notable projects and regional experience:

| | | | | | |
|----|---------------------|----|-----------------------|----|---------------|
| AK | Juneau | CA | Paso Robles | MI | Birmingham |
| AR | Little Rock | CA | San Francisco (SFMTA) | MT | Whitefish |
| AZ | Tempe | CA | San Leandro | NE | La Vista |
| CA | Alameda | CA | Santa Ana | NJ | Atlantic City |
| CA | Berkeley | CA | Sausalito | NJ | Princeton |
| CA | Beverly Hills | CA | Seal Beach | NM | Albuquerque |
| CA | Costa Mesa | CO | Boulder | NV | Las Vegas |
| CA | Laguna Beach | CO | Denver | OH | Columbus |
| CA | Los Angeles (LADOT) | CT | New Haven | OR | Beaverton |
| CA | Monterey | CT | Stamford | OR | Portland |
| CA | Mountain View | FL | Fort Lauderdale | TX | Dallas |
| CA | Napa | FL | Tallahassee | TX | McKinney |
| CA | Newport Beach | HI | Maui | UT | Park City |
| CA | Norwalk | ID | Boise | UT | Springdale |
| CA | Oceanside | ID | Ketchum | WA | Spokane |
| CA | Palo Alto | IL | Oak Park | WA | Vancouver |
| CA | Pasadena | MI | Ann Arbor | WI | Milwaukee |

The number of projects that we have and continue to support demonstrates the scale of the impact that we have made. DIXON stays engaged with all its clients, and we continue to provide guidance and direction to City staff when needed—an additional level of personalization that makes a significant difference to our customers.

Due to our wide range of clientele and breadth of parking experience, we are exceptionally knowledgeable about industry best practices related to on- and off-street parking operations, policies, codes, management, staffing, training plans, compliance, enforcement, permit and citation management systems, technical specifications, emerging parking technology and current solutions, long-term strategic planning.

Firm Contact Information

| | |
|----------------------|--|
| Firm Name: | Dixon Resources Unlimited |
| Contact Name: | Julie Dixon, President |
| Address: | 3639 Midway Drive Suite B345 San Diego, CA 92110 |
| Phone: | (213) 716-6933 |
| Fax: | (619) 221-8006 |
| E-mail: | julie@dixonresourcesunlimited.com |

Section 4. Project Understanding and Approach

Project Understanding

DIXON has assessed, designed, built, and operated many successful parking programs around the country and our experience and operational understanding of the details involved provides a unique perspective unlike any other consulting firm. We have worked closely with municipalities throughout California experiencing similar challenges with designing equitable and accessible permit parking programs, and developing right-sized policy adjustments is what we do best.

We are proud to have supported the City of Costa Mesa (CA) as it navigated a complete overhaul of their Residential Parking Permit (RPP) Program, which resulted in a state-of-the-art, award-winning system that addressed equity concerns, including those related to California Attorney General opinion (#14-304) regarding residential parking permits, and the implementation of a seamless permit processing and fulfillment process fully integrated with the City's Citation Management System (CMS) provider.

The program that Costa Mesa developed was designed to empower their residents to make informed decisions about RPP Program eligibility and participation, and our team can leverage those efforts to assist the City of San Rafael in developing a modern, scalable RPP Program that incorporates the effective use of technology and provides inclusiveness across a broad range of community stakeholders and residents.

Technical Approach

For this project, we will begin with a comprehensive review of relevant project documents and conduct an on-site assessment to develop a detailed site context. We will prepare and circulate a comparable cities analysis of applicable parking permit codes, policies, and best practices for City staff to review. Based on staff input and feedback, we will outline initial findings and begin to draft municipal code update recommendations.

DIXON will then develop a data collection plan to survey residential parking conditions within the East San Rafael (ESR) area. Our data collection will include an inventory of available parking and perform two days of data collection utilizing a License Plate Recognition (LPR) -based approach that will generate parking utilization and occupancy measurements. This utilization data can then be analyzed through the DIXON *Rapid LPR Tool*, which provides metrics and visualizations that will aid us and the City in developing data-driven policy adjustments. DIXON's expert data analysts can prepare and circulate detailed maps with results from the data collection analysis.

We are excellent at facilitating stakeholder engagement, community meetings, and public input campaigns, and we routinely receive positive feedback from our clients about our inclusiveness and accommodation for all stakeholder groups. We will coordinate with the City to develop a plan to engage with community stakeholders and residents throughout the project. Multiple bilingual public meetings and an online

survey will be used to gather public opinion, community feedback, evaluate draft policy and code recommendations, and begin to build consensus in the community.

Throughout the process, DIXON will work closely with the City staff, elected officials, and identified key stakeholders to develop a Parking Action Plan with RPP Program recommendations, including policy and program development criteria, permit processing and fulfillment strategies, enforcement strategies and associated cost estimates, as well as a plan for RPP Program implementation. The recommendations contained within our Parking Action Plan will incorporate lessons learned in other California cities, industry best practices, strategies to mitigate parking equity and accessibility issues, a rubric for permit program adoption and expansion, and key performance indicators (KPIs) that will provide the City a framework for periodic policy review and assessment that can scale with the City's RPP Program over time.

Finally, we are prepared to support City staff with presentations of a draft Parking Action Plan at public meetings to gather feedback and comments from San Rafael City Council Subcommittee members. As needed, our team will assist City staff in developing detailed Staff Reports and presentation materials. We will then revise a final Parking Action Plan and RPP Program policy and code language recommendations and present that to the San Rafael City Council for final review and adoption.

Scope of Work (Revised)

The following workplan details the revised technical approach, methodology, specific tasks, and associated deliverables that our team will perform, inclusive of the City's request for more robust community engagement and an extended timeline for implementation.

Task 1. Project Management (Revised)

Our team will work closely with designated City staff to support a collaborative project management approach. Our team will schedule a virtual project kickoff meeting and bi-weekly calls with the designated City staff to provide project updates, collaborate, and address challenges. Additional meetings may be scheduled, as required.

Task 1.1 Kick-off Meeting. The initial virtual project kick-off meeting will allow our team to refine and confirm the scope of work, present an outline of the proposal for the Study, prioritize objectives and tasks, finalize the schedule and timeline for milestone deliverables, and introduce key internal stakeholders to our team.

Task 1.2 Project Management and Bi-weekly Calls. (Expanded) The City has requested an extended timeline to support more thorough planning, additional community meetings, and implementation. We will conduct bi-weekly project management calls with designated City staff for the duration of the project to accommodate the extended timeline (a revised project duration of nine (9) months). Our team will provide meeting agendas addressing the project schedule and budget status, highlighting complications and corrective measures, and the project's next steps.

Task 1.3 Document Sharing and Coordination. During the kick-off meeting, our team will request project-relevant documents. To facilitate document sharing, our team will establish a shared project folder (such as Dropbox, Google Drive, SharePoint, or similar) so that City staff can provide relevant documentation for our review. We will maintain this folder throughout the project to keep all files organized and accessible.

Task 1 Deliverables:

- DIXON will coordinate a virtual Kickoff Meeting.
- DIXON will conduct bi-weekly calls, including meeting agendas/minutes.

Task 2. Existing Conditions Assessment

We have played a key role in evaluating and supporting all aspects of parking and mobility programs, including on-street and off-street parking operations, permit parking strategies, curb management, and parking demand and occupancy studies.

Task 2.1 Background Materials and Document Review. Our team will review relevant municipal codes, policies, and previous studies, including the 2017 East San Rafael Parking Study. We will research and assess relevant case law, including existing statutes, current and pending California Assembly Bills, the 2016 California Attorney General opinion (#14-304), and recent court decisions that may have an impact on the City's RPP Program. We will request and review available parking inventory databases and maps of the City's current permit parking zones with associated restrictions, time limits, and utilization data, to be provided by the City.

Task 2.2 On-site Existing Conditions Assessment. We will coordinate an on-site visit to assess the current conditions of existing parking areas within the identified ESR zones and tour other residential neighborhoods that are of interest for future program expansion and implementation. While on-site, we will document, and review observed parking congestion and utilization rates and existing parking signage. We plan to meet with City staff to review relevant codes, policies, and programs and assess the timeline for current and planned Capital Improvement Projects as well as future commercial and residential developments that may impact the residential parking supply.

Task 2.3 Comparable Cities Analysis. We will research and assess up to three (3) comparable cities to prepare an analysis of comparable municipal codes, policies, regulations, and associated permit types, rates, fee structures, and third-party services providers, if available. We will circulate a copy to City staff for review and comments.

Task 2.4 Outline Initial Results and Muni Code Recommendations. During our on-site visit we will begin to document and outline initial results and recommendations for municipal code and policy updates. Our team will begin to research potential program enforcement and implementation costs associated with preliminary recommendations.

Task 2 Deliverables:

- DIXON will review project-relevant background materials.
- DIXON will perform an on-site assessment, including meetings with City staff.

- DIXON will prepare a comparable cities analysis of up to three (3) cities.

Task 3. Parking Utilization Pilot

Our Data Team collects and analyzes parking utilization and inventory data for a variety of projects. We have found that a reliable and accurate data set is essential for the success of modern parking programs, and our cost-effective license plate recognition (LPR)-based approach to data collection will deliver quality results.

Task 3.1 Confirm Study Area. We will work with the City to identify a project Study Area for parking utilization data collection. Our proposed Study Area aligns with previous work completed in the 2017 East San Rafael Parking Study (W-Trans), to provide the best value for comparison, including approximately 238 block faces of on-street public parking locations.

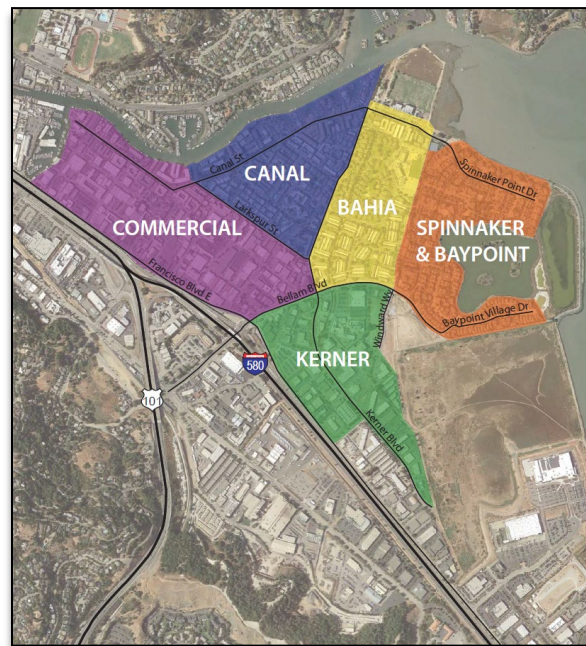
Task 3.2 Inventory Collection. We will collect available parking inventory counts within the defined Study Area. If available, we may incorporate existing City-provided files, databases, and assets, including GIS-enabled maps and inventory lists in a DIXON-approved format.

Task 3.3 Parking Utilization Pilot.

DIXON will coordinate with the City to develop a data collection plan that leverages mobile license plate recognition (LPR) equipment to collect parking occupancy and utilization data within the defined Study Area.

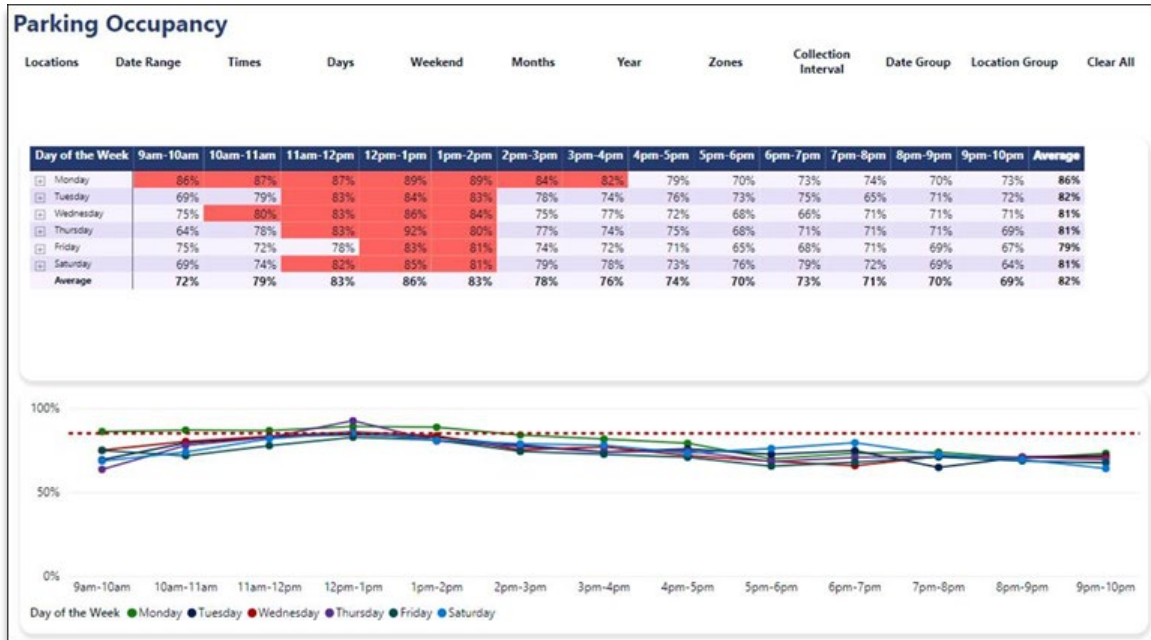
We are proposing two (2) days of collection, including a weekday and weekend day, with data collection intervals coinciding with early morning, mid-morning, afternoon, and evening hours, to record parking utilization rates each day. This is our recommended approach to evaluating occupancy and turnover rates within residential areas, and it will be useful to demonstrate fluctuations in occupancy throughout the day and average length of stay. However, we are flexible, and we will work with the City to establish an agreed-upon format for collection including desired days and times.

Task 3.4 Parking Utilization Analysis. We will analyze collected parking data using the DIXON *Rapid LPR Tool* to complete parking occupancy and turnover analysis for locations within the defined project Study Area, including maps, charts, and tables summarizing the parking supply and demand patterns, occupancy, peak usage, turnover, and length of stay metrics for the on-street areas surveyed.



Proposed Study Area

Task 3.5 Data Report - Detailed Utilization Maps. Our expert data analysts will prepare static maps that incorporate GIS layers corresponding to parking inventory information and occupancy information. We will provide these maps to City staff for review.



Example of Rapid LPR Tool Occupancy Dashboard

Task 3 Deliverables:

- DIXON will confirm the project Study Area
- DIXON will collect available parking inventory within the Study Area.
- DIXON will perform parking utilization data collection within the Study Area on two (2) days, including one (1) weekday and one (1) weekend day, with a minimum of four (4) data collection times each day.
- DIXON will upload parking utilization data to the *Rapid LPR Tool* for analysis and visualization of data collected within the Study Area.
- DIXON will prepare a Data Report consisting of static maps with GIS layers corresponding to parking inventory and utilization information.

Task 4. Public Engagement and Stakeholder Input (Revised)

Stakeholder engagement and public input are two of DIXON’s specialties and our team excels in achieving open, consistent, and invaluable public discourse. Our team knows that the road to consensus for implementing a smart residential permit parking program is a long one, and we believe community buy-in during program development is critical to the initial and long-term success of the program. Our experiences demonstrate that the inclusion of a broad range of stakeholders is integral to the process. We have coordinated customized public input campaigns employing personalized engagement strategies, including door-to-door canvassing, knock-and-

talk surveys, and targeted, online surveys accessible by a wide range of community members. We routinely receive excellent feedback from our clients and City Councils who are impressed with our incredibly high level of engagement, investment, and involvement with stakeholder groups. Our heavy presence in California will allow our team to easily accommodate a variety of bilingual public input opportunities to build consensus within the community, including in-person public meetings, forums, town halls, and surveys.



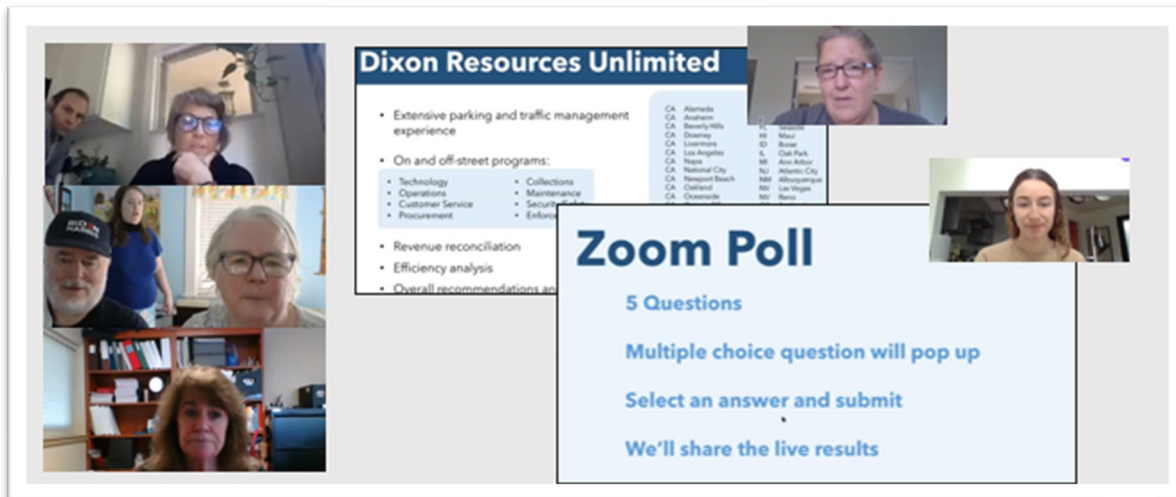
Julie Dixon moderating a discussion with parking stakeholders.

Task 4.1 Develop Public Engagement Plan. Our team will collaborate with the City to develop a Public Engagement Plan that provides transparency and inclusion with a broad range of stakeholders and provides support for Spanish-speaking residents. Stakeholder groups may include City staff, administration, elected officials, residents, neighborhood groups, business community members, and others who have a stake in the future of the RPP Program.

Task 4.2 Community Meetings. (Expanded) Our team will work with stakeholder groups to identify their unique challenges, needs, and goals. DIXON will coordinate a phased community outreach approach with an expanded series of in-person and virtual meetings as described below. Spanish-language translation services will be coordinated as necessary for each Phase of community outreach to ensure effective communication and inclusion among the community's various stakeholder groups.

- Phase 1: An initial round of community meetings and smaller focus group meetings will occur towards the beginning of the project during and around the time of the on-site existing conditions assessment. These meetings will be a chance to gather initial public input and feedback on existing conditions, review preliminary observations, and educate stakeholders about related parking management best practices.
 - *In-person* meetings during this phase will occur during our visit for the on-site existing conditions assessment:
 - One (1) in-person community meeting
 - One (1) in-person meeting with the East San Rafael Parking Task Force
 - One (1) additional in-person meeting with another community group, such as neighborhood association representatives.
 - One (1) in-person City Council presentation or workshop to present "Parking 101" concepts about parking management best practices, industry trends, key considerations, and project updates, and to solicit initial feedback from council members.

- *Virtual* meetings will be coordinated shortly after our site visit to give community members several more time options to choose from to maximize participation. These will include:
 - One (1) virtual community meeting
 - Two (2) smaller virtual meetings to support any follow-up conversations required or reach groups that were unable to meet in person during our initial visit.
 - DIXON will record the virtual meetings and share a copy of the recordings with the City afterward in case there is a desire to post the videos to the City’s website.
- DIXON will work in collaboration with the City to identify the appropriate stakeholder groups and confirm the meeting schedule. We will be adaptative to meet the City’s needs. DIXON will coach the City on how to promote the meetings and can mock-up flyers or social media content as needed. We will also establish a project email address so that community members may reach out at any time with additional comments.



Example of virtual public engagement meeting

- Phase 2: The next phase of community outreach will occur following the completion of the parking data analysis and the online public input survey as an opportunity to share the findings, discuss key takeaways, and present preliminary parking management concepts for feedback.
 - *In-person* meetings will occur during a second site visit, which will include:
 - One (1) in-person community meeting
 - One (1) smaller in-person key stakeholder group meeting
 - One (1) in-person City Council update presentation
 - *Virtual* meetings will occur shortly before or after the second site visit:
 - One (1) virtual community meeting
 - One (1) smaller virtual key stakeholder group meeting

- DIXON will record the virtual meetings and share a copy of the recordings with the City afterward in case there is a desire to post the videos to the City's website.
- Phase 3: DIXON will incorporate the feedback from phase 2 as we draft our Parking Action Plan recommendations. The third phase of community outreach will occur once the report recommendations are outlined, and DIXON will return to summarize the community input received to date and present the preliminary draft recommendations for feedback.
 - *In-person* meetings will occur during a third site visit, which will include:
 - One (1) in-person community meeting
 - One (1) smaller in-person key stakeholder group meeting
 - One (1) in-person City Council presentation
 - *Virtual* meetings will occur shortly before or after the third site visit:
 - One (1) virtual community meeting
 - One (1) smaller virtual key stakeholder group meeting
 - DIXON will record the virtual meetings and share a copy of the recordings with the City afterward in case there is a desire to post the videos to the City's website.

Task 4.3 Online Public Input Survey. DIXON will coordinate with the City to support an online, bilingual public input survey. The online survey may be designed to gauge public opinion and overall satisfaction with the current parking conditions, collect suggestions for improvements and individual stakeholder requirements, gather public input and feedback on draft RPP Program recommendations, and seek consensus from the community. The City's website, newsletters, social media, and other communication tools will be used to advertise this public engagement opportunity.

Task 4 Deliverables:

- DIXON will develop a Public Engagement Plan in coordination with the City.
- DIXON will coordinate fourteen (14) stakeholder meetings, including seven (7) in-person meetings and seven (7) virtual meetings, plus three (3) additional Council meetings.
- DIXON will facilitate a bilingual, online public input survey.

Task 5. Parking Action Plan

DIXON will consolidate results from our previous tasks to develop a comprehensive Parking Action Plan (Plan) for the Residential Parking Permit (RPP) Program as the final deliverable for this project. The Plan will summarize key findings and results from previous Tasks. The Plan will identify and provide the analysis behind a series of strategic recommendations and implementation plan strategies for the City's RPP Program needs, in both near-term and long-term planning horizons.

Task 5.1 Municipal Code Update Recommendations. DIXON will begin by working with City staff to conduct a thorough municipal ordinance review to determine adjustments/red-line edits that will “future-proof” code language to prepare the City for the implementation and management of a revamped permit program. Our extensive experience working with California cities will allow us to identify issues and address gaps in the existing code. Drawing from our experience in the Cities of Seal Beach and Costa Mesa and other municipalities, we will compile all relevant code sections and provide a revised version for consideration. This will include instances where the City may be able to simplify municipal language to improve program efficiency. We will also evaluate parking policies related to the management of multi-family and commercial developments located adjacent to single-family residences.

Task 5.2 Draft Parking Action Plan. In developing our draft Plan recommendations, we will utilize industry best practices and leverage our experiences with clients in California and around the country. Our recommendations will incorporate public input gathered during public engagement opportunities, and will include, but are not limited to, the following areas:

- Municipal code language updates that are consistent with California law and the Attorney General’s opinion (#14-304).
- Streamline existing residential permit parking policies, including number of permits, program participation, and residence eligibility.
- Revised and updated RPP processes, including, but not limited to, determining procedures to address challenges in areas where single-family and multi-family neighborhoods are co-located, determining permit limits for vehicles per household, evaluating permit parking options by time of day, and addressing the effects of paid parking in adjacent commercial corridors.
- Permit management, administration, issuance and renewal strategies, permit types, approximate fees, and evaluation of associated costs.
- Evaluation of RPP Program enforcement strategies, including pros and cons, cost recovery, fines, towing, administration, and associated costs.
- Financial analysis of the City’s existing and proposed residential permit parking program and recommendations for applicable permit fees; and,
- Associated implementation strategies, including estimated timeframes, costs, and responsible parties, potential funding mechanisms, and strategies to transition locations with existing permit restrictions.

The Plan will include recommended step-by-step policy changes specifically designed to address the criteria for establishing residential permit parking programs in neighborhoods throughout the city and the development of a methodology for permit disbursement. Each recommendation will include a narrative description of benefits and justifications for proposed policy adoption or adjustment. Where possible, our recommendations will include an assessment of turn-key solutions that can improve overall residential permit parking program performance, including emerging technology and integrations.

The final component of the Plan will establish a framework for public communications and information sharing regarding policies, regulations, initiatives, and the overall goals of the Parking Action Plan. Recommendations will include anticipated needs for marketing, public meetings, and web-based informational bulletins.

Task 5.3 Draft Plan Presentation. We will circulate draft Plan recommendations to City staff and stakeholders to gather input and incorporate that feedback into an updated Plan. We will assist the City in developing comprehensive Staff Reports and are prepared to present the draft Parking Action Plan at two (2) San Rafael City Council subcommittee meetings, including one (1) in-person presentation and one (1) virtual presentation, to gather feedback and comments from subcommittee members.

Task 5.4 Final Action Plan. DIXON will incorporate subcommittee member feedback into a revised, final Residential Parking Permit (RPP) Program Parking Action Plan to City staff and stakeholders and incorporate feedback into a revised, final Parking Action Plan. We are prepared to present the final Plan at one (1) in-person San Rafael City Council meeting for review and adoption.

Task 5 Deliverables:

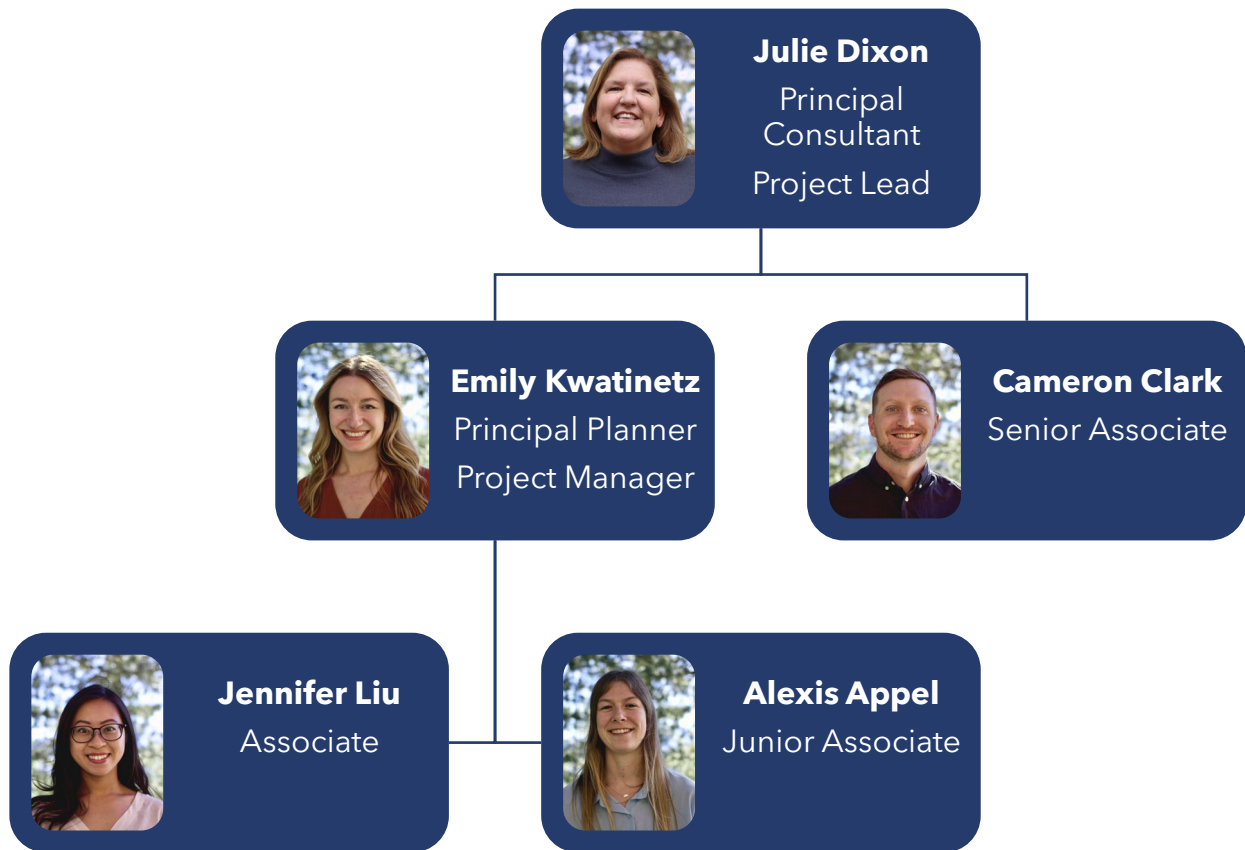
- DIXON will review and revise relevant San Rafael Municipal Code language.
- DIXON will prepare and circulate a draft Parking Action Plan to City staff.
- DIXON will attend and present at two (2) subcommittee meetings, including one (1) in-person and one (1) remote.
- DIXON will incorporate feedback into a revised, final Parking Action Plan.
- DIXON will present the final Plan at one (1) in-person City Council meeting for final review and adoption.

Section 5. Team Composition and Qualifications

Team Organization and Key Members

DIXON will customize our approach and tailor our team configuration to best support the City and all project deliverables. Our organization structure is provided here, with our firm’s Principal Consultant, Julie Dixon as the Project Lead. Julie will oversee high-level communication with City staff and elected officials, will provide a final review of all project deliverables, and will coordinate community engagements and presentation materials.

The remaining work will be supported by our Project Team. Principal Planner, Emily Kwatinetz, will be the Project Manager. Emily will be responsible for day-to-day communications with City staff and will direct task-based work assignments for the Project Team, which will include support from Senior Associate, Cameron Clark, who is responsible for leading the DIXON Data Team, Associate, Jennifer Liu, who is based in San Francisco and is responsible for supporting many of DIXON’s Bay Area clients, and Junior Associate, Alexis Appel, who will assist the team in conducting research, review, report writing, and revision, depending on the task. We will not hesitate to dedicate the required staff to achieve the City’s objectives for this project.



Julie Dixon - Principal Consultant, Project Lead



Julie Dixon is the President and Founder of Dixon Resources Unlimited, a woman-owned business, focused on providing parking consulting services to municipalities. With over 30 years of experience in parking and transportation management, Julie built her firm to provide “best in class” municipal parking solutions across a broad spectrum of areas, including operations management, customer service, enforcement, citation processing, field maintenance, financial reporting, procurement, and integrated solutions.

Julie began her career as the first parking enforcement officer for the Santa Barbara County Sheriff’s Department assigned to Isla Vista while completing her bachelor’s degree at the University of California, Santa Barbara. As her career path evolved, Julie directed and managed all aspects of various complex transportation programs. Her resume is extensive, and she recently completed her Master of Business Administration degree at Point Loma Nazarene University. Julie has been responsible for establishing policies, defining objectives, and delivering on initiatives for municipalities of all sizes, working at all levels within the administration, enforcement, and adjudication processes, and has been solicited to present at a variety of parking industry events regarding her project experiences. She has extensive knowledge and hands-on experience with the solicitation, development, deployment, operation, and maintenance of solutions ranging from municipal parking programs to automated enforcement systems.

Julie was directly involved with the San Francisco Municipal Transportation Agency (SFMTA) for the internationally recognized *SFpark* program. *SFpark* was the first federally funded project in the United States to evaluate both on-street and off-street parking technology and policies and their direct impact on congestion mitigation in the City. Using real-time information to determine parking availability, *SFpark* successfully implemented a demand-responsive pricing model that continues to be evaluated and debated throughout the parking industry. She was directly responsible for the development of specifications, solicitations, contract negotiations, technology integration, and implementation oversight.

One of DIXON’s primary business objectives is to define and recommend parking policies for its customers. Since founding DIXON in 2012, Julie has been focused on coaching municipalities through operational and technology assessments and implementation and procurement processes. Julie is responsible for the overall management of each project for the DIXON team and prides herself on being labeled as the “Parking Coach.” For her outstanding contributions to the parking industry, Julie received Parking Today’s 2020 Parking Person of the Year. This Award recognizes Julie’s exceptional dedication to improving the customer experience and image of parking across the entire industry.

(213) 716-6933, julie@dixonresourcesunlimited.com

Emily Kwatinetz - Principal Planner, Project Manager



Emily Kwatinetz has been with DIXON for seven years, managing projects ranging from parking and mobility studies to detailed implementation plans. Through parking studies, data analysis, operational audits, stakeholder outreach, and the development of strategic recommendations, she has a track record of comprehensive support for a variety of municipalities.

Emily earned a B.A. in Urban Studies and Planning from the University of California, San Diego. Emily was inducted into the National Parking Association's 40 Under 40 Class of 2018. She also is an elected board member of the Pacific Intermountain Parking & Transportation Association (PIPTA). Emily was recently awarded the 2022 Emerging Leader of the Year Award by the Southwest Parking and Transportation Association (SWPTA).

Emily has gained extensive experience with DIXON supporting numerous parking and mobility projects during her tenure, including leading the development of a comprehensive Parking Action Plan for the City of Monterey that provided step-by-step recommendations and strategies to optimize the City's parking operation. The Parking Action Plan incorporated results from a detailed comparable city analysis, a complete parking Revenue Modeling Workbook, and an on-site Operational Audit that examined the City's parking policies, programs, rates, data, and management practices. Emily has also been integral in developing a Parking Action Plan for the City of Paso Robles which included a thorough Implementation Strategy, and Emily created a complete Parking Roadmap for the Town of Los Gatos that included recommendations for parking demand management, residential area parking, enforcement, wayfinding and parking guidance, and transportation demand management, with phased implementation steps and strategies.

A summary of Emily's notable projects is provided below:

- *City of Santa Ana (CA) Citywide Parking Study (2022-23)*
- *Isla Vista Community Services District (CA) Parking Consultant Services (2023)*
- *City of Modesto (CA) Parking Infrastructure Implementation Plan (2022-23)*
- *City of Beaverton (OR) Downtown Parking Study and Action Plan (2020-23)*
- *City of Alameda (CA) On-Call Parking Consultant Support Services (2020-23)*
- *City of Downey (CA) Annual Parking Study (2019-23)*
- *City of Monterey (CA) Parking Operations Analysis (2018-23)*
- *City of Paso Robles (CA) Downtown Parking Action Plan & Implementation (2018-23)*
- *County of Maui (HI) Parking Action Plan and Park Maui Program Implementation (2017-23)*
- *Port of Seattle (WA) Shilshole Bay Marina Parking Study (2021-22)*
- *Pierce College (CA) Operational Needs Assessment (2019-20)*
- *City of Alameda (CA) Alameda Point Parking Management Plan (2019-20)*
- *Bay Area Rapid Transit (BART) Parking Modernization Program (2019-20)*

(206) 499-8183, emily@dixonresourcesunlimited.com

Cameron Clark - Senior Associate



Cameron Clark is a Senior Associate for DIXON, and he has spent over seven years in the parking industry demonstrating his expertise in parking curb management, data collection, analysis, and algorithmic modeling. Previously, Cameron served as Parking Operations Manager for a private data acquisition and analysis company, where he led all parking data projects, including SDOT's Annual Parking Study for four years. Cameron was inducted into the National Parking Association's "40 Under 40" class of 2022 and he also serves on the International Parking and Mobility Institute ("IPMI") Technology Committee which provides education on cutting-edge technology, how to implement that technology, and best practices on leveraging multiple technologies as the industry advances and evolves. Cameron earned a B.S. in Environmental Science and a Minor in Computer Science from the University of Redlands.

Cameron has conducted hundreds of parking and mobility studies, and he deeply understands the challenges in collecting, analyzing, and modeling accurate data across different facilities. His experience includes collection methods such as managing large teams of field data collectors to manually gather parking inventory, occupancy, and turnover data using map-based collection apps, mobile and static LPR, dash-cam video collection, static video collection, drone collection, and transaction data. Cameron was integral to the SDOT Annual Parking Study Program from 2016 - 2020 where he managed all data collection, quality control, and analysis. Cameron supported the development of the mobile collection application deployed for manual data collection efforts, and he was directly involved in supporting Turnstone's algorithmic model and methodology.

Since joining DIXON, Cameron has managed all data related projects as well as the development of the Dixon Data Suite, including the *Rapid LPR Tool*, which uses mobile LPR data to produce parking occupancy, turnover, and enforcement analysis. In San Francisco, Cameron evaluated the accuracy of the SFMTA's mobile LPR technologies and proved the ability to utilize this data for high-quality occupancy and turnover analysis. The success of this project has led to SFMTA's use of DIXON's *Rapid LPR Tool* to replace their current data acquisition efforts for their meter rate adjustment program.

A summary of Cameron's notable projects:

- *City of Portland (OR) Downtown Meter District Parking Study (2023)*
- *City of San Francisco (CA) Rapid LPR Tool (2022-23)*
- *City of Beverly Hills (CA) Rapid LPR Tool (2022-23)*
- *City of Pasadena (CA) Rapid LPR Tool (2022-23)*
- *City of Napa (CA) Citywide Parking Data Analysis (2021-23)*
- *City of Seal Beach (CA) Ongoing Parking Occupancy Evaluation (2021-23)*
- *Port of Seattle (WA) Shilshole Bay Marina Parking Study (2021-22)*
- *City of Costa Mesa (CA) Residential Parking Study (2020-22)*

(425) 761-5067, cameron.clark@dixonresourcesunlimited.com

Jennifer Liu - Associate



Jennifer Liu is an Associate at DIXON, with a Bachelor of Business Administration and Communication Studies joint major degree from Simon Fraser University, Canada. She also holds a certificate from UC Berkeley’s College of Environmental Design after completing the Summer Institute in City Planning.

Jennifer’s background is in the Electric Vehicle Supply Equipment (EVSE) industry, where she led global product marketing and program management initiatives for commercial, residential, and public charging solutions. Jennifer’s skillset is directly translatable to parking consulting, and since joining DIXON, she now supports parking programs across the country with market research, stakeholder engagement, municipal code reviews, and strategic planning.

For the Town of Los Gatos, Jennifer worked with staff to refresh their parking roadmap, perform financial modeling, and develop a comprehensive staffing plan. These efforts supported a request to the Town Council for additional funding and direction, which then enabled the Town to hire a dedicated parking staff member and make improvements to their parking program. Jennifer has also supported cities like Modesto (CA) and Napa (CA) with similar services, focusing in the areas of community engagement, policy and code reviews, and program planning initiatives.

Jennifer’s unique background combining communications, project management, and urban planning provides great benefits to DIXON’s clients, especially those in the implementation phases of their projects. Jennifer has supported large-scale programs and initiatives, including working closely with the City of Beverly Hills’ Public Works Department and the City’s vendor to coordinate technology upgrades in 17 City parking garages. Additionally, Jennifer managed the City’s parking operator solicitation process, which involved extensive stakeholder management, contract negotiation, and a deep technical understanding of the technologies involved.

A summary of Jennifer’s notable projects:

- *Town of Los Gatos (CA) Parking Roadmap Update (2023)*
- *City of Santa Ana (CA) Citywide Parking Study (2023)*
- *Isla Vista Community Services District (CA) Parking Consultant Services (2023)*
- *City of Paso Robles (CA) Implementation Support Services (2023)*
- *City of Ketchum (ID) Parking Consulting Services (2023)*
- *City of Modesto (CA) Parking Infrastructure Implementation Plan (2022-23)*
- *City of Napa (CA) Implementation Support Services (2022-23)*
- *City of San Leandro (CA) Parking Management Consulting Services (2022-23)*
- *City of Beverly Hills (CA) Off-Street Parking Projects & RFP Management (2022-23)*

(628) 280-9291, jennifer.liu@dixonresourcesunlimited.com

Alexis Appel - Junior Associate



Alexis Appel is a Junior Associate at DIXON with a Bachelor of Arts degree in Urban Studies and Planning from the University of California, San Diego. With an educational emphasis on Sustainability and Resilience, she takes a comprehensive approach to projects that considers both environmental and human impacts. Alexis previously worked in the stormwater management industry and assisted in the research and writing of Storm Water Pollution Prevention Plans for new and existing developments. Since joining the DIXON team, she has contributed to various projects, including researching alternative parking methods, conducting stakeholder outreach for community engagement, working with municipalities to enhance residential parking, and engaging with the California Coastal Commission to improve beach parking accessibility.

For the City of Seal Beach, Alexis is responsible for researching and supporting the City in preparing to submit a Coastal Development Permit application to the California Coastal Commission. She was responsible for the review and compilation of historical documents to convey the City's extensive parking history, as well as preparing a comparable cities analysis highlighting opportunities for the City to adjust parking rates and fees while maximizing accessibility and equity. Alexis is currently assisting both the cities of Seal Beach and Monterey in applying for Local Coastal Program certification, which will help both cities streamline the process of new development applications within their respective coastal zones. Alexis approaches projects involving the California Coastal Commission through the lens of equity and inclusion and values the opportunity to improve coastal access for visitors of all socio-economic backgrounds.

Alexis' distinctive background in urban planning has been a key element in serving DIXON clients in various ways. For the City of Santa Ana, Alexis is managing stakeholder outreach, which has included attendance at community events and town hall meetings, as well as identifying creative solutions such as parking lift implementation. Alexis has also completed comparable analyses for the City of Sausalito, San Diego State University, and the City of Seal Beach in order to identify the ways in which each project can enhance their unique parking programs.

A summary of Alexis' notable projects:

- *City of Seal Beach (CA) Parking Management Support Services (2022-23)*
- *City of Monterey (CA) Coastal Zone Parking Operation Study (2022-23)*
- *City of Norwalk (CA) One-Ways Neighborhood Support Services (2023-24)*
- *City of Santa Ana (CA) Citywide Parking Study (2023-24)*
- *Isla Vista Community Services District (CA) Parking Study (2021-23)*
- *City of Sausalito (CA) Downtown Parking Study (2023)*

(951) 553-0129, alexis@dixonresourcesunlimited.com

Section 6. Project Timeline

Proposed Schedule (Revised)

The following timeline describes the estimated time required to complete each task, including the additional community meetings and extended implementation, and an approximate date for the completion of each milestone deliverable:

| Task | Jan-24 | Feb-24 | Mar-24 | Apr-24 | May-24 | Jun-24 | Jul-24 | Aug-24 | Sep-24 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Project Kickoff Meeting | █ | | | | | | | | |
| Bi-Weekly Meetings | █ | █ | █ | █ | █ | █ | █ | █ | █ |
| Background Document Review | █ | | | | | | | | |
| On-site Assessment | | █ | | | | | | | |
| Outline Initial Results / Recommendations | | █ | | | | | | | |
| Review Existing Muni Code / Preliminary Redlines | | █ | | | | | | | |
| Prepare Menu of Comparable Codes / City Review | | █ | █ | | | | | | |
| Parking Utilization Pilot Setup | █ | █ | | | | | | | |
| Parking Inventory Collection | | █ | █ | | | | | | |
| Data Collection and Analysis | | | █ | | | | | | |
| Develop Data Report / Map | | | █ | █ | | | | | |
| Develop Public Engagement Plan | █ | █ | | | | | | | |
| Stakeholder Meetings: Phase 1 | | █ | | | | | | | |
| Public Input Survey | | █ | █ | █ | █ | | | | |
| Stakeholder Meetings: Phase 2 | | | | █ | | | | | |
| Finalize Muni Code Recommendations | | | | █ | █ | | | | |
| Stakeholder Meetings: Phase 3 | | | | | █ | | | | |
| Prepare Draft RPP Recommendations/PAP | | | | | █ | █ | █ | | |
| City Review of Draft RPP Recommendations/PAP | | | | | | █ | █ | █ | |
| Subcommittee Meetings / Presentations | | | | | | | █ | █ | █ |
| Revise Final RPP Recommendations/PAP | | | | | | | | █ | █ |
| Council Presentation & Adoption | | | | | | | | | █ |

Section 7. Budget and Pricing

This cost proposal is based on a Time & Materials (T&M) approach. We are adaptive to the City's needs and will customize our solution to focus on what the City needs to achieve its objectives and to ensure that all deliverables are completed within the agreed-upon budget and timing to suit the City's evolving priorities.

The following table provides the hourly rates for all DIXON classification groups, which are based upon GSA standards and will be billed per City requirements.

Hourly Rates

| Classification | Labor Rate Per Hour |
|--------------------------|---------------------|
| Principal Consultant | \$245 |
| Principal Planner | \$225 |
| Senior Associate | \$175 |
| Associate / Data Analyst | \$155 |
| Junior Associate | \$115 |
| Data Collector | \$65 |

Cost Estimate (Revised)

The revised total estimated not to exceed costs per Task are detailed below:

| Cost Estimate: DIXON Time & Materials Fee | | |
|---|--|----------------------|
| Task | Description | Estimated Cost (NTE) |
| | Project Management (Revised) | |
| 1 | <ul style="list-style-type: none"> Virtual project kickoff and bi-weekly calls Extended project management and coordination (assumes three (3) additional months) | \$9,340 |
| | Operational Needs Assessment | |
| 2 | <ul style="list-style-type: none"> Review project-relevant background materials. On-site assessment, including meetings with City staff Comparable cities analysis of up to three (3) cities | \$15,305 |
| | Parking Utilization Pilot | |
| 3 | <ul style="list-style-type: none"> Confirm the project Study Area and collect available parking inventory Collect parking utilization data within the Study Area on two (2) days, including one (1) weekday and one (1) weekend day, with four (4) data collection times per day Includes analysis and visualization of data collected within the Study Area in the <i>Rapid LPR Tool</i> Prepare a Data Report consisting of static maps with GIS layers corresponding to parking inventory and utilization information | \$27,780 |

Stakeholder Engagement and Public Input (Revised)

- Develop a Public Engagement Plan
- Coordinate several stakeholder meetings:
 - **Phase 1:** Six (6) stakeholder meetings, including three (3) in-person meetings, three (3) virtual meetings, and one (1) Council meeting
 - 4 ○ **Phase 2:** Four (4) stakeholder meetings, including two (2) in-person meetings, two (2) virtual meetings, and one (1) Council meeting **\$45,640**
 - **Phase 3:** Four (4) stakeholder meetings, including two (2) in-person meetings and two (2) virtual meetings, and one (1) Council meeting
- Facilitate a bilingual, online public input survey

Parking Action Plan

- Review and revise municipal code language
- Prepare and circulate a draft Plan to City staff
- 5 • Attend and present at two (2) subcommittee meetings, including one (1) in-person and one (1) remote. **\$29,875**
- Incorporate feedback into a final Parking Action Plan
- Present the final Plan at one (1) in-person City Council meeting for final review and adoption

Total Cost \$127,940

Section 8. References



California, Costa Mesa

- Residential Parking Study, Solicitation & Implementation Support
- March 2020 - Present
- Project Lead: Julie Dixon

In the spring of 2020, DIXON was retained by the City of Costa Mesa to conduct a comprehensive Citywide Residential Parking Study, which included data collection, community outreach, and on-site assessments. After the resulting Residential Parking Action Plan was adopted by Council, DIXON supported several parking technology solicitations, a municipal code review, and the design and ongoing implementation of a new citywide Residential Parking Permit (RPP) Program.

A priority goal of the Plan is to align the RPP Program with the 2016 California Attorney General's opinion (#14-304) and ensure equitable access to public on-street parking and residential permits. The previous program did not fully address parking impacts from multi-unit dwellings, commercial areas, and spillover effects of permitted streets onto non-permitted ones. After rewriting the RPPP and procuring the required technology, the City and DIXON are executing a phased, year-long rollout of the new program. The unique program design and implementation strategy have earned it the recognition as the California Mobility and Parking Association's 2023 Public Parking Program of the Year.

Some notable deliverables and services provided include:

- An in-depth Residential Parking Study including site visits, documentation review, and stakeholder interviews.
- On-street data collection and analysis on parking impacts over 10,531 spaces.
- Community outreach and education to gather insights for the parking study and throughout the implementation of the new RPP Program, including numerous virtual community meetings and an online residential parking survey.
- Development of a Residential Parking Action Plan, which outlines the key implementation steps needed to realign the residential parking strategy.
- Municipal code review to enable the implementation and enforcement of updated residential parking policies.
- Solicitation support for a Permit Management System vendor and LPR technology.
- Transition support into a virtual permit system and enforcement by license plate.
- Implementation support for the new RPP Program rollout with vendor communication and management, project management, program design, and stakeholder engagement.

Jennifer Rosales, Transportation Services Manager, Public Services Department
77 Fair Drive, Costa Mesa, CA 92626
(714) 754-5180, jennifer.rosales@costamesaca.gov



Remembering what connects us.

California, Tustin

- Citywide Permit Parking Program on Public Streets Project
- October 2019 - October 2023
- Project Lead: Julie Dixon

DIXON was retained by the City of Tustin (City) in October 2019 to conduct a citywide residential parking study. The study included a review of existing conditions, current parking policies, and community outreach which was used to develop a Residential Parking Action Plan (Plan). The project paused in 2020 due to a shift in City priorities during the pandemic and was eventually placed back on track in 2021. DIXON completed additional stakeholder engagement and delivered the Plan, which City Council adopted in 2023. This Plan has shaped the design of the new permit program, which is targeted for launch in 2024.

A key goal of this project was to increase the accessibility and effectiveness of the City's residential parking policies, especially regarding permit parking. The final Plan encouraged the City to expand permit eligibility by no longer differentiating between single-family and multi-family dwellings for establishing new districts, in alignment with the Attorney General's opinion No. 14-304. The Plan also redefined the permit application procedure and the petitioning process for new permit areas, while introducing a rule limiting one permit per eligible resident as well as an escalating rate structure. Additionally, the Plan recommended boosting compliance by increasing enforcement staff and leveraging mobile license plate recognition for parking enforcement and ongoing data collection.

Some notable deliverables and services provided include:

- On-site assessment that included in-person stakeholder meetings with Public Works and the Police Department as well as a ride-along with enforcement staff.
- Comparable cities analysis to evaluate and highlight peer city permit programs.
- Extensive community outreach and stakeholder engagement, including:
 - A residential parking survey which received 1,127 responses.
 - Three community meetings (held virtually during the pandemic) to increase awareness of the project, gather feedback, and share outcomes of the Plan.
- Evaluation of the parking permit program for accessibility and inclusivity, including all program rules and processes.
- Recommendations for end-to-end permit parking program improvement, including the definition of permit rates, enforcement staffing, technology, and associated costs.
- Preparation for and execution of presentation(s) to City Council, including relevant materials.

Krys Saldivar, Public Works Manager
300 Centennial Way, Tustin, CA 92780
(714) 573-3172, ksaldivar@tustinca.org



California, Santa Ana

- Citywide Parking Study Consulting Services
- September 2022 - Present
- Project Lead: Emily Kwatinetz

The City of Santa Ana (City) began engaging with DIXON in 2022 to conduct an extensive review and analysis of its overall residential permit parking program strategy. DIXON conducted two site visits and continues to facilitate stakeholder interviews to learn about the realities of residential parking in the City and form customized recommendations for Santa Ana. At this time, DIXON continues to perform parking analyses and support data collection efforts while developing the Parking Action and Implementation Plan requested by the City.

Santa Ana currently has an extensive permit parking program that offers permits with four different sets of operating hours across 27 permit districts. The City is interested in consolidating its permit program such that management and operation can be simplified. Additionally, the City is looking to increase the effectiveness of the program, minimize spillover effects, and increase inclusivity. With the support of DIXON's prior experience in improving residential permit parking programs, the City is making great strides to developing data-backed decisions to make such improvements.

Some notable deliverables and services delivered and in progress include:

- Public Participation Plan outlining an extensive public outreach and stakeholder engagement strategy.
- Coordination of up to 60 public meetings and 20 advisory committee meetings, including the preparation of materials for each of these.
- Parking survey distributed online and in-person to solicit feedback from the public on parking challenges and needs.
- Parking analysis of existing conditions that includes a review of relevant data, processes, and operating methods; on-site operational assessments and stakeholder interviews; ride-alongs to observe the current parking environment and districts; and evaluations of technology, policy, staffing, and maintenance to identify opportunities for improvement.
- Facilitation of ongoing data collection using a License Plate Recognition (LPR) technology pilot, including the provision of data collection routes for each district and the creation of parking space inventory for up to 1500 block faces.
- Occupancy and parking utilization analysis of LPR-collected data in the DIXON Data Suite dashboard.
- Parking Action and Implementation Plan that incorporates a Citywide Permit Parking Program to balance the parking needs of various user groups.

Cointa Anaya, Engineering Technician, Public Works Agency

20 Civic Center Plaza, Santa Ana, CA 92701

(714) 647-5623, canaya@santa-ana.org



California, Seal Beach

- Parking Consulting & Ongoing Parking Project Management
- May 2017 - Present
- Project Lead: Julie Dixon

The City of Seal Beach hired DIXON in 2017 to provide ongoing consulting and project management for the City's parking program. Seal Beach staff recognized the need for an overhaul of its parking operation, including community outreach, technology refresh, and parking policy assessment, and lacked the dedicated parking management staff to manage these projects. DIXON acts as the City's interim Parking Manager to manage the ongoing optimization of the parking program, including technology, permit management, policy, and community engagement/education.

A key part of DIXON's role is to facilitate the implementation of new technology. This includes the development and management of several technology procurements and pilot demonstrations over the years. With knowledge of the City's needs and the technical capabilities of vendors in the market, DIXON supported the City in achieving a first-of-its-kind end-to-end integration of vendors, which gained the City Parking Today's 2019 "Innovative Use of Technology" Award.

Some notable deliverables and services provided include:

- Acting as the City's Parking Manager, reporting to the Police Department.
- Ongoing community outreach and stakeholder engagement, including public meetings, a community survey, and City Council meeting presentations.
- Optimization of the parking enforcement staffing, which enabled the closure of the city jail and transitioned existing personnel to parking enforcement.
- Support the transition of parking management to the Police Department.
- Introduction and implementation of a virtual parking permit program.
- Installation of a turnkey license plate-based integrated parking management system as part of a technology refresh.
- Ongoing data reporting and analysis leveraging LPR data through the DIXON Data Suite to monitor occupancy trends, parking utilization, and turnover data.
- Development of data-driven parking policy strategies.
- Monthly reporting on enforcement performance and financials.
- Support for a California Coastal Development Permit application to update beach parking lot rates and operating hours through comparable rates research, expanded parking occupancy monitoring, and other supporting information.
- Signage enhancement plan for the City's downtown and beachfront lots to simplify wayfinding and lot regulations.
- Support for the Parking Ad Hoc Committee on whether to expand paid parking.

Nick Nicholas, Captain, Seal Beach Police Department
911 Seal Beach Blvd, Seal Beach, CA 90740
(562) 799-4100 x1160, nnicholas@sealbeachca.gov



California, Napa

- Parking Management Services & Implementation Support
- October 2015 - Present
- Project Lead: Emily Kwatinetz

DIXON has a strong history working with the City of Napa through various parking consultant support services. In 2015, the City selected DIXON through a competitive solicitation process for support in the consideration of implementing paid parking, including the coordination of stakeholder outreach and the solicitation of a parking technology pilot. The scope was expanded in 2016 to address both on-street and garage parking technology, and again in 2018 to develop a Comprehensive Strategies Report (CSR) to optimize the City's parking operation.

The City of Napa's community parking needs are evolving with increasing development in Downtown Napa and the Oxbow District. At peak times, parking concentrates along main corridors, leaving outlying parking garages underutilized. There also exists an employee parking problem, while minimal staffing and technology resources have led to inconsistent enforcement of existing time limits. DIXON continues to support the City of Napa as it reviews and implements recommended parking program improvements and develops data-driven parking management policy enhancements.

Some notable deliverables and services provided include:

- Extensive stakeholder outreach, parking surveys, and community meetings.
- Solicitation support for a competitive parking technology pilot.
- Comprehensive strategies for parking technology, including electronic wayfinding, parking guidance systems, and license plate recognition (LPR) technology.
- Financial modeling to support the City with revenue forecasts and projections that included hardware costs and technology expenses.
- Development of a Comprehensive Strategies Report on wayfinding and parking guidance, enforcement technology, parking program management, special event management, permit parking, accessibility, safety, and mobility. Successful transition of the parking enforcement program to the Community Development Department, along with the establishment of performance metrics to achieve the goals of increased turnover and consistent parking compliance.
- On-street parking occupancy and turnover analysis through DIXON's proprietary analytical tool, the Rapid LPR Tool, which leverages data gathered through the city's LPR technology.
- Administrative reports, including an employee permit parking plan and enforcement staffing recommendations.

Tony Valadez, Parking Program Manager
955 School St, Napa, CA 94559
(707) 257-9272, tvaladez@cityofnapa.org



California, Sausalito

- Parking Operations Support & On-Call Parking Consulting
- July 2014 - Present
- Project Lead: Julie Dixon

In July 2014, the City retained DIXON to provide an initial assessment of the Sausalito parking technology solution followed by the development of a Request for Information to solicit alternative parking technology solutions for the City. The City of Sausalito is a very popular California tourist destination right across the Golden Gate Bridge from San Francisco. Parking availability and traffic congestion are impacted throughout the City's downtown and residential parking areas. The City quickly recognized DIXON's expertise as a direct benefit to their parking program, and DIXON was engaged to begin work with key City staff to prioritize project objectives, tasks and goals.

One of DIXON specialties is a comprehensive understanding of available vendor solutions. With that, DIXON was able to immediately begin vendor outreach, coordinate vendor site visits, and in early Fall 2014, DIXON drafted and issued a Request for Information (RFI) on behalf of the City which resulted in a head-to-head evaluation of parking pay station technology in the heart of Downtown Sausalito. The technology pilot concluded at the end of March 2015 and resulted in a City-wide infrastructure replacement, along with the expansion of services for their Citation Management System, including enforcement handheld upgrades. Beginning in January 2023, the City retained DIXON to provide ongoing oversight and on-call parking management support for the City's parking programs, to provide relief for the departure of the City's Parking Manager.

Some notable deliverables and services provided include:

- On-site stakeholder visits and a thorough field walkthrough included going to each parking asset to develop a list of priorities that influenced overall project goals.
- The competitive technology pilot involved five off-street pay station solutions and two on-street meter providers, stakeholder/community feedback, vendor performance monitoring, weekly status reports, and City Council presentations.
- The City experiences serious seasonal impacts due to tourism and its geography and waterfront location, adjacent to the San Francisco Bay, presents unique technology challenges that were identified during the vendor technology demos.
- DIXON completed a high-level Parking Study in October 2023 that evaluated each facet of the City's parking operations, including recommendations on RPP policy development, paid parking expansion, contracted services, and use of technology.
- The City is currently in the process of finalizing a transition away from in-house permit processing to an integrated Permit and Citation Management Provider.

Stacie Gregory, Acting Chief of Police, Sausalito Police Department
29 Caledonia Street, Sausalito, CA 94965
(415) 289-4188, sgregory@sausalito.gov