



City Council Agenda Item Report

FROM: Ryan Cummins, City Manager

MEETING DATE: October 14, 2025

SUBJECT: Selection of a Parking Consultant for Support of the Advisory Parking Improvements Task Force, Parking Study, and Solutions

DESCRIPTION:

On July 14, City Council approved the creation of an advisory Parking Improvements Task Force and issuing a request for proposals (RFP) for consulting services for a parking study and solutions.

The City received three proposals in response to our RFP which can be viewed in the workshop packet: https://www.saugatuckcity.com/uploads/1/3/3/9/133977444/p_10-8-25_cw.pdf

Mayor Anderson, Council Member (and Chair of the Task Force) Muncey, and I reviewed the proposals and conducted interviews with each team. We are recommending that City Council approve the proposal from Walker Consultants.

Walker Consultants is recognized as an industry leader in parking studies, and they are partnering with our long-time engineers at Fleis & VandenBrink. This gives us the benefit of expert consultants with a fresh set of eyes on our parking concerns, combined with the knowledge and experience of our long-time engineers.

For the Task Force, having access to consultant expertise is especially important. Parking concerns in Saugatuck have persisted for decades without the benefit of consultant analysis, and Walker's involvement provides proven strategies informed by national best practices. In addition, some potential solutions may require significant capital investment—areas where expert guidance will help the City make well-informed, cost-effective decisions. By pairing Walker's specialized parking insight with the institutional knowledge of Fleis & VandenBrink, the Task Force will be better positioned to recommend both immediate improvements and long-term investments that truly meet the community's needs.

Workshop Feedback

Based on Council feedback from the workshop meeting:

- Walker Consultants updated the “Ownership of Documents” section of the conditions to include task-level deliverable reports.
- Staff provided a map showing the area along Peterson Preserve. I also provided location details on the Southerner restaurant and Mason Street, east of Elizabeth. Walker Consultants is willing to incorporate these areas and will work to finalize the map with the Task Force.
- Walker Consultants is working on providing a comparable cities list.

BUDGET ACTION REQUIRED:

None at this time. The fee proposal from Walker has been negotiated down to \$82,425. The budget for FY 25/26 includes \$125,000 for contractual services to assist with various Council priorities including a parking consultant.

LEGAL REVIEW:

Legal reviewed Walker Consultants’ general conditions of agreement. Legal will be at your meeting if you have any questions.

SAMPLE MOTION:

Motion to approve the proposal from Walker Consultants for consulting services to conduct a parking study and recommend solutions, in the amount of \$84,425.



Prepared for the City of Saugatuck, MI

Consulting Services for Parking Study and Solutions

August 18, 2025



WALKER
CONSULTANTS

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August 18, 2025

Ryan Cummins
City Manager
City of Saugatuck
102 Butler Street
Saugatuck, MI 49453

Re: *Request for Proposals to Provide Consulting Services for Parking Study and Solutions*

Dear Mr. Cummins:

The team at Walker Consultants ("Walker") is considered the preeminent industry leader in parking planning, design, operations, and technology. We are qualified and confident in our ability to exceed the expectations of the City of Saugatuck ("City") if selected for this project. Walker's national and international experience with downtown parking planning, operations, policy development, parking facility design, signage and wayfinding planning, and program implementation can all be applied to this project, helping the City address its immediate needs while setting the community up for long-term success.

Having visited Saugatuck numerous times, the members of Walker's project team have seen some of the challenges you face firsthand. However, we do not come into this project with any preconceived notions of the day-to-day struggles the community experiences with parking, transportation, and mobility. If selected for this project, we will lean on the experiences of City staff, members of the Parking Improvements Task Force, and the greater community to inform our understanding of the real issues facing Saugatuck. Our team will then bring our experience to bear in the development of potential solutions to those issues, providing the City with detailed recommendations and actionable next steps.

To supplement Walker's own staff, we have partnered with the team from Fleis & VandenBrink ("F&V"). With their mix of technical expertise and experience working with the City, F&V will provide the Walker team with valuable insights into the community, as well as personnel to gather and visualize the field data needed to understand the current parking and transportation dynamics in Saugatuck.

Given Saugatuck's vibrancy and the pressures placed on the limited space downtown, our team understands the importance of completing this project successfully, and we believe we are the team best suited for the task.

Thank you for considering us for this project. If you have any questions or need additional information, please do not hesitate to contact me. We look forward to the opportunity to work with you.

Sincerely,

WALKER CONSULTANTS



Eric Haggett, LEED Green Associate
Director of Planning
312.638.4998
ehaggett@walkerconsultants.com

01

Firm Qualifications and
Experience

Company Profile

Walker Consultants provides planning, design, engineering, forensics, restoration, and building envelope consulting.

We are a 100% employee-owned company that takes pride in the work that we do and the value that we provide our clients. Our culture is defined by integrity, honesty, and high standards.

We started in 1965 as structural and civil engineers and have grown to include architects, building envelope experts, forensics engineers, transportation planners, and parking consultants—all to better serve our clients with cost-effective and innovative solutions.

Solutions from Start to Finish—and Beyond

When your project is in its infancy, we can provide parking planning and consulting, including financial analysis. In the design phase, Walker provides building envelope design, peer reviews, and quality control checks for all types of structures. For parking structures, our industry-leading design services cover everything from architectural to structural, functional, and mechanical considerations.

For existing structures, Walker can support you as you maintain it. We provide assessments and investigations for all building types to assist owners in maintaining good conditions, and critical reviews and advanced analysis in the case of failures. Our experts develop cost-effective and long-lasting repair designs and asset management plans for all structures. We also assess safety, ADA, MEP, and property conditions.

Thinking beyond the structure, Walker's specialists can help you refine the user experience with cutting-edge solutions that improve access: everything from curb management and multi-modal planning to parking operations reviews and technology updates. Our tailored, out-of-the-box approach to planning is built on inclusivity and stakeholder buy-in.

Offices	28
Staff	400
States Served	50
Countries Served	55
Repeat Customers	85%
ENR Ranking (2025)	268

Planning & Mobility



Our solutions are
practical, cost-
effective, and tailored
to your situation.

Walker's transportation, technology, operations, and policy experts connect people to destinations by improving access.

From ideation to implementation, we create value by ensuring that you are making the most of your assets.

Meeting the needs of owners and users is the centerpiece of Walker's parking and transportation planning services. Our practice focuses on inclusivity and stakeholder buy-in. Our solutions are practical, cost-effective, and tailored to your situation.

- Airport landside plans
- Bicycle and pedestrian plans
- Curb management
- Mobility studies and plans
- Municipal code studies and updates
- Parking supply/demand
- Shared parking plans
- Transportation demand management plans (TDM)
- Parking allocation and pricing strategies

Financial Feasibility Studies

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

- Due diligence studies of parking assets
- P3 parking asset monetization
- Parking market and financial studies
- Financing and bond documents

Operations & Technology



At Walker, we apply our decades of experience as leaders in the parking industry to ensure that your parking facility operates at peak performance.

Walker's skilled team of parking operations and technology consultants are here to guide you from start to finish. We combine the latest technologies, emerging trends, and proven solutions with local knowledge. Our extensive, proprietary database of revenue and expense projections is based on thousands of studies performed over decades on projects like yours.

Walker can help you go beyond the “buzz” and choose the best technologies and practices for your operation.

Many of our staff are experienced former public and commercial parking operators. They provide firsthand expertise and best practices in the development of curb management plans, parking facility operational audits, parking operator RFPs, operational policies and practices reviews, parking enforcement recommendations, and parking technology plans.

Walker can help design and procure technology including:

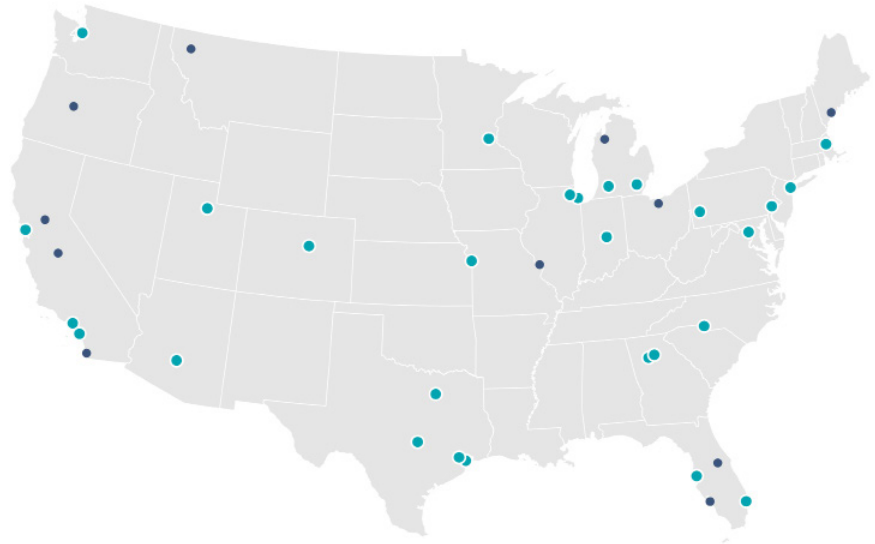
- Parking access and revenue control systems (PARCS)
- Automated parking guidance systems (APGS)
- License plate recognition (LPR)
- Parking meters and other on-street systems
- Reservation systems and apps

Our experts take their hands-on experience with proven solutions and pair it with research on the latest equipment and trends to go beyond the “buzz” and make the best recommendations for you. We can also review your systems for compliance with the Payment Card Industry's Data Security Standards (PCI DSS).

Office Locations

Learn more about our
locations and team at
walkerconsultants.com

Walker Consultants Office ●
Walker Remote Expert ●
(Contact nearest office)



Ann Arbor, MI
Rick Klein, PE | 734.663.1070

Atlanta, GA (East and West)
Marion Parker, PE, SE | 678.534.3860

Austin, TX
Charles Hammond, PE, SE | 956.367.5002

Boston, MA
Art Stadig, PE | 617.350.5040

Charlotte, NC
Leslie Jo Hurwitz, PE | 704.247.6230

Chicago (Loop), IL
Brad Navarro, PE | 312.633.4260

Chicago (West), IL (Headquarters)
Brad Navarro, PE | 847.697.2640

Dallas, TX
Casey Wagner, PE | 469.917.5968

Denver, CO
Bob Stanley, PE | 303.694.6622

Fort Lauderdale, FL
Mark Santos, PE, CAPP | 786.208.0891

Houston (East), TX
Casey Wagner, PE | 281.280.0068

Houston (West), TX
Al Bustamante | 281.280.0068

Indianapolis, IN
Todd Lohman, PE | 317.842.6890

Irvine, CA
An Nguyen | 949.234.6031

Kalamazoo, MI
Rick Klein, PE | 269.381.6080

Kansas City, MO
Joelle Lattimer, PE | 913.538.0058

Los Angeles, CA
Deon Bender, PE | 213.448.4911

Minneapolis, MN
Carl Schneeman, PE | 952.595.9116

New York, NY
Carrie Krasnow, PhD | 212.288.2501

Philadelphia, PA
Jim Pudleiner, PE | 610.995.0260

Phoenix, AZ
Anirudh Chopde, PE, SE | 480.346.1083

Pittsburgh, PA
Rick Klein, PE | 412.927.2551

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Andrew Vidor | 385.593.4046

San Francisco, CA
Justin Chang, AIA | 415.644.0630

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John Crase, PE | 206.745.9555

Tampa, FL
Brian Preston, PE | 813.888.5800

Washington, DC
Kirby McCleary, PE | 202.510.9366

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



Firm Introduction



Fleis & VandenBrink (F&V) is an employee-owned, multi-disciplined civil engineering firm with 10 offices serving Michigan and Indiana. Our team encompasses a broad range of services designed to provide our clients with a one-stop-shop consultant. Providing a wide range of services allows us to design custom-fit solutions and award-winning projects- on time and on budget. Our growth has been an outcome of hiring the best people, doing great work, and focusing on client relationships.

We believe great relationships are built over time through communication and an understanding of our client's needs. We work collaboratively to gain that understanding by uncovering potential issues and concerns prior to beginning work. Knowledge of those critical success factors gives us agreed upon expectations and allows us to work together towards successful projects.

We also understand the critical component funding has in turning a project vision into reality. Our team of funding experts actively pursues grants and low interest loan opportunities on behalf of our clients. We work diligently with state and federal organizations to find and obtain the best option for each project. Since our inception, we have obtained more than \$1 billion in grants and low interest loans for our clients.

CORPORATION

Fleis & VandenBrink Engineering, Inc. (F&V) was established in January of 1993 as a firm of Professional Consulting Engineers.

F&V currently operates as a Corporation in the States of Michigan and Indiana.

Years in Business: 32

John DeVol, PE
President

Craig Shumaker, PE
Sr. Vice President

www.fveng.com | 800.494.5202

CORE PRINCIPLES

Understand our customers' needs and satisfy them...

Employ, value, and empower good people...

Do what we say we are going to do...

Have fun!

VISION STATEMENT

F&V is the leader for delivering efficient, effective, innovative projects by top professionals who are making a difference.

As a strategic partner, F&V listens to clients needs to provide customized solutions to design, build and operate successful projects.



F&V's Relationship with the City of Saugatuck



Fleis & VandenBrink (F&V) has had a long-standing and successful relationship with the City of Saugatuck. [Since 1998, we have served as one of the City's trusted advisors and engineer of record](#), giving us a deep care for the community and understanding of the infrastructure.

F&V has helped the City with many unique challenges relating to infrastructure, significant seasonal population fluctuation, critical dunes issues, and environmental issues relating to Lake Michigan. Project involvement has included aspects of its Capital Improvements Planning, building, roadway, recreational, and environmental needs over the years.

One project we've worked on together that specifically stands out in relation to this RFP, is the Oval Beach Parking Lot Improvements project. We [increased the parking capacity by 1.4%](#) without significant expansion of hard surfacing and enhanced the park entrance to better accommodate turning movements for larger and recreational vehicles. Design of the expansion area took the configuration of the existing backlot into consideration to improve traffic flow. [The improvements came in 9% \(about \\$37,000\) under budget.](#)

Several of our recent projects have included a study phase with various levels and forms of [public engagement](#) to help drive decision-making. [We have found that a flexible, multi-session open house format has been an effective](#) way to get input from the community, especially when combined with an electronic option for those that cannot attend and special sessions with key stakeholders. We would envision a similar process for this project, with details tailored for the project specifics.

Our close relationship with staff and frequent attendance at council meetings gives us great insight into the community needs and direction that help us provide the appropriate engineering solutions. We believe that this communication is key to delivering successful projects for the City that have both sound technical and community inputs.

RECENT NOTABLE PROJECTS

- Shopper's Dock
- Oval Beach Parking Lot Improvements
- Mason Street Improvements
- Capital Improvements Planning
- Five-Year Parks and Recreation Master Plan and Conceptual Plans
- Park Street Resurfacing and Planning
- Water System AMP
- Campbell Road Improvements
- SAW Program
- S. Maple Street Washout Repair
- Sidewalk Master Plan
- Allegan Street Improvements
- Perryman Street Improvements
- Landfill and Airport Properties Phase I
- Mt. Baldhead Planning and Design
- West, East, Takken and Taylor Street Improvements
- N. Maple Street Reconstruction
- Lake Street Reconstruction
- EGLE TMF Project
- Manchester Drainage Improvements
- Road Resurfacing

Parking Studies



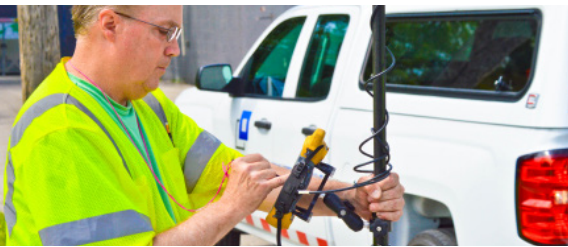
A parking study is more than just counting spaces – it’s a comprehensive analysis of how people interact with parking and transportation within a community or development.

At F&V, we take a holistic approach to understanding and addressing parking challenges. Our team evaluates existing conditions through detailed inventories and GIS-based mapping of public and private parking facilities, studies user behavior and traffic flow, and considers how pedestrians, cyclists, and transit users interact with the site. We analyze seasonal trends, ADA accessibility needs, enforcement practices, and regulatory frameworks to ensure our recommendations are equitable, compliant, and forward-thinking.

Our process emphasizes collaboration. We work closely with community stakeholders, task forces, and municipal leaders to identify core problems, gather public input, and develop practical, cost-effective strategies that align with each community’s vision. The result is a clear, actionable roadmap for improving parking availability, accessibility, and overall user experience.

Using this data, F&V projects future parking demand and evaluates a full range of solutions, including restriping or reconfiguring lots, exploring property acquisition, assessing parking ramp feasibility, integrating paid parking systems, enhancing wayfinding and non-motorized infrastructure, and recommending regulatory or enforcement changes.

Geographic Information Systems



The power of data and location.

F&V's Geographic Information Systems (GIS) experts gather, manage and analyze a variety of data to create an interactive, useful, and user-friendly computer-based GIS customized specifically for our clients.

Our approach is to carefully listen to our clients to better understand their goals and create a cost-effective GIS to meet current and future needs. We carefully consider current software and hardware solutions available and recommend solutions that fit best with our clients' needs and resources, knowing that there is not a one-size-fits-all GIS solution.

We understand that for GIS to be useful, it needs to be accessible and easy to manage. F&V's approach includes leveraging the latest innovative technologies including ESRI and AutoDesk software, cloud-based GIS solutions, mobile technology, Global Positioning Systems (GPS), and beyond to get GIS into the hands of those who need it the most and provide an easy-to-manage system.

Our GIS services include:

- Initial creation of a GIS, including software, hardware, and data assistance
- Data collection/compilation, including field collection and incorporating available information
- Field data collection and GIS integration to support informed planned, analysis, and decision-making
- Linking imagery, including video, photographs, and other electronic formats
- Creating and modifying zoning and parcel maps
- Mapping and data management for analysis and maintenance of infrastructure and utilities



John W. Dorsett, AICP, CPP

Principal-in-Charge

As Senior Vice President and Managing Director of Walker's Planning, Operations, and Technology practice, John guides a parking and mobility planning and technology consulting group specializing in operations consulting, planning and financial studies, and parking access and revenue control systems consulting and design. He provides leadership and the resources to deliver 5,000+ parking and transportation engagements in his career and 400+ engagements annually. John also heads up Walker's P3 practice.

As a working manager and a planner certified by the American Institute of Certified Planners ("AICP"), John consults on complex parking and transportation consulting projects requiring specialized expertise. John's leadership and project consultation are based on his involvement with thousands of parking and transportation study engagements for architects, airports, hospitals, municipalities, real estate developers, and universities in all 50 U.S. states and several foreign countries. These engagements have included autonomous vehicles, parking supply and demand modeling, zoning variance studies, parking planning, concept design, due diligence, market and financial analysis, shared parking, parking management, parking access and revenue control, traffic and transportation studies, and transportation network companies.

Education

Master of Business Administration,
Butler University
Bachelor of Science, Indiana University

Professional Affiliations

ACEC's Senior Executive Institute
American Institute of Certified Planners
National Parking Association
American Planning Association
Indiana Chapter
International Parking Institute
National Association of College and
University Business Officers
The Urban Land Institute
American Society for Health Care
Engineering of the American
Hospital Association
Florida Healthcare Engineering
Association

Publications

"Rightsizing Parking in Support
of Sustainability and ROI,"
Development, December 2023
"Parking Requirements for Residential
Transit-Oriented Development," ITE
Journal, November 2023 "Planning
For Hospital Campus Access That
Works For People," Building Design
+ Construction, April 2022
"Create a Curb-Management
Framework in 7 Steps," Planning
Magazine, January 2022 (co-author)

Project Highlights

- City of Allentown, PA
- City of Aurora, IL
- City of Bloomington, IN
- City of Calabasas, CA
- City of Cheyenne, WY
- City of Detroit, MI
- City of Grand Junction, CO
- City of Hermosa Beach, CA
- City of Huntington, WV
- City of Kansas City, MO
- City of Lafayette, IN
- City of Lansing, MI
- City of Laredo, TX
- City of Lima, OH
- City of Lincoln, NE
- City of Madison, WI
- City of Martinsburg, WV
- City of Memphis, TN
- City of Mesa, AZ
- City of Norfolk, VA
- City of Normal, IL
- City of Peoria, IL
- City of Pueblo, CO
- City of Rockville, MD
- City of San Antonio, TX
- City of San Jose, CA
- City of Sarasota, FL
- City of South Bend, IN
- City of Topeka, KS
- City of Valparaiso, IN
- County of San Diego, CA
- Town of Easton, MD



Eric Haggett, LEED GA

Project Manager

Eric provides parking system financial, operations, planning, and management consulting services to both public and private clients. With a background in finance and economics, Eric has developed long-term financial models for the parking systems of large and small municipalities, hospitals, airports, event venues, hotels, and mixed-use developments.

Key Experience

Parking Supply/Demand Analyses
Parking Operations & Management
Community & Stakeholder Engagement

Education

Bachelor of Business Administration,
Ohio University

Certifications/Recognition

LEED Green Associate
Certified Parksmart Advisor
NPA's 40 Under 40 – Class of 2017

Affiliations

International Parking & Mobility
Institute
National Parking Association
U.S. Green Building Council
Urban Land Institute

Eric has also conducted numerous downtown planning studies, performed shared-use analyses, provided input into zoning requirements for parking, developed parking rate and fee schedules, advised on residential permit parking programs, and evaluated the organization and management of various parking systems. Throughout these engagements, Eric has organized and participated in community outreach efforts.

Project Highlights

Parking Consulting for Paid Parking Implementation

St. Joseph, MI

Led the development of the plan and strategy to implement paid parking in downtown St. Joseph. Conducted extensive City staff and stakeholder engagement as part of the project.

County of Saginaw Campus Parking and Wayfinding Study

Saginaw, MI

Led the team that developed a parking management, wayfinding, and parking technology plan for the County Government campus in Old Town Saginaw.

Park Omaha Strategic and Financial Planning

Omaha, NE

Part of the team that completed a comprehensive parking and mobility strategic plan for the City of Omaha. The project included review of policy, operations, and management, and the integration of parking with the Omaha Metro system.

Cary Downtown Strategic Parking and Mobility Plan

Cary, NC

Led the team that developed a long-range plan to help the Town operate and manage public parking within their downtown area as the density of development increases.



Andrew Baglini

Senior Planner

Andrew Baglini is a Consultant and Planner in Walker's downtown Chicago office. Andrew manages and assists on several different project types in the Midwest and throughout the country. Prior to the design of the Kalamazoo Event Center's 1,200-space parking garage, Andrew helped the developer and design team determine the appropriate number of parking spaces by user group and time of day. The garage is slated to be utilized by a number of downtown user groups, including event attendees and public parkers, so modeling demand by user type, time of day, and time of year was key to right-sizing the facility. The facility will be a valuable new public asset for both the Event Center and downtown Kalamazoo as a whole.

Key Experience

- Parking Demand Analyses
- Community and Stakeholder Engagement
- Parking Facility Rightsizing
- Parking and Transportation Planning Policy
- Transportation Master Planning
- Transportation Demand Management
- EV Charging Infrastructure Planning and Policy Development

Education

- Bachelor of Science, Urban and Regional Planning; School of Planning, Design & Construction, Michigan State University
- Minor in Geography

Affiliations

- American Planning Association, Illinois Chapter
- Urban Land Institute

Project Highlights

City of Wauwatosa Village Area Parking Study

Wauwatosa, WI

Walker was retained by the City of Wauwatosa to provide parking planning services focused on the City's downtown Village Area. The project involved evaluating existing and future parking supply/demand conditions based on known development projects, recommending improvements to existing parking regulations and policies, highlighting potential new loading zones and passenger pick-up/drop-off areas, and generally maximizing the use of the City's existing public parking resources.

Downtown Holland Parking Study

Holland, MI

Andrew assisted in performing a downtown parking study for the Holland Downtown Development Authority. Supply/demand, community engagement, and technological and operational enhancements were explored to improve the downtown parking system.

City of Racine Downtown Public Realm and Parking Plan

Racine, WI

Andrew was part of a multi-disciplinary team that included urban designers, landscape architects, traffic engineers, and parking planners. Andrew led the Walker team in developing a strategic plan for the downtown parking system, designed to be implemented in conjunction with the downtown monument square and main street public realm improvements. Current and future parking supply/demand conditions, parking policy and regulation, signage and wayfinding, technological, and operational recommendations were provided to better-align the parking system with the proposed public realm improvements, while streamlining the operation of and public access to the system.



Bobby Mordenti, M.U.D.

Wayfinding & Signage Advisor

Bobby is a transportation planner and urban designer, who brings a range of experience in both disciplines to the cities with whom he works. He has specialized experience in curbside management, wayfinding and signage, placemaking, public engagement, and transportation planning, along with the understanding of the municipal regulatory process. Bobby has worked on many projects that required addressing deep community concerns and created responsive solutions and recommendations to those issues in the form of community and comprehensive plans, parking and transportation studies, corridor plans, bicycle and pedestrian wayfinding signs, design guidelines and zoning ordinances. He has played different roles as planner and designer but with a fundamental understanding that planning for people enhances the quality of life for every community.

Key Experience

Transit and Mobility Planning
Signage and Wayfinding Concepts
Land Use and Policy Planning
Transportation Development Strategies

Education

Master of Urban Design, The University
of North Carolina at Charlotte
Bachelor of Science in Urban and
Regional Planning, East Carolina
University

Affiliations

American Planning Association (APA)
American Planning Association Illinois
Chapter (APA IL)

Publications

Small Town Fit: Healthy People, Places
and Policies in Davidson, NC
“Finding Your WAY: The Importance of
Wayfinding in a Modern Parking
Environment” in Parking & Mobility
Magazine- June 2025

Project Highlights

County of Saginaw Campus Parking and Wayfinding Study

Saginaw, MI

Led the development of the signage and wayfinding portion of the plan to improve how users navigate and experience the County Government campus in Old Town Saginaw.

Parking Consulting for Paid Parking Implementation

St. Joseph, MI

Part of the team that developed the plan and strategy to implement paid parking in downtown St. Joseph. Conducted extensive City staff and stakeholder engagement as part of the project.

Village of Shorewood Transportation and Parking Analysis

Shorewood, WI

Bobby helped lead the community engagement workshops and focus groups, in addition to the parking supply and demand analysis. This comprehensive analysis developed a guide for recommendations for the Village to reference for future projects and for policy implementation.

Omaha Downtown Supply and Demand Study

Omaha, NE

Bobby assisted the City of Omaha in providing information and guidance to manage the municipal parking system. The study included a 136-city block parking supply/demand study and a parking-space utilization study. The goal of the project was to develop a framework for the city's parking system to provide direction for future development and operations within the downtown area.



Kenzie Coulson

Policy & Implementation Advisor

Kenzie has 25 years of experience providing parking, transportation, technology, and mobility solutions for a wide variety of clients. Kenzie has worked for and implemented plans for both private entities and municipalities alike. In addition to managing and consulting on project-based work, she also has immense experience as an operations manager who has demonstrated continued success in overhauling parking programs.

Key Experience

Parking and Mobility

Transportation and Operations
Management

Efficiency Improvement and Revenue
Enhancement

Human Resources and Leadership

Budget Oversight and Project
Management

Education

Bachelor of Arts, English,
University of Washington

Affiliations

Southwest Parking & Transportation
Association (SWPTA), Board
Member, 2021-2022

Project Highlights

City of Mukilteo/Port of Everett Waterfront Master Plan

Mukilteo, WA

Project Manager, parking demand analysis, parking and access management framework for the Waterfront, site feasibility analysis for parking infrastructure, and parking structure design concepts.

City of Poulsbo Parking Analysis and Implementation

Poulsbo, WA

Project Manager, parking demand analysis, parking implementation strategies and recommendations, parking municipal code updates, and operational outline for parking enforcement.

City of Bozeman Parking Consulting On-Call

Bozeman, MT

Consultant for on-call including downtown parking analysis, parking planning recommendations, and site feasibility analysis recommendations for parking structures.

City of Durango Parking Analysis, Planning, and Code Updates

Durango, CO

Project involving parking and transportation analysis and recommendations, parking code updates, and the development of a residential parking permit program. Kenzie was a Consultant for the parking code update portion and Project Manager for the development of a residential parking permit program.

Park City Municipal Paid Parking Launch and Program Overhaul*

Park City, UT

Facilitated the strategic launch of paid parking on behalf of the municipality. Implemented pay stations, APGS, PARCS, wayfinding, brand refresh, revised municipal code, created a dynamic fee schedule, initiated mobile payment options, launched LPR, and promoted a variety of new TDM initiatives, including carpool permitting and a remote park and ride for employees of the Main Street area. Project and operations involved extensive community outreach.

**Indicates work with previous firm*



Key Experience

Curb Management
Parking Planning and Policy
Mobility Policy and Planning
Financial Policy and Planning

Education

Master of Science in Public Policy and
Administration, Northwestern
University
Bachelor of Science, Youngstown State
University

Committees

California Parking and Mobility
Association, Legislative Committee
Urban Land Institute
Chicago Transit Authority's Bus Rapid
Transit Steering Committee
Chicago Mayoral Transportation and
Infrastructure Transition Team
Midway Airport Public Private
Partnership Advisory Panel
Chicago's Metropolitan Planning
Organization's technical advisory
group

Awards

Professional Fellow, US Department
State, Young Southeast Asian
Leaders Initiative
Recipient of the Northwestern
Graduate School Distinguished
Thesis Award

Chrissy Mancini Nichols

Curb Management & Mobility Advisor

Chrissy has led over 100 curb management, parking, and mobility projects, and most involve curb data collection. She is also leading a research and development initiative with six pilot cities nationwide to review and test technology to collect curb use inventory and data and create curb management plans and policies for implementation. The research is also evaluating partnership agreements and access fees. She is a recognized expert in the industry and has presented and written almost 50 articles and presentations on curb management.

Prior to Walker, Chrissy was the Director of Transportation Policy at the Metropolitan Planning Council, a regional planning organization in Chicago. There she worked to pass transit-oriented development zoning reforms, build bus rapid transit, and refine two federal transportation bills and a state capital program to create more sustainable funding sources. She also led a strategy to create a new transit funding mechanism for the City of Chicago to fund \$10 billion in transportation projects and redevelop Chicago Union Station through value capture financing. Chrissy has worked on several public-private partnerships. She led a financial analysis of the City of Chicago's parking meter concession to renegotiate the agreement to reduce the City's annual payment.

Project Highlights

Ann Arbor Curb Management Plan and Policy/Financial Strategy

Ann Arbor, MI

Led the development of the City's curb management strategy, including the first digital curb inventory in the Curb Data Specification.

Sacramento Curb Management Plan and Policy/Financial Strategy

Sacramento, CA

Led the development of the City's curb management strategy. Previously developed a curb fee plan and piloted passenger loading zones.

Downtown Parking Plan and Parklet Program

City of Benicia, CA

Designed and implemented Benicia's parklet program including design standards and regulations. Worked with the community to recommend new parking resources.

Downtown Parking Plan

Healdsburg, CA

Developed a parking management strategy to support a park-once environment and improved wayfinding and signage.

Downtown Parking and Mobility Study

City of Sunnyvale, CA

Created a parking and transportation implementation plan for the downtown parking district focused on demand management, shared parking, and policies to support higher density, new development, and the City's mobility and economic goals.



Julie Kroll, PE, PTOE

Traffic Engineering, Group Manager | Sr. Associate

Julie has been involved in a wide variety of traffic and transportation engineering projects for over 25 years, including all aspects of transportation planning, operations, and design.

Julie excels at translating data-driven analysis into actionable, community-focused solutions, which is an essential skill for supporting the City's Parking Improvements Task Force. Her background includes collaborative public engagement, GIS-based parking inventories, and evaluating innovative strategies like paid parking, regulatory reform, and multi-modal infrastructure. Julie's ability to manage stakeholder input, communicate findings clearly, and tailor recommendations to local needs supports a study that will be comprehensive, inclusive, and aligned with Saugatuck's unique seasonal and spatial dynamics.

Education

Bachelor of Science in Civil/Trans.
Engineering, Michigan Technological
University

Registration

Professional Engineer
Michigan (No. 6201057356)
PTOE (No. 3675)

Project Highlights

River Street One-Way to Two-Way Conversion and Parking Study - Manistee, MI

Project manager and lead traffic engineer for the project to consider converting River Street from a one-way westbound roadway to two-way operations. The project was being considered as part of a downtown streetscape plan in coordination with future development plans for the downtown. The study included the evaluation on the impact to the intersections in the downtown with a one-way to two-way conversion. The project also included a downtown parking study as part of the overall evaluation of the existing and future parking demands associated with the peak summer impacts. Data collection was performed throughout the City, including both on-street and off-street parking facilities. This information was used to provide the City with direction on where to provide additional parking, the location of wayfinding, and future use plans for parking, including the one-way conversion on River Street.

Downtown and Medical Center Parking Study - San Antonio, TX

Traffic engineer for a parking inventory and utilization analysis for the City of San Antonio Central Business District (CBD) and the Medical Center District. The analysis was performed using aerial photos to calculate the existing parking demands associated with the on-street and off-street parking facilities in both the CBD and Medical Center District. The data was used to determine areas where additional parking may be necessary to accommodate the future land uses in the CBD and the expansion of the medical center. Recommendations included the number and location of additional parking in the CBD and medical center areas.



Jon Moxey, PE

Sr. Project Manager | Principal

With more than 20 years of experience, Jon has been involved in a wide variety of infrastructure improvement projects. Having a background in urban and regional planning, Jon has worked closely with communities to craft policies that balance growth, accessibility, and community character. He is particularly skilled at evaluating zoning regulations, facilitating public input, and integrating land use considerations into actionable planning solutions. His collaborative approach and clear communication style make him well-suited to work alongside the Parking Improvements Task Force and a diverse group of stakeholders.

Jon has worked closely with the City of Saugatuck as their Engineer of Record. This position gives him a deep understanding of the City and an ability to contribute to a study that will be forward-thinking, practical, and grounded in the City's long-term vision.

Education

Master of Science in Structural Engineering, University of Michigan

Bachelor of Science in Civil Engineering, Calvin College

Registration

Professional Engineer

Michigan (No. 6201051462)

Indiana (No. PE11011621)

Project Highlights

Oval Beach Parking Lot Improvements - Saugatuck, MI

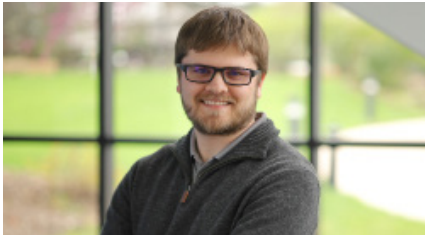
Project manager for the design engineering and construction engineering services for improvements to Oval Beach Parking Lot. Improvements included crushing, shaping, and repaving the entire lot, expanding the park entrance, and increasing the parking space. The project came in 9% under budget.

Bridge Street One-Way Direction Change and Downtown Parking Study - Portland, MI

Project manager for the project to consider changing the direction of the historic one-lane Veteran's Memorial Bridge in Portland from one-way eastbound to one-way westbound. The request came from the DDA that was looking to increase access for the available parking in the downtown. This conversion would allow vehicles to exit the downtown to the west, thus providing more convenient access to the available parking on the west side of the bridge. F&V performed an evaluation of all available public parking within the downtown to determine if there is adequate parking capacity to offset the impact of converting the diagonal parking spaces to parallel parking. The resulting recommendations included changes to traffic operations, signing, and striping to accommodate the directional change.

MEDC DIG SE Parking Lot Improvements - Constantine, MI

Project manager responsible for engineering services and supporting MEDC grant preparation for the complete reconstruction of a municipally-owned downtown parking lot. Improvements included a new storm sewer system with pretreatment features (bioswale/rain garden), ADA-compliant access, porous alleyways for groundwater recharge, and concrete paving for solar reflectance. The design also incorporated LED site lighting, EV charging, and perimeter landscaping to enhance safety, sustainability, and aesthetics. The revitalized lot improved access to multiple local businesses, supporting downtown economic growth.



Sam Lipscomb

Lead GIS Technician

Sam has more than ten years of experience working with Geographic Information Systems (GIS) to solve geospatial problems. He started his professional career in 2011 with the Traffic Safety Department in the City of Grand Rapids. There, he collected and managed data for various roadway and utility projects in the City. Since starting at F&V in 2014, Sam has played a crucial role within our Survey Department by coordinating, organizing, and processing field work for numerous projects throughout the State of Michigan.

Sam is constantly researching new techniques and tools that may simplify the data collection process for both our field and office workers. He is currently studying to become a certified drone pilot and working towards his GISP.

Education

Master of Science in Environmental
Geographic Information Sciences,
Central Michigan

Certification

GIS Certifications and Training
IMAGIN Graduate Student Paper
Competition 1st Place

Project Highlights

GIS Maintenance - Quincy, MI (2017-Present)

GIS technician responsible for periodic updates to the village's GIS. Updates include splits and combinations to the parcel layer, updating infrastructure data according to as-builts, and creating new layers. Training is provided on an as-needed basis and has covered a variety of topics including general GIS use, map making, and GPS data collection.

GIS Updates - Various

Assisted with the development of a GIS that would answer common questions regarding their storm and sanitary sewer systems, including management of future maintenance and replacement of systems components for dozens of communities, like Kalamazoo Lake Sewer & Water, Paw Paw, Union City, and the City of Saugatuck.

Design Survey - MDOT, Grand Rapids, MI

GIS specialist for the design survey for 5 sites for ADA ramp upgrades and developing specs for maintaining traffic for assigned projects.

Parcel / Zoning / Aerial Map Update - Reed City, MI

GIS specialist providing an update to an existing 2009 ERSI ArcGIS format layer set of approximately 1,000 parcels with 60 parcel changes based on the 2015 tax roll.

Upper Macatawa Natural Area - Zeeland Township, Ottawa County, MI

GIS specialist providing trail staking for 2.5 miles of paved trailway, 6 wood pedestrian bridges and one prefabricated metal pedestrian bridge.

Muskegon River Habitat Survey

GIS technician involved in surveying (topographic, hydrographic and boundary) and mapping over 50 acres of fish and wildlife habitat and wetlands. The deliverable for this project was an autoCAD format (.DWG) map that included the 3D model of the site.

Downtown Parking Plan

St. Joseph, Michigan



During the warmer months of the year, high demand for public parking in downtown St. Joseph is a significant issue. Parking spaces on downtown city streets and in the City's off-street parking lots often fill early in the day and remain heavily used late into the evening. The 2020 *St. Joseph Downtown Vision Master Plan* recommended that "The City should establish a strategy for paid parking in certain areas of Downtown St. Joseph..." with the stated goals being to "...help create parking turnover, better distribute parking, and fund necessary maintenance and improvements."



Walker was hired to help the City develop a plan to introduce seasonal paid parking downtown, in accordance with the recommendations of the Master Plan. As part of the project, Walker:

- Met with downtown business owners, residents, employees, and others to discuss the rationale behind managed parking and hear input on concerns that would need to be addressed.
- Consulted with the Downtown Development Authority's Parking Subgroup throughout the process.
- Worked closely with the City Manager, representatives from Public Safety, and other City staff to develop the nuts-and-bolts of the plan.
- Evaluated best practices from other Michigan cities and communities across the country that could be applied in St. Joseph.



Solutions Provided

- Developed the basics of the paid parking program, including:
 - Identifying which facilities should be free and which should be paid.
 - Parking rates and fees.
 - Time limits.
 - Hours of enforcement.
 - Accommodations for downtown employees and residents.
- Opined on signage and wayfinding improvements.
- Estimated parking revenue, operating expenses, and program startup capital costs.
- Developed informational materials and FAQs to assist with the program rollout.
- Provided ongoing support during City Commission meetings.
- Provided guidance on EV charging, parking facility maintenance, ongoing program management, and other topics.

Ann Arbor Downtown Development Authority Operations Review

Ann Arbor, Michigan



Project Description

- The City of Ann Arbor has contracted the Ann Arbor Downtown Development Authority (AADDA) to manage its Downtown Parking Program.
- The AADDA contracts the professional parking management services of a third-party vendor to manage and maintain the DDA Parking System, which is comprised of parking garages, lots, and on-street spaces.
- The AADDA engaged consulting services of Walker Consultants to perform a management and operational review of the DDA Parking System.
- The goal of this management and operational review was to define the specifications for a third-party operator RFP.

Solutions Provided

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

Benefits

- Upon completion of Walker's review, the results established the basis for the development and distribution of a comprehensive RFP.
- Recommendations focused around the following areas:
 - Organizational enhancements
 - Operational policy improvements
 - Procurement threshold and inventory management
 - Performance measurement tracking
 - Information Technology upgrades

County of Saginaw Campus Parking and Wayfinding Study Saginaw, Michigan



The County of Saginaw Campus (Campus) is home to the Saginaw County Governmental Center/Courthouse (Courthouse), which houses most of the departments and agencies that perform and carry out the services of the County of Saginaw government. Also located on the Campus in adjacent buildings are 911 Central Dispatch, Michigan Department of Corrections, and the Sheriff's Department and County Jail facility.

The Campus experiences high levels of activity because of the functions it serves, and parking needs on the Campus have grown and changed over time. The roads surrounding and running through the Campus, as well as the parking facilities serving the Campus, have very poor traffic circulation and ADA accessibility. Vehicular wayfinding signage and parking identification signage are confusing or nonexistent, as is pedestrian wayfinding signage on Campus. Finally, County employees often misuse visitor parking, leaving visitors to park on the fringes of the Campus, park illegally, or park in reserved employee spaces.

Walker was hired to help the County address these issues.

Solutions Provided

- Developed conceptual designs for new vehicular directional, parking facility identification, and pedestrian directional signage.
- Identified key decision points along the main roadways leading to the Campus, and within the Campus, for new/upgraded signage.
- Recommended improvements to parking-related information provided on juror summons and the County's website.
- Proposed technology solutions to reinstitute paid visitor parking to help reduce misuse of these facilities.
- Recommended reallocating parking facilities among user groups to improve access and the visitor experience.
- Proposed changes to the layouts of existing parking lots to improve traffic flow, add a designated pickup/drop-off area, and increase the ADA parking on the Campus.
- Provided the County with a methodical implementation plan, including high-level costs, to help guide the implementation process.

City of Wauwatosa

Wauwatosa, Wisconsin



The City of Wauwatosa engaged Walker to perform multiple planning studies to address parking policy, enforcement, and current and future parking needs in the North Avenue commercial and residential corridor, Wauwatosa East High School and Tosa East Neighborhood.

Key Features

- Wauwatosa's new development, robust business community, and overall attractiveness have increased the demand for public parking.
- Development plans include displacing surface parking and creating additional demand, requiring operations, policy, and construction solutions.
- Residents in neighborhoods adjacent to Wauwatosa East High School and high-activity commercial corridors compete for limited on-street parking access with visitors, students, and employees.
- Enforcement policies, practices, and technology need to adapt to changing parking characteristics to increase compliance and citation management.

Solutions Provided

- Industry best practices for gaining operational efficiencies and improving the resident, employee, and visitor level of service.
- Short and long-range parking demand projections identified areas with a parking surplus or deficit.
- Performed a turnover analysis to determine the average length of stay.
- Simplified time restrictions to better support community access and alignment with turnover data.
- Technology improvements for more efficient enforcement with limited enforcement staff.
- Implementation plan for developing a residential parking permit program.
- On-street parking guidelines and stall dimensions to improve access and residential driveway access.

Benefits

- Independent assessment of current and future parking conditions.
- Listened to community about local parking challenges and concerns.
- Improved access to on-street parking through policy and enforcement recommendations.
- Improved visitor experience by simplifying time restrictions along the commercial corridor, reducing the strain on neighborhood streets.
- Increased enforcement coverage and efficiency through new enforcement technology, while maintaining staff levels.

Downtown Parking Wayfinding & Signage Analysis

Cary, North Carolina



The Downtown Parking Wayfinding and Signage Analysis focused on improvements in parking and mobility signage within the downtown area and for all public off-street parking facilities. The analysis aimed to improve the visitor and user experience of downtown and parking and create a sense of place through consistent design and branding.

Key Features

- Perform a Downtown sign inventory assessment to evaluate current sign messaging and key points of interest, appropriate sign placement at decision points, and any additional sign types needed.
- Assess the Town Hall and Library Parking Decks to identify opportunities to improve vehicular and pedestrian wayfinding and signage.
- Develop recommendations and sign designs to be implemented based on key observations.

Solutions Provided

- Developed signage and wayfinding recommendations and designs, including priority and phasing alternatives.
- Created pedestrian and vehicular wayfinding and signage concepts, incorporating the Town's new branding and logo.
- Designed downtown parking deck level theming, specialty graphics, entry, and overhead signs.



Michigan Parking Planning Experience

In the last **20 years**,
Walker has performed
in **Michigan**:

185 Parking Studies

(Planning, Operations,
Financial, and Parking Access
& Revenue Control Systems)

Ann Arbor - Downtown parking system operations analysis
Ann Arbor DDA - Downtown curb management plan and operations audit
Battle Creek - Downtown parking study
Cadillac - Downtown parking study
Coldwater - Downtown parking study
Detroit - Multiple downtown parking studies
Detroit - Ford Field Stadium parking plan
East Lansing - Downtown parking master plan update
Wayne County - Multiple Detroit area parking studies
Farmington - 2 Downtown parking studies
Grand Haven - Downtown parking study
Grand Rapids - 2 Downtown parking studies
Holland - 2 Downtown parking studies
Houghton - Downtown parking study
Howell - Downtown parking operations consulting
Hudsonville - Downtown Parking Study
Jackson - Downtown conceptual parking feasibility analysis
Kalamazoo - Multiple downtown parking studies
Kalamazoo - New event center parking plan
Marshall - Two downtown parking studies
Mt. Clemens - Downtown parking study
Mt. Pleasant - Neighborhood/Central Michigan University parking study
Petoskey - Multiple downtown parking studies
Pontiac - Oakland County redevelopment project parking plan
Rochester - Downtown on-street parking study
Saginaw County - Government center and downtown parking study
St. Joseph - Downtown paid parking implementation plan
South Haven - Downtown residential parking alternatives
Spring Lake - Downtown parking study
Traverse City - Downtown parking operations consulting
Michigan State University - Campus master plan (parking and mobility Section)
University of Michigan - Campus parking access and revenue control system (PARCS) replacement
Wayne State University - Campus parking plan and PARCS replacement
Western Michigan University - Campus parking plan
Eastern Michigan University - Campus parking system P3
Oakland University - Campus parking master plan
Grand Valley State University - Campus parking plan
Detroit Metro Airport (DTW) - PARCS replacement
Gerald R. Ford International Airport (GRR) - Parking management plan

Kent St. Downtown Parking Study

Portland, Michigan



Client Reference

Andrew Dymczyk

City Manager

citymanager@portland-michigan.org

Project Information

Study Completed: 2023

The City of Portland received MDOT Small Urban funding to reconstruct Kent Street between Academy Street and Grand River Avenue in 2023. As part of this reconstruction project, the City was considering widening the sidewalks on Kent Street and converting the existing angle parking to parallel parking spaces as well as other configurations. F&V performed an evaluation of all available public parking within the downtown to determine if there is adequate parking capacity to offset the impact of converting the diagonal parking spaces to parallel parking. Our staff also sought public feedback through surveys and community engagement events to make sure our work aligned with community needs and values. The results of the study concluded:

- The change from diagonal to parallel parking would reduce the on-street parking by 23 parking spaces on Kent Street
- The impact of the change in parking supply was evaluated and shows that the projected on-street parking utilization with the proposed 60 parallel spaces will be 67%, which is still below the recommended threshold of 85% parking utilization
- An increase in parking demand of 75% during the weekday and 160% increase on Saturday can be accommodated within the downtown without additional parking required
- Kent Street and Maple Street were reviewed to consider making these roadways one-way pairs. The addition of one-way streets here would increase the capacity where none is required, which results in the potential for higher speeds and increased crashes. Additionally, one-way streets would limit access to the downtown and create unnecessary congestion.
- The redesign on Kent Street provides the opportunity to construct ADA compliant on-street parking. This will provide more access throughout the downtown for patrons that currently use the ADA parking in the off-street parking lots.

River St. Traffic and Parking Study

Manistee, Michigan



Project Information

Date Completed: 2023

The City of Manistee, through their Development Plan and Tax Increment Financing Plan, envisioned creating a downtown social district to make the historic downtown more inviting and cohesive. [F&V provided traffic and parking analysis for the streetscape project, engaging the community and key stakeholders throughout the design process.](#) The traffic analysis included the evaluating of converting River Street from a one-way street to two-way operation.

The study included the data collection throughout the downtown and the development of a Synchro model to evaluate the change in operations. Additionally, future development plans were included in the evaluation to determine the impact of the potential trip generation and the impact to the one-way to two-way conversion and intersection operations.

The parking study was performed to determine the existing available parking in the DDA and identify if and where there are existing parking deficiencies in the downtown. This was used to identify the need for additional parking and mitigation strategies to encourage the use of existing available parking and provide more parking for higher turn over areas.

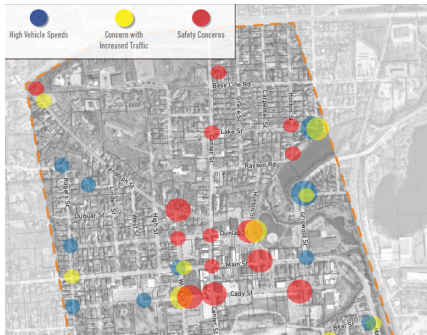
F&V's study, completed in late September 2023, recommends the approval of the one-way to two-way conversion with the following interaction and roadway improvements:

- [Metered parking spaces in the downtown and additional wayfinding to downtown parking areas](#)
- Upgrade the signalized intersection at River Street and Maple Street to accommodate two-way traffic volumes on River Street
- Update the pavement markings and signage to reflect two-way operations
- Convert the section of River Street between Water Street and Pine Street to a pedestrian only facility



Downtown Pedestrian Study and Neighborhood Traffic Management Plan

Northville, Michigan



Project Information

Date Completed: 2023

F&V, in partnership with the City of Northville, completed a [downtown pedestrian study](#) and developed a [neighborhood traffic management plan for the City of Northville](#). The City of Northville had adopted the seasonal closure (April to November) for two sections of roadway in the downtown to vehicular traffic: Center Street from Main Street to Dunlap Street, and Main Street from Center Street to Hutton Street, creating pedestrian only zones. The creation of the downtown pedestrian zones increased pedestrian activity throughout the City of Northville.

The City requested a study to evaluate and provide recommendations for improvements that included two parts:

1. Downtown Pedestrian Study, which included an evaluation of the pedestrian safety within an approximately 1,200 foot radius of Center Street and Main Street.
2. Neighborhood Traffic Management Plan for the non-arterial roads between 7 Mile and 8 Mile, and between Rogers Street and S. Main Street/Northville Road.

The study included a field review and pedestrian facilities audit, safety analysis, traffic control review, truck routing, and traffic volume and speed data collection, and [community engagement to gather feedback on how this would impact key stakeholders and community members](#).

Final deliverables for this project included:

- Downtown Pedestrian Study including Pedestrian and Safety Recommendations
- GIS Database of Existing Signing and Speed and Traffic Volume Data
- Neighborhood Traffic Management Plan

Options	Community Feedback	Recommended
Speed Humps	★	✗
Speed Table/Raised Crosswalk	★ ★	✓
Raised Intersection	★ ★	✓
Narrow Streets	★	✓
On-Street Parking	★	✓
Traffic Circle	★ ★ ★	✓
Lane Restrictor/Choker	★	✗
Median Island	★ ★ ★	✓
Curb Extensions	★	✓
Speed Warning Signs	★ ★ ★	✓
Landscaping / Street Trees	★ ★ ★	✓

02

Project Understanding and Approach

Project Approach

Learn

Our planning process begins by learning from the people who live, work, and play in your community every day. We begin each project by learning as much as we can about your unique circumstances from you, your staff, community stakeholders, and existing data sources. We also strive to communicate throughout our planning processes to hear people's real concerns, generate buy-in for our plans, and build trust with the people who will be impacted daily by the changes that are implemented.

Observe and Experience

It is impossible to truly understand how people perceive their environment without experiencing it firsthand. That is why our project team spends time walking around your community, observing traffic and parking access, exploring your downtown environment, and observing how people move through and interact with your unique location.

Understand

We tailor solutions to your unique circumstances and built environment by applying what we've learned to develop a cohesive understanding of the challenges you, your organization, and community face.

Strategize

Strategy development aligns your organization's and community's specific needs with our extensive expertise in developing and implementing solutions that enhance people's experiences and foster engagement with their environment.

Listen and Adapt

We focus on implementation. After presenting our proposed solutions and hearing your feedback on the realistic prospects of acceptance, we adapt our recommendations and their phasing to focus on actionable steps.

Communicate

We work with your organization to develop a strategy for communicating findings and recommendations to the broader community. Customized informational documents are disseminated through accessible communication channels to help convey our shared vision for improving your community.



Project Understanding



Like many communities in southwest Michigan, Saugatuck is a seasonal destination for vacationers from across Michigan, the Chicagoland area, and beyond. However, unlike many cities in this part of Michigan, Saugatuck is also a year-round destination, with visitor demand driven by the vibrant art scene, abundant dining and entertainment options, outdoor activities, events, and more. Because of Saugatuck's popularity, the City has dealt with both real and perceived parking problems for years.

The City is seeking a consultant who can collaborate with the new Parking Improvements Task Force ("Task Force"), drawing on the consultant's knowledge and experience in other communities, to address these issues with solutions that fit Saugatuck's unique needs and character.

To that end, the team of Walker Consultants and Fleis & Vandenbrink has developed the following work plan to make this project a success.

Work Plan



Task 1. Project Coordination and Problem Identification

As highlighted by our planning approach, learning about your city and its unique needs is the first step toward developing a successful plan to address your parking and transportation problems. Despite our team's personal and professional connections to Saugatuck, nothing will substitute for the knowledge we can gain through close coordination with the Task Force, other City staff, community stakeholders, and the public. This knowledge transfer, along with ongoing coordination between the Walker team, the Task Force, and the City, will be accomplished by the Walker team as follows:

1. Participate in a project kickoff meeting with City staff to confirm the proposed project timeline, including tentative dates for field data collection, project deliverable due dates, possible stakeholder engagement events, and key Task Force and City Council meeting dates.
 - a. During the kickoff meeting, begin discussing the core parking/transportation problems and concerns, and any existing data that might be useful for the Walker team's work. The Walker team will develop a request for information and submit that to the City in advance of the kickoff meeting.
 - b. Additionally, during the kickoff meeting, clear communication protocols and the schedule for regular check-in calls will be established.

Work Plan

2. Participate in a separate project kickoff meeting with the Task Force to gain further insights into the parking/ transportation problems in Saugatuck and define the core problems that need to be addressed as part of this project. For Task Force members who cannot attend the kickoff meeting, the Walker team will schedule follow-up conference calls to gather their input.
3. Throughout the project, participate in up to eight (8) Task Force meetings to discuss project progress, present our findings, discuss potential solutions, receive feedback, and refine our recommendations.
 - a. The tentative schedule for these meetings will be determined during the Task Force kickoff meeting and adjusted as needed throughout the project.
 - b. The project kickoff meeting identified in Task 1.2 is included in the eight (8) total Task Force Meetings.
 - c. In addition to the kickoff meeting, the Walker team anticipates participating in person at one (1) additional Task Force meeting, with the remaining six (6) Task Force meetings conducted virtually.
4. In coordination with the appropriate City staff/Task Force members, finalize and implement the Walker team's planned community engagement strategy, which is intended to include:
 - a. Developing a web-based questionnaire to collect quantitative and qualitative information regarding stakeholders' parking and transportation habits and interests, with the City advertising the survey through its existing communications channels.
 - b. Facilitating one (1) public meeting in an open house setting to:
 - i. Elicit opinions and thoughts from stakeholder groups regarding parking and transportation.
 - ii. Inform the public by delivering educational presentations that enlighten the participants about parking-related issues, including the costs to provide parking, the costs of parking subsidies, and case studies of successful parking practices embraced by other communities.



This open house meeting could also be replaced with a Walker-hosted table at a community event at which community members could offer their feedback and hear from the team about best practices in parking and transportation that may be desirable for Saugatuck.

- c. Conducting up to five (5) virtual meetings with downtown business owners, cultural institutions, residents, or other interest groups not represented on the Task Force.

Task 1 Deliverables

- Detailed problem definition and community feedback summary report.

Work Plan

Task 2. Parking Inventory and Mapping

In addition to the experiences of the people who live, work, and play in Saugatuck, our team must also have a thorough knowledge of the physical makeup of the City's parking and transportation assets in order to be qualified to recommend improvements. The Walker team will complete the following tasks to understand this physical context:

1. Conduct a comprehensive inventory and detailed mapping of all public and private parking locations and spaces in Saugatuck east of the Kalamazoo River.
 - a. In addition to the location and number of parking spaces, the Walker team will record posted time limits, user restrictions, and ownership, where possible.
 - b. For the purposes of this proposal, the Walker team has assumed that driveways, garages, and other parking areas associated with single- and multi-family residential properties will be excluded from this task.
2. Based on discussions with City staff and the Task Force, as well as our own observations of parking dynamics, the Walker team will determine if parking facilities adjacent to, but outside the city limits of Saugatuck, may impact the parking and transportation dynamics within the city.
 - a. If it is determined that there are parking facilities outside the city limits that meet this criterion, the Walker team will inventory and map these facilities.
 - b. Even if there are no parking facilities outside the city limits that appear to impact the dynamics in Saugatuck today, the Walker team will attempt to identify parking facilities that have the potential to impact the parking and transportation dynamics in Saugatuck in the future.
 - i. If they exist, these facilities will not be included in the GIS database provided to the City, but will be noted elsewhere in the documentation provided to the City.
3. Document infrastructure serving alternative modes of transportation, including transit stops and routes, bike lanes, designated ride-sharing pick-up/drop-off (PUDO) zones (if any), and commercial loading zones in the public right-of-way.

Task 2 Deliverables

- Comprehensive parking inventory and mapping, including relative locations of bus stops and bike lanes, in a GIS-compatible format.
- Parking inventory maps and summary data for inclusion in later project deliverables.



Task 3. Parking Needs Analysis

The next step in the project process will be for our team to develop a clear understanding of current and future parking demand conditions in the city. During the Parking Needs Analysis task, the Walker team will assess current and anticipated future parking conditions in Saugatuck, including seasonal changes in demand and considerations for ADA parking.

Work Plan

Current parking dynamics will be documented through counts of parked vehicles and analyses of vehicle durations of stay and parking space turnover. The occupancy counts will then be compared to the current parking supply to determine the estimated parking adequacy on a block-by-block basis. Some of the questions that need to be resolved during this task include:

- What is the current parking demand vs. the current parking supply?
- Is there a surplus or deficit, and where do these conditions occur?
- What will parking conditions be like in the future?
- Is additional parking required? If so, how much?
- Who needs additional parking?

The Walker team will also solicit input from the City and Task Force during this task to understand how existing land uses in Saugatuck might change in the future through development and redevelopment activity. Using this information, our team will compare the projections of future parking demand to the existing parking supply to determine anticipated future parking adequacy.

To complete the Parking Needs Analysis, the Walker team will undertake the following tasks:

1. Request and review current land use information, including any available information on current vacancy rates of existing commercial properties.
2. Request and review available information related to in-progress, planned, and proposed development or redevelopment projects expected to occur in Saugatuck over the next five (5) years.
3. Conduct parking occupancy counts of all public and private, commercial parking in the area bounded by the Kalamazoo River, Lucy Street, Holland Street, Francis Street, and Elizabeth Street (including the parking lots serving Saugatuck High School) on one (1) weekday and one (1) Saturday during the summer (i.e., June – August), and one (1) Saturday during the off-season (September – May), avoiding major holidays or large events. The proposed parking occupancy data collection area is shown in the graphic below.
 - a. The number of parked vehicles in each off-street parking facility and in each on-street parking area will be documented at least once every two (2) hours from 10 a.m. to 8 p.m.
 - b. The Walker team will also note the number of occupied ADA spaces in each location to better understand the use and availability of ADA parking throughout the city.



This proposal and scope of work assume the collection of parking activity data will occur in 2026. However, the parking inventory documentation and other project tasks can move forward without interruption.

Work Plan

4. Document parking turnover and duration of stay for up to 30 on-street parking spaces along the main commercial corridors in downtown Saugatuck to determine if drivers are abiding by posted time limits and to identify if changing the way on-street spaces are managed and enforced could improve access to businesses.
 - a. Specific days, times, and locations for this data collection will be determined in collaboration with the City/Task Force.
5. Determine the surplus or shortfall of parking in the city under current conditions and create tabular and graphic illustrations of parking adequacy.
6. Develop estimates of future parking demand impacts from the known in-progress, planned, and proposed development and redevelopment projects, and overlay those onto the analysis of current parking adequacy to quantify potential future parking surpluses and shortfalls.
 - a. Develop up to two (2) future demand projections that represent different planning assumptions.
 - b. Prepare assumption sheets for each scenario.

Task 3 Deliverables

- Parking needs analysis report, including:
 - Visual representations of current and projected future block-by-block parking adequacy.
 - Seasonal analysis of parking supply and demand.
 - Existing ADA parking supply and demand analysis.
 - On-street parking space turnover and vehicle duration of stay analysis.
- Database of detailed parking occupancy data by off-street facility and street segment.



Task 4. Policies, Practices, and Organizational Structure Review

A review of parking policies and practices, and the staffing used to manage the parking system, includes an objective look at the rules governing parking and the activities the City employs to enforce these rules. The goal of this phase is to provide a professional outsider's perspective with the aim of helping the City maximize its parking system and service offerings. This task is intended to answer a myriad of questions, including:

- Are on-street parking time limits, days, and hours of enforcement appropriate?
- Are current parking enforcement practices effective?
- Does the City have adequate staff to manage the day-to-day operations of the parking system?
- Is technology being used to enhance the effectiveness of the parking operation?
- Is the City's zoning ordinance supporting economic development and protecting property owners' rights? Is it minimizing waste and promoting sustainability?
- How can the City's parking operation be the best it can be?

Work Plan

The following tasks will be completed by the Walker team to help answer these questions:

1. Obtain and review City parking policies, practices, and ordinances related to parking.
2. Review the City's organizational structure and the staffing associated with its parking assets.
3. Meet with the City staff members tasked with enforcing parking regulations, processing parking citations, maintaining parking assets, and planning relative to parking and transportation.
4. Evaluate on-street time limits and hours and days of enforcement relative to the city's land uses and to peer cities.
5. Evaluate existing parking enforcement technology, if any.

Task 4 Deliverables

- Policy, practice, technology, and organizational structure recommendations to be included in the draft and final parking plan documents.

Task 5. Wayfinding, Signage, and Communications Evaluation

If visitors to Saugatuck are unable to quickly and easily navigate to and identify viable parking and transportation alternatives, this can lead to confusion, frustration, unnecessary traffic congestion, and potential conflicts

between drivers and pedestrians navigating the city. Effective wayfinding, signage, and informational materials can go a long way to improving the visitor experience of those coming to Saugatuck, while also helping to maximize the use of the existing parking and transportation infrastructure in the city.

To understand how Saugatuck's wayfinding, signage, and communications relative to parking and transportation alternatives might be improved, the Walker team will:

1. Conduct an on-site review of existing wayfinding, parking facility, and destination identification signage to develop a working knowledge of various travel modes and how people navigate Saugatuck.
2. Identify different user groups and major destinations within Saugatuck.
3. Identify key decision points within the city and map the potential locations for additional signs, removal of existing signs, or modifications to existing signs.
4. Review and evaluate existing informational materials produced/maintained by the City related to parking and transportation alternatives, including the City's website, to ensure information is current and to identify areas that need to be updated/improved.



Work Plan

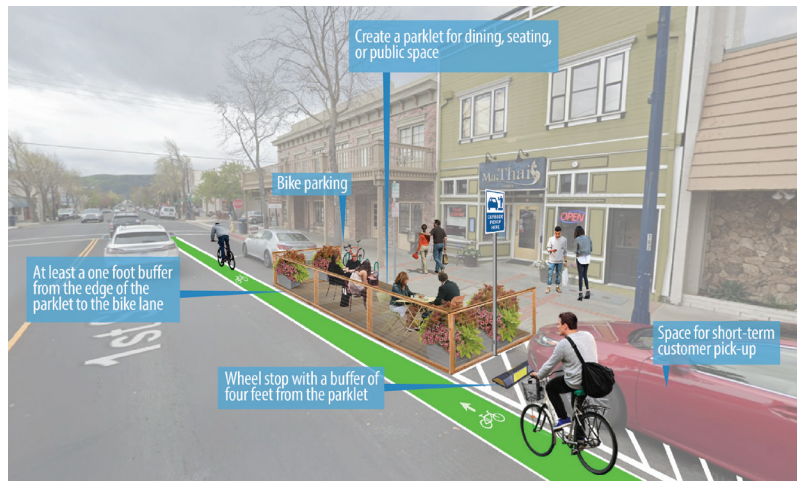
Task 5 Deliverables

- Wayfinding, signage, and communications recommendations to be included in the draft and final parking plan document.
- Examples of best practices in signage and wayfinding, illustrated with images and high-level graphics.

Task 6. Evaluation of Options and Costs

Based on the data and insights gained over the course of the project, relying on our team's expertise, the next step is to develop and evaluate potential solutions to address the parking and transportation challenges faced by the Saugatuck community. This includes solutions to address both current problems and issues that may arise in the future as the city grows and changes.

Along with the potential solutions, it will be important for City staff, the Task Force, City Council, and other stakeholders to understand the costs, timing, and other considerations associated with each solution to properly evaluate which solutions should be implemented.



- To address the parking and transportation challenges faced by the Saugatuck community, the Walker team will consider, at a minimum:
 - Potential changes to on-street time limits, hours, and days of enforcement.
 - Adjustments to parking enforcement policies, procedures, and technology.
 - Changes to current zoning ordinances, parking requirements, and other relevant regulations.
 - Changes to the roles and responsibilities of City staff members overseeing parking and transportation.
 - Potential shared parking arrangements with private property owners both in Saugatuck and in areas adjacent to the city.
 - Enhancements to the physical parking and transportation infrastructure in the City, including:
 - The potential to reconfigure existing City parking lots to increase parking capacity.
 - Changes to on-street parking space locations and configurations.
 - Potential locations for new or larger off-street public parking facilities.
 - This will include evaluating both surface and structured parking options.
 - For each location, our team will provide a high-level assessment of the number of parking spaces that can be accommodated on each site and the cost to build new parking on the site.

Work Plan

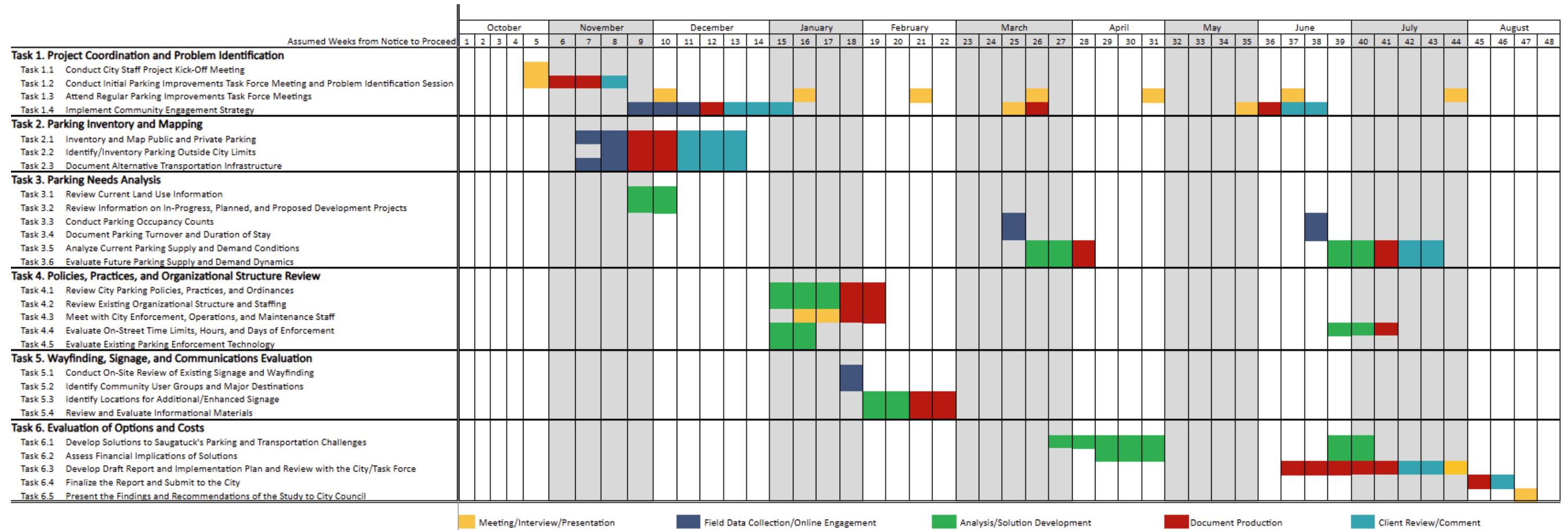
- g. Enhancements to wayfinding, signage, and the communication of parking and transportation-related information to the public.
 - h. Improvements to existing transit services, including the potential for expansion or modification of existing services.
 - i. Improvements to existing alternative transportation options, such as linking existing or adding new bike lanes, adding bike parking, improving sidewalks in popular pedestrian corridors to enhance connectivity, designating dedicated or flexible rideshare PUDO zones, and establishing additional commercial loading zones, among other enhancements.
 - j. Potential implementation of paid parking, including:
 - i. Which parking facilities would be paid, and which parking facilities, if any, would remain free.
 - ii. Options to accommodate downtown employees and residents.
 - iii. Options to address potential spillover demand into residential areas from parkers seeking to avoid paying to park.
 - iv. Technology options for revenue collection and enforcement.
 - v. Potential parking rate and fee structures.
 - vi. Staffing needs.
 - vii. Potential financial impacts of implementation, including revenue, operating expense, and capital cost considerations.
2. Develop high-level financial implications of implementing each recommendation.
 3. Summarize the preliminary recommendations in a draft report, including a draft implementation plan, and review the draft report with the City/Task Force.
 4. Finalize the draft report and implementation plan based on feedback provided by the City/Task Force.
 5. Present the findings and recommendations of the study at one (1) City Council meeting.



Task 6 Deliverables

- Draft report summarizing all findings, analyses, and preliminary recommendations from the study, including all previous task deliverables.
- Summary slide presentation for use in meetings with City staff, the Parking Improvements Task Force, and City Council.
- Final report based on feedback provided on the draft report, including an action plan detailing the recommended sequencing and anticipated time necessary to implement the recommendations.

Schedule



03

Proposed Team Structure

Organizational Chart



ERIC HAGGETT, LEED GA
Project Manager



JOHN DORSETT, AICP, CPP
Principal-in-Charge



ANDREW BAGLINI
Senior Planner



BOBBY MORDENTI, MUD
Wayfinding & Signage Advisor



CHRISSY MANCINI NICHOLS
Curb Management & Mobility Advisor



KENZIE COULSON
Policy & Implementation Advisor



JULIE KROLL, PE, PTOE
Traffic Engineering, Group Manager
Sr. Associate



JON MOXEY, PE
Sr. Project Manager
Principal



SAM LIPSCOMB
Lead GIS Technician

Team Member Roles and Responsibilities

We have assembled a qualified team of professionals with years of experience in parking planning and analysis to perform the services listed in the City of Saugatuck's RFP. The following briefly describes the anticipated roles and responsibilities of each project team member.

Eric Haggett, LEED Green Associate, will be the Project Manager for this engagement. He will lead the day-to-day coordination efforts for the Walker team and the City of Saugatuck and will participate in all project meetings. He will provide technical input throughout the project, as well as be responsible for making sure that the budget and schedule requirements are met. Eric is a parking industry veteran with more than 17 years of downtown parking and mobility planning experience in large and small communities across the country, as well as significant experience in municipal parking finance.

John Dorsett, AICP, Managing Director of Walker's Planning, Operations, and Technology group, will serve as Principal-in-Charge, providing overall guidance on the project and reviewing project deliverables for completeness. He will specifically ensure that Walker's quality standards are adhered to and achieved. With 40+ years of experience in the industry, John will also provide guidance and insights gained from his work in hundreds of other communities.

Our team has two Parking and Mobility Planners supporting Eric's efforts throughout the project engagement, **Andrew Baglini** and **Bobby Mordenti, M.U.D.** Andrew will lead data collection and analysis and assist with all other aspects of the project. Andrew has a background in urban and regional planning and regularly performs data collection and analyses, conducts public engagement, and develops parking policy recommendations. Bobby will support the team's data collection and analysis efforts, lead the evaluation of the City's current wayfinding and signage, and use his considerable skills with visual communications to enhance Walker's project deliverables and public engagement materials.

Kenzie Coulson and **Chrissy Mancini-Nichols** will serve as technical advisors on the project. In a previous role, Kenzie helped launch paid parking in Park City, Utah, giving her a unique perspective on the challenges cities can face when moving toward paid parking. Chrissy, Walker's National Director of Curb Management and New Mobility, is one of the leading experts in innovative policy and technology for managing curb demand. Both Kenzie and Chrissy will be involved in the development and evaluation of recommendations for improving the City of Saugatuck's parking system.

Our partners on this project from Fleis & VandenBrink, **Julie Kroll, PE, PTOE**, **Jon Moxey, PE**, and **Sam Lipscomb**, along with their staff, will provide support throughout the project process. In particular, Fleis & VandenBrink will support Walker with data collection, public engagement, development of GIS-based deliverables, and evaluation of existing and potential new off-street parking facilities. This team will also be crucial as we develop our deliverables and external communications materials that will be shared with the public.

04

Fee Proposal

Fee Proposal

<u>Task</u>	<u>Lump Sum</u> <u>Budget</u>	<u>Estimated</u> <u>Expenses</u>	<u>Proposed</u> <u>Total NTE</u> <u>Fee</u>
Task 1. Project Coordination and Problem Identification	\$19,210	\$1,750	\$20,960
Task 2. Parking Inventory and Mapping	\$6,340	\$200	\$6,540
Task 3. Parking Needs Analysis	\$19,475	\$500	\$19,975
Task 4. Policies, Practices, and Organizational Structure Review	\$6,170	\$0	\$6,170
Task 5. Wayfinding, Signage, and Communications Evaluation	\$5,170	\$400	\$5,570
Task 6. Evaluation of Options and Costs	\$22,810	\$400	\$23,210
TOTAL	\$79,175	\$3,250	\$82,425

As shown above, we have proposed a lump sum fee to complete this project, as well as a not-to-exceed budget for project-related expenses. However, we are happy to discuss alternative pricing structures for this project.

05

References

References



Ann Arbor Downtown Development Authority Ann Arbor, MI

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D: 402.444.3364



WALKER
CONSULTANTS



General Conditions of Agreement for Consulting Services

Services

Walker Consultants ("Walker") will provide the Client professional services that are limited to the work described in the attached letter (the "services"). Any additional services requested will be provided at our standard hourly rates or for a mutually agreed lump sum fee. The services are provided solely in accordance with written information and documents supplied by the Client and are limited to and furnished solely for the specific use disclosed to us in writing by the Client. No third-party beneficiary is contemplated.

Payment for Services

Monthly Invoices

Walker will submit monthly invoices based on work completed plus reimbursable expenses. Reimbursable expenses will be billed at 1.15 times the cost of travel and living expenses, purchase or rental of specialized equipment, photographs and renderings, document reproduction, postage and delivery costs, communications charges, additional service consultants, and other project related expenses.

Payment is due upon receipt of invoice. If for any reason the Client does not pay Walker within thirty (30) days of date of invoice, Walker may, at its option, suspend or withhold services. The Client agrees to pay Walker a monthly late charge of one and one-half percent (1.5%) per month of any unpaid balance of the invoice.

Payment Method

Walker's preferred method of payment is ACH. All payments should be made electronically to:

Truist Bank

ABA Routing Number 021052053

Credit to the account of - Walker Consultants

Account Number 79592337

Period of Service

In the event that no contract administration phase services are to be provided by Walker, services shall be completed the earlier of (1) the date when final documents are accepted by the Client or (2) thirty days after final documents are delivered to the Client. If contract administration phase services are provided by Walker, services shall be complete upon the earlier of (1) the time of approval by Walker of final payment to the contractor or (2) thirty (30) days after completion of the work designed by Walker.

Standard of Care

Walker will perform the services in a manner consistent with that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances at the same time and in the same or similar locality. Walker makes no warranty, express or implied, as to its professional services under this agreement.



Any estimates or projections provided by Walker will be premised in part upon assumptions provided by the Client. Walker will not independently investigate the accuracy of the assumptions. Because of the inherent uncertainty and probable variation of the assumptions, actual results will vary from estimated or projected results and such variations may be material. As such, Walker makes no warranty or representation, express or implied, as to the accuracy of the estimates or projections.

Limitation of Liability

To the maximum extent permitted by law, the Client agrees to limit Walker's liability for the Client's damages to the sum of \$10,000 or Walker's fee, whichever is greater. This limitation shall apply regardless of the cause of action or legal theory pled or asserted.

Indemnification

Walker agrees, to the fullest extent permitted by law, to indemnify and hold harmless the Client, its officers, directors, and employees (collectively, Client) against all damages or liabilities, to the extent caused by Walker's negligent performance of professional services under this Agreement and that of its subconsultants or anyone for whom Walker is legally liable.

Walker shall not be obligated to indemnify Client in any manner whatsoever for Client's own negligence or for the negligence of others.

Ownership of Documents

Walker shall retain ownership of all reports, drawings, plans, specifications, electronic files, field data, notes, calculations, and other documents and instruments prepared by Walker as instruments of service, except that Client shall retain ownership in the task reports and final report prepared by Walker upon acceptance by Client and any GIS files created in connection with Walker's services to Client. With the exception of the task reports, final report, and GIS files, Walker shall retain all common law, statutory, and other reserved rights, including, without limitation, all copyrights thereto. Any use for modifications or extensions of this work, for new projects, or for completion of this project by others without Walker's written consent will be at the Client's sole risk.

Consequential Damages

The Client and Walker waive consequential damages for claims, disputes, or other matters in question, arising out of or relating to this Agreement.

Dispute Resolution

This Agreement shall be governed by the laws of Michigan. Venue shall be appropriate in Allegan County, Michigan, or the Western District of Michigan. In addition to, and as a condition precedent to litigation, the Client and Walker shall endeavor to resolve claims, disputes, and other matters in question between them by mediation, which, unless the parties mutually agree otherwise, shall be administered by the American Arbitration Association in accordance with its Construction Industry Mediation Procedures in effect on the date of this Agreement. A request for mediation shall be made in writing, delivered to the other party to this



Agreement, and filed with the person or entity administering the mediation.

The parties shall share the mediator's fee and any filing fees equally. The mediation shall be held in Allegan County or another location mutually agreed upon by the parties.

Non-Solicitation Clause

The Client agrees that it will not directly or indirectly solicit for employment any Walker employee providing services on behalf of Client for a period of two years after the date of this agreement. Client agrees that a breach of this provision would have material and adverse impacts on Walker's business and Client therefore agrees to pay Walker an amount equal to two times the annual salary of any employee of Walker who accepts a position with Client within such two-year period, in addition to all other rights and remedies available to Walker.

Assignment

The Client and Walker agree that neither party shall transfer, sublet, or assign any rights or duties under this agreement, including but not limited to monies that are due or monies that may become due, without the prior written consent of the other party. Subcontracting to subconsultants, normally contemplated by Walker as a generally accepted business practice, shall not be considered assignment for the purposes of this agreement.

Termination

The Client may terminate this Agreement without cause by providing seven (7) days' written notice to Walker. Walker shall immediately cease performing any services for Client upon receipt of such notice. If Client terminates this Agreement, Walker shall be entitled to compensation for services actually performed, payable at Walker's standard hourly rates, and actual expenses incurred prior to receiving notice of termination, which shall be paid by Client no later than thirty (30) days after receiving an invoice for the same.