

Prepared for the National Cooperative Purchasing Alliance
RFP 31-21 Parking & Mobility Consulting

November 18, 2021

Prepared by

Steffen Turoff
Walker Consultants
707 Wilshire Blvd, Suite 3650
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213.488.4911
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WALKER
CONSULTANTS

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November 18, 2021

National Cooperative Purchasing Alliance
Madison Huemmer, Manager
Member & Vendor Support
619.707.1264 / mhuemmer@ncpa.us

Re: Proposal for RFP # 31-21 Comprehensive Parking & Mobility Consulting

Dear Ms. Huemmer:

We are submitting our qualifications to perform comprehensive parking and mobility consulting services, from micromobility to transit service planning, in response to the National Cooperative Purchasing Alliance's Request for Proposal for Parking & Mobility Consulting.

Our fifty-six-year history, national presence, and history of engagements for myriad jurisdictions, public agencies and land uses across every type of public parking street, garage, or lot, facilitate our combination of local knowledge and world class expertise in parking, the curb, and the entire mobility spectrum. Our team of experts combine vision with pragmatism. Accurate analysis and implementable solutions are our specialties.

Parking, new mobility, deliberate curbside management policies, and related funding mechanisms are a core practice, representing the natural evolution of our firm's history of designing, engineering, and planning parking and transportation solutions to address the latest trends in technology, policy, and consumer preferences. By the same token, we recognize that key to providing capital improvements is knowing how to maintain capital assets to continue serving the public, in a way that is safe and fiscally responsible.

Our national Walker team has a proven track record of developing implementable parking, mobility, and curb management studies and plans, across the country and the world. We are eager to help local agencies, staff, elected officials, residents, visitors, and businesses achieve their planning, and engineering goals. We hope to have the opportunity to continue to do so.

Thank you very much for considering the Walker team.

Sincerely,

Steffen Turoff, Principal and Director of Planning
213.335.5839 / STuroff@walkerconsultants.com



01 Master Agreement / Signature Form



Master Agreement

CUSTOMER SUPPORT

Walker can acknowledge service requests within 1 day. Responses may take more time if analysis is needed.

CERTIFICATES OF INSURANCE

Walker can provide insurance certificates on a client by client basis.

Tab 1 – Master Agreement General Terms and Conditions

- ◆ Customer Support
 - The vendor shall provide timely and accurate technical advice and sales support. The vendor shall respond to such requests within one (1) working day after receipt of the request.
- ◆ Disclosures
 - Respondent affirms that he/she has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant in connection with this contract.
 - The respondent affirms that, to the best of his/her knowledge, the offer has been arrived at independently, and is submitted without collusion with anyone to obtain information or gain any favoritism that would in any way limit competition or give an unfair advantage over other vendors in the award of this contract.
- ◆ Renewal of Contract
 - Unless otherwise stated, all contracts are for a period of three (3) years with an option to renew for up to two (2) additional one-year terms or any combination of time equally not more than 2 years if agreed to by Region 14 ESC and the vendor.
- ◆ Funding Out Clause
 - Any/all contracts exceeding one (1) year shall include a standard “funding out” clause. A contract for the acquisition, including lease, of real or personal property is a commitment of the entity’s current revenue only, provided the contract contains either or both of the following provisions:
 - Retains to the entity the continuing right to terminate the contract at the expiration of each budget period during the term of the contract and is conditioned on a best efforts attempt by the entity to obtain appropriate funds for payment of the contract.
- ◆ Shipments (if applicable)
 - The awarded vendor shall ship ordered products within seven (7) working days for goods available and within four (4) to six (6) weeks for specialty items after the receipt of the order unless modified. If a product cannot be shipped within that time, the awarded vendor shall notify the entity placing the order as to why the product has not shipped and shall provide an estimated shipping date. At this point the participating entity may cancel the order if estimated shipping time is not acceptable.
- ◆ Tax Exempt Status
 - Since this is a national contract, knowing the tax laws in each state is the sole responsibility of the vendor.

◆ Payments

- The entity using the contract will make payments directly to the awarded vendor or their affiliates (distributors/business partners/resellers) as long as written request and approval by NCPA is provided to the awarded vendor.

◆ Adding authorized distributors/dealers

- Awarded vendors may submit a list of distributors/partners/resellers to sell under their contract throughout the life of the contract. Vendor must receive written approval from NCPA before such distributors/partners/resellers considered authorized.
- Purchase orders and payment can only be made to awarded vendor or distributors/business partners/resellers previously approved by NCPA.
- Pricing provided to members by added distributors or dealers must also be less than or equal to the pricing offered by the awarded contract holder.
- All distributors/partners/resellers are required to abide by the Terms and Conditions of the vendor's agreement with NCPA.

◆ Pricing

- All pricing submitted shall include the administrative fee to be remitted to NCPA by the awarded vendor. It is the awarded vendor's responsibility to keep all pricing up to date and on file with NCPA.
- All deliveries shall be freight prepaid, F.O.B. destination and shall be included in all pricing offered unless otherwise clearly stated in writing

◆ Warranty

- Proposals should address each of the following:
 - Applicable warranty and/or guarantees of equipment and installations including any conditions and response time for repair and/or replacement of any components during the warranty period.
 - Availability of replacement parts
 - Life expectancy of equipment under normal use
 - Detailed information as to proposed return policy on all equipment

◆ Indemnity

- The awarded vendor shall protect, indemnify, and hold harmless Region 14 ESC and its participants, administrators, employees and agents against all claims, damages, losses and expenses arising out of or resulting from the actions of the vendor, vendor employees or vendor subcontractors in the preparation of the solicitation and the later execution of the contract.

◆ Franchise Tax

- The respondent hereby certifies that he/she is not currently delinquent in the payment of any franchise taxes.

◆ Supplemental Agreements

- The entity participating in this contract and awarded vendor may enter into a separate supplemental agreement to further define the level of service requirements over and above the minimum defined in this contract i.e. invoice requirements, ordering requirements, specialized delivery, etc. Any supplemental agreement developed as a result of this contract is exclusively between the participating entity and awarded vendor.

◆ Certificates of Insurance

- Certificates of insurance shall be delivered to the Public Agency prior to commencement of work. The insurance company shall be licensed in the applicable state in which work is being conducted. The awarded vendor shall give the participating entity a minimum of ten (10) days notice prior to any modifications or cancellation of policies. The awarded vendor shall require all subcontractors performing any work to maintain coverage as specified.

◆ Legal Obligations

- It is the Respondent's responsibility to be aware of and comply with all local, state, and federal laws governing the sale of products/services identified in this RFP and any awarded contract and shall comply with all while fulfilling the RFP. Applicable laws and regulation must be followed even if not specifically identified herein.

◆ Protest

- A protest of an award or proposed award must be filed in writing within ten (10) days from the date of the official award notification and must be received by 5:00 pm CST. Protests shall be filed with Region 14 ESC and shall include the following:
 - Name, address and telephone number of protester
 - Original signature of protester or its representative
 - Identification of the solicitation by RFP number
 - Detailed statement of legal and factual grounds including copies of relevant documents and the form of relief requested
- Any protest review and action shall be considered final with no further formalities being considered.

◆ Force Majeure

- If by reason of Force Majeure, either party hereto shall be rendered unable wholly or in part to carry out its obligations under this Agreement then such party shall give notice and full particulars of Force Majeure in writing to the other party within a reasonable time after occurrence of the event or cause relied upon, and the obligation of the party giving such notice, so far as it is affected by such Force Majeure, shall be suspended during the continuance of the inability then claimed, except as hereinafter provided, but for no longer period, and such party shall endeavor to remove or overcome such inability with all reasonable dispatch.
- The term Force Majeure as employed herein, shall mean acts of God, strikes, lockouts, or other industrial disturbances, act of public enemy, orders of any kind of government of the

United States or any civil or military authority; insurrections; riots; epidemics; landslides; lighting; earthquake; fires; hurricanes; storms; floods; washouts; droughts; arrests; restraint of government and people; civil disturbances; explosions, breakage or accidents to machinery, pipelines or canals, or other causes not reasonably within the control of the party claiming such inability. It is understood and agreed that the settlement of strikes and lockouts shall be entirely within the discretion of the party having the difficulty, and that the above requirement that any Force Majeure shall be remedied with all reasonable dispatch shall not require the settlement of strikes and lockouts by acceding to the demands of the opposing party or parties when such settlement is unfavorable in the judgment of the party having the difficulty

◆ Prevailing Wage

- It shall be the responsibility of the Vendor to comply, when applicable, with the prevailing wage legislation in effect in the jurisdiction of the purchaser. It shall further be the responsibility of the Vendor to monitor the prevailing wage rates as established by the appropriate department of labor for any increase in rates during the term of this contract and adjust wage rates accordingly.

◆ Miscellaneous

- Either party may cancel this contract in whole or in part by providing written notice. The cancellation will take effect 30 business days after the other party receives the notice of cancellation. After the 30th business day all work will cease following completion of final purchase order.

◆ Open Records Policy

- Because Region 14 ESC is a governmental entity responses submitted are subject to release as public information after contracts are executed. If a vendor believes that its response, or parts of its response, may be exempted from disclosure, the vendor must specify page-by-page and line-by-line the parts of the response, which it believes, are exempt. In addition, the respondent must specify which exception(s) are applicable and provide detailed reasons to substantiate the exception(s).
- The determination of whether information is confidential and not subject to disclosure is the duty of the Office of Attorney General (OAG). Region 14 ESC must provide the OAG sufficient information to render an opinion and therefore, vague and general claims to confidentiality by the respondent are not acceptable. Region 14 ESC must comply with the opinions of the OAG. Region 14 ESC assumes no responsibility for asserting legal arguments on behalf of any vendor. Respondent are advised to consult with their legal counsel concerning disclosure issues resulting from this procurement process and to take precautions to safeguard trade secrets and other proprietary information.

Process

Region 14 ESC will evaluate proposals in accordance with, and subject to, the relevant statutes, ordinances, rules, and regulations that govern its procurement practices. NCPA will assist Region 14 ESC in evaluating proposals. Award(s) will be made to the prospective vendor whose response is determined to be the most advantageous to Region 14 ESC, NCPA, and its participating agencies. To qualify for evaluation, response must have been submitted on time, and satisfy all mandatory requirements identified in this document.

- ◆ Contract Administration
 - The contract will be administered by Region 14 ESC. The National Program will be administered by NCPA on behalf of Region 14 ESC.
- ◆ Contract Term
 - The contract term will be for three (3) year starting from the date of the award. The contract may be renewed for up to two (2) additional one-year terms or any combination of time equally not more than 2 years.
 - It should be noted that maintenance/service agreements may be issued for up to (5) years under this contract even if the contract only lasts for the initial term of the contract. NCPA will monitor any maintenance agreements for the term of the agreement provided they are signed prior to the termination or expiration of this contract.
- ◆ Contract Waiver
 - Any waiver of any provision of this contract shall be in writing and shall be signed by the duly authorized agent of Region 14 ESC. The waiver by either party of any term or condition of this contract shall not be deemed to constitute waiver thereof nor a waiver of any further or additional right that such party may hold under this contract.
- ◆ Products and Services additions
 - Products and Services may be added to the resulting contract during the term of the contract by written amendment, to the extent that those products and services are within the scope of this RFP.
- ◆ Competitive Range
 - It may be necessary for Region 14 ESC to establish a competitive range. Responses not in the competitive range are unacceptable and do not receive further award consideration.
- ◆ Deviations and Exceptions
 - Deviations or exceptions stipulated in response may result in disqualification. It is the intent of Region 14 ESC to award a vendor's complete line of products and/or services, when possible.
- ◆ Estimated Quantities
 - The estimated dollar volume of Products and Services purchased under the proposed Master Agreement is \$20 million dollars annually. This estimate is based on the anticipated volume of Region 14 ESC and current sales within the NCPA program. There is no guarantee or commitment of any kind regarding usage of any contracts resulting from this solicitation

- ◆ Evaluation
 - Region 14 ESC will review and evaluate all responses in accordance with, and subject to, the relevant statutes, ordinances, rules and regulations that govern its procurement practices. NCPA will assist the lead agency in evaluating proposals. Recommendations for contract awards will be based on multiple factors, each factor being assigned a point value based on its importance.
- ◆ Formation of Contract
 - A response to this solicitation is an offer to contract with Region 14 ESC based upon the terms, conditions, scope of work, and specifications contained in this request. A solicitation does not become a contract until it is accepted by Region 14 ESC. The prospective vendor must submit a signed Signature Form with the response thus, eliminating the need for a formal signing process.
- ◆ NCPA Administrative Agreement
 - The vendor will be required to enter and execute the National Cooperative Purchasing Alliance Administration Agreement with NCPA upon award with Region 14 ESC. The agreement establishes the requirements of the vendor with respect to a nationwide contract effort.
- ◆ Clarifications / Discussions
 - Region 14 ESC may request additional information or clarification from any of the respondents after review of the proposals received for the sole purpose of elimination minor irregularities, informalities, or apparent clerical mistakes in the proposal. Clarification does not give respondent an opportunity to revise or modify its proposal, except to the extent that correction of apparent clerical mistakes results in a revision. After the initial receipt of proposals, Region 14 ESC reserves the right to conduct discussions with those respondent's whose proposals are determined to be reasonably susceptible of being selected for award. Discussions occur when oral or written communications between Region 14 ESC and respondent's are conducted for the purpose clarifications involving information essential for determining the acceptability of a proposal or that provides respondent an opportunity to revise or modify its proposal. Region 14 ESC will not assist respondent bring its proposal up to the level of other proposals through discussions. Region 14 ESC will not indicate to respondent a cost or price that it must meet to neither obtain further consideration nor will it provide any information about other respondents' proposals or prices.
- ◆ Multiple Awards
 - Multiple Contracts may be awarded as a result of the solicitation. Multiple Awards will ensure that any ensuing contracts fulfill current and future requirements of the diverse and large number of participating public agencies.
- ◆ Past Performance
 - Past performance is relevant information regarding a vendor's actions under previously awarded contracts; including the administrative aspects of performance; the vendor's history of reasonable and cooperative behavior and commitment to customer satisfaction; and generally, the vendor's businesslike concern for the interests of the customer.

Evaluation Criteria

- ◆ Pricing (40 points)
 - Electronic Price Lists
 - Products, Services, Warranties, etc. price list
 - Prices listed will be used to establish both the extent of a vendor's product lines, services, warranties, etc. available from a particular bidder and the pricing per item.
- ◆ Ability to Provide and Perform the Required Services for the Contract (25 points)
 - Product Delivery within participating entities specified parameters
 - Number of line items delivered complete within the normal delivery time as a percentage of line items ordered.
 - Vendor's ability to perform towards above requirements and desired specifications.
 - Past Cooperative Program Performance
 - Quantity of line items available that are commonly purchased by the entity.
 - Quality of line items available compared to normal participating entity standards.
 - Provide both On-premise solutions as well as Cloud based solutions.
- ◆ References (15 points)
 - A minimum of ten (10) customer references for product and/or services of similar scope dating within past 3 years
- ◆ Technology for Supporting the Program (10 points)
 - Electronic on-line catalog, order entry use by and suitability for the entity's needs
 - Quality of vendor's on-line resources for NCPA members.
 - Specifications and features offered by respondent's products and/or services
- ◆ Value Added Services Description, Products and/or Services (10 points)
 - Marketing and Training
 - Minority and Women Business Enterprise (MWBE) and (HUB) Participation
 - Customer Service

Signature Form

The undersigned hereby proposes and agrees to furnish goods and/or services in strict compliance with the terms, specifications and conditions at the prices proposed within response unless noted in writing. The undersigned further certifies that he/she is an officer of the company and has authority to negotiate and bind the company named below and has not prepared this bid in collusion with any other Respondent and that the contents of this proposal as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any person engaged in this type of business prior to the official opening of this proposal.

Prices are guaranteed: **120 days**

Company name	Walker Consultants
Address	707 Wilshire Blvd, Suite 3650
City/State/Zip	Los Angeles, CA 90017
Telephone No.	213.488.4911
Fax No.	888.502.5726
Email address	STuroff@walkerconsultants.com
Printed name	Steffen Turoff
Position with company	Principal and Director of Planning
Authorized signature	



02 NCPA Administration Agreement

Tab 2 – NCPA Administration Agreement

This Administration Agreement is made as of December 13, 2021, by and between National Cooperative Purchasing Alliance (“NCPA”) and Walker Consultants (“Vendor”).

Recitals

WHEREAS, Region 14 ESC has entered into a certain Master Agreement dated December 13, 2021, referenced as Contract Number 05-63, by and between Region 14 ESC and Vendor, as may be amended from time to time in accordance with the terms thereof (the “Master Agreement”), for the purchase of Parking & Mobility Consulting;

WHEREAS, said Master Agreement provides that any state, city, special district, local government, school district, private K-12 school, technical or vocational school, higher education institution, other government agency or nonprofit organization (hereinafter referred to as “public agency” or collectively, “public agencies”) may purchase products and services at the prices indicated in the Master Agreement;

WHEREAS, NCPA has the administrative and legal capacity to administer purchases under the Master Agreement to public agencies;

WHEREAS, NCPA serves as the administrative agent for Region 14 ESC in connection with other master agreements offered by NCPA

WHEREAS, Region 14 ESC desires NCPA to proceed with administration of the Master Agreement;

WHEREAS, NCPA and Vendor desire to enter into this Agreement to make available the Master Agreement to public agencies on a national basis;

NOW, THEREFORE, in consideration of the payments to be made hereunder and the mutual covenants contained in this Agreement, NCPA and Vendor hereby agree as follows:

◆ General Terms and Conditions

- The Master Agreement, attached hereto as Tab 1 and incorporated herein by reference as though fully set forth herein, and the terms and conditions contained therein shall apply to this Agreement except as expressly changed or modified by this Agreement.
- NCPA shall be afforded all of the rights, privileges and indemnifications afforded to Region 14 ESC under the Master Agreement, and such rights, privileges and indemnifications shall accrue and apply with equal effect to NCPA under this Agreement including, but not limited to, the Vendor’s obligation to provide appropriate insurance and certain indemnifications to Region 14 ESC.
- Vendor shall perform all duties, responsibilities and obligations required under the Master Agreement in the time and manner specified by the Master Agreement.
- NCPA shall perform all of its duties, responsibilities, and obligations as administrator of purchases under the Master Agreement as set forth herein, and Vendor acknowledges that NCPA shall act in the capacity of administrator of purchases under the Master Agreement.
- With respect to any purchases made by Region 14 ESC or any Public Agency pursuant to the Master Agreement, NCPA (a) shall not be construed as a dealer, re-marketer, representative, partner, or agent of any type of Vendor, Region 14 ESC, or such Public Agency, (b) shall not be obligated, liable or responsible (i) for any orders made by Region

14 ESC, any Public Agency or any employee of Region 14 ESC or Public Agency under the Master Agreement, or (ii) for any payments required to be made with respect to such order, and (c) shall not be obligated, liable or responsible for any failure by the Public Agency to (i) comply with procedures or requirements of applicable law, or (ii) obtain the due authorization and approval necessary to purchase under the Master Agreement. NCPA makes no representations or guaranties with respect to any minimum purchases required to be made by Region 14 ESC, any Public Agency, or any employee of Region 14 ESC or Public Agency under this Agreement or the Master Agreement.

- The Public Agency participating in the NCPA contract and Vendor may enter into a separate supplemental agreement to further define the level of service requirements over and above the minimum defined in this contract i.e. invoice requirements, ordering requirements, specialized delivery, etc. Any supplemental agreement developed as a result of this contract is exclusively between the Public Agency and Vendor. NCPA, its agents, members and employees shall not be made party to any claim for breach of such agreement.

◆ **Term of Agreement**

- This Agreement shall be in effect so long as the Master Agreement remains in effect, provided, however, that the obligation to pay all amounts owed by Vendor to NCPA through the termination of this Agreement and all indemnifications afforded by Vendor to NCPA shall survive the term of this Agreement.

◆ **Fees and Reporting**

- The awarded vendor shall electronically provide NCPA with a detailed quarterly report showing the dollar volume of all sales under the contract for the previous quarter. Reports are due on the fifteenth (15th) day after the close of the previous quarter. It is the responsibility of the awarded vendor to collect and compile all sales under the contract from participating members and submit one (1) report. The report shall include at least the following information as listed in the example below:

Entity Name	Zip Code	State	PO or Job #	Sale Amount

Total _____

- Each quarter NCPA will invoice the vendor based on the total of sale amount(s) reported. From the invoice the vendor shall pay to NCPA an administrative fee based upon the tiered fee schedule below. Vendor's annual sales shall be measured on a calendar year basis. Deadline for term of payment will be included in the invoice NCPA provides.

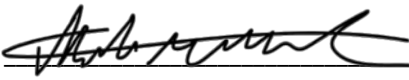
<u>Annual Sales Through Contract</u>	<u>Administrative Fee</u>
0 - \$30,000,000	2%
\$30,000,001 - \$50,000,000	1.5%
\$50,000,001+	1%

- Supplier shall maintain an accounting of all purchases made by Public Agencies under the Master Agreement. NCPA and Region 14 ESC reserve the right to audit the accounting for a

period of four (4) years from the date NCPA receives the accounting. In the event of such an audit, the requested materials shall be provided at the location designated by Region 14 ESC or NCPA. In the event such audit reveals an under reporting of Contract Sales and a resulting underpayment of administrative fees, Vendor shall promptly pay NCPA the amount of such underpayment, together with interest on such amount and shall be obligated to reimburse NCPA's costs and expenses for such audit.

◆ General Provisions

- This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement which is not contained herein shall be valid or binding.
- Awarded vendor agrees to allow NCPA to use their name and logo within website, marketing materials and advertisement. Any use of NCPA name and logo or any form of publicity regarding this contract by awarded vendor must have prior approval from NCPA.
- If any action at law or in equity is brought to enforce or interpret the provisions of this Agreement or to recover any administrative fee and accrued interest, the prevailing party shall be entitled to reasonable attorney's fees and costs in addition to any other relief to which such party may be entitled.
- Neither this Agreement nor any rights or obligations hereunder shall be assignable by Vendor without prior written consent of NCPA, provided, however, that the Vendor may, without such written consent, assign this Agreement and its rights and delegate its obligations hereunder in connection with the transfer or sale of all or substantially all of its assets or business related to this Agreement, or in the event of its merger, consolidation, change in control or similar transaction. Any permitted assignee shall assume all assigned obligations of its assignor under this Agreement.
- This Agreement and NCPA's rights and obligations hereunder may be assigned at NCPA's sole discretion, to an existing or newly established legal entity that has the authority and capacity to perform NCPA's obligations hereunder
- All written communications given hereunder shall be delivered to the addresses as set forth below.

National Cooperative Purchasing Alliance:	Vendor:	<u>Walker Parking Consultants/ Engineers, Inc.</u>
Name: <u>Matthew Mackel</u>	Name: <u>Steffen Turoff</u>	
Title: <u>Director, Business Development</u>	Title: <u>Principal</u>	
Address: <u>PO Box 701273</u>	Address: <u>707 Wilshire Blvd, Ste 3650</u>	
		<u>Los Angeles, CA 90017</u>
Signature: 	Signature: <u>Steffen</u>	<small>Digitally signed by Steffen DN: cn=Steffen, email=steffen@walkerconsultants.com, o=Walker Consultants, ou=CRG, cn=Steffen Date: 2021.12.14 22:58:58 -0800</small>
Date: <u>December 13, 2021</u>	Date: <u>December 14, 2021</u>	



03 Vendor Questionnaire

Tab 3 – Vendor Questionnaire

Please provide responses to the following questions that address your company’s operations, organization, structure, and processes for providing products and services.

◆ States Covered

- Bidder must indicate any and all states where products and services can be offered.
- Please indicate the price co-efficient for each state if it varies.

☒ **50 States & District of Columbia** (Selecting this box is equal to checking all boxes below)

<input type="checkbox"/> Alabama	<input type="checkbox"/> Maryland	<input type="checkbox"/> South Carolina
<input type="checkbox"/> Alaska	<input type="checkbox"/> Massachusetts	<input type="checkbox"/> South Dakota
<input type="checkbox"/> Arizona	<input type="checkbox"/> Michigan	<input type="checkbox"/> Tennessee
<input type="checkbox"/> Arkansas	<input type="checkbox"/> Minnesota	<input type="checkbox"/> Texas
<input type="checkbox"/> California	<input type="checkbox"/> Mississippi	<input type="checkbox"/> Utah
<input type="checkbox"/> Colorado	<input type="checkbox"/> Missouri	<input type="checkbox"/> Vermont
<input type="checkbox"/> Connecticut	<input type="checkbox"/> Montana	<input type="checkbox"/> Virginia
<input type="checkbox"/> Delaware	<input type="checkbox"/> Nebraska	<input type="checkbox"/> Washington
<input type="checkbox"/> District of Columbia	<input type="checkbox"/> Nevada	<input type="checkbox"/> West Virginia
<input type="checkbox"/> Florida	<input type="checkbox"/> New Hampshire	<input type="checkbox"/> Wisconsin
<input type="checkbox"/> Georgia	<input type="checkbox"/> New Jersey	<input type="checkbox"/> Wyoming
<input type="checkbox"/> Hawaii	<input type="checkbox"/> New Mexico	
<input type="checkbox"/> Idaho	<input type="checkbox"/> New York	
<input type="checkbox"/> Illinois	<input type="checkbox"/> North Carolina	
<input type="checkbox"/> Indiana	<input type="checkbox"/> North Dakota	
<input type="checkbox"/> Iowa	<input type="checkbox"/> Ohio	
<input type="checkbox"/> Kansas	<input type="checkbox"/> Oklahoma	
<input type="checkbox"/> Kentucky	<input type="checkbox"/> Oregon	
<input type="checkbox"/> Louisiana	<input type="checkbox"/> Pennsylvania	
<input type="checkbox"/> Maine	<input type="checkbox"/> Rhode Island	

☒ **All US Territories and Outlying Areas** (Selecting this box is equal to checking all boxes below)

☐ American Samoa

☐ Northern Mariana Islands

☐ Federated States of Micronesia

☐ Puerto Rico

☐ Guam

☐ U.S. Virgin Islands

☐ Midway Islands

◆ **Minority and Women**

Business Enterprise (MWBE) and (HUB) Participation

- It is the policy of some entities participating in NCPA to involve minority and women business enterprises (MWBE) and historically underutilized businesses (HUB) in the purchase of goods and services. Respondents shall indicate below whether or not they are an M/WBE or HUB certified.

▪ **Minority / Women Business Enterprise**

- Respondent Certifies that this firm is a M/WBE ☐

▪ **Historically Underutilized Business**

- Respondent Certifies that this firm is a HUB ☐

◆ **Residency**

- Responding Company's principal place of business is in the city of Los Angeles, State of CA

◆ **Felony Conviction Notice**

- Please Check Applicable Box;

☐ A publically held corporation; therefore, this reporting requirement is not applicable.

☒ Is not owned or operated by anyone who has been convicted of a felony.

☐ Is owned or operated by the following individual(s) who has/have been convicted of a felony

- If the 3rd box is checked, a detailed explanation of the names and convictions must be attached.

◆ **Distribution Channel**

- Which best describes your company's position in the distribution channel:

☒ Manufacturer Direct ☐ Certified education/government reseller

☐ Authorized Distributor ☐ Manufacturer marketing through reseller

☐ Value-added reseller ☐ Other: _____

◆ **Processing Information**

- Provide company contact information for the following:

▪ **Sales Reports / Accounts Payable**

Contact Person: Steffen Turoff

Title: Principal and Director of Planning

Company: Walker Consultants

Address: 707 Wilshire Blvd, Suite 3650

City: Los Angeles State: CA Zip: 90017

Phone: 213.488.4911 Email: STuroff@walkerconsultants.com

- Purchase Orders

Contact Person: Steffen Turoff
 Title: Principal and Director of Planning
 Company: Walker Consultants
 Address: 707 Wilshire Blvd, Suite 3650
 City: Los Angeles State: CA Zip: 90017
 Phone: 213.488.4911 Email: STuroff@walkerconsultants.com

- Sales and Marketing

Contact Person: Steffen Turoff
 Title: Principal and Director of Planning
 Company: Walker Consultants
 Address: 707 Wilshire Blvd, Suite 3650
 City: Los Angeles State: CA Zip: 90017
 Phone: 213.488.4911 Email: STuroff@walkerconsultants.com

- ◆ Pricing Information

- In addition to the current typical unit pricing furnished herein, the Vendor agrees to offer all future product introductions at prices that are proportionate to Contract Pricing.

- If answer is no, attach a statement detailing how pricing for NCPA participants would be calculated for future product introductions.

☒ Yes ☐ No

- Pricing submitted includes the required NCPA administrative fee. The NCPA fee is calculated based on the invoice price to the customer.

☒ Yes ☐ No

- Vendor will provide additional discounts for purchase of a guaranteed quantity.

☒ Yes ☐ No

- ◆ Cooperatives

- List any other cooperative or state contracts currently held or in the process of securing.

Cooperative/State Agency	Discount Offered	Expires	Annual Sales Volume



04 Vendor Profile

Vendor Profile

Company's official registered name.

Walker Parking Consultants/Engineers Inc.

Brief history of your company, including the year it was established.

Offices 

Staff 

States 

Countries 

Repeat Customers (%) 

Walker Consultants provides planning, design, engineering, forensics, and restoration consulting for the built environment as well as operations and policy consulting for parking, shuttles, transit and micromobility.

Our experts have been advancing industry standards since we began in 1965. We are a 100% employee-owned company that takes pride in the value we provide our clients through integrity, honesty, and excellence.

Walker possesses a strong foundation as an industry leader in all aspects of parking and mobility consulting that encompass operations, technology, and mobility solutions. We offer our clients a wide spectrum of specialists and renowned experts from within the transportation industry who can bring effective and practical solutions to complex challenges.

Our abilities reach far beyond parking and mobility and include highly experienced forensic engineers who provide investigative assessments, creative repair solutions, and litigation support on all types of facilities around the world impacted by natural events as well as design or construction defects.

Additionally, we are among the largest providers of restoration and building envelope services in the industry. The combination of our structural engineering and architectural design excellence, building science experts, and vast geographic presence make Walker the first choice for these specialized services throughout the country.

Company's Dun & Bradstreet (D&B) number.

Elgin (Main)- 017180381
505 Davis Rd, Elgin, IL 60123

Los Angeles - 829154504
707 Wilshire Blvd, Suite 3650, Los Angeles, CA 90017



Vendor Profile

Company's organizational chart of those individuals that would be involved in the contract.

The success of your projects will depend upon a wide variety of factors. No factor is more important than the people that will work on each project. The team we have assembled for your potential projects has been carefully selected to provide the specialized services noted in your list of on-call services needed.

National Cooperative Purchasing Alliance





Steffen Turoff

Principal in Charge / Project Manager

Parking Planning and Financials

Key Experience

Parking Policy and Planning

Parking Financials

Mobility Planning

Education

Master of Arts, Urban Planning,
University of California- Los Angeles

Bachelor of Arts, University of California
- Berkeley

Charrette Planner Certificate, National
Charrette Institute

Affiliations

International Parking Institute

American Institute of Certified Planners

International Downtown Association

Urban Land Institute

Recent Publications

"Hey Buddy, What will you Pay for this
Parking Spot?" Planning, American
Planning Association

"Mensa Meters", The Parking
Professional, International Parking
Institute

Presentations

"Parking Systems: Policies, Management
and Design", Southern California
Association of Governments (SCAG)

Languages

Spanish, Japanese

Steffen has managed over sixty municipal parking engagements in California and consulted on over one-hundred others including several engagements for the City of Culver City. His analyses frequently deal with the relationship between parking policy and related issues such as real estate and economic development, financial impacts and analyses, and policies that enhance multimodal options.

Steffen has a Masters in Urban Planning from UCLA, where he studied with parking expert Professor Donald Shoup. Subsequently Steffen was a planner at Gilmore Associates in Los Angeles, the firm that championed the City's Adaptive Reuse Ordinance, which allows for the conversion of historic buildings into multifamily uses. The firm is credited with sparking the residential renaissance in Los Angeles' Historic Core.

Sample Studies, Projects and Municipal Agencies

Downtown Parking Management Plan, Parking Management and Pricing Plan Update, Operations Audit/Analysis, Downtown Parking Inventory, City-wide Parking Facility Pricing Recommendations, Operator RFP Study, On Call Consulting
City of Culver City, CA

Downtown Parking Financial Plan, City-Wide Rate Model, Civic Center Mobility and Parking Plan
City of Santa Monica, CA

Parking Design and Financial Feasibility Analysis, 2009 and 2020
City of Laguna Beach, CA

City of Newport Beach
- Corona del Mar Parking Study
- Balboa Village Parking Facility Feasibility Study
- Six District Parking Study: Balboa Island, Balboa Village, Balboa Peninsula, Corona del Mar, Mariners Mile, West Newport

Citywide Parking Requirement Study and Update
City of Vista, CA

East Los Angeles Residential Parking Availability Review and Policy Plan
Chief Executive Office, Los Angeles County, CA

Parking Exempt District Study, Ordinance and Parking In Lieu Fee Update, including recommendations for TDM elements
City of Healdsburg, CA

Multi-family Residential Parking Update
City of Orange, CA



Jonathan Wicks, CAPP, CPP

Project Manager, Parking Technology and Operations

Jonathan joined Walker after 10 years of leadership positions with private parking operators including his role overseeing parking operations for the City of Beverly Hills. Based in the Hermosa Beach area Jonathan provides expertise in all manners of public and private parking operations throughout Southern California including luxury hotel and restaurant operations, on-street valet, class A commercial garages, hotel, event and stadium, mixed use, municipalities, off-airport, and flat lots.

With the surge in new parking management technologies on to the market, from reservation apps and valet enhancement and validations systems, to automated parking guidance systems, Jonathan's focus has turned to the design and implementation of parking systems and technology improvements for public and private entities including recent parking equipment and technology upgrade consultations the Cities of Santa Ana, Alameda, Culver City, Mountain View, Sacramento, San Francisco, Palo Alto, Long Beach, Pasadena, and Davis.

He has developed parking policy and procedures and consulted for the City of Beverly Hills, SFMTA, Starwood, CIM, LBA, the Irvine Company, and the Counties of Santa Clara, Alameda, and Contra Costa. He is a forward thinking parking operator who has recently led work in mobile App development and EV implementation.

Key Experience

Technology-based solutions
Access and revenue control
Parking Policy

Education

Bachelor of Arts, Pomona College

Affiliations

International Parking Institute
California Public Parking Association
National Parking Association
Strong Towns
Leadership Hermosa Beach
Pacific Intermountain Parking & Transportation Association (PIPTA)

Presentations

"Frictionless Parking In Culver City, California" NPA October 2018, Las Vegas, NV
Implementing Paid Parking: An Interactive Town Meeting Role Play", PIPTA July 2018, Portland, OR
"Implementing Paid Parking: An Interactive Town Meeting Role Play", IPI June 2018, Orlando, FL
"Optimize Your Parking Assets to Boost Revenue", October 2018, February 2018, April 2016 and October 2016, Lorman Webinars
"Planning an Automated Parking Guidance and Wayfinding System: An Interactive Experience", IPI May 2017, New Orleans
"Parking Maintenance 101", CPPA, July 2016, Sacramento, CA

Project Highlights

PARCS Design and Bid Documents, Downtown Parking Management Plan, Downtown Parking Inventory, City-wide Parking Facility Pricing Recommendations, Operator RFP Study, On Call Consulting
City of Culver City, CA

Parking Rate Study; Waikiki Residential and Commercial District Parking and Multimodal Recommendations
City and County of Honolulu, HI

Santa Monica Civic Center Mobility, Parking, and Curb Management Plan
City of Santa Monica

City of Long Beach Automated Parking Guidance System Design, Bid Documents
City of Long Beach

Valet Parking and Technology Implementation Plans
Multiple Hollywood Studios, names and references available on request

Downtown and Adjacent Residential Parking Analysis and Recommendations
City of Huntington Beach

City of Davis PGS Technology Expert Consultation
Davis, CA



Chrissy Mancini Nichols

Director, Curb Management, New Mobility, and Transportation Finance

Chrissy works with cities, transportation and transit agencies, airports, universities, developers, and the public on parking, curb management and mobility hub plans, policy, and financials. She is leading an extensive research and development initiative with five pilot cities to review and test curb management and mobility hub technology to collect use data. She is using data analytics to create plans, strategies, and regulations as well as typologies based on curb users, priorities, and land use.

Chrissy has extensive experience working with local and regional governments and transportation agencies on transit, mobility, curb access, and parking planning and policy. For seven years Chrissy was the Director of Transportation Policy at the Metropolitan Planning Council, in Chicago. During this time, she worked to pass transit-oriented development zoning reforms, build bus rapid transit, and refine two federal transportation bills and a state capital program to create more sustainable funding sources. She led a strategy to create a new transit funding mechanism for the City of Chicago and redevelop Chicago Union Station through value capture financing.

Chrissy has worked on public-private partnerships for transit, highways, parking, and airports. She led a financial analysis of the City of Chicago's parking meter concession to renegotiate the agreement with the private concessionaire to reduce the City's annual payment.

Project Highlights

Downtown Parking and Mobility Study

City of Sunnyvale

Bridge District Urban Parking and Mobility Strategy

City of West Sacramento

Transportation and Mobility Plan (including Micromobility Plan)

Texas A&M University

Electric Vehicle Microtransit Access Plan and Implementation

Fresno County

Sacramento Curb Management Plan and Fee Analysis

City of Sacramento

Curb Management Guidebook and Workshop

North Texas Council of Governments

Dockless Vehicle Program

University of Missouri/City of Columbia

Key Experience

Curb Management

Mobility Policy and Planning

Financial Policy and Planning

Education

Master of Science in Public Policy and Administration, Northwestern University

Bachelor of Science, Youngstown State University

Committees

California Public Parking Association, Legislative Committee

Chicago Transit Authority's Bus Rapid Transit Steering Committee

Chicago Mayoral Transportation and Infrastructure Transition Team

Midway Airport Public Private Partnership Advisory Panel

Chicago's Metropolitan Planning Organization's technical advisory group analyzing the fiscal and economic impacts of development decisions

Awards

Professional Fellow, US Department State, Young Southeast Asian Leaders Initiative

Recipient of the Northwestern Graduate School Distinguished Thesis Award

Interests

Co-Host of Monday's at the *Overhead Wire*, a weekly planning podcast

Blogs on planning and policy at mycuriouscity.com



Manuel Soto, AICP, CNU-A

Shuttle, Transit and Mobility Specialist

Manuel is a transit planner and mobility specialist with over 25 years of experience in design, planning and implementation of projects and programs that have increased multi-modal mobility and reduced the use of single-occupant vehicles. He has wide ranging expertise in transit and shuttle service planning, TDM, shared mobility and street design.

Key Experience

Transit Service Planning
Transportation Demand Management
Benchmarking and Data Analytics

Education

M.A. Urban Planning, UCLA
Urban Economics Diploma, Universidad Católica de Chile, Santiago
Architecture Degree, Universidad Católica de Chile, Santiago

Certification

CNU-A, Congress for the New Urbanism, 2015
TDM-CP, Association for Commuter Transportation, 2020
AICP, American Institute of Certified Planners, 2014

Affiliations

American Planning Association (APA)
Congress for the New Urbanism (CNU)
Association of Pedestrian and Bicycle Professionals (APBP)
Association for Commuter Transportation (ACT)
International Parking & Mobility Institute (IPMI)
Urban Land Institute (ULI)

His transit expertise includes development of transit master plans, planning of bus service operations, implementation of BRT, commuter express, circulation and first/ last mile shuttle services. His TDM experience includes TDM programs for major employers, including Fortune 500 companies such as Microsoft, Boeing, Expedia, Amazon and Nike, and TDM plans for downtown districts, mixed-use centers, and healthcare and university campus environments.

Some of Manuel's most notable projects include planning, implementation and management of Microsoft's Connector bus service in Seattle, Seattle Children's Hospital shuttle service strategy, Emory University shuttle service analysis (in Atlanta, GA), planning and implementation of Fresno County Rural Transit Agency's Rev-Up on-demand microtransit service, and the street implementation of the Metro Rapid Bus program in Los Angeles.

Project Highlights

On Call Consulting

City of Culver City, CA

Comprehensive Transit Service Operation Analysis

Clallam Transit, WA

Santa Monica Civic Center Mobility, Parking, and Curb Management Plan

City of Santa Monica

TDM and Mobility Program Analysis

University of Iowa

MultiCare Tacoma General Hospital, Parking Management & TDM Plan

Tacoma, WA

California Pacific Medical Center, Shuttle Service and TDM Program

San Francisco, CA

Bridge District Urban Parking and Mobility Strategy

City of West Sacramento

Downtown Parking and Transportation Feasibility Study

Mariposa County, CA

Local Transit Planning Feasibility Study

City of Independence, OR

Transportation and Mobility Plan (including Micromobility Plan)

Texas A&M University



Phil J. Baron

Director of Planning

As Director of Planning at Walker Consultants, Philip is a leader in our research, planning and analytics practice. Philip Baron specializes in complex planning and financial consulting projects for private and public entities in the United States and abroad. In this capacity, Philip is experienced in providing advice in a broad range of disciplines including capital planning, multi-year financial planning, revenue modeling, methods of financing, and the structuring of various forms of tax-exempt securities. In addition to Philip's expertise in financial planning, he is skillful at working with clients in identifying creative planning solutions that improve community mobility and support economic development. Philip offers a balance of technical proficiency and cultural sensitivity when advising clients on solutions that deliver exceptional outcomes.

Key Experience

Technology-based solutions
Access and revenue control
Community redevelopment

Education

Bachelor of Arts, Business
Administration, Eli Broad School of
Business Michigan State University
Certified Charrette Facilitator, Knight
School of Community Building,
University of Miami School of
Architecture

Affiliations

Urban Land Institute
International Downtown Association
Lambda Alpha International

Presentations

"Planning an Automated Parking
Guidance and Wayfinding System:
An Interactive Experience."
International Parking Institute
Annual Conference, New Orleans, LA
2017.
"Is Now the Time to Go Gateless"?
International Parking Institute
Annual Conference, Nashville, TN
2016.

Project Highlights

City of Chicago Grant Park and Millennium Park Garages Monetization
Chicago, IL

Technical Advisor to Sell-Side

City of Chicago Parking Meters
Chicago, IL

Technical Advisor to City During Contract Renegotiations

The Ohio State University Parking System
Columbus, OH
Technical Advisor to Buy-Side

City of Allentown Parking Authority
Allentown, PA
Technical Advisor to City*

Northeastern University
Boston, MA
Technical Advisor to Buy-Side

City of Minneapolis Selected Parking Ramps
Minneapolis, MN
Technical Advisor to Buy-Side

University of Illinois, Champaign-Urbana
Champaign, IL
Technical Advisor to Sell-Side*

* Monetization did not reach financial closing



Erik M. Nelson, PCIP

Director of Operations and Technology Consulting

Erik Nelson's professional expertise includes parking access and revenue control systems (PARCS), Automated Parking Guidance Systems (APGS), payments and payment card handling (PCI), computer and network technologies, databases, and information security. He has created numerous equipment designs and operational plans for parking developments, acquisitions and expansions. He has also performed budgeting, procurement and management for a wide variety of technology solutions directly and indirectly related to parking.

Erik has held a variety of roles from computer programming and network administration to senior information technology leadership and now consulting and has 20 years of experience in the parking industry.

Key Experience

Technology-based solutions
Access and revenue control
Parking Guidance and Wayfinding
Parking Operations

Education

Bachelor of Science, Computer Science,
Western Illinois University

Certifications

Payment Card Industry Professional
(PCIP)

Affiliations

Payment Card industry (PCI)
International Parking Institute (IPI)
Urban Land Institute (ULI)
National Parking Association (NPA)

Presentations

IPI 2017: APGS Planning Simulation
Parking Association of the Virginias
2018: APGS Planning Simulation
IPI 2018: Implementing Municipal Paid
Parking

Project Highlights

Disneyland Park Operations and Traffic

Anaheim, CA

Walker was retained to perform a study related to guest access and usage of parking at the Disneyland Resort in Anaheim, California. Walker performed on-site observation related to transaction timing and volume and provided the client with several recommendations related to the parking assets.

MidAmerica St. Louis Airport

Mascoutah, IL

PARCS and Operator RFPs, Functional Review, Technology Review
Walker was retained to perform a study on the potential impact of implementing paid parking, and considerations for operations and management. Following that study, Walker was retained to assist the airport in implementing paid parking through the design and procurement of a PARCS, as well as the procurement of a professional parking operator to manage the parking asset.

City of St. Charles

St. Charles, IL

Assist the City in the selection of a parking guidance system.

City of Houston

Houston, TX

Planning, design and procurement preparation services for Parking Guidance System for City-owned parking lots and garages to display real-time space availability.

San Francisco Municipal Transit Agency PARCS

San Francisco, CA

PARCS design, Integration and CA for 20 City-owned garages



Jim Corbett, CAPP

Director of Studies

Jim is an innovative parking executive with over twenty years of successful parking operation leadership and fiscal governance. Jim joined Walker in 2015 after a ten-year career as the Parking Division Manager with the City of Tampa where he managed a 17-million-dollar annual budget with one million dollars of capital improvement designation per annum. The City operates thirty off-street locations with 11,372 spaces and 1,700 on-street metered spaces.

Jim has specialized experience managing municipal and private parking assets including on-street parking, residential parking, concert arenas and sports stadiums, hospitals, convention centers, performing arts centers, hotels, office buildings, mixed-use surface lot parking and community redevelopment districts.

Key Experience

Operational Audits
Operational Studies
Operator RFP

Education

Bachelor of Arts, Business Psychology,
Miami University, Oxford, OH

Certifications

Certified Administrator of Public Parking
Certified FEMA Incident Command
System 100, 200 and 700 level
Parksmart Advisor Certification from
the International Parking and
Mobility Institute Accredited Parking
Organization
Site Reviewer Certification from the
International Parking and Mobility
Institute

Affiliations

International Parking and Mobility
Institute
Florida Parking and Transportation
Association
Parking and Transportation Association
of Georgia
Urban Land Institute, Florida Chapter

Presentations

“Innovative Implementation Pitfalls –
What Lurking Obstacles Await and
How Do We Avoid Them?”, Parking
Association of Georgia Annual
Conference and Trade Show, 2017

Project Highlights

Ann Arbor DDA Operations Review

Ann Arbor, MI

Walker performed a comprehensive assessment of the DDA’s Parking Program from a staffing, organizational, operational, procurement, and technological perspective. Walker performed an on-site audit of the operator to assess the effectiveness of operational policies, local management and procurement practices, subcontractor services, information technology personnel roles, and independent contractor inspector.

Central Oklahoma Transportation and Parking Authority Audit Services

Oklahoma City, OK

Walker Consultants performed an operational and financial revenue reporting audit. Walker developed a list of operational and financial reporting findings with the intent to serve the purpose of training and development guidelines for industry best practices. The initial operational and financial audit will serve the purpose of a baseline measurement tool by which local operational and financial practices may be measured and adjusted in advance of the second follow up audit

Nationwide Realty Investors- Nationwide Arena District Parking Audit

Columbus, OH

The Walker team used a two-pronged approach toward reviewing and evaluating the Nationwide Arena District parking locations. The deliverable for this project included the following components: a description of the audit procedures including the dates covered in the test periods, specific findings for each test procedure, exhibits (where applicable) to supplement the findings, and, specific recommendations for improving cash handling, revenue control reconciliation, and improving the level of service.



Key Experience

Higher Education Mobility and Parking Planning
Transportation Demand Management Strategies
Stakeholder Engagement
Community Development

Education

Master of Professional Studies, Cornell University
Bachelor of Arts, Cornell University

Affiliations

Association for Commuter Transportation (ACT)
National Association of College Auxiliary Services (NACAS)
Society for College and University Planning (SCUP)
Ithaca Carshare, Inc.

David J. Lieb, TDM-CP

National Director of Higher Ed Mobility Planning

David Lieb is Walker Consultants' National Director of Higher Ed Mobility Planning Services. Based in the Denver office, he specializes in parking and transportation demand management (TDM) strategies and operations at colleges and universities. David joined Walker in 2015, after 25 years of experience at Cornell University and the University of Colorado-Boulder, operating and leading cutting-edge and innovative parking and TDM programs. He was part of the team that developed one of the first TDM programs in the country at Cornell in 1990 and helped a more mature program at CU Boulder continue to be vibrant. Since joining Walker in 2015, David has worked with nearly 50 colleges and universities, helping them improve customer service, operational efficiencies, financial performance, and sustainability initiatives.

With his roots in communications and marketing, David brings a wealth of experience working with teams, stakeholder groups, community members, senior leadership, transit agencies, and the media. He helps clients develop programs, policies, and systems that are effective, efficient, and customer-service friendly. His experience managing demand can help clients reduce commuter reliance on the single-occupancy vehicle, lessen congestion, and achieve financial and environmental sustainability goals.

David has written articles for trade magazines, spoken at conferences, and guest lectured on the topics of carsharing and transportation demand management.

Higher Education Highlights

Project Manager for San Diego State University Permit Structure and Pricing Model

San Diego, CA

Developed a financially sustainable, tiered parking fee structure to support the University's on-going and future needs to provide access and mobility to campus. Built a financial toolkit—a living model that the campus can update as conditions evolve and change.

Project Manager for Emory University Parking Fee Restructuring

Atlanta, GA

Developed a new parking fee structure for the University, converting the pricing structure from long-term permits (monthly, semester, annual) to a daily pricing model to meet the evolving needs of the campus.

Project Manager for University of Iowa Parking and Transportation Master Plan

Iowa City, IA

Developed a comprehensive ten-year parking and transportation master plan, including parking demand projections; transportation demand management planning; smart mobility planning; transit planning; parking structure conceptual placement, design, and costing; and organizational assessment.



Andrew J. Vidor

Director of Studies

Andrew is the Director of Studies in Walker's Denver, Colorado office. His area of focus in the parking industry includes consulting, planning, project management, technology, basis of design, and identifying improvements for existing parking systems. Aside from Andrew's experience his team will assist in providing the support required to handle all aspects of this engagement related to parking.

Some of the client types Andrew has conducted consulting, engineering and study engagements for include: developers, hospitals, banks, municipalities, churches, universities, airports, sports arenas, and event centers. Andrew's client geography extends across the US, Canada and into the Middle East. His subject matter knowledge in parking has been published in notable trade magazines as well as been presented at industry conferences across North America.

Andrew's approach to projects is to provide practical, achievable and implementable solutions to an array of challenges, problems and opportunities for his clients.

Key Experience

Project Management
Technology Based-Solutions
Municipal Planning

Education

Bachelor of Science, Civil Engineering,
Michigan Technical University

Affiliations

International Parking Association
Southwest Parking and Transportation
Association (SWPTA), President
Willis Foundation, Board Member

Presentations

(On back page)

Publications

(On back page)

Resume Bios Per Owner/Client Type

Government

Andrew has personally delivered over 50 parking study/consulting engagements to municipalities across the U.S., Canada, and the Middle East. Amongst his work in the public sector, Andrew has developed parking organization models to support unified and efficient parking departments, developed policy and ordinances to support the goals of the agency, programed future parking development scenarios to support growth, engaged with the public, city officials and business in varying forms of public involvement and outreach to educate about the project goals and listen to feedback related to concerns and ideas.

Andrew's experience in this area has enabled government agencies to more efficiently procure new technologies that meet the strategic goals of their operation, reduce downtime and customer impacts when new technologies are brought on-line by coordinating critical path processes and verification of system operation for new equipment.

Education / Universities

Andrew has worked with universities across the United States in identifying parking supply needs to support faculty, staff, and students, primarily related to campus expansion. He has assisted in strategy development for operational changes to their parking, transit, and mobility systems in support of campus access goals. This work has allowed the university to make informed decisions about growth scenarios as well as operational efficiencies.

Also, Andrew has worked with various universities in developing asset management plans for their parking structures, identifying deterioration mechanisms, repair strategies, development of construction documents, and construction administration assistance.



Al Bustamante, PE, CDT

Director of Restoration

Alfredo (Al) Bustamante is a Senior Vice President, the Managing Director of Forensic Restoration and Building Envelope Services, Director of Restoration in the Houston office, and sits on the company's Board of Directors.

Al is an expert in the evaluation, non-destructive testing, and design repairs of a variety of structural, architectural, and material distress related projects. His experience includes nondestructive testing of concrete structures, computer modeling and analysis of steel and masonry structures, design of repairs for steel structures, building envelope assessments, and investigation and repair of parking structures.

Al has over 17 years of experience in the assessment and repair of such structural systems as conventional and post-tensioned reinforced concrete, steel frames, and masonry. His experience related to façade evaluation and repair design includes working with different stone cladding materials, curtain walls, brick, and concrete.

Key Experience

Structural Evaluation
Parking Structure Restoration
Litigation Consulting
Failure Investigation
Exterior Envelope Consulting
Historic Preservation/Rehabilitation

Education

Master of Science, Civil Engineering
(Structural Engineering emphasis),
University of Illinois Urbana-
Champaign
Bachelor of Science, Civil Engineering,
Old Dominion University

Registrations

Registered Professional Engineer
in Texas (No. 94588), Louisiana
(No. 38612), and Michigan (No.
6201068390)

Certified Construction Documents
Technologist

Affiliations

Strategic Development Council (SDS)
Precast/Prestressed Concrete Institute
American Concrete Institute (ACI)
Structural Engineers Association of
Texas (SEAoT), Past President of
Houston/Gulf Coast Chapter

Project Highlights

Dallas County Multiple Parking Structures

Dallas, Texas
Property Condition Assessment

Galveston Historic Façades

Galveston, Texas
Condition Assessment, Repair Documents, and Construction Administration
for Restoration of the Building Façade Meeting Requirements of Historical
Preservation

USPS Asheville Parking Structure

Asheville, North Carolina
Peer Review of Repair Documents and Development of Phasing Plan for
Construction Documents, Development of Drawings, Specification, and
Construction Phase Services for Repair of USPS Parking Structure

Travis County Parking Structures

Austin, Texas
Electronic Leak Detection Services on Parking Structure Waterproofing

Texas A&M University Corpus Christi IDIQ Engineering Services

Corpus Christi, Texas
A/E Services for IDIQ at Multiple TAMU Sites

University of Texas Parking Garages

Austin, Texas
Condition Assessment of Parking Structures, including Envelope,
Waterproofing, and Structural Components



Kevin P. Waters, A.I.A., LEED AP

Parking Design Architect

Kevin joined Walker Consultants in 2008 as Project Architect. He began his architectural career in 1986 and has a diverse background of professional experience.

Kevin's project experience includes; project management, master planning, site planning, functional studies, church campus planning, industrial park planning, office buildings and custom single-family residential design. His architectural experience also includes ADAAG assessments, innovative architectural design, construction documents, interiors, and specification writing.

Kevin is experienced in the design of precast and cast-in-place parking structures and mixed-use facilities. He also performs code search, shop drawing review, develops standard architectural details and is experienced in Revit and AutoCAD. Prior to joining Walker, Kevin was a sole practitioner where his architectural duties included design development, construction documents, engineering, and construction administration. Additionally, he has been an architectural field/resident on project that ranged from small multi-use buildings to full church campuses incorporating worship, education, and recreation spaces.

Key Experience

Project Management

Master Planning

Architectural Design

Education

Bachelor of Architecture, California
State Polytechnic University,
Pomona, California

Affiliations

American Institute of Architects (AIA)

LEED® AP (Earned 1/2010)

Registrations

Licensed Architect in California
(#C25786)

Project Highlights

Review, Analysis and Recommendations for City-Wide Parking Requirement Revisions
City of Vista, CA

Existing Parking Conditions Analysis and Minimum Parking Requirements Review
City of Pico Rivera, CA

LAPD Northeast Police Station Parking Structure
Los Angeles, CA

Foothill Transit Park and Ride Structure - City of Industry
City of Industry, CA

La Cienega Metro Station Parking Structure
Los Angeles, CA

Supply/Demand Study of Commuter Parking
City of Sunnyvale, CA

Mt. San Antonio College Lot R Parking Structure
Los Angeles, CA

Los Angeles Trade Tech College East Parking Garage
Los Angeles, CA



J. Deon Bender, PE

Managing Principal/Project Manager

Deon is the Managing Principal of the Southern California region and is located in our Los Angeles office. He has experience in parking consulting, restoration consulting, structural design and documentation. With over 20 years of construction, architectural and structural engineering experience, Deon has been involved in various phases of many projects including, structural design, functional design, schematic design, design development, construction documents and construction administration for both new design and restoration projects.

Deon also has experience with parking needs assessment, financial feasibility studies, traffic access and circulation, parking configuration, signage design, lighting design, security, waterproofing systems, parking equipment design and parking management/operations.

Key Experience

Parking Consulting

Restoration Consulting

Structural Design and Documentation

Education

Bachelor of Science

University of Colorado-Boulder

Registrations

Registered Professional Engineer in
Colorado, Nevada, and Arizona

Affiliations

National Parking Association – 2015
Inaugural Class of 40 Under 40

American Concrete Institute (ACI)

Precast/Prestressed Concrete Institute
(PCI)

Project Highlights

**LAPD Northeast Police Station Parking Structure Functional Design/
Consulting**

Los Angeles, CA

Harbor/UCLA Medical Center

Los Angeles, CA

One Beverly Hills Parking Consulting

Beverly Hills, CA

The Westin Anaheim Resort Parking Structure

Anaheim, CA

Del Rey Crossing Creative Campus Parking Structure

Marina Del Rey, CA

Foothill Transit Covina Transit Center

Covina, CA

Oceanwide Plaza

Los Angeles, CA

McCarran International Airport Terminal 3 Parking Structure

Las Vegas, NV

2012 Award of Merit from the International Institute of Parking

Santa Fe Courthouse Parking Consulting

Santa Fe, NM

Pima County Downtown Courts Complex Parking Structure

Tucson, AZ



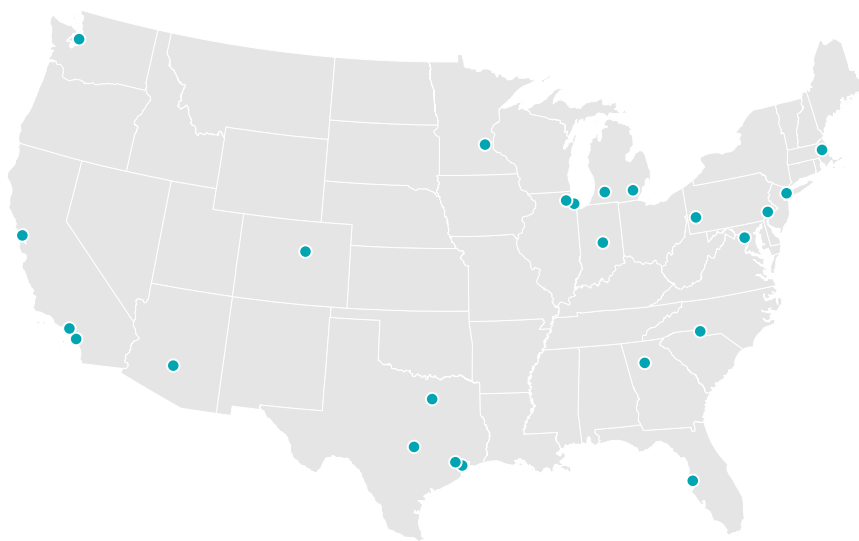
Vendor Profile

Corporate office location.

800.860.1579

ask.us@walkerconsultants.com

walkerconsultants.com



Ann Arbor, MI

Rick Klein, PE / 734.663.1070

Atlanta, GA

Randy Carwile, PE / 678.534.3860

Austin, TX

Charles Hammond, PE, SE, CWI,
LEED AP / 956.367.5002

Boston, MA

Art Stadig, PE / 617.350.5040

Charlotte, NC

Joey Rowland, PE / 704.247.6230

Chicago (East), IL

Brad Navarro, PE / 312.633.4260

Chicago (West), IL

Brad Navarro, PE / 847.697.2640

Dallas, TX

Casey Wagner, PE / 469.917.5968

Denver, CO

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Houston (East), TX

Casey Wagner, PE / 281.280.0068

Houston (West), TX

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Philadelphia, PA

Jim Pudleiner, PE / 610.995.0260

Phoenix, AZ

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Seattle, WA

Vlad Ivanov, PE, SE / 206.745.9555

Tampa, FL (Headquarters)

Brian Preston, PE / 813.888.5800

Washington, DC

Kirby McCleary, PE / 202.510.9366

Contact via email by combining first initial and last name, e.g. rklein@walkerconsultants.com



Vendor Profile

Define your standard terms of payment.

Prior to commencement of the Services, CLIENT agrees to make an initial Payment to Walker in an amount equal to 20% of the total fee which will be credited to the last invoice sent to CLIENT. Walker will submit monthly invoices based on work completed plus reimbursable expenses. Reimbursable expenses will be billed at 1.15 times the cost of travel and living expenses, rental of specialized equipment, photographs and renderings, document reproduction, postage and delivery costs, telephone and facsimile charges, additional service consultants, and other project related expenses. Payment is due upon receipt of invoice. If for any reason CLIENT does not pay Walker within thirty (30) days of date of invoice, CLIENT agrees to pay Walker a late charge of one and one-half percent (1.5%) per month of any unpaid balance of the invoice plus attorney's fees and other costs incurred to collect the unpaid sum.

Who is your competition in the marketplace?

Watry, WGI, IPD, Desman, Parking Advisors, Dixon Resources.



Vendor Profile

What differentiates your company from competitors?

What truly differentiates Walker from other firms? It's our philosophy of staff empowerment and their ability to rapidly diagnose a problem and arrive at an appropriate solution without delay. It's the firm's focus on parking and mobility and the desire to continually improve in all aspects of our work. It's our dedication to developing analysis and plans that reach our client's objectives and result in changes that will better our client's circumstances. Walker's mission statement states that we want to be the "consultant of choice" and we take this to heart for every project. We offer you a team comprised of the country's foremost experts in all aspects of the parking and mobility industry. Whatever parking and mobility related questions arise for your project, we have the expertise in house to find a solution. By retaining Walker to be your consultant you can be assured you will receive great value, a substantial return on investment and the peace of mind knowing you've retained the very best.

Describe how your company will market this contract if awarded.

Walker is focused on delivering the best projects for clients by listening to their concerns, researching and developing industry leading standards for their benefit and providing quality and implementable solutions to their problems. We do it right the first time! As a testament to our abilities, 85% of our projects are from repeat clients. Serving a broad spectrum of markets including healthcare, education, government, aviation, residential, retail and commercial developments, entertainment, hospitality and athletics allows our staff to collaborate with a wide array of clients in order to develop best practices for their specific parking and mobility issues and help unlock the potential of their projects. Walker prides itself in the ability to self-perform with a full complement of experienced personnel including planners, economists, architects, structural, mechanical, electrical engineers, graphics designers, operational and management consultants, material specialists and program and project managers.

Describe how you intend to introduce NCPA to your company.

If awarded, the NCPA master agreement will be introduced to Directors across all service lines within the firm, including Building Envelope, Design, and Forensic Restoration.

Describe your firm's capabilities and functionality of your on-line catalog / ordering website.

Our website Walkerconsultants.com shows service lines and location of offices.

Describe your company's Customer Service Department (hours of operation, number of service centers, etc.)

We are a professional services firm employing specialized planners, parking-operations and technology experts, engineers, and architects. Our team of Project Management professionals deliver customized, knowledge-based services relating to mobility strategy, Urban Planning, Technology, Policy Audit and Creation, Financial Analysis and Audits, Adaptive Reuse Plans, Green Planning, ADA Compliance, Curb Management, Parking Studies and Case Studies. Walker's clients include airports, municipalities, colleges and universities, hospitals, transit agencies, and parking authorities. Our services apply decades of best practices that enhance the users' experiences and advance the owners' goals. Every Walker project manager is empowered to exceed client service expectations.



Vendor Profile

Green Initiatives

Sustainability / ParkSmart



Universities at Shady Grove P2
Rockville, MD
ParkSmart Bronze Certification

- Multiple Pay Stations
- Tire Inflation Station
- Electrical Vehicle Charging Stations
- Natural Ventilation
- High-efficiency Lighting
- On-site photovoltaic array on roof



Duke University Research Drive
Durham, NC
LEED Certification from USGBC

- Replaced existing surface lot
- Stormwater cisterns treat and store graywater for irrigation and sewage conveyance
- Green trellis canopies on roof
- Green screen exterior walls
- Bicycle parking
- Discounted rates for low-emission, fuel-efficient, carpool and vanpool vehicles
- On-site photovoltaic array on roof
- First free-standing single-use parking garage to earn LEED Certification

Employing environmentally friendly design and sustainable practices are increasingly important goals in the development of new projects. Walker is committed to sustainability, both in principle and in practice. Walker has been a leader in the sustainability of parking structures for more than fifty years. Walker has partnered with the Green Parking Council, recently re-branded to Parksmart, who emerged from leaders in and around the parking industry motivated by a vision of parking as part of the solution. We strongly support and encourage our technical personnel to become both Parksmart Advisors and LEED Accredited Professionals (APs)

As sustainable elements are included in the design of the new hospital, the sustainability of the parking areas will be important. When people think of parking, they don't typically think of sustainability. In actuality, parking structures can be made more environmentally friendly in many ways. The following items are examples of common sustainable practices that Walker has provided on multiple projects:

- Discounted and reserved parking for low-emission, fuel-efficient, and carpool vehicles
- Building materials that include recycled content and local/regional products
- Efficient LED light fixtures and daylight harvesting to reduce energy consumption
- Parking guidance systems that reduce time spent searching for a space.
- Pay-on-foot machines that reduce vehicle idle time.
- Inclusion of electric vehicle charging stations.
- Bicycle parking

LEED certification is the industry standard for providing a sustainable building. Walker is proud to have designed the only LEED certified standalone garage in existence, the Duke University Research Drive Garage. Currently, sustainable garages are not permitted to be LEED certified and instead are certified by Parksmart.

Walker has assisted many owners and design teams in achieving Parksmart Certification. Kyle Keppner, a Walker project manager, recently assisted the owner and project team in the design and Parksmart Bronze certification of the Nashville International Airport Terminal Garage. Kyle was able to assist the team in understanding the requirements for ParkSmart certification and including sustainable technologies and design practices throughout the development of the garage. Our personnel will utilize these past experiences to provide information to our client's design team and recommendations for sustainable features in the parking areas.

Vendor Profile

Vendor Certifications

Name	Office	Accreditation
Kristin Andersen	Seattle	LEED AP
Pari Ashabi	Los Angeles	ParkSmart
James Brooks	Houston	LEED AP
Randy Carwile	Indianapolis	LEED AP
Justin Chang	San Francisco	LEED AP
Jim Corbett	Tampa	ParkSmart
Thomas Devine	San Francisco	LEED AP
Scott Duff	Indianapolis	LEED AP
Nicholas Frezza	New York	LEED AP
Gary Glines	Boston	LEED AP
Jason Gross	Philadelphia	LEED AP
Raquel Gillen	Los Angeles	LEED AP
Elliot Hathorn	Tampa	LEED AP
Damian Larkin	Philadelphia	LEED AP
Damian Larkin	Philadelphia	ParkSmart
Annie Lo	San Francisco	LEED AP
Lisa Mastel	Minneapolis	LEED AP
Sarah Morkos	Boston	LEED AP
Sarah Morkos	Boston	ParkSmart
Betty Murphy	Elgin	LEED AP
Dave Parish	Ann Arbor	ParkSmart
Gary Rider	Tampa	LEED AP
Gary Rider	Tampa	ParkSmart
Jeremy Rocha	Houston	ParkSmart
Gabriel Salazar	Houston	LEED AP
Jeff Smallidge	Indianapolis	LEED AP
Jeff Smallidge	Indianapolis	ParkSmart
Bob Stanley	Denver	LEED AP
Bob Stanley	Denver	ParkSmart
Kevin Waters	Los Angeles	LEED AP
Donald Whiteley	Denver	LEED AP

Vendor Profile

Vendor Certifications

Name	Office	Accreditation
SENIOR OFFICER		
David W Ryan, President	COR/Chicago West	PE
John K Bushman, CEO/Chairman of the Board	COR/Tampa	PE
William C Reiter, Executive Vice President	Philadelphia	PE
Kenneth C Wagner, Executive Vice President	Houston East	PE
Alfredo E Bustamante, Senior Vice President	COR/Houston West	PE
John W Dorsett, Senior Vice President	CRG/Indianapolis	AICP, CPP
Thomas L Hannula, Senior Vice President	Chicago West	PE
Todd A Lohman, Senior Vice President	Indianapolis	PE
James A Orchard, Senior Vice President	COR/Tampa	CPA
Arthur G Stadig, Senior Vice President	Boston	PE
David J Vander Wal, Senior Vice President	New York	PE
VICE PRESIDENT		
Rashid Ahmed, Vice President	DRG/Chicago West	PE, SE
Michael P Albers, Vice President	Philadelphia	PE
Scott R Froemming, Vice President	Minneapolis	PE
Terrence A Hakkola, Vice President	Minneapolis	PE
Victor M Iraheta, Vice President	Tampa	PE
Anurag Jain, Vice President	COR/Los Angeles	PE, PhD
Rick G Klein, Vice President	Ann Arbor	PE
Gary H Koch, Vice President	Chicago West	PE
Daniel E Moser, Vice President	Chicago West	PE, SE
James W Pudleiner, Vice President	Philadelphia	PE
Robert E Stanley, Vice President	Denver	PE, LEED
James E Warner, Vice President	Houston East	PE



Vendor Profile

Vendor Certifications

Name PRINCIPAL	Office	Accreditation
Jon Deon Bender	Los Angeles	PE
Justin M Chang	San Francisco	RA, LEED
Sean Connolly	Irvine	RA
Brian A Faith	Denver	AIA
Charles P Hammond	Austin	PE
Matthew C Hunt	Ann Arbor	PE
Vladimir I Ivanov	Seattle	PE, SE
Kirby L McCleary	Washington DC	PE
Bradley F Navarro	Chicago West	PE
Gregory J Neiderer	Philadelphia	PE
Brian K Preston	Tampa	PE
Michael H Retterath	Minneapolis	PE
Joey D Rowland	Charlotte	PE
Carl L Schneeman	Minneapolis	PE
Kirk B Taylor	Denver	PE



05 Products and Services / Scope



Products and Services / Scope

In the following pages, we address the Scope of Services as set forth in the RFP document, providing detail as to how Walker would approach and execute each of the services, ultimately in accordance with the needs and direction provided by public agency staff.

URBAN PLANNING

Prepare planning and feasibility studies related to parking supply/demand; alternatives to increase parking capacity/reduce parking demand.

Parking demand is traditionally viewed as a function of land uses and the ratios of parked cars to square footage, seats or other metrics. In many respects, this methodology is a reasonable one, which is refined based on quantifying the actual demand in a place, where increasingly other factors come into play, including: the price and location of available parking, who pays the cost of parking, access to available transit and the ease and safety of parking alternatives.

Parking capacity is based both on the number of parking spaces, the frequency of turnover of parking spaces, and a range of operational strategies that can accommodate not just more cars, but more people. However, parking is ultimately a subset of the larger transportation system, that we know can present an attractive, more cost effective, and greener alternative to parking, for the agency to provide and the public to use.

Further, the past twenty months have demonstrated that telework presents both opportunities and challenges to managing parking demand, but through flexible schedules can result in more employment centers relying on less parking than traditionally envisioned or planned for.

Walker has prepared multiple planning feasibility studies for every land use. We are excited about the new trends in technology and consumer preferences that present opportunities to plan for parking and transportation in different ways. It is with these opportunities and challenges in mind, that we propose to develop planning and feasibility studies related to parking supply/demand; alternatives to increase parking capacity/reduce parking demand.

Within our scope of services, from parking planning to operations consulting to financial studies, site selection, and mobility, every analysis we undertake incorporates considerations around demand-based parking pricing, the economic concept that the efficiency of the parking system and convenience of the parking system is best served if prices are adjusted (and we note often lowered) in response to driver demand. In some cases, our studies may be explicit analyses – and implementation plans – for demand-based pricing. For others, demand-based pricing of some kind may be applied as a partial or complete solution to the issue being addressed. In any case, we wish to convey that within this task and throughout the scope of services, demand-based pricing policies and measures will be recommended and created as appropriate for agency staff consideration.

Shared parking.

Walker believes in, and is adept at leveraging the benefits of, shared parking in the cities where we work. Shared parking is a powerful tool that allows more land uses and destinations to be accommodated by fewer parking spaces, less expense, and often less land area, leaving more space for businesses and destinations. Shared parking is what makes commercial downtowns inviting, efficient, and successful.

The creation of a deliberate and data-driven shared parking methodology to serve commercial centers and mixed-use development has been led by the Urban Land Institute (ULI) and International Council of Shopping Centers (ICSC) since ULI first Shared Parking model, publication and research in 1988. Walker was the consultant that



Products and Services / Scope

led the development of the most recent, Second and Third Edition updates of Shared Parking in 2005 and 2020 respectively. Walker's proprietary shared parking model is based on the Third Edition with additional land uses and customized data.

Walker has performed thousands across the country, based on the ULI Shared Parking Model and our own data. We begin with the base model, which we then customize based on local conditions, land uses, and an understanding of the program and policies of the city.

Evaluation of site feasibility.

Selecting the optimum site to locate a new parking garage involves balancing many issues including economic, engineering, environmental, and intended usage. Primary concerns are typically accessibility, site availability, site constraints, site suitability, and costs. Oftentimes, these concerns are influenced by the types of parker being served. Walker believes that the following need to be considered when selecting sites for potential development: Walking Distance, Safety, Security, Ownership Life Cycle Costs, Up-Front Design and Construction Costs, Total Project Costs, Conformance to Zoning & Master Planning, Maintenance Considerations, Impacts to the Surrounding Roadway System- Traffic, Aesthetic Considerations, Future Expansion Ability, Internal Site

Vehicular Circulation- Surrounding Traffic and Ingress/Egress, Easement & Right-of-Way Considerations, Temporary Parking Considerations During Construction, Neighborhood Concerns, Design and Construction Schedule, Ease of Permitting and Project Approval, Stormwater and Environmental Impacts of Construction.

Wayfinding/pedestrian travel.

Creating Connections Through Wayfinding: At Walker, we have provided 55-years of expertise in planning, design, engineering, and consulting in the parking, mobility, and transportation world. This has led to a comprehensive understanding in the area of signage and wayfinding. Walker has leveraged its knowledge of parking and mobility to create wayfinding and signage that reach all user types and ensure a better overall experience for navigating different environments.

TECHNOLOGY

Parking equipment including parking guidance systems.

Technologies for the management of parking continue to evolve as application-based controls continue to change the transportation landscape. Our Technology and Operations Consultants have helped hundreds of owners implement new systems for managing vehicles in complex multi-modal environments. WALKER researches and analyzes parking management and guidance systems to gain first-hand knowledge of the latest products and services. We will collaborate with your team to design and procure a proven, efficient, cost-effective system, including recommendations, specifications, construction plans, procurement assistance, and installation support. Our areas of expertise include: Parking Access and Revenue Control Systems, Automated Parking Guidance Systems and Wayfinding, Cell Phone Applications, License Plate Recognition, PCI-DSS and Data Security, On-street Payment and Enforcement Systems.



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POLICY AUDIT AND CREATION

Recommend improvements related to staffing and work assignments, employee training, business assistance, parking enforcement and parking operating procedures/policies/audits. Organizational assessments and recommendations.

Evaluate Parking and Transportation Department staffing and organization model in comparison to peer agencies, including but not limited to: Review department organization chart, Evaluate customer service provided by staff, Ensure site safety and physical security is representative of peer agencies that Walker has evaluated. Observe staff compliance with written policies and procedures and compare parking operations with recommended industry practices, Provide recommendations to address any deficiencies or inefficiencies. Provide comparison to 3rd-party operated parking assets. Evaluate payment card industry data security standards posture.

Conduct compliance audits.

Perform Financial/ Revenue Reporting Audits: Meet with parking team and receive, then review, standard operating procedures for parking department. Review the relevant parking reports and operating statements for the parking operations. Select a test month for reconciliation. Reconcile Parking Access and Revenue Control System (PARCS) reports including: Audit selected parking tickets for a test week. Reconcile parking tickets to system reports for a test week. Reconcile system and cashier reports for a test week. Reconcile cashier reports to the daily recaps for a test week. Reconcile daily recaps to the monthly statement for a test month. Reconcile the active monthly parking roster for a test month to the paid and authorized free monthly key card holders. Review the monthly parking accounts receivable reports for a test month. Reconcile all validation sales to the monthly statement for a test month. Review the security after hours handling of tickets and charges. Reconcile miscellaneous income to the monthly statement for a test month.

Review operator budgets and financial procedures.

Review the facility staffing levels. Audit employee time records for a test month. Reconcile employee time records to payroll register for a test month. Reconcile payroll registers to the monthly statement for a test month. Reconcile payroll tax charges to the monthly statement for a test month. Reconcile workers compensation charges to the monthly statement for a test month. Reconcile all group health and life insurance charges to the monthly statement for a test month. Reconcile garage keeper liability insurance to the monthly statement for a test month. Review other invoices submitted for a test month. Reconcile the invoices to the monthly statement for a test month. Provide a draft letter report, in PDF format, that summarizes our findings and recommendations which will include supporting diagrams and tables as necessary. Conference to discuss the draft letter report and prepare a final report that addresses the feedback received from the draft review meeting.

FINANCIAL ANALYSIS AND AUDITS

Operations.

Walker's qualified parking consultants evaluate the parking system, and staff, from a management and operations perspective. We understand there is a need to: Analyze management of the current system, safety, and processes. Make recommendations for improvements based on industry standards and practices. Evaluate current financial/ revenue reporting and verify the accuracy and completeness of revenues collected. Evaluate financial oversight of the parking facility. Analyze management of the current system and provide written reports of findings.

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Provide parking facility financial planning services including market and financial studies of existing and prospective parking facilities and the evaluation of various financing methods.

As adequate financial resources are a crucial component for effective transportation planning, design and implementation, first and foremost of which is parking, when it comes to significant outlays by the agency, Walker's services provide extensive and niche expertise developing new and innovative funding sources, including user fees, public-private partnerships, debt and equity financing, and sources for transportation and parking programs and projects. We identify and assess the feasibility of existing programs and then conduct analyses to identify expanding existing programs or creating new programs for funding. The Walker team has developed and leveraged as part of recent engagements, federal/state grants and formula funds, local business and property tax assessments, public-private partnerships, utility tax, payroll tax, farebox recovery, TNC user fees, and scooter/bike share programs, have been developed to fund transportation infrastructure and programs in local jurisdictions.

User fees as they relate to demand-based parking pricing and congestion pricing are an increasingly important source of funding as well. Walker's financial analyses have supported over \$3b in parking-user based financing, including over \$500m in parking moneys used to fund Sacramento's downtown NBA basketball arena, and just last year, a curbside monetization study to fund parking infrastructure in the City as well.

We recognize value capture strategies such as tax increment financing, special assessments, and impact fees, can be important transportation funding mechanisms. Walker's Chrissy Mancini Nichols was instrumental in passing legislation to establish a transit tax increment district that funded Chicago Transit Authority projects—including value capture used to finance the \$5 billion Red and Purple Line Modernization and the \$1 billion renovation of Chicago Union Station. Mancini Nichols created, drafted, and modeled the value capture program.

- <http://mycuriouscity.com/home/2016/12/1/how-an-idea-becomes-a-law-chicagos-new-transit-tif>
- <http://mycuriouscity.com/home/2015/12/4/redevelopment-of-chicagos-union-station-persistence-pays-off>

For smaller municipalities and their transportation and parking programs, Walker's Steffen Turoff developed three distinct plans that were approved and implemented for the cities of Davis, Healdsburg and Napa to help fund parking and transportation facilities and programs. These funding plans and programs used impact and in lieu fees to fund not only capital infrastructure but also programs for bicycle and pedestrian infrastructure and mobility operating costs.

Depending on the needs, goals and constraints of the agency for funding parking and transportation infrastructure, we would draw on this experience to provide a scope for financial planning services for parking and other capital facilities and operational programs.

ADAPTIVE REUSE PLANS

Provide adaptive reuse design services from schematic design through construction documents including architectural, structural, electrical, mechanical and plumbing.

SCHEMATIC DESIGN PHASE: For the selected operating scenarios, Develop the basic functional design of the garage. This includes stall/stack/semi-automated parking and drive aisle geometrics, circulation patterns, entry/exit area layouts, turn radii, locations of vertical circulation elements and pedestrian access. Attend selected design coordination meetings with the project team and present concepts and recommendations. Meet with the design team and potential vendors to develop design space requirements. Assist in the preparation of an



Products and Services / Scope

RFQ and RFP to pre-qualified suppliers. Provide Performance specification for soliciting. Meet with the project team and bidder to review bidder questions and project constraints. Review RFQ and RFP submittals and make a recommendation for award. Attend selected meetings with the design team.

DESIGN DEVELOPMENT: Attend appropriate meetings with owner and design team. Develop specifications for construction tolerances of floors and vehicle supports. Further assist with evaluation of fire protection requirements and firefighter and maintenance personnel access. Provide recommended signage text and location in the parking area. Assist with determination of lighting requirements and convenience outlets for maintenance tasks. Assist with determination of floor slopes for proper drainage and the impact of those slopes on the proper operation of the equipment. Further refine geometry of the vehicle/pedestrian loading areas.

GREEN PLANNING

Shuttle bus analyses.

Shuttle bus systems are implemented and operated to achieve many objectives but are often an extension of a parking system where providing large numbers of adjacent parking spaces is infeasible. Walker recognizes the importance of efficient, convenient shuttle service for many of our clients, often large employers, universities, or other campus or event settings, and as a result shuttle system planning and analysis is an important service we offer.

Typically, Walker provides thorough review of existing shuttle service operations or explore the assumptions and needs behind a client's desire to implement a new system. In the case of a new system, we seek to identify the existing or projected unmet service needs, how a service strategy should be redesigned, and whether service operations should be provided in-house or outsourced. To that end, the analysis should include the following considerations:

- Establishing the guiding principles for design of the system that include:
 - ◊ Circulation and connectivity between key locations, for example between downtown and elsewhere
 - ◊ Connections to/from parking resources (including remote parking facilities) and/or between destinations x Connections to off-site destinations and opportunities
 - ◊ Access to regional transit opportunities, such as a shuttle, that could provide access from transit Stations to Downtown and other destinations
- Conducting a comprehensive projection of review of performance at the route level: x To determine ridership demand
 - ◊ Level of service needed to satisfy demand
 - ◊ Route alignment and location and frequency of stops to provide access to service
 - ◊ Operational characteristics of routes such as hours of service and frequency of service
- Opportunities to increase and simplify shuttle service operations, including: x Adding service or modifying existing services
 - ◊ Interlining route operations, to improve service and increase efficiency x Coordinating service schedules and frequency to key corridors

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- ◇ Adding demand-responsive and/or after-hours service
- Pros and cons of having an internal versus outsourced operations:
 - ◇ Fully outsourced, including vehicles, procurement, drivers, maintenance, and storage
 - ◇ Outsourced drivers only
 - ◇ Implementation of technology applications to manage operations
 - ◇ Customer service functions and mobile applications for users (i.e., vehicle tracking and seat reservations)

Transit-oriented developments.

Transit-oriented developments (TODs) can provide myriad benefits, including improved access to transit for residents and employees, improved convenience and quality of life, and reduced development costs and need for parking. However, the benefits of TOD typically do not materialize organically. They require careful planning and operation of the TOD development, parking, and transportation programs. Walker has performed analyses and provided recommendations for transit agencies, cities and developers building and operating TODs. Our scope of services in this area includes planning for TOD parking, shared parking for transit and mixed-use developments, parking design, operations planning, and planning for transportation demand management (TDM) and opportunities for multimodal access for the unique land uses that TOD represents.

ADA COMPLIANCE

Provide consultation services related to new systems and retrofits of existing systems relating to lighting, passive security, signage, durability engineering, functional design, parking access and revenue control equipment, accessibility, and access and circulation design.

Conduct a field evaluation of the subject parking area to document the current physical condition of review elements. This will include visual observations to review the following elements: Floors, columns, beams, walls, ceilings and other structural elements. The visual review will document noticeable distress such as cracks, leaks, spalls, scaling, joint deterioration, expansion joints, and other similar adverse conditions. In addition to documenting the nature of noticeable adverse conditions, this review will be utilized to project restoration quantities.

CURB MANAGEMENT

Curb management.

In the era of changing mobility and consumer demands, managing the curb is the key to increasing access and efficiency of the City's transportation system. The question is, how can valuable curb space be planned, organized, and optimized to prioritize needs, accommodate demand, and achieve vision and goals for mobility, land use, and the environment?

A successful result of any curb management study the agency undertakes will answer this question and more. When performing our curb management studies, we focus on the following core areas of achievement:

Environmental Goals: Plan and create policies for curb space that directly reduce vehicle miles traveled and greenhouse gas emissions in demonstrable and implementable ways.

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Smart City Principles: Vet and employ technology in transportation and curb space management based on appropriate local contexts that can efficiently plan for, move, and manage people and goods to access destinations.

Value, Prioritization, and Equity: Recognize the value of curb space and ensure management of curbs prioritizes this space based on demand and goals for access, equity, mobility, economy, and the environment.

Stakeholder and Community Collaboration: Establish relationships and partnerships with stakeholders, local users, and the public to understand needs and lay the foundation for recommendations and implementation.

Our proposed scope of work for curb management, which would be detailed prior to a specific engagement with the agency, typically includes four phases of execution, in which each phase builds on the previous:

- **Phase 1: Project Foundation.** Develop the workplan and schedule, define project success, and establish a Project Advisory Committee as appropriate to help guide the process.
- **Phase 2: Systemic Discovery and Diagnosis.** Identify and develop an understanding of the curb space demands and range of operating conditions in agency's area under study.
- **Phase 3: Local Evaluation.** Identify and evaluate curb demands and operational issues in the most congested and complicated locations. We will also determine the capability of technology, planning, and policy options and solutions to manage the curb at specific locations that can scale systemically.
- **Phase 4: Plan Development and Path Forward.** Develop and deliver the final Curb Space Management Study report with implementable recommendations and pilot project concepts for deployment.

On-street parking.

Meet with agency representatives to kick-off the project and identify project objectives, schedule, and milestones. This meeting will also include an exploration of challenges and opportunities. Collect (via a request for information to Agency) relevant data and information including geographic information systems (GIS) base data, land use information, parking transaction and revenue data, system financial information, citation data, and any other data deemed useful and relevant to this scope of work. Review and analyze data and information and establish key data analytics related to parking behaviors such as parking occupancy, duration of stay, and turnover, among others. Correlate these data analytics to existing regulations, land use context, and other factors. Identify key findings, questions, parking hotspots, and other considerations for next steps. Data analytics will be analyzed for data from a defined period, up to six (6) months' worth of data. Facilitate a working session with agency personnel to review findings and considerations and identify the appropriate path forward. Summarize data collected and analyzed for incorporation into the final report.

PARKING STUDIES AND CASE STUDIES

Prepare operator request for proposals; review parking operator proposals and select parking operators.

Working with the agency's staff and stakeholders, Walker will develop the parking operator RFP, review proposal responses and assess the proposed operator agreement submitted with responses from interested Parking Operators. We will: Participate in a project kick-off meeting (in person) with owner representatives to review scope of work and schedule and to coordinate project particulars. Draft the technical element of a Request for Proposal ("RFP") for the purpose of soliciting parking management services for the agency's parking operations.

Coordinate with agency and assist in the final preparation of the RFP. Assist with on-site pre-proposal conference



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and walk-through, coordinating with agency. Obtain feedback from owner representatives and finalize RFP and contract documents. Provide agency with a list of recommended as qualified parking management companies. Recommend places to advertise RFP for parking management services. Coordinate with the agency or place the advertisement with appropriate outlets. Review proposers' questions as needed. Provide responses to procurement personnel for distribution to proposers.

Provide evaluation criteria and an evaluation matrix. Review and evaluate the proposals submitted by individual parking management firms for technical compliance with the RFP. Support agency in comparison of the proposals based on customer service plans, fees, delineation of maintenance responsibilities, reimbursable, direct and indirect personnel costs, staffing levels and evaluation of reports and any other selected evaluation criteria, and aide agency in developing a short-list of proposers. Support other agency functions such as performing reference checks, as directed. Develop questions for short-listed proposer interviews for consideration and use. Attend interviews scheduled during one business day as a technical expert for the selection committee.

Review and make recommendations related to parking rates and how they are structured.

Structuring and setting parking rates is sometimes a science, sometimes an art, but should always be guided by carefully considered policy objectives and goals. Once set, parking rates should be reviewed periodically to ensure they are consistent with the identified policy objectives and goals.

Parking prices may be set to ensure parking space availability, generate revenue, facilitate affordability or to distribute parking demand across a system or to other modes. Our first scope item is to identify the agency's goals and purpose for setting rates in a given location or system wide. We then seek to identify the parking rates to best meet those goals. Different parking rates may best meet the city's objectives at different times of the day, the week or the year, but changes to rates can understandably be a source of confusion for the public. The market price of parking in the area or in competing locations can be a factor as well, when businesses in a given location see the price of parking as a competitive advantage.

The desired user group for parking in a given location is a key consideration as well, understanding whether parking spaces are for short stays of fifteen minutes, all day parking for employees, or somewhere in between.

All these factors and considerations enter into the creation of a specific scope for how parking rates are set, monitored, and evaluated.

Los Angeles Metropolitan Transportation Authority

Los Angeles, California



Walker provided a comprehensive study examining parking at 48 transit stations, consisting of over 22,000 parking spaces at 52 parking locations for the purpose of ensuring and increasing access to Metro's transit facilities while not overbuilding costly parking, and encouraging a number of first-mile/last-mile options.

Key Features

- The number of spaces in the Metro parking system was expected to increase to approximately 25,000 in 2016, with the opening of the Expo II and Foothill Extension light rail lines.

Solutions Provided

- The analysis and plan provided an implementation road map for parking policies, operations, enforcement, maintenance, technologies to support program management as well as a funding structure for a parking enterprise that would manage these efforts.
- At each station with parking throughout the County, there is considerable variation in adjacent land uses, type of transit and transportation mode access to each station.
- Recommendations were tailored to reflect the unique conditions at each Metro parking location.

Benefits

- LA Metro adopted the Supportive Transit Parking Program (STPP) Master Plan.
- Protect the parking supply and access to transit for Metro parkers.
- Extend the life of parking assets and reduce large capital expenditures by proactively maintaining parking facilities.

San Francisco Municipal Transportation Agency (SFMTA) PARCS Replacement

San Francisco, CA



The San Francisco Municipal Transportation Agency (SFMTA) engaged Walker Consultants to provide parking consulting services for replacement of the Parking Access and Revenue Control Systems (PARCS) at twenty-one locations.

Key Features

Walker performed the following tasks:

- Reviewed and commented on markups from equipment vendor.
- Prepared architectural and engineering drawings detailing required infrastructure upgrades at each facility.
- Provided construction administration services during infrastructure improvements, including responding to RFI's from the field, as required.
- Participated in facility site visits with SFMTA and the vendor at each of the 20 parking garages to document existing infrastructure that can potentially be reused and any new infrastructure necessary to support the PARCS.
- Reviewed vendor submittals for the PARCS equipment.

Solutions Provided

- Walker performed parking design services to lay out the PARCS in the most efficient and user-friendly manner possible. The project resulted in garages that function well and can load and unload quickly.
- Walker provided construction administration services to support SFMTA with various project needs and potential design- and PARCS-related questions that arose during the construction phase of the project.
- Walker provided best practice PARCS solutions specific to a large City operation to allow for a premier municipal public parking experience.

Benefit

- SFMTA, the vendor, and the various contractors benefited from Walker's expertise and assistance throughout the engagement, and as a result, will have functional and well-run garages that meet the needs of all user groups and provide a great experience to San Francisco parkers.
- Walker's PARCS design was implemented to best control ingress and egress activity, and to maximize the revenue generated from the parking operation.
- SFMTA further benefited from Walker's PARCS equipment knowledge and background, as they were able to procure a viable and cost-effective access and revenue control solution, which optimizes the parking experience for all end-users of the Agency's facilities.



City of Miami Beach

North Beach Regional Parking Analysis

Miami Beach, Florida



Key Features

- The City of Miami Beach was actively entertaining multiple development projects in the North Beach area with a variety of land uses including civic, recreational, entertainment, and educational uses that will intensify parking demand/ utilization.
- The City of Miami Beach engaged Walker Consultants to analyze current demand projections and project future parking demand impacts specific to the proposed development projects.
- A total of 1,958± public parking spaces were inventoried within the study area, including designated ADA parking spaces, motorcycle and scooter parking spaces, loading zone spaces, taxi stand spaces and shared-use loading and parking spaces.

Solutions Provided

- Performed a regional analysis of the projected parking demand associated with multiple planned development projects in the North Beach area and performed a parking alternatives analysis and interim parking plan during the construction phases of the projects, including overlapping periods.
- Addressed concerns using regional base parking ratios, beach community transportation modal splits, and conservative captive-use adjustments gained from comparable barrier island communities.

Benefits

- The reports provided a new benchmark for where and how parking is being used within the North Beach area. The detailed data provides a strategic level planning tool on a block level basis.

North Central Texas Curb Management Guide

Dallas-Fort Worth Metroplex, TX



Project Description

- With the changing mobility landscape and new modes of travel, such as micromobility and ride sharing, demand for space at the curb is ever increasing. In response, the **North Central Texas Council of Governments (NCTCOG)** partnered with Walker to provide its counties, cities, towns, and transit agencies with a guide for curb management.
- Walker Consultants developed a regional curb management guidebook for the NCTCOG, which serves 230 governments in a 16-county region around Dallas and Fort Worth.

Solutions Provided

- Walker developed a pragmatic, regionally-specific curb management guidebook for cities large and small, accompanied by a day-long training workshop. The guidebook offers implementable, step-by-step planning tools for every municipality, from those already actively implementing curb management strategies to those beginning to think about demands of the curb beyond private vehicle parking.
- The workshop was framed around curb management strategies of various contexts and needs, and had hands-on, scenario-based activities for transportation, parking, and planning professionals. It was attended by more than 50 staff members from across the region, including the City of Dallas, Texas State Department of Transportation, Dallas Area Rapid Transit (DART) and several small and mid-sized communities.

Benefits

- With the curb management guidebook and workshop, NCTCOG cities, counties, and transit agencies are now equipped with tools and resources to implement curb management strategies in their own communities based on context specific solutions. They can choose from a menu of curb management options, including:
 - How to consider data, access, planning, regulations, and policies
 - Strategies for monetizing the curb
 - How to overcome implementation challenges
 - Technology solutions
 - Real-life examples of successful curb management strategies from cities of all sizes
- Read Walker's NCTCOG Curb Management Regional Planning Guide. **WALKER CONSULTANTS** | 47



Town of Breckenridge

Signage and Wayfinding

Breckenridge, Colorado



Photo courtesy of Skyline

Key Features

- The Town of Breckenridge, CO is a popular year-round destination for outdoor enthusiasts, cultural tourists, and families who travel from around the world to experience the town's amenities and activities.
- As such, navigating traffic and parking congestion in town for visitors is often difficult.
- Previously, drivers would not know that in-town parking lots were full until they drove into town and circled through each parking lot. Frustrated, drivers would then drive back to periphery of town and park in one of the shuttle lots.
- The Town engaged Walker Consultants to evaluate the existing wayfinding and develop a solution to help drivers find parking availability in some of their busiest parking facilities.

Solutions Provided

- Walker Consultants developed a series of strategies, graphical signage concepts, and recommendations to better inform drivers of locations and directions to parking areas. This included a combination of static and dynamic roadside signs.
- A dynamic message sign along the side of the road prior to entering town was designed and constructed specifically for this project.
- The digital sign is flexible and capable of displaying safety messages as well as real-time parking information.
- The parking status for the facilities on the sign is controlled by the Town's parking operations team. The status of the parking lots can be changed instantly by a phone application specifically designed for this project.
- The sign not only has an architectural appeal, but the design was coordinated with CDOT to meet federal guidelines for safety and design.

Benefits

- Drivers entering town can now be informed in real-time via highly visible digital roadside sign displaying parking availability.
- This information allows visitors to make an informed decision of where they can park prior to entering town, reducing circling that contributes to traffic and congestion.
- Various important messages can also be displayed on the sign which can alert driver of important information prior to arriving in town.
- The Town is easily able to update the parking availability in real-time while out in the field via the custom smart phone application.

City of Columbia/University of Missouri Dockless Vehicle Program

Columbia, MO



Walker was engaged by the University of Missouri to create a dockless vehicle program for the City of Columbia and University of Missouri, one of the first joint city/university implementation partnerships for dockless vehicles.

Key Features

- The City of Columbia and University of Missouri sought to implement a coordinated dockless vehicle program
- Dockless vehicles were present on university and city property under an agreement with a private operator, but the lack of operator regulatory compliance resulted in vehicles blocking sidewalks, rights-of-way, and building entrances
- Dockless vehicles caused an administrative and enforcement burden. There were insufficient resources to monitor and impound scooters parked in hazardous locations

Solutions Provided

- Benchmarked other city and university dockless vehicle programs
- Advised on program parameters, legal implications, costs, fee structure, planning, administration, penalties, liability, and evaluation
- Drafted regulations for deployment, operations, and management
- Drafted a Request for Proposals (RFP) for a dockless vehicle operator and outlined criteria for RFP evaluation
- Drafted the permit application, data sharing agreement, privacy contract, and legal agreements

Benefits

- Provided a framework for implementation of a dockless vehicle program for the city and university
- Facilitated the continued viability of dockless vehicles as an important transportation option for students and residents
- Established a coordinated program allowing for efficient and equitable provision of the service



The College of William & Mary Williamsburg, Virginia



In 2019, the College of William & Mary wanted to take a “clean-slate” approach to updating the 2013 Parking and Transportation Master Plan prepared by Walker. Of immediate concern, was a broad perception on campus that an additional parking garage was needed. Walker determined that the overall parking inventory is adequate to meet current and projected needs, but a redistribution of demand and reorientation of bus service would be required. The new plan was constructed with significant stakeholder input and offers concrete steps to improving campus access and mobility.

Key Features

- Parking is fragmented, with more than 50 parking lots located throughout the campus
- The “Green Line” campus shuttle service is perceived as inconvenient and unreliable due to long headways and route length, resulting in low ridership

Solutions Provided

- Analyzed parking supply/demand, identified current/future shortfalls for campus, reviewed policies and practices
- Identified corrective actions to address the congestion in the core campus, such as increasing capacity by restriping, reducing demand through TDM techniques, limiting sales of permits, assigning new parkers to a designated lot pending availability, and redistributing overall parking demand by improving the campus shuttle
- New structured facility not recommended but potential sites provided for future consideration
- Presented College with route and vehicle options to improve level of service of campus shuttle

Benefits

- Based on Walker’s analysis, the College has an implementation strategy for improving the campus parking and transportation environment
- Recommended deploying new information technologies into the parking system to improve communication, coordination and efficiency
- The Integrated Phase Plan developed by Walker provides the College with a defined approach to implementing the recommended changes to operational practices, departmental procedures, and parking and transportation infrastructure, as well as methods to ensure accountability

California State University San Marcos

San Marcos, California



Key Features

- California State University San Marcos (CSUSM) engaged Walker Consultants to provide parking operations and management recommendations for a 646-space parking garage, developed in concert with 135,000 square feet of mixed use space — a partnership between the University and a private developer
- The purpose of the engagement was to develop guidelines to be used in a Covenants, Conditions, and Restrictions (CC&R) document, intended to help facilitate simple and clear operations for all user groups

Solutions Provided

- Components of the five scenarios developed for CSUSM included:
 - Recommendation of an optimal garage layout to best benefit each user group
 - Example wayfinding, speed limit, and emergency signage. Signage also delineated areas in which student resident parking, permit parking, and public parking would be available. Variable message signage was also suggested, to indicate what levels have capacity for public parking based on time of day and day of week
 - Detailed striping scheme to indicate which permit is allowed in each space
 - Revenue, operating expense, and capital expense share between the user groups to optimize the financial vitality of the garage
 - 50-year capital repair plan and associated estimated costs which was specific to the facility's location and parking garage type

Benefits

- With Walker's assistance, CSUSM was able to make parking operation selections and decisions that are most beneficial to both themselves and the developer, while optimizing the parking experience for the end-users

"Walker worked with California State University San Marcos on the parking plan for our first public-private partnership parking structure. The final product provides such a clear plan for our future operation. What I loved best about working with Walker was their honest feedback, quick responses, professional demeanor, and incredible patience. Walker will be our first call for professional assistance in the future."
- Belinda M. Garcia, Director, Parking and Commuter Services

Planning for the Curb and New Mobility

While no project is identical because every city and its constituencies are different, we have highlighted several projects that represent experiences we can draw from and leverage to develop planning for the latest trends in parking in Culver City.

Revitalizing Access in Boulder Project

Boulder, Colorado

Access to the City of Boulder through a variety of transportation and parking options contributes to Boulder's high quality of life. To improve and future-proof transportation conditions, the City partnered with Walker Consultants, to conduct a sweeping revitalization of core parking and curb access programs citywide including the parking and curbside pricing approach and the Neighborhood Parking Permit (NPP) Program.

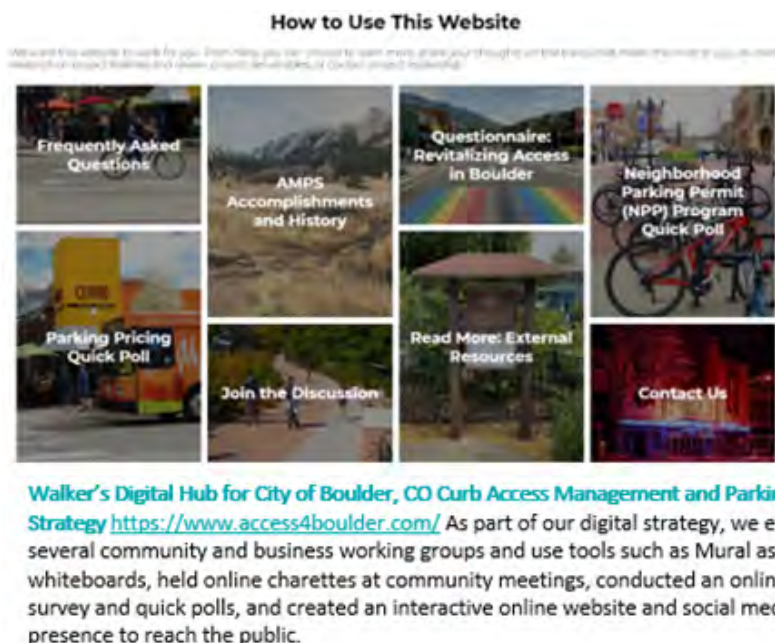
Phase I of the scope of work, completed in December 2020, comprised of data collection and existing conditions analysis that detailed how parking pricing and policy was misaligned with Boulder's goals for access, mobility, equity, the environment, and supporting economic and community needs.

Walker also led a foundational visioning strategy with staff and leadership, an innovative, virtual community engagement strategy, work sessions with five different boards and commissions and City Council, work sessions with the local business and property management communities to discuss how changes to parking and curb pricing and policy would achieve Boulder's aspirational vision for the future as well as develop a menu of strategies.

Walker then worked to refine pricing and policy strategies, drawing on our experience assisting with securing more than \$3 billion in financing on projects involving virtually all land use types that feature paid parking.

Solutions Provided:

- Full-scale analysis of parking and curbside pricing, neighborhood access management approaches, and enforcement fines and policies including transportation demand management initiatives.
- Consideration of a range of factors in travel choices and options and projected changes to parking and access across the City and in special districts to "future-proof" recommendations. We also conducted an alternatives analysis and scored strategies based on the goals of the project and a feasibility scale.
- Community engagement, with custom-built project website and engagement tools and targets for reaching traditionally underrepresented audiences, such as low-income community members.
- An analysis of strategy alternatives, additional work sessions with boards, commissions, and City Council, and an implementation and action plan, including recommendations for regulatory changes and budget requests.
- A robust cost and revenue analysis to analyze the financial health of the operation so that pricing and policy would align with and covered administration and operations costs as well as costs to implement transportation demand





management programs and other mobility initiatives.

- The pricing changes will also result in a reduction in vehicle miles traveled due to the effects of parking price elasticity and reduced circulation to locate an on-street parking space. The strategy also ensures equity by expanding discounting off-street options for price-sensitive residents, commuters, and visitors.
- The result is a series of tailored, customized strategies for parking and curbside pricing and fines and neighborhood access management, including demand-based curb pricing, commercial loading pricing, all coordinated with off-street facilities.
- The new performance-based parking pricing program is an implementable, context-sensitive strategy, that differentiates between on and off-street parking and enacts tiered pricing based on typical occupancies. The strategy also includes paid loading zones so that every use of the most in demand rights-of-way is paid. Rates are monitored and adjusted using parking occupancy data.
- A Neighborhood Parking Program that is priority-based and more responsive to user behaviors and neighborhood diversity. Changes to permit pricing will now be based on metrics such as parking occupancy, trip generations, and access to other modes of transportation.
- The new enforcement strategy includes graduated fines and new “Mobility Safety Fines” that levy higher penalties for violations that make travel unsafe for others such as parking in a bike lane or crosswalk.
- Pricing and policies are aligned with Boulder’s innovative and aspirational vision for the future, and balancing of missions and goals set forth in various guiding documents.

The result of the work, finalized in August 2021, was a full-scale implementation and action plan for new parking and curbside management and pricing strategies, including budget requests, ordinance and policy changes, and administrative, operational, and policy actions. The innovative community engagement strategy was responsive and resilient in the face of COVID-19 restrictions and included nearly 10,000 participants across the Boulder community using a variety of platforms—a custom-built digital hub (Access4Boulder.com), virtual engagement modules, focus groups, and more.

Walker also proposed a framework for curb access from users beyond parking (commercial delivery, micro mobility, ride hailing, parklets, etc.) to shape the future of the curb and laid out an incremental policy and technology process for implementation.

Total Project Budget: \$198,000

Key Walker Staff:

Chrissy Mancini Nichols: Parking Pricing, Curb Framework, and Financial Strategy Lead
Mallory Baker: Project Manager and Engagement Lead
Kevin White: Neighborhood Permit Management Program Lead

City Contact Information

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City of Boulder, 1500 Pearl Street, Suite 302, Boulder, CO 80302
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PARKING AND CURBSIDE PRICING

The figure below shows how parking and curbside pricing best practices align with the desired direction for Boulder’s parking and curbside pricing program.



City of Sacramento Curb Management Plan and Fee Analysis

Sacramento, California

Walker and the City of Sacramento have enjoyed an important partnership for over fifteen years. Most recently, the City engaged Walker to evaluate a curb management plan and fee strategy to diversify its revenue portfolio and fund additional mobility and placemaking infrastructure. The rapidly changing context of parking, mobility, and access has increased competition for curb space in Sacramento, especially from Transportation Network Companies (TNCs, e.g. Uber and Lyft) and commercial delivery vehicles. As a result of the COVID-19 pandemic, the City devoted curb space for outdoor dining.

This has presented two challenges—first, growing demands for the curb increased the need for planning, administration, and investment in curb management and shared mobility. Second, changing consumer transportation trends away from driving and parking foreshadowed decreased parking revenues over the long term and required revenue portfolio diversification.

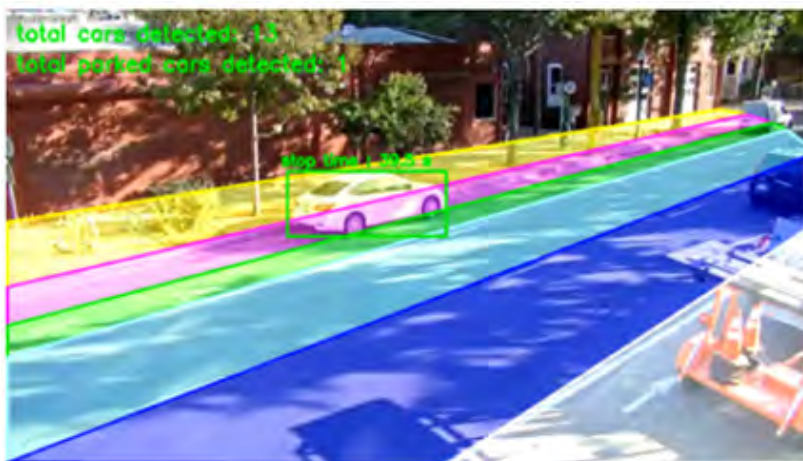
In response, Walker developed a suite of fully realized options to implement curb access fees for TNCs and commercial delivery vehicles. This will allow the City to modernize its curb management, assuage curb congestion, and build a more sustainable revenue source to fund the transportation and mobility system.

Solutions Provided:

- Analysis considered options for a phased increase of implementing a curb access fee for TNCs and commercial delivery vehicles.
- For each option, Walker benchmarked fees against peer cities and projected demand, then developed a range of scenarios that considered less optimistic and more optimistic conditions that incorporate ramp-up and compliance assumptions.
- Evaluated state regulatory and technology challenges for implementation.
- Walker recommended a plan that included the regulatory changes, data collection, reporting requirements, evaluation metrics, and auditing procedures to ensure compliance.
- Examined proposed mobility improvements that may be funded through curb access fees.
- Walker presented its analysis as a menu of implementable options to City decision-makers, so they could select the best path forward based on their criteria.

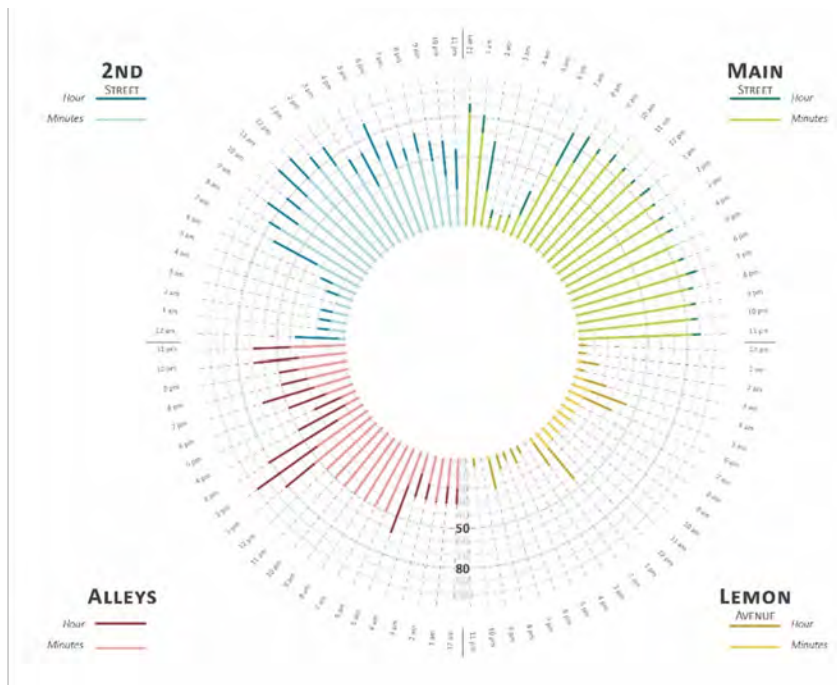
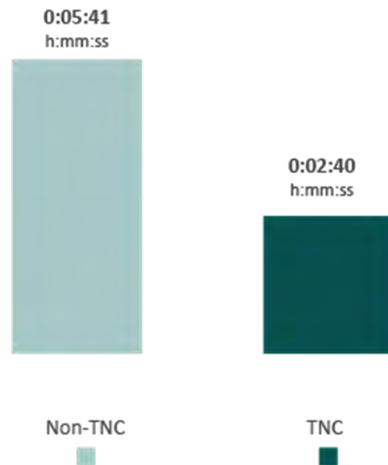
Curb Management Research Study

Currently, the City of Sacramento is part of Walker's Curb Management Research Project, where Walker is working with five cities (Sarasota, FL; Sacramento, CA; Culver City, CA; Naperville, IL; and Noblesville, IN) to vet and test technology to collect curb use data to understand demand in various contexts, create and test curb design models and treatments, and evaluate policy issues, potential partnerships, and the capacity for implementation and process to curb monetization.





AVERAGE DWELL TIMES PASSENGER PICKUPS AND DROPOFFS



Walker has deployed various camera technology and tested several computer vision analytics products to collect 13+ million curb use data points to date. In Sacramento, the City reprogrammed several paid long-term parking spaces to short-term pickup and drop-off spaces after receiving complaints about double parking by Transportation Network Companies (TNCs, i.e., Uber and Lyft). Walker worked with the City to deploy cameras and test video analytics software to record curb activities. Walker also reviewed videos manually to test accuracy. The study found that the anecdotal observations were incorrect, though the spaces were reprogrammed for short-term pickup and drop-off, the most common activity was longer-term parking. Therefore, Walker recommended the spaces be used for parking and revenue capture and is now working with the City on further data analysis, curb typology plans, design, enforcement, and monetization implementation.

Total Project Budget: Walker has had several engagements with the City of Sacramento. The budget for this specific study was \$50,000

Key Walker Staff:

Chrissy Mancini Nichols: Project Manager and Study Lead, Financial Analysis

Bernard Lee: Financial Analysis and Data Sciences Lead

City Contact Information

Matt Eierman, Parking Services Manager

City of Sacramento, 300 Richards Boulevard, Suite 213, Sacramento, CA 95811

O. 916-808-5849, email: meierman@cityofsacramento.org

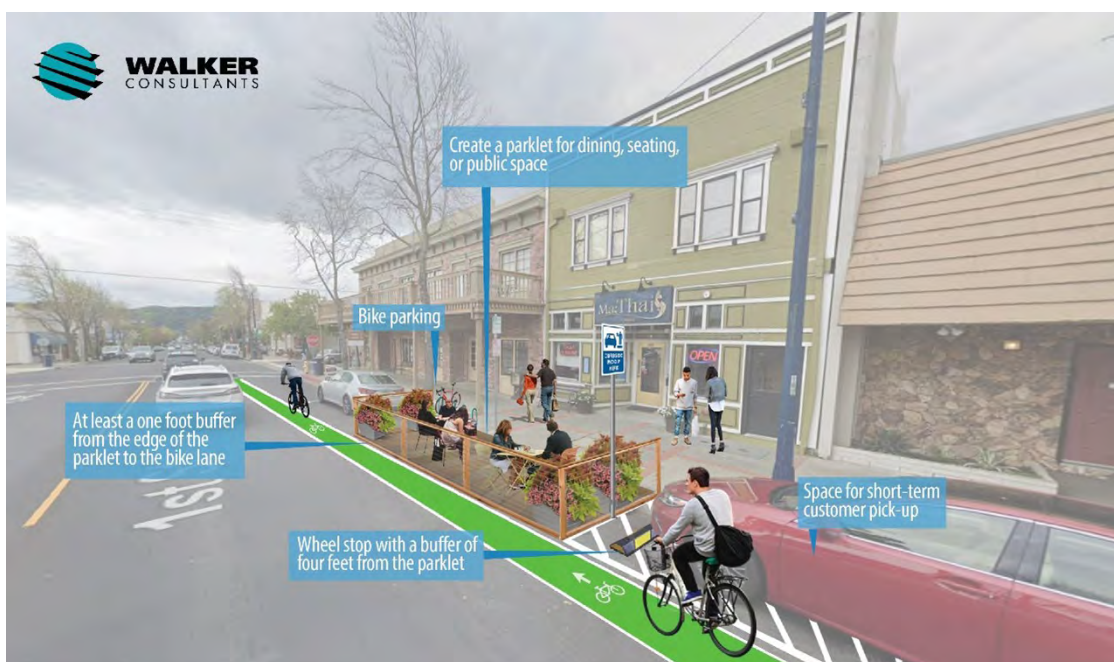


Benicia Downtown Parking and Mobility Plan and Curbside Parklet Program

Benicia, California

Adjacent to both Napa Valley and the busy San Francisco Bay Area, Downtown Benicia is a vibrant waterfront, walkable community with unique shops, restaurants, and a thriving arts community. It hosts several popular community events throughout the year, making it a desirable destination for both locals and visitors. The downtown's primary corridor, First Street, has a significant amount of activity and is directly adjacent to walkable residential neighborhoods. The mix of commercial businesses, scenic views, and access to the water make First Street a popular destination for pedestrian activity. Wide streets and calm traffic patterns also make First Street an ideal environment for bicycle travel.

The City engaged Walker to provide a comprehensive analysis of downtown parking and transportation, identify options for bike and pedestrian improvements, and implement a parklet/streatery program.



Walker incorporated robust data collection and an extensive online and in-person public outreach campaign to develop a comprehensive set of parking, bike, and pedestrian improvements, streetscape activation and design, and policy updates.

Walker also crafted and implemented the City's temporary streatery program in response to the COVID-19 pandemic and subsequently the permanent parklet/streatery program, including design standards, regulations, and fees.

Solutions Provided

- Evaluation of existing downtown parking and mobility conditions, parking demand projections for future development, review of bike and pedestrian infrastructure, and an extensive digital and in-person public outreach process.
- A comprehensive set of parking, bike, and pedestrian improvements to create more convenient parking and travel options including enforcement, regulations, employee and event parking, ADA parking, shared parking, wayfinding, bike, and scooter-share programs, curb management, parklets, and enhanced bicycle infrastructure.
- Recommendations on streetscape design for the construction of bike lanes, including developing renderings demonstrating streetscape concepts.

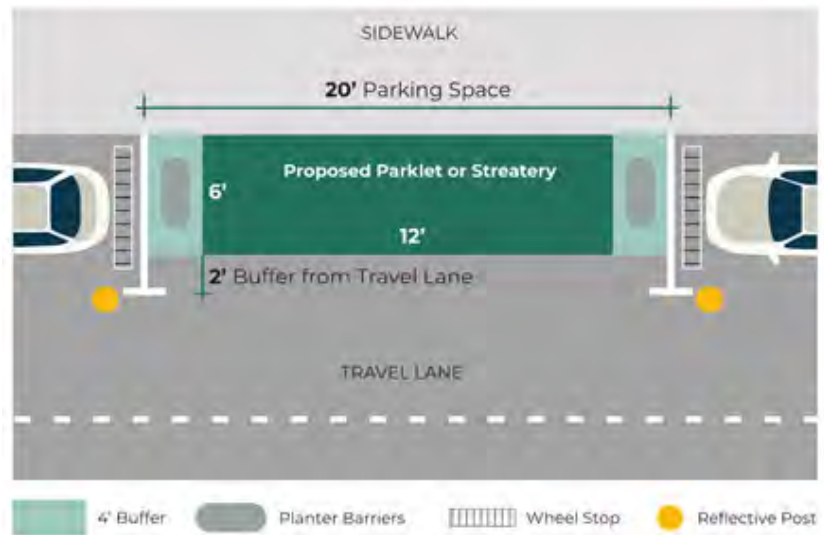


Parklets/Streatery Program

Walker found an opportunity to implement parklets and streateries, allowing pedestrians a place to rest and relax, and support local businesses.

- Walker researched best practices, interviewed peer cities on their parklet/streatery program, and led strategy workshops with staff and leadership across three City departments to draft regulations, design standards, created the development review process, fees, and guidelines for permitting.
- Walker also created a Parklet/Streatery Guide for staff and the public as an easy reference point on the process for obtaining approval and building a parklet.
- Walker led the process to establish the parklet/streatery program, presenting and facilitating questions during City Council, Planning Commission, and with the Economic Development Board.
- Walker relied on Project Manager Chrissy Mancini Nichols' expertise with People Spot parklet program in Chicago, IL to make the case for how parklets and streateries can induce economic development. Chrissy conducted a study that found Chicago's People Spot program contributed to a 10 to 20 percent increase in sales in some areas (more information is available at metroplanning.org/peoplespots).

Walker is now working with the City to implement the remaining Parking and Mobility Plan recommendations. The implementation strategy includes stakeholder and community engagement and internal City workshops. This includes storyboarding options with City Council, Planning Commission, the Economic Development Board, stakeholders, and the public and then working with the City to evaluate a cost and benefit analysis of alternative strategies, policy changes, and design. The end result will be a multi-modal Downtown Benicia that activates and captures value from the curb.



Total Project Budget: \$130,000

Key Walker Staff:

Chrissy Mancini Nichols: Project Manager
Bobby Mordenti: Graphic Design and visualizations

City Contact Information

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Products and Services / Scope Walker at a Glance

01

Full Service, Single Focus

We are a consulting firm **dedicated to meeting a broad spectrum of client needs** by offering multi-discipline services. Our experts in **planning, design, engineering, forensics and restoration** come together with a singular focus on delivering solutions.



02

Global Experience, Local Knowledge

We've consulted on and designed projects nationwide and around the world, **developing in-depth local knowledge of geographic markets, both domestic and international.** Our 24 offices place us within two hours of every major metropolitan area in the United States, including our Los Angeles and Irvine offices in Southern California.



03

Experienced Staff, Creative Minds

Our project teams pair industry experts who bring decades of experience with young talent to produce creative solutions. The result? **Staff at all levels who have learned from the very best in their fields,** and collaborations that have led to thousands of successful projects and a deep bench of qualified project managers.



04

Quality Projects, Loyal Customers

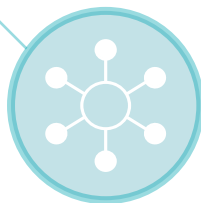
We strive to continually deliver high quality projects for our clients and have consistently out-performed the industry with regards to change orders and construction re-work. The result has been a **repeat client rate of more than 85% and a change order percentage 75% below the industry average.**



05

Practical Experience, Proven Solutions

Our planning and operations consultants have completed hundreds of studies, conducting thousands of hours of research. We take special care to make technological and operational recommendations that are progressive, but also realistic and implementable. **Our focus is on solutions that can improve the patron's experience as well our client's operational efficiency and bottom line.**



Products and Services / Scope Planning & Mobility Services



Walker crafts plans
with both owners
and users in mind.

Whether a downtown district, transit-oriented development, curb management planning, hospital, office, creative campus, or one-of-a-kind unique land use, Walker creates value for clients by performing analyses and developing implementable plans that efficiently move people where they want to go. As part of this effort, we plan the policies and operations for the moving “pieces” as well, including our consultancies for shuttle, transit, and micromobility.

Planning

Meeting the needs of owners and users is the centerpiece of Walker’s parking and transportation planning services. This often includes interpreting and improving public policy with hands-on experience and implementable solutions.

- Bicycle and Pedestrian Plans
- Mobility Studies and Plans including for Shuttles, Transit, and the latest in micro-mobility
- Municipal Code Studies and Updates
- Parking Supply/Demand
- Shared Parking and Transit-Oriented Development Plans
- Transportation Demand Management Plans (TDM)
- Parking Allocation and Pricing Strategies

Curb Management

From an increase in pick-ups and drop-offs to new ways to get around like shared bikes and scooters, curb space must be managed to ensure accessibility, safety, and circulation.

Walker aligns public and private sector goals so that communities can offer more equitable access among different users, improve level of service for everyone, collect data on transportation behaviors, and create a sustainable revenue source.

Financial Feasibility

Our market, economic and financial feasibility studies have assisted owners with securing more than \$2 billion in financing on projects involving virtually all land use types that feature paid parking.

- Due Diligence Studies of Parking Assets
- P3 Parking Asset Monetization
- Parking Market and Financial Studies
- Financing and Bond Documents

Products and Services / Scope Operations & Technology



Walker will identify
the right policies
and technologies for
your needs.

Walker's Operations and Technology staff is comprised of experienced former public and commercial parking operators that provide firsthand expertise and best practices for operations and technology plans.

Operations

Our operations specialists have decades of commercial and public-sector parking operations and management experience. Having operated garages, surface lots, valet operations and on-street parking systems for both public and private asset owners, Walker's experts can improve the efficiency of your parking operation with:

- Operational Audits and Plans
- Parking Operator RFPs
- Curb Management Plans
- Valet Parking Plans
- On-Street Parking Operations, Enforcement, Technology, and Policy

Technology

Technologies for managing vehicle parking continue to evolve as app-based controls and future autonomous vehicles shape the transportation landscape.

Our parking management systems consultants have helped hundreds of owners implement new systems for managing vehicles in complex, multi-modal environments. Each year Walker commits substantial resources to researching and analyzing parking management and guidance systems. We meet with vendors and visit installations to gain first-hand knowledge of products and services to get beyond the "buzz" and offer in-depth comparisons and recommendations. We also provide construction documents, specifications, and installation support.

- License Plate Recognition (LPR)
- Reservation Systems and Apps
- Collection Security Analysis
- On-Street Parking System Designs
- PCI Compliance
- Procurement Of PARCS, APGS, Parking Meters, and Enforcement Technologies



08 Value Added Products and Services

Value Added Products and Services

Provide structural, electrical, and mechanical engineering services.

As a design and consulting firm, Walker is experienced with industry standard technologies and software platforms to service our client's needs. From a design perspective, Walker utilizes Building Information Modeling (BIM) technology to model structures and generate construction documents, as well as having various design software platforms for structural engineering and architectural design. During construction, Walker staff routinely uses construction management software platforms such as Procore and Newforma for file management and project tracking. Walker has gained experience in emerging technologies and how they can be applied in special situations, such as drone investigations and photogrammetry documentation.

Provide construction management services.

Provide site visits during project construction to review the contractor's progress and determine compliance with the design documents and observe final testing of installed systems. Assist with responses to RFI's (request for information) as needed and/or substitution requests, as needed. Observe testing to verify requirements of installation. Provide a final site visit during commissioning and final testing of the operation.

Provide comprehensive evaluations of existing parking facilities including capital improvement plans for facility restoration, recommended measures to protect against corrosion.

ASSET MANAGEMENT PLAN: Discuss with the city representatives any observations, findings, recommendations, alternatives, and estimates of probable construction costs, budget constraints, and schedule constraints. Discuss immediate repairs to structural elements necessary to maintain safety and serviceability. Recommend solutions for the identified problems and provide an opinion of probable cost and repair priority over a five-year period. Where necessary, selection of the most cost-effective repair recommendations will be based on cost/benefit and life cycle cost analysis. Recommend preventive maintenance actions necessary to extend the service life of each structure based on our evaluation and test data. Identify maintenance tasks related to all the structural and operational elements within each structure and the recommended frequency for the maintenance tasks. Identify the need for any other structural evaluation and/or study that may be required to develop or implement the program.

Prepare a preliminary plan (in Table format) to implement repair and maintenance actions. We will be prepared to modify report based on considerations of available funds, schedule constraints, capital priority, feasibility, practicality, and level of occupancy during construction and phasing. Finalize the report and Asset Management plan and attend a meeting to review the program with the city representatives. Provide one hard copy and one electronic copy of the Asset Management Plan.

Perform structural investigations, seismic retrofits, and condition appraisals.

CONDITION APPRAISAL: A comprehensive and cost-effective restoration program will be built around an initial condition assessment of the structure. The condition assessment will identify the existence, nature, and extent of the distress of various representative, exposed elements of the structure. A visual review and limited non-destructive testing will be utilized to develop the maintenance repair program. Our conceptual restoration program will identify and prioritize repairs for the structure.

The deliverables will include a report (in PDF format) that will focus on the current condition of the structure, a program to implement needed conceptual repairs for the structure, and our opinion of probable costs for the recommended conceptual repairs. Review available original construction drawings, shop drawings, specifications and engineering/testing reports if provided to us, to familiarize ourselves with the type of construction and waterproofing systems initially specified. We will also review available documentation regarding current and



Value Added Products and Services

previous repairs performed on the parking structure. Review drawings and specifications of the previous repairs and renovations performed, if any. Identify potential structural or safety-related conditions, if any.

The Owner will be notified immediately if any safety-related conditions are identified. We will perform limited non-destructive testing on various structural elements. Compile and review all field data that will assist us in determining the probable causes and effects of the documented deterioration. Compile and analyze field evaluation data to generate repair recommendations and opinions of probable costs of construction. Prepare a draft written report with a summary of observations, including photographs depicting the areas noted in the report, findings, repair recommendations, and capital expense.

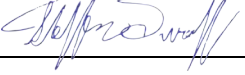


09 Required Documents

Clean Air and Water Act & Debarment Notice

I, the Vendor, am in compliance with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970, as Amended (42 U.S. C. 1857 (h), Section 508 of the Clean Water Act, as amended (33 U.S.C. 1368), Executive Order 117389 and Environmental Protection Agency Regulation, 40 CFR Part 15 as required under OMB Circular A-102, Attachment O, Paragraph 14 (1) regarding reporting violations to the grantor agency and to the United States Environment Protection Agency Assistant Administrator for the Enforcement.

I hereby further certify that my company has not been debarred, suspended or otherwise ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension", as described in the Federal Register and Rules and Regulations

Potential Vendor	Walker Consultants
Print Name	Steffen Turoff, Principal and Director of Planning
Address	707 Wilshire Blvd, Suite 3650
City, State, Zip	Los Angeles, CA 90017
Authorized signature	
Date	November 18, 2021

Contractor Requirements

Contractor Certification Contractor's Employment Eligibility

By entering the contract, Contractor warrants compliance with the Federal Immigration and Nationality Act (FINA), and all other federal and state immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statutes of the states it is will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws.

Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The offeror complies and maintains compliance with the appropriate statutes which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the NCPA Participating entities in which work is being performed

Fingerprint & Background Checks

If required to provide services on school district property at least five (5) times during a month, contractor shall submit a full set of fingerprints to the school district if requested of each person or employee who may provide such service. Alternately, the school district may fingerprint those persons or employees. An exception to this requirement may be made as authorized in Governing Board policy. The district shall conduct a fingerprint check in accordance with the appropriate state and federal laws of all contractors, subcontractors or vendors and their employees for which fingerprints are submitted to the district. Contractor, subcontractors, vendors and their employees shall not provide services on school district properties until authorized by the District.

The offeror shall comply with fingerprinting requirements in accordance with appropriate statutes in the state in which the work is being performed unless otherwise exempted.

Contractor shall comply with governing board policy in the school district or Participating Entity in which work is being performed

Business Operations in Sudan, Iran

In accordance with A.R.S. 35-391 and A.R.S. 35-393, the Contractor hereby certifies that the contractor does not have scrutinized business operations in Sudan and/or Iran.

Authorized signature



Date

November 18, 2021

Antitrust Certification Statements (Tex. Government Code § 2155.005)

I affirm under penalty of perjury of the laws of the State of Texas that:

(1) I am duly authorized to execute this contract on my own behalf or on behalf of the company, corporation, firm, partnership or individual (Company) listed below;

(2) In connection with this bid, neither I nor any representative of the Company has violated any provision of the Texas Free Enterprise and Antitrust Act, Tex. Bus. & Comm. Code Chapter 15;

(3) In connection with this bid, neither I nor any representative of the Company has violated any federal antitrust law; and

(4) Neither I nor any representative of the Company has directly or indirectly communicated any of the contents of this bid to a competitor of the Company or any other company, corporation, firm, partnership or individual engaged in the same line of business as the Company.

Company name Walker Consultants

Address 707 Wilshire Blvd, Suite 3650

City/State/Zip Los Angeles, CA 90017

Telephone No. 213.488.4911

Fax No. 888.502.5726

Email address STuroff@walkerconsultants.com

Printed name Steffen Turoff

Position with company Principal and Director of Planning

Authorized signature 

Required Clauses for Federal Funds Certifications

Participating Agencies may elect to use federal funds to purchase under the Master Agreement. The following certifications and provisions may be required and apply when a Participating Agency expends federal funds for any purchase resulting from this procurement process. Pursuant to 2 C.F.R. § 200.326, all contracts, including small purchases, awarded by the Participating Agency and the Participating Agency's subcontractors shall contain the procurement provisions of Appendix II to Part 200, as applicable.

APPENDIX II TO 2 CFR PART 200

(A) Contracts for more than the simplified acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

(B) Termination for cause and for convenience by the grantee or subgrantee including the manner by which it will be effected and the basis for settlement. (All contracts in excess of \$10,000)

(C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 CFR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

Pursuant to Federal Rule (C) above, when a Participating Agency expends federal funds on any federally assisted construction contract, the equal opportunity clause is incorporated by reference herein.

(D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision

for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

(E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

(F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of “funding agreement” under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

(G) Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended— Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401- 7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251- 1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

(H) Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

(I) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee

of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

RECORD RETENTION REQUIREMENTS FOR CONTRACTS INVOLVING FEDERAL FUNDS

When federal funds are expended by Participating Agency for any contract resulting from this procurement process, offeror certifies that it will comply with the record retention requirements detailed in 2 CFR § 200.333. The offeror further certifies that offeror will retain all records as required by 2 CFR § 200.333 for a period of three years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

CERTIFICATION OF COMPLIANCE WITH THE ENERGY POLICY AND CONSERVATION ACT

When Participating Agency expends federal funds for any contract resulting from this procurement process, offeror certifies that it will comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6321 et seq.; 49 C.F.R. Part 18).

CERTIFICATION OF COMPLIANCE WITH BUY AMERICA PROVISIONS

To the extent purchases are made with Federal Highway Administration, Federal Railroad Administration, or Federal Transit Administration funds, offeror certifies that its products comply with all applicable provisions of the Buy America Act and agrees to provide such certification or applicable waiver with respect to specific products to any Participating Agency upon request. Purchases made in accordance with the Buy America Act must still follow the applicable procurement rules calling for free and open competition.

Required Clauses for Federal Assistance provided by FTA

ACCESS TO RECORDS AND REPORTS

Contractor agrees to:

- a) Maintain all books, records, accounts and reports required under this Contract for a period of not less than three (3) years after the date of termination or expiration of this Contract or any extensions thereof except in the event of litigation or settlement of claims arising from the performance of this Contract, in which case Contractor agrees to maintain same until Public Agency, the FTA Administrator, the Comptroller General, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions related thereto.
- b) Permit any of the foregoing parties to inspect all work, materials, payrolls, and other data and records with regard to the Project, and to audit the books, records, and accounts with regard to the Project and to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed for the purpose of audit and examination.

FTA does not require the inclusion of these requirements of Article 1.01 in subcontracts. Reference 49 CFR 18.39 (i)(11).

CIVIL RIGHTS / TITLE VI REQUIREMENTS

- 1) Non-discrimination. In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, Section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, Section 202 of the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12132, and Federal Transit Law at 49 U.S.C. § 5332, Contractor or subcontractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, marital status age, or disability. In addition, Contractor agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.
- 2) Equal Employment Opportunity. The following Equal Employment Opportunity requirements apply to this Contract:
 - a. Race, Color, Creed, National Origin, Sex. In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal Transit Law at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable Equal Employment Opportunity requirements of U.S. Dept. of Labor regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor, 41 CFR, Parts 60 et seq., and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of this Project. Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, marital status, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, Contractor agrees to comply with any implementing requirements FTA may issue.
 - b. Age. In accordance with the Age Discrimination in Employment Act (ADEA) of 1967, as amended, 29 U.S.C. Sections 621 through 634, and Equal Employment Opportunity Commission (EEOC) implementing regulations, "Age Discrimination in Employment Act", 29 CFR Part 1625, prohibit employment discrimination by Contractor against individuals on the basis of age, including present and prospective

employees. In addition, Contractor agrees to comply with any implementing requirements FTA may issue.

- c. Disabilities. In accordance with Section 102 of the Americans with Disabilities Act of 1990, as amended (ADA), 42 U.S.C. Sections 12101 *et seq.*, prohibits discrimination against qualified individuals with disabilities in programs, activities, and services, and imposes specific requirements on public and private entities. Contractor agrees that it will comply with the requirements of the Equal Employment Opportunity Commission (EEOC), "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 CFR, Part 1630, pertaining to employment of persons with disabilities and with their responsibilities under Titles I through V of the ADA in employment, public services, public accommodations, telecommunications, and other provisions.
 - d. Segregated Facilities. Contractor certifies that their company does not and will not maintain or provide for their employees any segregated facilities at any of their establishments, and that they do not and will not permit their employees to perform their services at any location under the Contractor's control where segregated facilities are maintained. As used in this certification the term "segregated facilities" means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion or national origin because of habit, local custom, or otherwise. Contractor agrees that a breach of this certification will be a violation of this Civil Rights clause.
- 3) Solicitations for Subcontracts, Including Procurements of Materials and Equipment. In all solicitations, either by competitive bidding or negotiation, made by Contractor for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier shall be notified by Contractor of Contractor's obligations under this Contract and the regulations relative to non-discrimination on the grounds of race, color, creed, sex, disability, age or national origin.
 - 4) Sanctions of Non-Compliance. In the event of Contractor's non-compliance with the non-discrimination provisions of this Contract, Public Agency shall impose such Contract sanctions as it or the FTA may determine to be appropriate, including, but not limited to: 1) Withholding of payments to Contractor under the Contract until Contractor complies, and/or; 2) Cancellation, termination or suspension of the Contract, in whole or in part.

Contractor agrees to include the requirements of this clause in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

DISADVANTAGED BUSINESS PARTICIPATION

This Contract is subject to the requirements of Title 49, Code of Federal Regulations, Part 26, "*Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs*", therefore, it is the policy of the Department of Transportation (DOT) to ensure that Disadvantaged Business Enterprises (DBEs), as defined in 49 CFR Part 26, have an equal opportunity to receive and participate in the performance of DOT-assisted contracts.

- 1) Non-Discrimination Assurances. Contractor or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. Contractor shall carry out all applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by Contractor to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or other such remedy as public agency deems appropriate. Each subcontract Contractor signs with a subcontractor must include the assurance in this paragraph. (See 49 CFR 26.13(b)).

- 2) Prompt Payment. Contractor is required to pay each subcontractor performing Work under this prime Contract for satisfactory performance of that work no later than thirty (30) days after Contractor's receipt of payment for that Work from public agency. In addition, Contractor is required to return any retainage payments to those subcontractors within thirty (30) days after the subcontractor's work related to this Contract is satisfactorily completed and any liens have been secured. Any delay or postponement of payment from the above time frames may occur only for good cause following written approval of public agency. This clause applies to both DBE and non-DBE subcontractors. Contractor must promptly notify public agency whenever a DBE subcontractor performing Work related to this Contract is terminated or fails to complete its Work, and must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. Contractor may not terminate any DBE subcontractor and perform that Work through its own forces, or those of an affiliate, without prior written consent of public agency.
- 3) DBE Program. In connection with the performance of this Contract, Contractor will cooperate with public agency in meeting its commitments and goals to ensure that DBEs shall have the maximum practicable opportunity to compete for subcontract work, regardless of whether a contract goal is set for this Contract. Contractor agrees to use good faith efforts to carry out a policy in the award of its subcontracts, agent agreements, and procurement contracts which will, to the fullest extent, utilize DBEs consistent with the efficient performance of the Contract.

ENERGY CONSERVATION REQUIREMENTS

Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the State energy conservation plans issued under the Energy Policy and Conservation Act, as amended, 42 U.S.C. Sections 6321 *et seq.* and 41 CFR Part 301-10.

FEDERAL CHANGES

Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Contract between public agency and the FTA, as they may be amended or promulgated from time to time during the term of this contract. Contractor's failure to so comply shall constitute a material breach of this Contract.

INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS

The provisions include, in part, certain Standard Terms and Conditions required by the U.S. Department of Transportation (DOT), whether or not expressly set forth in the preceding Contract provisions. All contractual provisions required by the DOT, as set forth in the most current FTA Circular 4220.1F, dated November 1, 2008, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Contract. Contractor agrees not to perform any act, fail to perform any act, or refuse to comply with any public agency requests that would cause public agency to be in violation of the FTA terms and conditions.

NO FEDERAL GOVERNMENT OBLIGATIONS TO THIRD PARTIES

Agency and Contractor acknowledge and agree that, absent the Federal Government's express written consent and notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying Contract, the Federal Government is not a party to this Contract and shall not be subject to any obligations or liabilities to agency, Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying Contract.

Contractor agrees to include the above clause in each subcontract financed in whole or in part with federal assistance provided by the FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS

Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. §§ 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR Part 31, apply to its actions pertaining to this Contract. Upon execution of the underlying Contract, Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying Contract or the FTA assisted project for which this Contract Work is being performed.

In addition to other penalties that may be applicable, Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on Contractor to the extent the Federal Government deems appropriate.

Contractor also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307 (n)(1) on the Contractor, to the extent the Federal Government deems appropriate.

Contractor agrees to include the above clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

State Notice Addendum

The National Cooperative Purchasing Alliance (NCPA), on behalf of NCPA and its current and potential participants to include all county, city, special district, local government, school district, private K-12 school, higher education institution, state, tribal government, other government agency, healthcare organization, nonprofit organization and all other Public Agencies located nationally in all fifty states, issues this Request for Proposal (RFP) to result in a national contract.

For your reference, the links below include some, but not all, of the entities included in this proposal:

http://www.usa.gov/Agencies/State_and_Territories.shtml

<https://www.usa.gov/local-governments>