March 25, 2022

Town of Vienna
Attn: Andrew Jinks
Town Hall
127 Center St. S
Vienna, VA 22180

RE: Town of Vienna Parking Study

Dear Mr. Jinks

On behalf of Nelson\Nygaard Consulting Associates, Inc., I am pleased to submit this proposal to the Town of Vienna (the Town) for the Town of Vienna Parking Study. We are excited to continue our work with the Town and are committed to the success of this project. We have considered the needs and opportunities identified for this study and have assembled a team that combines national expertise with local knowledge to fully realize its potential benefits.

Nelson\Nygaard approaches the management of parking supply and demand as an opportunity to create livable places and to sustainably advance growth, mobility, and economic development goals. We challenge perceptions, build consensus, and win community support for policies, regulations, and plans that leverage the supply and management of parking to advance larger community visions, goals, and objectives.

We hope you will recognize the strengths of our proposal, staff capabilities, and firm experience as indications of our capacity to carry out this project as it was intended. Nelson\Nygaard states there are no conflicts that would limit our ability to provide the services requested in the RFP.

If we can provide any additional information about our firm or this proposal, please do not hesitate to contact Christopher Forinash at cforinash@nelsonnygaard.com or 202-454-3180. I am authorized officer of the firm and able to solicit business and enter into contracts in connection with this effort.

Sincerely,

Jennifer Wieland

Jennifer Wieland, Managing Director

Table of Contents

PROJECT APPROACH

PROJECT UNDERSTANDING

For a small-town community in the bustling Northern Virginia/National Capital region, the Town of Vienna is a distinctive place with traditional and charming neighborhoods. The Maple Avenue corridor includes major retail, specialty shops, restaurants and cafés, and other local businesses. Visitors and residents alike can walk along historic Church Street or enjoy Windover Heights and other historic areas. To support and improve these diverse places, the Town's 2019 Strategic Plan emphasizes the importance of enhancing traffic safety, promoting multimodal transportation options, and supporting economic vitality through transportation improvements.

In response to the 2019 Strategic Plan, Multimodal Transportation and Land Use Study (2019), the Economic Development Strategy and current Zoning Code update process (Code Create Vienna), the time is right to evaluate the effectiveness of the existing parking program and identify opportunities to better manage current and future demand. This includes reducing overall demand where feasible, shifting some demand toward any underutilized options, and keeping availability at desirable levels among the most convenient, high-demand spaces.

Our team will recommend parking demand management strategies, administration and operational strategies and parking supply opportunities based on best practices that make parking more consistently available while promoting economic vitality. We look forward to collaborating with the Town and local stakeholders to create an implementable and innovative plan tailored to Vienna that encourages a vibrant and livable Town.

Planning in the COVID-19 Context

Parking management recently emerged as the epicenter of smart mobility management in our cities, as services like Lyft, Uber, and e-scooter vendors provided new alternatives to solo driving in these areas, but put new and sometimes intense strain on curbside capacities. Our urban curbsides also emerged as the frontlines for efforts to keep essential and other businesses viable during COVID-19-related travel and assembly restrictions. In the meantime, underutilized off-street resources have been repurposed in many communities to provide gathering and connection opportunities. As the "new normal" solidifies in the months ahead, this vital mobility and access infrastructure will require new, flexible, and strategic management as travel demand and preferences continue to evolve.

"As we wait to see what kind of 'new normal' emerges in the months ahead, this vital mobility and access infrastructure will require new, flexible, and strategic management as travel demand and preferences continue to evolve."

GUIDING PRINCIPLES

Nelson\Nygaard approaches all its work by putting people first. By understanding the needs of a diverse traveling public, we create solutions that are sustainable, equitable, and safe, while striving to make mobility a joyful part of an active lifestyle. Our distinctive approach to parking management plans is framed by the following guiding principles:

- **Ask the right questions** from beginning to end—and answer them clearly, amid a changing ecosystem and inherent uncertainty about the future.

- **Present answers and information clearly, but respectfully** to center data and key performance measurements, while also respecting user and stakeholder experiences and perceptions, in addressing questions around the relative merits of supply expansions versus management and mobility improvement opportunities.
- **Remain nimble, and solution- and technology-agnostic** to see where the findings lead us to ensure our survey of improvement opportunities is sufficiently wide to capture best-fit recommendations for Vienna and its specific parking contexts.
- **Stay multimodal and network-focused.** Parking is just an extension of complex regional networks, global mobility trends, and our core values.
- **Consider Town and policy values.** Parking is about more than productivity—how we supply and manage this urban infrastructure shapes our community livability and goals.
- **Look ahead.** We must not only manage what is occurring today but acknowledge the trendlines suggesting the new/transformed management challenges that parking plans must anticipate.

We have structured our approach to remain focused and disciplined, as well as curious and creative, to ensure that essential opportunities are explored fully and supported by a view toward implementation, while also seeking opportunities to bring more transformative improvement opportunities.

COMMUNICATION PROTOCOLS

To ensure clear communication between Nelson\Nygaard and the Town we have selected a project management team that is experienced in leading parking studies for communities similar to Vienna and that has recent experience working with the Town. **Project Manager Iain Banks** is an effective communicator who brings a wealth of experience delivering parking studies on time and on budget.

Iain takes a collaborative approach to project management. He believes in creating an environment where team members not only understand their role but are encouraged to contribute to the bigger project picture. He does this most frequently by hosting short, but regular, cross-team collaboration meetings to encourage exchange of ideas. Our team leadership participates in these meetings to provide history and background, and to ensure we bring new ideas into our analysis and solutions development work.

Principal-in-Charge Christopher Forinash is currently leading the parking and mobility elements of the Town's Code Create Vienna zoning update. That work has produced specific recommendations for a modern approach to parking that sets the stage for thoughtful growth in the Town. Chris will actively participate in this parking study and ensure its results and recommendations flow seamlessly into the Code Create process.

Our project management team will establish regular project management meetings with the Town. We find that holding regular, consistent project meetings works effectively to maintain the project budget and schedule as well as providing a good cadence for the project team. All team members report directly to Iain for scheduling, coordination, and administrative issues. We copy all members of the team when communicating between project participants and schedule regular team meeting to ensure our internal protocols for project kickoff through planning completion, delivery of final documents, and project closeout are completed with the highest level of quality.

Leading up to a project kickoff meeting, Iain will lead development of a draft Project Work Plan outlining more detailed communication protocols, as described in Task 1.1 below.

SCOPE OF WORK

Our team's approach to the scope of services is outlined below, inclusive of all proposed deliverables. Our approach is based on our deep experience with downtown parking studies; however, if selected, our first task will be to refine and confirm the scope, schedule, and deliverables with the Town before beginning work. For example, we have proposed some resources for engagement and for field data collection. In consultation with Town staff, we may decide to reallocate those to, for example, other forms of engagement, a wider range of remote (or purchased) data, or creation of more detailed recommendations.

Unless otherwise requested, we propose to provide a single draft of all deliverables, with a final version to be provided once a set of consolidated client comments and change requests is provided. All datasets and GIS files created in the process will be provided to the Town at the end of the project.

The project budget that we have included with this proposal identifies the members of the Nelson\Nygaard team who will be assigned to each task described below, including the number of hours they are expected to spend in completing their tasks and the resulting cost for each.

TASK 1 PROJECT INITIATION, COORDINATION & MANAGEMENT

Below is our proposed process for initiating and managing the project, from the day we receive a notice to proceed, through final work product delivery, presentation, and implementation setup.

1.1 Project Work Plan

Leading up to a project kickoff meeting, the Nelson\Nygaard project manager will coordinate with the Town's project manager to outline the optimal approach to achieving this level of strategic collaboration for the proposed study. By the time of the kickoff meeting, the following aspects of project management, communication, and coordination will be finalized within a draft Project Work Plan that can be finalized during the kickoff meeting.

- A final, confirmed project organization, approach, scope, and schedule
- Identification of any gaps in the data, information, or processes necessary to project success
- A schedule and process for internal project check-in meetings/calls with Town project manager
- File-sharing and draft review/development platforms available to expedite document review and deliverable development processes

The project work plan should also reflect the result of discussions with staff about how this study will be framed and, as necessary, branded. For example, the study could be presented as part of Code Create, as a stand-alone effort, or not branded at all.

1.2 Background Document Review

The Nelson\Nygaard team will review all available relevant plans, policies, data, and other key documentation to build upon our understanding of the study context. Beginning our work by reviewing this previous work will allow our team to streamline our efforts by effectively leveraging the value provided by past efforts, findings, and recommendations. This review will include the following, at a minimum:

- Town of Vienna Strategic Plan (2019)
- Town of Vienna Development Activity Map

- Town of Vienna Economic Development Strategy
- Comprehensive Plan (2015)
- Pedestrian Master Plan (2017)
- Multimodal Transportation and Land Use Study (2019)
- Patrick Henry Library Remodeling Plan
- Town of Vienna Zoning Code (including recent updates through Code Create)

1.3 Project Kickoff Meeting and Coordination Calls

Nelson\Nygaard will facilitate a kickoff meeting with Town staff and key stakeholders chosen by the Town to confirm project goals and refine the proposed work plan and schedule. During the kickoff meeting, the team will refine and confirm the study area and parking facilities/streets to be included in the study analysis and recommendations. This meeting will be followed by time spent collectively exploring and observing key conditions within commercial/activity centers of downtown Vienna, as well as surrounding neighborhoods, and discussing issues, opportunities, and key considerations. Given current and anticipated travel and gathering restrictions, this is likely to combine virtual-meeting platforms and media, as well as guided in-person field observations with our local team members.

Nelson\Nygaard will also participate in periodic coordination calls with Town staff. We anticipate these to be no more than biweekly over the duration of the study.

TASK 1 DELIVERABLES

- Project Work Plan including Final Scope and Schedule
- Kickoff Meeting and Documentation

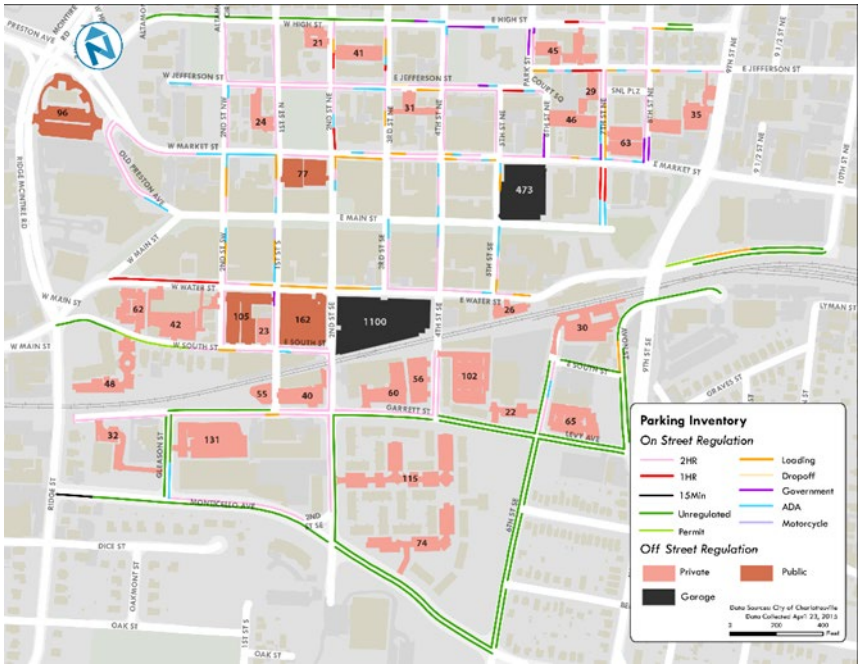
TASK 2 PARKING DEMAND & SUPPLY CONDITIONS ASSESSMENT

2.1 Parking Supply Assessment

The Nelson\Nygaard team will compile an inventory of all public and key private parking resources in the Vienna study area, by type of parking facility (surface lot, parking structure, and on-street). The inventory will be compiled via available documentation and aerial surveys and online GPS applications. Nelson\Nygaard will approximate the number of existing on-street parking spaces that are not individually marked. We will also approximate quantities of potential parking spaces along curbs that are not currently being designated for parking but could be used for this purpose.

Upon completion of this task, the team will have compiled a complete inventory that will include the following sub-inventories, which will be quantified and mapped to better define supply characteristics in the study area:

- On-street parking
- Non-parking curb lane uses, such as loading zones or no-parking areas
- Public off-street facilities by type and allowable uses
- Private/accessory facilities deemed to have potential shared-parking significance, identified by owner and likely times and days when shared parking might be viable, based on field observations and/or stakeholder input
- ADA-compliant and ADA-designated parking spaces
- Priced parking
- Time-limited parking



This inventory will be compiled into one ArcGIS shapefile to develop detailed parking inventory maps that include information about each block and off-street facility. All database GIS files will be provided in a format to allow for easy updates and modifications by Vienna staff.

2.2 Parking Utilization Assessment

The key performance indicator for effective parking assessments should always be the availability of public parking spaces throughout a typical week, and most particularly at times when, and places where, activity and resulting parking demand tend to be highest. Utilization/availability patterns across the Town are as important to such an assessment as is the inventory-level balance of supply and demand. Constrained availability in just a few locations can create a strong perception that "there is nowhere to park"—even when significant availability remains in many locations. It is essential, then, to document both aggregate supply/demand balance conditions and the micro patterns of scarcity and abundance found across most downtown parking systems.

The Nelson\Nygaard team will complete such an assessment using aerial imagery timestamped to dates that are recent but pre-COVID, and days and times when peak demand most consistently affect downtown parking systems (typically midweek days around midday and Friday/Saturday evenings). Since early 2020, our approach to parking utilization counts has emphasized the value of this approach for documenting demand patterns and intensities that are likely to represent core parking conditions that will endure beyond the pandemic. Such counts provide datasets that will more reliably inform utilization assessments compared to counts that can be completed via direct field counts during the project. A review of available aerials of Vienna confirms that tree canopy conditions as well as the lack of significant structured parking inventories make this approach ideal for this study. The range of dates available also presents an opportunity to cost-effectively take peak- and off-peak measures of parking demand across the downtown, to further refine an understanding of where and when excess capacities present management opportunities better leverage all parking assets.

As such, we propose to assess key utilization conditions by completing aerial-based counts for up to eight of the dates identified in the table below, with a focus on those from dates and times that represent periods of peak

weekday and weekend demand, as noted. The first six rows list dates expected to reflect impacts of the COVID pandemic, while the remaining rows list dates that will reflect conditions prior to the first "lockdown" orders that dramatically reduced travel and parking demand in Spring 2020.

Aerial Options by Timestamp	Weekday Peak	Weekend Peak
Tue Oct 19, 2021, 10:52 AM	X	
Sat Jun 05, 2021, 10:27 AM		X
Tue Mar 02, 2021, 2:08 PM	X	
Tue Oct 06, 2020, 10:49 AM		
Tue Oct 06, 2020, 10:49 AM		
Tue Jun 30, 2020, 10:48 AM		
Sun Mar 01, 2020, 10:24 AM		X
Fri Oct 25, 2019, 10:18 AM		
Fri Oct 25, 2019, 10:18 AM		
Wed Jun 26, 2019, 8:44 AM		
Wed Jun 26, 2019, 8:44 AM		
Wed Mar 13, 2019, 11:14 AM	X	
Wed Oct 31, 2018, 10:45 AM		
Wed Oct 31, 2018, 10:45 AM		
Fri Jun 15, 2018, 9:25 AM		
Fri Jun 15, 2018, 9:25 AM		
Sat Mar 31, 2018, 10:23 AM		X
Fri Nov 17, 2017, 12:57 PM	X	
Tue Sep 05, 2017, 11:55 AM	X	
Thu Mar 09, 2017, 12:09 PM	X	

Using a combination of pre-COVID and COVID-period dates will allow our analysis to address recent, current, and anticipated demand patterns – to better inform potential management strategies and adjustments to parking supplies. Utilization patterns will also factor the expectation that flexible curbside accommodations will remain a key component of the Town's management toolbox – with implications for future parking supply fluctuations. This will include the Flex-Space program for dining platforms on public streets as well as any other current or proposed adjustments to curbside/curb-lane regulations.

Based on analysis of the parking utilization, our team may also complete one set of counts on a Friday or Saturday evening, to capture what is emerging as a secondary peak period in many downtowns, as commercial economies increasingly concentrate on dining, entertainment, social gathering, and activities with strong evening peaks.

The specified budget includes a placeholder for the costs of acquiring new data. This is set at $8,000, which would accommodate substantial new field survey work. If during the course of the study, Nelson\Nygaard and Town staff determine this is not warranted, those resources can be reallocated toward further work on other tasks.

TASK 2 DELIVERABLES

- Technical Memorandum: Parking Supply and Demand Assessment
- GIS Database

TASK 3: STAKEHOLDER ENGAGEMENT

Data review and analysis can reveal only part of the parking story. Gaining an understanding of stakeholder perspectives including, but not limited to, business owners, employers, residents, developers, Town Council members, and Town staff is necessary to fully understand current parking conditions to be addressed through the study. The Nelson\Nygaard team will work with Town staff to confirm/refine the engagement approach described below, prior to the commencement of Task 3.

3.1 Town Staff and Town Council Interviews

We will conduct interviews and group discussions with Town staff involved with parking operations and administration, related Town policies and initiatives, wayfinding and streetscape conditions, and other key aspects of the parking system, to inform subsequent project tasks and recommendations development. Engagement efforts will seek to balance individual interviews with group discussions, based on guidance from Town staff, to best facilitate participation and stakeholder contribution, while also accommodating participant schedules.

At the completion of this task, we will have a full understanding of key Town parking administration practices, including but not limited to:

- Pricing, permitting, and other management practices for Town on-street and off-street parking
- Enforcement staffing, practices, technologies, etc. and related challenges and opportunities
- Administrative staffing, practices, technologies, etc. and related challenges and opportunities for tracking state of physical assets, policy compliance monitoring, revenue and cost tracking, etc.
- Annual Town parking revenues – meters, lot/permit fees, citation fine collections, etc.
- Annual Town parking system costs -- staff time, meter maintenance/replacement, software license fees, etc.

Following Town staff interviews we will schedule and facilitate a series of meetings and discussions with Town Councilmembers, to present study findings to date, and to discuss their vision for downtown parking, their key concerns and input on key challenges and opportunities.

3.2 Stakeholder Workshops

We recognize that the ongoing Code Create Vienna process has included engagement with a wide range of key stakeholders as well as the general public. While that engagement wasn't specifically focused on parking, it has likely yielded key relationships and insights that Town staff can bring to this parking study directly. This efficient approach will reduce the burden on the project team for engagement and on stakeholders and the public who don't need to be asked again for similar information.

The team will work with Town staff to identify appropriate stakeholders and facilitate a set of in-person and/or virtual workshops – one with downtown property owners and developers, and one with downtown business owners and employees. These workshops will provide a forum to directly convey information on the project, present initial existing conditions findings from Task 2, and in turn gather input on participants' specific mobility and parking issues and concerns, uncover potential project challenges, and identify potential strategies and solutions. Participants will be asked to share their concerns, observations, needs, and preferences related to parking in downtown Vienna.

3.3 Parking User Surveys

Nelson\Nygaard understands that parking utilization data alone does not tell the whole story of the parking situation in the Town: hearing from residents, employees, customers, visitors, commuters, and others on the day-to-day and seasonal issues helps to paint a more complete picture. Hearing first-hand why parking works in some parts of Town, does not work in others, what signage is confusing, or whether time limits impact behavior, substantially aids in determining how parking functions for different users of the system.

To gain a better understanding of the way parking is used in the Town, the team will create an online user survey accessible from the Town's website, local newspapers, Town email lists and other sources as identified by Town staff. Information collected from surveys will be used to identify use patterns, perceptions of the parking system,

and the potential willingness to accept changes. The goal is to get as many completed surveys as possible from a diverse set of users.

These surveys will specifically address end-user issues for groups such as shoppers, diners, employees, commuters, residents, and tourists through questions including:

- Demographic information
- Parking location
- Parking location preference
- Parking turnover/length of stay
- Reasons influencing location selection
- Final destination
- Purpose of visit
- Perception of parking availability
- Perception of parking costs & price sensitivity
- Awareness of alternate parking locations
- Use of alternate parking locations
- Conditions for use of alternate parking locations
- Awareness of alternate mode options

Public Workshop—Memphis, TN

3.4 Public Workshops/Meetings

The Nelson\Nygaard team will lead two widely advertised public meetings; one at the onset of the study and one to vet initial recommendations. At the first meeting, we will invite participants to share their concerns, needs, and issues while visiting and parking in the Town. The meeting will allow the team to gain an understanding of parking perceptions and concerns from a wide range of users. Though the actual format of the public outreach is something to be worked out during the kickoff meeting, this first meeting provides the public with the ability to participate in the study process from early on. Early participation provides the Town with a process that builds support among the citizen body, garnering public promotion for any recommended changes resulting from the study. This meeting will help shape project goals and guide objectives for the project.

Public Workshop— Poughkeepsie, NY

The second meeting will be held when Nelson\Nygaard develops an initial set of recommendations. The recommendations will be presented as a draft set of strategies that are open to public input. The input received will be incorporated as appropriate and used to create a preferred parking management plan for the Town.

In addition to the public meetings, Nelson\Nygaard in collaboration with the Town will undertake mobile pop-up workshops to take the meetings different locations within the Town. We understand that only a small portion of te community may attend a formal public meeting so being able to reach a greater audience is key. Previous pop-up workshop efforts have been extremely successful and in Vienna this may be attending the Farmer's Market, Chillin' on Church, Town Clean-Up Day or Summer on the Green.

TASK 3 DELIVERABLES

- Town Staff Interviews (5)
- Town Council Interviews/Meetings (4)
- Stakeholder Workshops (2)
- Public Meetings with Materials (2)
- Technical Memorandum: Stakeholder Input Summary

TASK 4 PROJECT FUTURE CONDITIONS

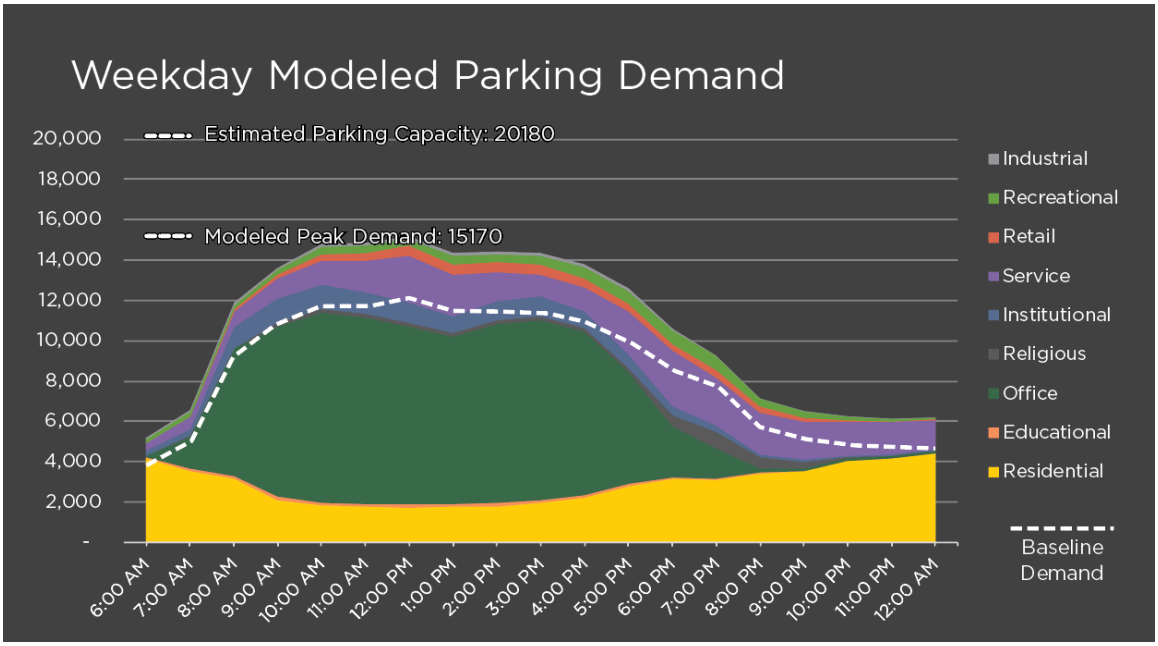
4.1 Future Demand Assessment

Our team will project increases in parking demand during the next 15 years, using supply and utilization findings from the previous phase as a baseline set of current conditions. Working closely with Town and regional staff to identify and analyze new and expected downtown development, the team will assume the future development of existing surface parking lots and key development sites (a range of development assumptions will be provided by Town).

In similar studies, the team has found that projections using the Institute of Transportation Engineers (ITE) parking rates overstate demand. Nelson\Nygaard has demonstrated that these projections are unrealistic for a mixed-used environment like downtown Greensboro. In particular, downtowns offer the opportunity to share parking spaces between various uses throughout times of the day and week, thereby reducing the total number of spaces required compared to the same uses in stand-alone developments.

Nelson\Nygaard's parking model is very effective in anticipating parking-demand impacts from these defining characteristics of complex, mixed-use, downtown environments. Using this model, our team will analyze the following.

- Expected land use growth
- Expected parking demand
- Observed parking demand
- Shared use analysis
- Ratio between parking and built square footage, existing and future
- Up to two model scenarios ("Moderate" and "Enhanced") based on estimated changes in travel behavior and mode split determined by potential levels of implementation of recommended parking management strategies and demand-management programs



Sample Downtown Study Area Future Modeled Weekday Parking Demand

4.2 Supply Forecasts

Our team will project changes to current parking supply levels, as documented in Task 2, based on:

- Redevelopment of existing parking lots, as identified in Task 2
- Anticipated levels of parking supply provided by development projects identified in Task 3.A
- Any Town plans to expand, demolish, or replace current parking facilities

- Any Town plans to construct new facilities

TASK 4 DELIVERABLES

- Technical Memorandum: Parking Demand; Future Conditions; New Facility Assessment

TASK 5 STRATEGY DEVELOPMENT

Based on findings from previous study tasks, the Nelson\Nygaard team will develop short, medium, and long-term strategies to improve parking availability across the Town. To clarify the strategy presentation, discussion, and development, we will organize the set of proposed strategies into the following categories.

5.1 Parking Management

The team will synthesize all previous task findings to assess opportunities to manage demand for downtown parking—reducing overall demand where feasible, while shifting some demand toward any underutilized options and keeping availability at desirable levels among the most convenient, high-demand spaces. Recommended management strategies will be based on best practices that have reduced parking demand and make parking more consistently accessible in comparable locations.

Demand Redistribution Opportunities

Of particular focus will be improving access to on-street parking options across downtown and improving the process of finding secondary options when availability is constrained. This is likely to be approached through a combination of demand-management strategies, like pricing and wayfinding/information/signage improvements, which can redistribute parking demand more evenly across on- and off-street options, along with information design and technology solutions to reduce the need to "hunt" for available spaces.

"Of particular focus will be improving access to on-street parking options across downtown and improving the process of finding secondary options when availability is constrained."

Demand Reduction Opportunities

We will also assess opportunities to reduce parking demand by improving non-driving mobility and access for the study area. A particular focus will be any findings from our stakeholder engagement of local businesses and employees that indicate opportunities to reduce commuter parking demand by making it easier to use transit and rideshare to access study area jobs. It will include opportunities to reduce customer/visitor parking demand by improving non-driving travel to the study area and promoting "park once" opportunities to encourage more of those who do drive to leave their cars parked while moving about on foot, bike, scooter, shuttle, or other available modes. Finally, opportunities will be explored to reduce the parking needs of study area residents, with a particular focus on future residential development that may include strategic mobility improvements and parking policies that attract/incentivize households with below-average car ownership rates.

Parking Administration Opportunities

Our team will identify additional management strategies to improve the Town's parking operations, administration, and compliance-monitoring efforts. These will include potential opportunities to:

- Streamline staffing efforts
- Improve enforcement efficacy to increase compliance with key pricing, regulations, and restrictions while minimizing a punitive sense of "aggressive" citation writing
- Leverage technology investments to reduce staff-time commitments, improve operations, and provide new conditions-tracking possibilities
- Develop new permit parking programs for (1) residential areas surrounding the downtown commercial and civic subareas; (2) downtown employees to incentivize parking away from the commercial center; and (3) residential parking permit program for downtown housing
- Optimizing and potentially expanding outdoor dining platforms on public streets and the impact of expanding the program

5.2 Parking Supply

Supply Expansion Opportunities

We will identify opportunities to expand Town parking supplies, not limited to the following:

- Adding on-street spaces, including recapturing spaces from redundant or unnecessary curb cuts
- Developing off-street parking supply including assessment of site and implementation options.
- Developing zoning strategies to encourage the inclusion of, or funding for, shared/public parking, and the minimization of reserved/accessory parking in key redevelopment areas
- Increased parking opportunities for alternative transportation modes (bikes/scooters) to reduce auto parking demand

We will assess the viability of each option based on relative feasibility, estimates of how much new parking could be created/acquired, relative cost per new space gained, and timeline for implementation.

Capacity Expansion Opportunities

A more cost-effective, short-term-viable strategy for expanding parking opportunities may be to create more "effective capacity" among existing facilities. The team will assess opportunities to make existing spaces more accessible, when they are most needed, including:

- Shared parking arrangements with and between private-facility owners/managers
- Use of pay-by-phone technology to encourage metered, off-hour public parking in private parking facilities
- Changes to the types of Town permits offered
- Deployment of "stacker" equipment to expand surface lot capacities during peak times
- Public Valet, which operates independent of any specific downtown destination to greatly expand the capacity of curbside spaces, and improve utilization of off-street facilities
- Adjusting curbside regulations to include "time of day" strategies that can accommodate truck loading, short-term parking, and passenger pickup/dropoff zones in the same space at distinct times of day

TASK 5 DELIVERABLE

- Technical Memorandum: Potential Strategies for Parking Management Plan

TASK 6 FINAL REPORT

Strategies presented to Town staff in Task 5 and during the Community Workshop will be refined into a set of final recommendations. These recommendations will be complemented by an Action Plan that outlines a timeline of specific actions for immediate and short-term implementation steps for all recommendations. To support the Town as it executes the Action Plan, the Final Report will include a Performance Monitoring Plan to outline methods for tracking key conditions measured during this study.

6.1 Town Parking Management Plan

Nelson\Nygaard will compile all task finding into a comprehensive report, presented in a concise and clear style that will emphasize effective visual graphics to provide an understandable document for the public and decision makers. This will be complemented by appendices that present the final version of all previous task deliverables. We will submit a draft report for the project team's review, to be revised into a final report based on a single set of non-conflicting comments as presented to Nelson\Nygaard by Town staff.

6.2 Action Plan

Nelson\Nygaard will develop an implementation guide for the Downtown Parking Management Plan, focused on immediate to short-term recommendations. The guide will identify:

- Specific action items to initiate each recommendation
- Key action leads, partners, and champions to ensure success
- Staffing needs
- Estimated cost to implement as recommended
- Potential funding opportunities.

6.3 Performance Monitoring Plan

This plan will identify key performance indicators (KPI) primary components of the Action Plan, as well as critical measures for tracking conditions related to these KPI, how and how often those measures should be collected, and how they should be compared to KPI to indicate where and when a change of strategy or further Action Plan implementation may be warranted.

TASK 6 DELIVERABLES

- Administrative DRAFT Parking Study Final Report for staff review
- REVISED DRAFT Parking Study Final Report for public review
- Report Summary presented to the Planning Commission and Town Council at public hearings
- FINAL Parking Study Final Report

DELIVERABLES LISTING

TASK 1 DELIVERABLES

- Project Work Plan including Final Scope and Schedule
- Kickoff Meeting and Documentation

TASK 2 DELIVERABLES

- Technical Memorandum: Parking Supply and Demand Assessment
- GIS Database

TASK 3 DELIVERABLES

- Town Staff Interviews (5)
- Town Council Interviews/Meetings (4)
- Stakeholder Workshops (2)
- Public Meetings with Materials (2)
- Technical Memorandum: Stakeholder Input Summary

TASK 4 DELIVERABLES

- Technical Memorandum: Parking Demand; Future Conditions; New Facility Assessment

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- Technical Memorandum: Potential Strategies for Parking Management Plan

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- REVISED DRAFT Parking Study Final Report for public review
- Report Summary presented to the Planning Commission and Town Council at public hearings
- FINAL Parking Study Final Report

PROJECT TEAM

Our project staff and key team member qualifications are presented below.

Iain Banks, PTP, Principal, Project Manager

Iain is a multimodal transportation specialist with 20 years of experience in both the private and public sector. His projects have included city-wide, parking management programs, corridor development plans, active transportation master plans, capital improvement programs and community planning. Iain previously served as the lead in the City of Annapolis, Maryland's Mobility program, focusing on the interrelationships between transit operations, off-street and on-street parking resources, and non-automobile facilities. Iain is also an expert in transit-oriented development and transportation demand management plans, having completed numerous projects both locally for the Maryland State Highway Administration, the District of Columbia, Prince George's County, and nationally. At Nelson\Nygaard, Iain has undertaken downtown parking projects and corridor plans focusing on the interaction of parking, land-use and multimodal transportation in Durham, NC, Poughkeepsie, NY, Charlottesville, VA, Georgetown, TX, Grandview District, MN; and University Circle in Cleveland, Ohio.

Christopher Forinash, Principal, Principal-in-Charge

Chris is an expert in sustainable transportation and smart growth, helping to create great places where people love to live, work, and play. He brings 25 years of experience in multimodal transportation, including complete streets, transit systems, pedestrian networks, parking policies, and transportation modeling. Chris is a leader in the firm's Cities & Streets sector. Prior to joining Nelson\Nygaard, Chris held various key roles at both the Institute for Sustainable Communities and the U.S. Environmental Protection Agency, providing leadership and guidance on multimillion-dollar projects on smart growth and climate change resiliency. Chris is currently leading the firm's role in updating the Town of Vienna's Zoning Code.

Thomas Brown, Principal, Senior Advisor

Tom has over 20 years of experience in transportation planning, with special expertise in parking management, TDM, climate-change mitigation/adaptation, and strategic transportation planning. Thomas has completed downtown parking studies in several communities including Ann Arbor, MI; St. Louis, MO; Davenport; IA; Philadelphia, PA; Brooklyn, NY; and Vineland, NJ. He has also led comprehensive parking requirement rewrites for the governments of Raleigh, NC; Washington, D.C.; and Montgomery County, MD.

SCHEDULE

The following timeline chart includes timelines for each proposed task and subtask in the scope of work and includes milestones, deliverables, staff review, community outreach and engagement, and Commission and Council meetings.

		2022																														2023				
		June				July					August				September				October					November				December				January				
Task	Description	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29
1	**PROJECT INITIATION, COORDINATION & MANAGEMENT**																																			
1.1	Project Work Plan		D																																	
1.2	Background Document Review																																			
1.3	Project Kickoff Meeting & Project Coordination Calls				D																															
2	**PARKING DEMAND & SUPPLY CONDITIONS**																																			
2.1	Parking Supply Assessment																																			
2.2	Parking Utilization Assessment										D																									
3	**STAKEHOLDER ENGAGEMENT**																																			
3.1	Town Staff and Town Council Interviews																																			
3.2	Stakeholder Workshops																																			
3.3	Parking User Surveys																																			
3.4	Public Workshops/Meetings																	M											M							
4	**PROJECT FUTURE CONDITIONS**																																			
4.1	Future Demand Projections																																			
4.2	Supply Forecasts																							D												
5	**STRATEGY DEVELOPMENT**																																			
5.1	Parking Management																																			
5.2	Parking Supply																														D					
6	**FINAL REPORT**																																			
6.1	Town Parking Management Plan																																D			
6.2	Action Plan																																			
6.3	Performance Monitoring Plan																																			

PRICE PROPOSAL

The not-to-exceed maximum price for this study is $114,825. The following price proposal lists costs to complete the scope of work and is broken out by staff, rate, hour, tasks and expense.

		Nelson\Nygaard Labor Costs												
		Thomas Brown	Iain Banks Associate	Chris Forinash	Emily Oaksford Senior	Gregory Grant	Sophia Constantine	Jin Kim Junior Data						
		Principal 1	Principal	Principal 2	Associate 1	Associate 2	Associate 1	Analyst	Total	Total	Total Travel	Total Misc.	Total Direct	Total
	Total Billing Rate	$205.00	$185.00	$225.00	$155.00	$135.00	$115.00	$115.00	Labor Hours	Labor Costs	Expenses	Expenses	Expenses	Costs
Task	**Description**													
1	**PROJECT INITIATION, COORDINATION & MANAGEMENT**													
1.1	Project Work Plan		6		2	2	4		14	$2,150				$2,150
1.2	Background Document Review		4	1	2	6	10		23	$3,235				$3,235
1.3	Project Kickoff Meeting & Project Coordination Calls	2	12	6	8		8		36	$6,140				$6,140
	Task Total	2	22	7	12	8	22	0	73	$11,525	$75	$0	$75	$11,600
2	**PARKING DEMAND & SUPPLY CONDITIONS**													
2.1	Parking Supply Assessment	6	16	4		16	24	8	74	$10,930				$10,930
2.2	Parking Utilization Assessment	2	16			18	40	8	84	$11,320				$11,320
	Task Total	8	32	4	0	34	64	24	166	$23,170	$225	$8,000	$8,225	$31,395
3	**STAKEHOLDER ENGAGEMENT**													
3.1	Town Staff and Town Council Interviews	4	12	8		8	6		38	$6,610				$6,610
3.2	Stakeholder Workshops	4	10	8			12		34	$5,850				$5,850
3.3	Parking User Surveys	2	8	2		8	12	6	38	$5,490				$5,490
3.4	Public Workshops/Meetings	2	16	12	12	16	20		78	$12,390				$12,390
	Task Total	12	46	30	12	32	50	6	188	$30,340	$150	$100	$250	$30,590
4	**PROJECT FUTURE CONDITIONS**													
4.1	Future Demand Projections	2	8	4	6		8		28	$4,640				$4,640
4.2	Supply Forecasts	2	6	4	6		8		26	$4,270				$4,270
	Task Total	4	14	8	12	0	16	0	54	$8,910	$0	$0	$0	$8,910
5	**STRATEGY DEVELOPMENT**													
5.1	Parking Management	8	16	4	12		8		48	$8,280				$8,280
5.2	Parking Supply	4	12	4	10		12	2	44	$7,100				$7,100
	Task Total	12	28	8	22	0	20	2	92	$15,380	$0	$0	$0	$15,380
6	**FINAL REPORT**													
6.1	Town Parking Management Plan	4	12	12	4	16	22		70	$11,050				$11,050
6.2	Action Plan	2	2	2		8	10		24	$3,460				$3,460
6.3	Performance Monitoring Plan	2	4	2			6		14	$2,290				$2,290
	Task Total	8	18	16	4	24	38	0	108	$16,800	$150	$0	$150	$16,950
	TOTAL HOURS	**46**	**160**	**73**	**62**	**98**	**210**	**32**	**681**					
	TOTAL COST	**$9,430**	**$29,600**	**$16,425**	**$9,610**	**$13,230**	**$24,150**	**$3,680**		**$106,125**	**$600**	**$8,100**	**$8,700**	**$114,825**