



# Council Agenda Report

**From:** Ty Lewis, Police Lieutenant

**Subject:** Downtown Parking Existing Conditions and Needs Assessment Study

**Date:** November 21, 2017

## Facts

1. Parking demand and supply in downtown Paso Robles has been an issue of ongoing public concern and debate. Parking demand has consistently been one of the most important issues to downtown business owners for over 30 years.
2. In the 1970s, a Business Improvement District (BIA) was established, public lots were constructed, and meters were removed from downtown streets. In the 1980s, an assessment district was established to fund construction of additional parking lots. In the 1990s, the City significantly reduced the amount of required parking for new businesses as part of efforts aimed at revitalizing the downtown. In the 2000s, the successful revitalization of the downtown has led to both real and perceived parking problems.
3. The City has completed two major parking studies over the past 15 years (2002 and 2008) addressing these issues, but significant changes have not been implemented and challenges remain unresolved.
4. In 2006, the City Council added section 21.22.035(E) to the municipal code authorizing collection of in-lieu parking fees to fund downtown parking projects. The current balance of the in-lieu parking fund is approximately \$190,000.
5. In 2017, a Downtown Refurbishment Task Force, comprised of local business owners and City Staff, met to determine how best to improve our downtown. Timed parking emerged as a top priority to improve downtown vitality.
6. Currently, there are no restrictions limiting how long a vehicle may park in downtown public parking spaces. Employees, and to a lesser extent, customers, park for long periods of time in spaces that could be utilized better, and for shorter time periods, by customers.
7. The Main Street Association of Downtown Paso Robles suggests that each unavailable downtown parking space reduces sales by approximately \$44,000 per year.
8. Both the Main Street Association and individual downtown merchants support needed parking changes.
9. City Staff has interviewed two parking industry experts, Parking Design Group and Dixon Resources Unlimited, to determine the best course of action in implementing a timed parking program. Both experts agree the following steps are critical for successful implementation, and long-term success, of a timed parking program.
  - a. Current Needs Assessment – Specific to the City of Paso Robles (examine parking inventory, intended goals, associated costs, maintenance, technology, wayfinding, etc.)
  - b. Community Outreach – Solicit public input to discuss needs assessment findings and to develop an action plan.
  - c. Detailed Parking Action Plan – Addressing the short, medium, and long-range parking needs of downtown.
  - d. Expert Implementation Support
10. City staff intend to implement a timed parking program in downtown Paso Robles in 2018.

## Options

1. Take no action.

2. Award a contract for a downtown parking Existing Conditions and Needs Assessment study to Dixon Resources Unlimited and appropriate \$32,000 from the downtown in-lieu parking fund.
3. Provide alternative direction as may be appropriate.

### **Analysis and Conclusions**

The study will focus on the implementation of time restricted parking zones for downtown and provide an Existing Conditions and Needs Assessment. The study will focus on the following key functional areas:

- Financial Analysis
- Operations
- Asset Management
- Workforce Management
- Maintenance
- Operational and technology solution options

Each of these functional areas will provide a critical foundation for the development and future planning for the City's downtown parking solution. An integral component of this foundation is to implement a decision support system that provides the City with a robust and reliable plan that provides modularity and flexible solutions that can grow and expand with the City's evolving needs.

Staff interviewed both Parking Design Group and Dixon Resources Unlimited between September and October 2017. Based upon the results of interviews, staff recommend awarding a contract to Dixon Resources Unlimited and utilizing in-lieu parking funds, for an amount not to exceed \$32,000, for this purpose.

### **Fiscal Impact**

The proposed project is estimated not to exceed \$32,000.

### **Recommendation**

Direct the City Manager to execute an agreement with Dixon Resources Unlimited in an amount not to exceed \$32,000 for a downtown parking Existing Conditions and Needs Assessment study.

### **Attachments**

1. Dixon Resources Unlimited proposal.
2. In-lieu parking fund balance sheet.
3. Policy reference: PRMC 21.22.035.



November 10, 2017

3639 Midway Drive, Suite B345  
San Diego, CA 92110-5254

Lieutenant Ty Lewis  
Paso Robles Police Department  
900 Park Street  
Paso Robles, CA 93446

Dear Lt. Lewis:

Dixon Resources Unlimited (DIXON) is pleased to submit this proposal to support the parking operations with an Existing Conditions and Needs Assessment for the City of Paso Robles. The scope of services for this assessment is outlined below and will enable DIXON to report on existing conditions within the City, potential areas for improvement and recommendations, including a Needs Assessment that will outline the operational and technology solution options for consideration and possible implementation by the City.

Our unique expertise in supporting cities across the United States has been focused on one goal – maximizing parking and transportation programs while taking into consideration the unique dynamics and priorities within each city, especially focused on parking management and technology optimization. The DIXON approach always considers a specific customer service focus, incorporating proactive key stakeholder and community engagement and input throughout the project. There is no other consulting firm that matches our familiarity of current and developing solutions along with our understanding of technology integration features and adaptability.

DIXON is a small, woman-owned California-certified DBE consulting firm which focuses on supporting municipal parking and transportation needs. We have extensive experience designing customized, comprehensive programs that support both the current and future demands of a downtown environment. We have the understanding, approach and resources that will make this effort seamless for the City and will yield results that are consistent with the City’s parking and transportation objectives.

With DIXON, there are no ‘cookie-cutter’ parking models. Your community and the impacts of parking are unique to the area in which you live and work. Our extensive experience with California municipalities provides a level of operational insight that cannot be matched. Our proposed scope of services will enable DIXON to report on existing conditions within the City that will identify potential areas for improvement. The Needs Assessment will outline the operational and technology solution options that should be considered by the City. DIXON will present best practice recommendations and suggestions based on both current needs and projected future demand.

We are passionate about delivering exceptional service and believe that we must strive to reach a higher level of performance than other consulting firms. We believe this is a result of the following:

**Our Commitment.** We are a committed team and the work we do is important to the communities in which we live and work and being exceptional enables our customers to achieve success and realize their goals and initiatives.

**Our Flexibility.** Dixon Resources Unlimited is technology agnostic; we will provide recommendations based upon your needs. We can provide the City with the most current operational solutions and technology recommendations available, regardless of vendor.

**Our Belief.** We believe a job worth doing is a job worth doing incredibly well. The extra energy required to be exceptional is necessary to the way that we conduct our business.

Our experience and resources have led to a proven track record of providing recommendations to municipalities that have been successfully implemented and assist parking, transportation and mobility programs throughout the United States. Dixon Resources Unlimited is committed to attaining results and achieving your goals while delivering a level of service that will exceed your expectations.

The designated contact for this solicitation will be Julie Dixon as the Principal Consultant. She is authorized to represent the company in any negotiations and sign any resulting contract.

We are a consulting firm whose business is 100% derived from providing support services similar to yours. DIXON will provide all the deliverables as stated in the Deliverables section of this proposal and we have availability to begin in January 2018.

We look forward to supporting the City of Paso Robles with a comprehensive Existing Conditions and Operational Needs Assessment that will provide the City with direction for its future growth. DIXON will develop recommendations that are designed to consistently perform and adapt to the evolving needs of the community. Our proposal is valid for 90 days.

Sincerely,



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

## Proposed Project Approach

Parking is typically your first and last experience visiting a downtown area. In many cases, the overall perception of your City by visitors and residents alike can be defined by their parking experience while there. Based upon our initial discussions with City staff, our company understands some of the issues facing Paso Robles and the desire to make parking accessible and convenient for residents and visitors. Effective parking programs can aid in the positive representation of your City, and the need for a consistent, effective and adaptable parking strategy is imperative.

When implementing the parking strategy, there are multiple factors that must be considered. DIXON will engage the City's internal stakeholders to customize the details of the various parking strategies and ensure that the solutions are tailored to the City and the overall parking objectives.

DIXON will support the City with an Existing Conditions and Needs Assessment that focuses on the following key functional areas:

- Financial Analysis
- Operations
- Asset Management
- Workforce Management
- Maintenance

Each of these functional areas will provide a critical foundation for the development and future planning for the City's parking solution. An integral component of this foundation is to implement a decision support system with a robust and reliable plan that provides modularity and flexible solutions that can grow and expand with the City's evolving needs. The existing conditions assessment will allow DIXON to establish a thorough understanding of the City's current operational needs and define the parking operations and technology roadmap that will ensure a stable, efficient and manageable parking operation for the City that will allow patrons to efficiently locate and pay for available parking.

- 1. Initial Site Visit.** An initial three-day site visit (Thursday through Saturday) will enable DIXON staff to review the current parking operation and identify potential procedural, technology and infrastructure needs.

The site visit will include meetings with key internal and external stakeholders to define the operational needs of the City, determine potential infrastructure needs for the parking operation, and develop recommendations for other potential parking support needs.

Based upon discussions with key stakeholders, DIXON will identify key highlights and areas of concern to the City. Such areas might include the following items that were specifically referenced in our initial discussions:

- Assess the availability of downtown parking for residents and visitors within reasonable proximity to frequented businesses.

- Evaluate the City's existing parking technology and make preliminary recommendations for the introduction of new technologies.
  - Identify opportunities for improvements to marketing/education for parking customers.
  - Assess the need for introduction of a Residential Parking Permit (RPP) program.
  - Review the effectiveness of existing signage/wayfinding.
- 2. Project Update Meetings.** Following the Initial Site Visit, DIXON will coordinate regularly scheduled project management conference calls with the City's designated project manager to provide an update on the status of the work effort and work through any issues throughout the term of the project.
- 3. Presentation of Findings Meeting.** Once the Existing Conditions and Needs Assessment is finalized with City staff, DIXON has included the option of a presentation to City Council.

## DELIVERABLES

### *Existing Conditions & Needs Assessment*

DIXON will review previous studies and existing conditions with specific attention to items outlined in the above Scope of Work. The Assessment will include an in-depth review of the current parking operation, existing technology and, most importantly, a detailed round of operational engagement interviews. This feedback will provide the foundational direction necessary to develop operational policies and procedures along with recommended improvements.

In addition to internal meetings with City staff, DIXON will engage external stakeholders in meetings that are coordinated by the City to discuss Downtown parking needs and impacts. This overview will provide a diverse perspective that will be incorporated into the overall assessment and recommendations to ensure an efficient and effective organization that will be adaptable as the City continues to grow.

The Existing Conditions and Needs Assessment will include the initial review of the existing system and infrastructure, identification of any opportunities for optimization, a technology roadmap including recommendations and approximate cost estimates that can be used for short and long-term planning purposes. The consideration of alternative solutions along with the cost impacts and feasibility of implementation will be incorporated with any viable parking solutions that can have an impact on the potential growth of the region.

DIXON will present the findings and recommendations to the City and will be prepared to answer questions and support staff throughout the process.

The responsibilities outlined above are tentative based on the current services and needs of the City. DIXON is approaching this proposal as an initial starting point and is open to communication and negotiation with the City of Paso Robles.

**PRICING**

Our pricing structure is based upon a Time & Materials (T&M) approach to ensure that the projects are managed in the most cost-effective and efficient manner. Our Cost Proposal includes a Not-To-Exceed amount of **\$31,010.00** for this project and we will deliver within that budget, customizing our solution to focus on what the project requires to achieve its objectives and adapting in order to ensure that the project is completed within the agreed-upon budget and timing.

Hourly Rates			
Jr. Associate	Associate	Sr. Associate	Principal
\$95.00	\$125.00	\$165.00	\$195.00

**OTHER SERVICES**

Based upon our initial site visit, DIXON can outline additional services and develop a price proposal for other support services, including, but not limited to:

- Comprehensive Wayfinding Solution
- Parking Guidance System
- Parking Technology Procurement Support, including specification development

## References

The following project references highlight our project schedules, deliverables and contact information. Additional references are available, if needed. We encourage the City to contact our references directly.



**Sausalito, CA**  
**Parking Operations Support Services**  
**July 2014 – September 2016**

**Project Value: \$175,000**

The City of Sausalito is a very popular California tourist destination right across the Golden Gate Bridge from San Francisco. Parking availability and traffic congestion are impacted throughout the City. In July 2014, the City retained DIXON to provide an initial assessment of the Sausalito parking technology solution followed by the development of a Request for Information to solicit alternative parking technology solutions for the City. Due to our familiarity with parking processes, policy and overall service solutions, the City recognized DIXON as a direct and immediate benefit to their parking program.

DIXON worked with City staff to successfully transition the City from the previous vendor system. DIXON coordinated vendor outreach to further explore the parking and congestion impacts facing the City of Sausalito and their waterfront location. DIXON coordinated vendor site visits to determine the infrastructure that could be installed in the City without operational impacts. DIXON also completed a thorough field walkthrough with City staff that included site visits to each meter location. Additionally, the parking staff provided feedback and the operational assessment included permitting and enforcement. These stakeholder discussions identified a list of issues which were prioritized based upon the overall project goals.

In early Fall 2014, DIXON drafted and issued a Request for Information (RFI) on behalf of the City which resulted in a review of the vendor responses. Based upon their previous vendor experience, the City opted to host a parking technology pilot. DIXON coordinated a head-to-head evaluation of parking pay station technology within a tourist-popular parking location in the heart of Downtown Sausalito. DIXON was responsible for managing the pilot, including stakeholder/community feedback, monitoring/reporting vendor performance and providing weekly reports, including presentations to City Council.

The technology pilot concluded at the end of March 2015 and resulted in a City-wide infrastructure replacement. Coinciding with the technology pilot, DIXON supported the immediate expansion of services to include their parking citation provider, including enforcement handheld evaluations and system upgrades. As a result, the City of Sausalito retained DIXON to provide ongoing oversight and parking management support for the overall parking program.

DIXON proceeded to support the City throughout parking technology pilots including an evaluation of LPR technology, a customized bike valet parking kiosk and support in developing their future parking technology roadmap including an integrated digital permitting program, automated valet tracking, a merchant validation program, signage audit and the final implementation of a residential parking card.

DIXON provided update presentations to City Council throughout the implementation and helped to transform the parking image for the City of Sausalito.

**Stacie Gregory**, Lieutenant, Police Department, City of Sausalito  
29 Caledonia Street, Sausalito, CA 94965  
(415) 289-4188, [sgregory@ci.sausalito.ca.us](mailto:sgregory@ci.sausalito.ca.us)



**Park City, Utah**

**Parking Technology Consulting & Project Management**

**December 2016 – Current**

**Project Value: \$125,000**

Park City retained Dixon Resources Unlimited (DIXON) in December 2016, through a formal Request for Proposals (RFP) process to provide consulting and project management for the implementation of integrated parking technology services. The parking technology services included:

- ❖ Integrated wayfinding and parking guidance systems (PGS)
- ❖ Real-time available space count and pricing displays
- ❖ Parking Access Revenue Control System (PARCS) in the City’s China Bridge garage
- ❖ Updated pay stations for on-street paid parking spaces
- ❖ Updated mobile payment applications for various payment options and incentive-based programs
- ❖ Citation and permit management software and new enforcement handhelds
- ❖ License plate recognition technology

The project required a very aggressive implementation schedule to ensure that the new parking solution was operational for the next winter season. DIXON worked with the City to develop a proactive stakeholder engagement campaign. While focused on educating and informing both the internal and external community, DIXON developed the specifications necessary to solicit a comprehensive and integrated parking technology system. The DIXON hands-on approach has allowed the City to move forward and focus on their key transportation priorities, including reducing traffic congestion and single occupancy vehicle trips.

The Park City engagement has proven DIXON’s agile nature and ability to customize a solution that is community specific. We are working with the City to develop a transportation and parking brand that will ensure an easy parking experience with increased information available to guests and residents. The parking technology will be integrated with the transportation demand management (TDM) implementation and will incorporate a progressive incentive program that encourages the use of alternative transportation including transit and carpool programs. After an initial reluctance to the introduction of off-street paid parking, the community is actively engaged, and the City Council is supportive. The concerns about parking have been transformed and the stakeholders have embraced the implementation process.

As the technology is being implemented, DIXON is now focused on developing a rate model that will incorporate demand-based pricing, serving both the peak and non-peak seasons. Additionally, DIXON is

providing training and development support services with the parking enforcement staff that focuses on a parking ambassador (customer service) approach.

The community outreach plan will continue throughout the implementation process. DIXON has introduced an incremental implementation schedule that will allow the community to adapt to the technology and policy changes that include rate changes. Our team supports the City throughout each step of the process including frequent presentations to City Council, coordinating public outreach forums and speaking on local radio programs.

The Park City parking and transportation objectives are ambitious, but the wheels are in motion and the comprehensive integrated solution will be fully operational by December 2017. The Park City operation will be a model for TDM and parking solutions. DIXON is excited to support such a progressive, technology-based approach to parking management.

**Kenzie Coulson**, Manager, Parking & Fleet- Public Work, Park City Corporation  
1053 Iron Horse Drive, PO Box 1480, Park City, UT 84060  
(435) 615-5371, [mckenzie.coulson@parkcity.com](mailto:mckenzie.coulson@parkcity.com)



**Newport Beach, CA**  
**Comprehensive Parking Study**  
**December 2012 – April 2017**

**Project Value: \$75,000**

In December 2012, DIXON was awarded a professional service agreement with the City of Newport Beach, CA to provide parking consulting services to review, analyze and provide recommendations regarding the City's parking lots, meters and permit programs. The City of Newport Beach project consisted of five phases: Parking Lots, Parking Permits, Parking Meters, Parking Enforcement and Pilot Parking Technology Programs. The analysis of the Newport Beach overall parking program kicked off immediately with a complete evaluation of the parking meter program, specifically the assessment of the counting and collection operation and providing technology solution recommendations. This phase was followed by a review of the parking lot operations from which the City implemented the recommendation prior to the beginning of their peak summer season.

DIXON provided an ongoing assessment of the Newport Beach parking program and established a parking technology roadmap for both short- and long-term parking and revenue goals. The primary focus was enforcement, citation management services and the expansion of the City's parking permit program, including implementing a residential parking permit (RPP) program. The RFP specification developed by DIXON, incorporated permit and citation management along with hardware specifications and future integration requirements. The successful solicitation resulted in the implementation of a turnkey service provider.

The City of Newport Beach is an excellent example of where we provided “parking coach” support. We developed a long-range plan that allows the City to incrementally invest in their parking solutions. The citation processing/permit management specification was simply the next step in their approach toward a citywide RPP program. The previous task was the introduction of pay by plate technology, along with license plate recognition (LPR) technology that provides the future foundation of the digital permit system that will support both the planned RPP program and the future Marina Park which is anticipated to have a significant impact on the compressed parking area. The Marina Park complex will include a marina facility, an aquatic sports building, community center and community park. The strategic, incremental investments in the parking solution are working towards the overall long-term plan for parking in the City of Newport Beach. We have worked directly with the City of Newport Beach for the long-term development and planning of a citywide RPP program that includes Coastal Commission review processes and an RFP-specification developed specifically for the incremental adaption of this approach.

The City extended the DIXON *coaching* services through 2017 to support their ongoing parking plan that included the development of the Balboa Village community and the construction and implementation of Marina Park.

**Evelyn Tseng**, Revenue Manager, City of Newport Beach  
100 Civic Center Dr., Newport Beach, CA 92660  
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**Los Angeles Department of Recreation and Parks**  
**Griffith Park Circulation and Parking Enhancement Plan**  
**April 2015 – Current**

**Project Value: \$250,000**

In April 2015, DIXON was retained by the LA Department of Recreation and Parks to develop the Griffith Park Circulation and Parking Enhancement Plan (CPEP). The plan included the monetization of parking near the Griffith Observatory, the introduction of a free shuttle circulator system for visitors to more efficiently navigate Griffith Park, the reconfiguration of the historical traffic circulation pattern and an overall enhancement to the wayfinding and signage throughout Griffith Park which would result in making it easier for the community and tourists to navigate the Park, find available parking or utilize transportation alternatives.

As the project managers for this multi-tiered project, DIXON has been responsible for managing a California Environmental Quality Act (CEQA) assessment, the drafting of a Mitigated Negative Declaration (IM-MND) and a full traffic engineering analysis/study of the surrounding roadways. These services integrated with our recommendations and solutions for alternative transportation solutions, parking technologies, equipment and wayfinding are the foundation of the CPEP.

Stakeholder engagement has been a critical and ongoing component of this project. Griffith Park is a very popular destination that is surrounded by residential neighborhoods. DIXON has been responsible for

neighbor outreach and key stakeholder engagement including ongoing briefings with the City of Los Angeles Council District Office. Stakeholder development and input will continue to be vital to the overall solution and proposed implementation plan.

The DIXON team was successful in implementing the new roadway configuration, a paid parking solution and an updated wayfinding campaign in time for the peak spring season (March 2017). Griffith Park recently notified DIXON that the project has been extended as we prepare to expand the CPEP to include a park-wide circulation plan and a neighborhood impact study.

**Joe Salaiques**, Superintendent, Department of Recreation and Parks, City of Los Angeles  
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**Palo Alto, CA**  
**Downtown Parking Management Study**  
**April 2016 – Current**

**Project Value: \$200,000**

DIXON was retained by the City of Palo Alto to provide a downtown parking management study. The project was split into two phases; the first was an analysis of existing parking conditions and the second phase involved a variety of paid parking recommendations including permit parking and the introduction of on street metered infrastructure.

DIXON collected data between May 2016 and October 2016. The data collection included occupancy studies for all on-street and off-street locations (6 garages and 12 surface lots) within the downtown study area. DIXON utilized our mobile License Plate Recognition (LPR) unit to capture license plates of all parked vehicles at certain times of the day for specified days of the week. For Palo Alto, this information was analyzed to provide a summary of existing parking occupancy and turnover, including a series of heat maps.

DIXON also conducted a series of in-person intercept surveys. Residents and business owners were asked a series of questions designed to capture parking habits of parking patrons visiting the downtown area. Throughout the project, DIXON also conducted on-site stakeholder meetings with City staff, residents, business owners and downtown employees. These stakeholder meetings were designed to not only inform stakeholders of the project objectives and provide project updates, but to gather general themes and concerns of parking within the project study area.

We finalized our recommendations for the feasibility of implementing paid parking for downtown Palo Alto. Our recommendations include the feasibility of tiered parking prices based on proximity to Downtown, an evaluation into increasing existing permit fees, addressing availability of short-term parking permits, leasing of private parking spaces during off-peak hours, and parking cash-out programs.

We presented our findings and discussed potential strategies with the City Council and the City’s Planning & Transportation Commission.

The City has recently retained DIXON to support the implementation of these recommendations including specification development and soliciting vendor technologies to support the City’s parking needs.

**Joshua Mello**, Chief Transportation Official, City of Palo Alto  
250 Hamilton Avenue, Palo Alto, CA 94301  
(650) 329-2520, [Joshuah.Mello@CityofPaloAlto.org](mailto:Joshuah.Mello@CityofPaloAlto.org)



**Dallas, TX**  
**Review of Meter Operation & Parking Management Information System**  
**Dec 2014 – Current** **Project Value: \$100,000**

The Dallas Police Department selected Dixon Resources Unlimited (DIXON) to support their efforts to maximize operational performance and minimize costs to operate and maintain the City of Dallas parking operation. DIXON has supported the City in their multi-step effort to modernize the public parking program.

The scope of work was conducted under two phases. Under the first phase DIXON developed a comprehensive, modular parking management Request for Proposal (RFP) that incorporated the scope of work, performance requirements and evaluation criteria for citation processing, permit management, delinquent collections, on street parking operations, including meter maintenance and revenue reconciliation, off street lot support and overall system integration. The RFP was an alternative approach to parking management support and when the RFP was issued in Summer 2015, the City was pleased with the number of proposal responses submitted.

Phase two began in the summer of 2016. DIXON worked as the implementation manager for the City managing the transition from the incumbent to the newly selected vendors less than 45 days from the issuance of the Notice to Proceed. DIXON managed all vendors ensuring a smooth and on-time transition of all services at the start of October 2016. The implementation not only involved the transition of existing parking related services, but also the introduction of a new Pay-By-Cell service and the setup of a new parking app for the City – providing rates and occupancy for on and off-street locations.

Now that the transition is complete, DIXON continues to work with the City of Dallas in an oversight role. DIXON is preparing to start a new phase of work with the development of a Compliance Program for all the vendors associated with the City’s parking program.

**Donzell Gipson**, Assistant Director Police Department, City of Dallas  
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## Firm Background & Experience

With over 26 years of parking and transportation management experience, Julie Dixon founded Dixon Resources Unlimited (DIXON) with the direct goal of supporting municipal parking programs. We like to consider ourselves to be the “Parking Coach” because we offer best in class municipal parking solutions across a broad spectrum, including:

Overall Parking Management	Best Practice Comparisons	Comprehensive Parking Studies
Stakeholder Engagement	Financial Reporting	Officer Training Programs
Technology/Automation	Revenue Reconciliations	Procurement / Solicitations
Monetization Modeling	Integrated Solutions	Vendor/Contract Management

Based upon industry awareness and familiarity of parking technology and current developments, DIXON has been sought for feedback and direction from parking programs both nationally and globally. Our familiarity with parking processes, policy and overall technology and service solutions will provide a direct benefit to this project. DIXON has directly supported municipalities throughout the United States, developing extensive knowledge and hands-on experience with the solicitation, development, deployment, operation, and maintenance of solutions ranging from municipal parking programs to automated enforcement systems. We have been responsible for establishing policies, defining objectives and delivering on initiatives for municipalities of all sizes, working at all levels within the administration, enforcement and adjudication processes.

DIXON has garnered an impressive client list delivering results that are tailored to each City’s needs including the following cities:

AK Juneau	CA Oakland	NC Hendersonville
CA Alameda	CA Oceanside	NJ Atlantic City
CA Anaheim	CA Ontario Convention Center	NM Albuquerque
CA Beverly Hills	CA Palo Alto	NV Las Vegas
CA CSU Long Beach	CA Pasadena	NV Reno
CA Downey	CA Riverside	OR Portland
CA Livermore	CA San Francisco	TX Austin
CA Los Angeles (DOT / Parks & Rec)	CA San Jose	TX Dallas
CA Los Angeles County (Beaches)	CA Sausalito	UT Park City
CA Napa	CT New Haven	UT Salt Lake City
CA National City	ID Boise	WA Seattle
CA Newport Beach	MI Ann Arbor	WA Vancouver

Prior to her work at DIXON, since 2007, Julie’s primary focus was the ongoing support and development for two of the largest parking programs in the country, the City of Los Angeles and the City and County of San Francisco, and for one of the most successful customer service-based parking enforcement programs, the City of West Hollywood. As a result, DIXON has become recognized as industry experts in municipal parking solutions, primarily due to Julie’s direct involvement in the programs and the internationally-recognized *SFpark* program: the first parking project in the US to evaluate on-and off-street parking technology and policies and their direct impact on congestion mitigation.

Unlike most parking consultants, our background is parking operations, enforcement and technology. Each municipal engagement benefits from our combination of a fresh approach to the existing parking operation and years of experience within the parking and transportation industries. Unlike some of the larger consulting firms, we don’t apply a cookie-cutter approach to our client projects which might include a “copy and paste” methodology and a list of generic recommendations. The DIXON Team stays relevant by engaging new vendor solutions and frequent product demonstration to ensure that we have the most recent and relevant understanding of parking technology resources. This is how we can tailor each strategy specifically to your City. We will deliver specific, actionable recommendations and deliverables that will provide the best approach specific to the City. Whether conducting research, evaluating best practices, or assessing ideal software solutions, DIXON brings a vast library of resources and expertise to our clients and we are adaptive to your evolving needs.

Municipalities have recognized the knowledge and resources that we can provide. Our exposure to other parking programs will provide an immediate impact on our best practices reviews. We make a very strategic plan to schedule on- and off-site meetings in coordination with the City to ensure that each aspect of the project is managed seamlessly. Our clients have appreciated our comprehensive approach to ensure that the projects are managed in the most cost-effective and efficient manner. We will deliver within budget, customizing our solution to focus on what the City needs to achieve its objectives and adapting to ensure that the project is completed within the agreed upon schedule.

One of the advantages of being a smaller firm is our ability to adapt to the ever-growing needs of our clients. Because of our recommendations, our clients often request our operational support with implementation and vendor management issues. Providing municipal operational oversight support services has allowed DIXON the hands-on experience and ongoing understanding of the day-to-day impacts of the most recent parking strategies. For example, DIXON has worked with the City of Sausalito, CA to provide the parking management support and oversight for their parking program. Over a two-year period, DIXON updated the on and off-street parking technology infrastructure, implemented an integrated mobile payment service and introduced the most advanced enforcement handheld technology currently available. These efforts not only resulted in a substantial increase in revenue for this tourist-popular city, but there was an overwhelmingly positive impact on the overall parking experience within the City.

DIXON has also been responsible for developing numerous parking technology specifications for major municipal procurements throughout the U.S., including Seattle, Portland, Reno, San Francisco, Oakland, Newport Beach, Anaheim, Napa, San Jose and Dallas. The opportunity to draft technical and operational

specifications provides DIXON another opportunity to ensure that the granular details of the parking strategies are customized for the specific needs of the City.

Dixon Resources Unlimited is a small (less than 10 employees) company and our name includes Unlimited because there is no limit to the parking and transportation support services that we provide. We treasure our clients and we always deliver on our commitments. Each of our current municipal contracts has been extended and expanded beyond the original scope of work due to the positive impact that the DIXON project deliverables have had upon their parking programs and the professional level of service provided. We have delivered all our projects within budget and on time with a concentration on delivering a customized set of recommendations. Our clients will tell you that we are small but we leave a powerful impression. Our parking and transportation expertise and understanding of solutions offer an innovative and cost-savings perspective. We believe in and stand behind the work that we do.

## Project Team

### **JULIE DIXON – Principal Consultant**



Julie Dixon is the President and Founder of Dixon Resources Unlimited, a woman-owned business, focused on providing parking and transportation consulting services. With over 26 years of experience in parking and transportation management, Julie built her firm to provide ‘best in class’ strategic solutions across a broad spectrum of areas including operations management, technology, customer service, enforcement, citation processing, field maintenance, financial reporting, procurement and integrated solutions. Since its inception in 2012, DIXON has garnered an impressive client list.

### **PROFESSIONAL EXPERIENCE**

Julie began her career as the first parking enforcement officer for the Santa Barbara County Sheriff’s Department. Simultaneously, she was a Student Affairs Officer for the University of California Santa Barbara, working at the Police Department as the Community Service Organization (CSO) Coordinator.

As her career path evolved, Julie has directed and managed all aspects of various complex transportation programs, including both the City and County of Los Angeles Automated Enforcement Programs, the City and County of San Francisco Parking Meter Counting, Collections and Management System and the City of Los Angeles Parking Meter Collections Program.

She has been responsible for establishing policies, defining objectives and delivering on initiatives for municipalities of all sizes, working at all levels within the administration, enforcement and adjudication processes and has been solicited to present at a variety of parking industry events regarding her project experiences. She has extensive knowledge and hands-on experience with the solicitation, development, deployment, operation, and maintenance of solutions ranging from multi-modal parking and transportation programs to automated enforcement systems.

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

In addition, beginning in 2007, Julie supported two of the largest U.S. parking programs; the City of Los Angeles and the City and County of San Francisco, and the customer-service-based parking enforcement program for the City of West Hollywood. Julie has been engaged in all levels of the parking programs, including the collection and reconciliation for more than \$80M in annual parking meter revenue with a reconciliation rate consistently over 99.99%. Accustomed to a mixture of technologies, both old and new,

she supported the extensive documentation and procedures necessary to be accountable for and manage over 60,000 parking meters in Los Angeles and San Francisco.

Considering the volume of collections and revenue counted, Julie has faced multiple security issues and revenue anomalies. Each project is unique, but she knows what to look for and how to outline a program that recognizes irregularities or variances as a standard practice. Regardless of project size, documentation, procedure and accountability are the keys to successful revenue and enforcement program and the lessons learned from these programs can be adapted for the needs of the City.

One of DIXON's primary business objectives is to define and recommend the parking and transportation technology roadmap for the projects that we support which is consistent with the overall objectives of the RFP. Since founding DIXON in 2012, Julie has been focused on coaching projects through the strategic planning efforts, operational and technology assessments and implementation and procurement processes. Julie is responsible for the overall management of each project for the DIXON team and prides herself on being labeled the "Parking Coach." Each project is unique, but she knows what to look for and how to outline a program that recognizes irregularities or variances as a standard practice. You won't find another consultant that has a more well-rounded and operational understanding of the City's needs.

#### **JENNIFER RENTZ – Associate**



Jennifer Rentz is an Associate Consultant with expertise in leading large-scale projects, technology initiatives and operations management. With fourteen years' experience in the parking industry, she brings a wealth of knowledge regarding industry best practice and customer service to assist our clients.

#### **PROFESSIONAL EXPERIENCE**

Since joining DIXON, Jennifer has provided vendor evaluations for the City of Palo Alto's parking citation and permit management needs which led to the development of a specification that is customized for the City's program. Jennifer is also supporting a parking study for the City of Alameda, which was commissioned to evaluate the City's enforcement, citation processing, parking infrastructure, and technology. She is also collaborating on the DIXON financial modeling tool to incorporate parking enforcement revenue and cost projections.

She is the project manager for Seal Beach where she is responsible for enhancing and advancing the current parking technology and operations solution. In addition to managing a variety of vendor technology trials, she has reviewed the existing municipal ordinances and provided recommended changes that will ensure the ongoing operational needs of the downtown community. Jennifer also completed a comprehensive signage assessment that is anticipated to introduce an improved wayfinding solution for the City. Her skills and experience are particularly valuable for clients engaging in technology upgrades, vendor assignments and ongoing operational procedures.

Jennifer has the unique opportunity to influence and transform the legacy residential parking permit (RPP) program in Oak Park, Illinois. This neighboring suburb of Chicago has a RPP program that has evolved into

a management nightmare. With more than 120 permit regulations that have distorted over the last 80 years, the Village needs a fresh perspective to permit management within this impacted community. Jennifer is leading this effort. Through policy development, stakeholder engagement and political consultation, she has developed an integrated and customer friendly plan that will begin as a pilot program in January 2018. This is the type of out-of-the-box approach that our team brings to our clients.

Prior to joining DIXON, Jennifer served as Executive Vice President of West Coast Operations for Complus Data Innovations, Inc., a parking citation management firm. In her role with Complus, Jennifer was responsible for oversight of the company’s west coast office with responsibility for staff, client relations, revenue generation and administration. She also oversaw research and development of new mobile technology features and integrations. She has worked directly with over 150 cities, towns, villages, universities and private operators to help strategize parking procedures, maximize revenue, and implement the latest in parking technologies. Jennifer has PMP (Project Management Professional) certification, a Bachelor’s degree in Marketing Management and coursework in the field of Data Science. She was recently named one of National Parking Association’s “40 Under 40” in the parking industry and has been an active member of International Parking Institute’s Technology Committee for the past six years.

**EMILY KWATINETZ – Associate**



In July, Emily Kwatinetz was promoted from Analyst to an Associate Consultant position. For over the last year, she has provided project support, data analysis, and project coordination for the DIXON team. Emily graduated cum laude from UC San Diego with a B.A. in Urban Studies and Planning and a minor in Political Science. Emily was awarded best senior research project by university faculty for her critique on various San Diego ordinances and the City’s resource management. Her background and planning perspective have proven invaluable to our clients.

**PROFESSIONAL EXPERIENCE**

Emily’s has extensive experience and has supported several projects during her tenure, including providing project support for the City of Riverside Strategic Parking Plan. Emily’s work included data analysis for on- and off-street parking utilization and data visualization. Her urban planning background provided valuable insight for the development of the recommendations and implementation plan. The prominent level of stakeholder engagement helped shape the recommendations to fit the public’s needs, and the recommended rate structures and technology were widely supported by both the community and the city council members.

For the City of Palo Alto, Emily worked to collect license plate recognition data and she produced a series of occupancy heat maps to highlight problem parking areas. With over 90% occupancy in various areas throughout the downtown, and no paid parking, the City was able to benefit from Emily’s development of a parking rate plan that including a tiered rate and time limit structure based on the maps. She also made recommendations to prepare the City for future growth, including recommendations for active monitoring, transportation demand management, walkability, car sharing, and a downtown employee mobility program.

Emily became the project lead for National City, developing a Comprehensive Parking Management Plan to prepare the City for future growth and propose recommendations for enforcement, parking supply, parking ratios, shared parking, and technology. Emily finalized the first phase of the Parking Action Plan to walk the City through the short-term necessary steps to prepare for the potential of paid parking in the future. She also coordinated the implementation of an automated permit management system with the City's current citation processing vendor.

The DIXON team works collaboratively with each of our client projects. Emily will provide project support based upon the overall project objectives and deliverables.

#### **Ananda Aleman – Business Operations Manager**



As the Business Operations Manager, Ananda Aleman manages the day to day accounting and administrative functions. She also supports our clients with a variety of services including developing the financial modeling tools that allow our clients to project their potential revenue forecasts. Most importantly, she supports our business development and contract management needs which allows Julie and the team to focus on our clients and their project support needs.

#### **PROFESSIONAL EXPERIENCE**

Her first client assignment at DIXON included building a financial modeling tool for the City of Napa. The interactive workbook was developed and refined for the customer and has proven to be an indispensable planning tool. Napa has utilized their projections to refine their implementation strategy and anticipate beginning their first phase of deployment over the next few months. Ananda has developed a simple modeling tool, that can be customized for each unique user, with the ability to manipulate key variables, and forecast a multitude of outcomes. The side by side revenue and expense comparison allows our customers to easily estimate their return on investment and adjust their budgets and implementation strategies accordingly.

Ananda graduated from the University of Florida with honors and started her career in the accounting field. She got her start in parking in 2009 working for a manufacturing and telecommunications company. While there she gained experience with system-wide software deployment, project management, purchasing, and financial reporting. She played an instrumental role in the deployment of multi-million-dollar technology contracts spanning substantial implementation timelines. She has an extensive background in business management, operations and inventory control. Her expertise provides a tremendous resource to our clients.

Thank you for the opportunity to submit this proposal. Please do not hesitate to contact Julie Dixon at (213) 716-6933 with any questions regarding this proposal.

CITY OF PASO ROBLES

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RCornell

City of Paso Robles, CA - Live v11.2  
ACCOUNT SUMMARY TRIAL BALANCE FOR FY18/JUL TO EOY  
FUND

P 1  
glatrbal

ACCOUNT ACCOUNT NAME	BEG. BALANCE	ORG	DEBITS	CREDITS	NET CHANGE	END BALANCE
238-00-00-0000-0000-10010- PrkinLieu-Fund Cash	190,387.27	238	.00	.00	.00	190,387.27
238-00-00-0000-0000-31000- PrkinLieu-Fund Balance Unreser	-190,387.27	238	.00	.00	.00	-190,387.27
TOTALS FOR FUND 238 Downtown Parking In Lieu	.00		.00	.00	.00	.00
REPORT TOTALS	.00		.00	.00	.00	.00

**21.22.035 Downtown area parking space requirements.**

A. Retail Commercial, Service Commercial, and Commercial Recreation land uses located within the downtown area shall be required to provide off-street parking spaces at the ratio of one (1) space per 400 square feet of gross floor area.

B. Residential Uses

1. Dwellings containing two (2) bedrooms or more shall be required to provide off-street parking spaces at the ratio of one and a half (1.5) parking spaces per dwelling unit.
2. Dwellings containing one (1) bedroom shall be required to provide off-street parking spaces at the ratio of one parking space per dwelling unit.
3. Studio dwellings shall be required to provide off-street parking spaces at the ratio of three quarters (.75) of a parking space per dwelling unit.

C. All parking provided for any downtown building or use shall be located within an enclosed structure or behind the building and accessed off an alley. When alley access is not available, parking should be accessed from a local street if available and from the arterial street if no other access is available. In any case, parking shall be completely screened from the primary street through the use of sufficient landscaping, screen walls or a combination of landscaping or screen walls. This requirement does not apply to municipal parking facilities provided for general downtown use.

D. Downtown buildings not meeting current parking requirements that are replaced or reconstructed, shall not be required to provide more on-site parking than existed at the time of demolition or remodel. Expanded floor area beyond what previously existed shall be subject to downtown parking requirements.

E. The Downtown Area parking requirements contained in this section may be satisfied partially or in full through the payment of an In-Lieu Parking Fee. The In-Lieu Parking Fee program shall be administered as follows:

**1. Establishment of Amount of Fee:** The amount of the In-Lieu Parking Fee shall be set by separate resolution of the City Council. The City Council may adjust the fee at their discretion as frequently as is deemed necessary based on factors including, but not limited to, inflation, the cost of providing new parking spaces, and the market value of parking spaces.

**2. Applicable Geographic Area:** Properties eligible to apply to participate in the In-Lieu Parking Fee program shall be those parcels located within the Geographic Boundaries of the Downtown Area as shown on Exhibit "A", Figure 21.22-4 of the City's Zoning Regulations

**3. Payment of Fee:** Payment of In-Lieu Parking Fees shall be made to the City in one lump sum calculated and paid at the time of building permit issuance or if a building permit is not required, within fourth-five (45) days of request by City for payment. The In-Lieu Parking Fee shall be a one-time-only, non-refundable payment and shall be considered full satisfaction of the off-street parking requirement for the number of parking spaces for which the fee was paid.

**5. Effect of Payment:** In-Lieu Parking Fees shall be used exclusively to make available additional parking spaces for public use within the Downtown Area and does not guarantee the construction of spaces in any particular area of the Downtown Parking Area or within any particular period of time. In-Lieu Parking fees are solely an alternative means of satisfying the applicant's obligations to provide off-street parking as required by this Chapter and payment of the In-Lieu Fee does not carry any other guarantees, rights, or privileges to the applicant. The location, type, and configuration of parking spaces funded by In-Lieu Parking Fees are at the City's sole discretion.