City Council Agenda Item Report

FROM: Ryan Cummins, City Manager

MEETING DATE: October 8, 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 are attached for your review.

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.

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

Contents

Cover Letter

01 Firm Qualifications and Experience 4

02 Project Understanding and Approach 31

03 Proposed Team Structure 42

04 Fee Proposal 45

05 References 47

525 Avis Drive, Suite 1
Ann Arbor, MI 48108
734.663.1070 walkerconsultants.com

August 18, 2025

Ryan Cummins
City Manager
City of Suagatuck
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

Offices 28

Staff 400

States Served 50

Countries Served 55

Repeat Customers 85%

ENR Ranking (2025) 268

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.

Planning & Mobility



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.

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.

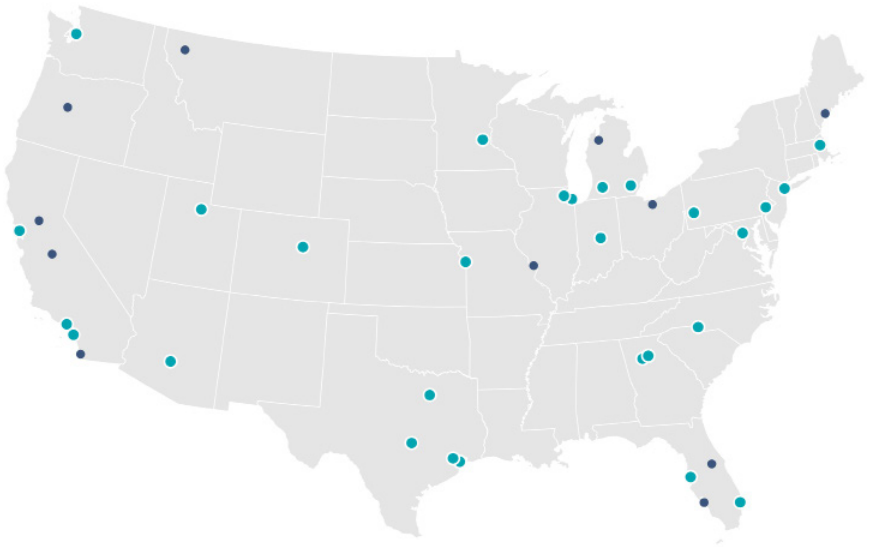
Walker can help design and procure technology including:

- 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

Salt Lake City, UT
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San Francisco, CA
Justin Chang, AIA | 415.644.0630

Seattle, WA
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



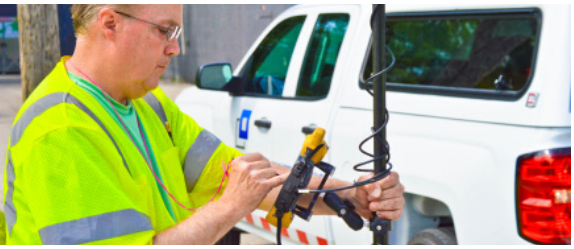
A parking study is more than just counting spaces – it's a comprehensive analysis of how people interact with parking and transportation within a community or development.

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

WALKER CONSULTANTS



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



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 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.

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.



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

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.

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.



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

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.

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.



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

**Indicates work with previous firm*

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.

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.

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.

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

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.



Education

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

Registration

Professional Engineer

Michigan (No. 6201057356)

PTOE (No. 3675)

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.

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.



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)

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.

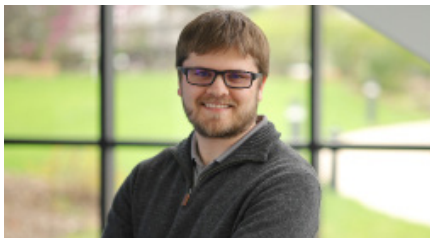
Jon has worked closely with the City of Saugatuck as their Engineer of Record. This position gives him a deep understanding of the City and an ability to contribute to a study that will be forward-thinking, practical, and grounded in the City's long-term vision.

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.



Education

Master of Science in Environmental Geographic Information Sciences, Central Michigan

Certification

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

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.

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 Sherriff'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.

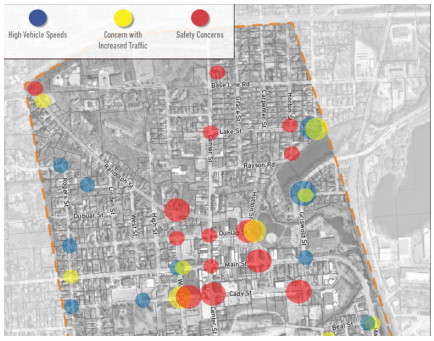
F&V's study, completed in late September 2023, recommends the approval of the one-way to two-way conversion with the following interaction and roadway improvements:

- 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.

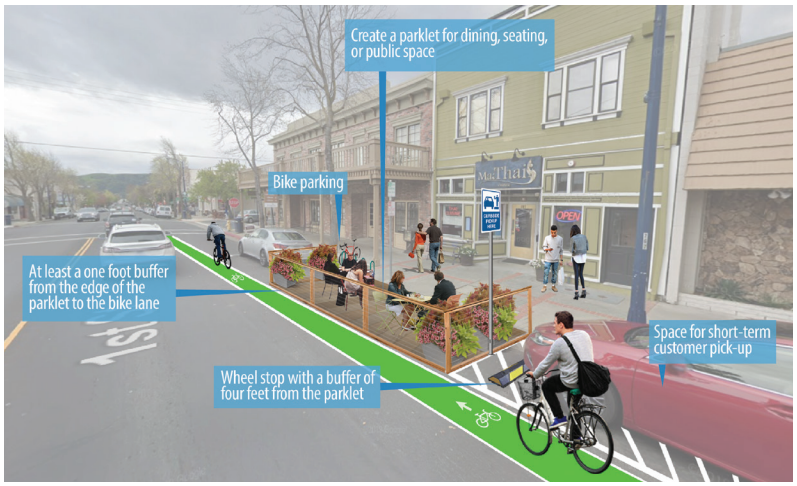
Work Plan

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.

1. To address the parking and transportation challenges faced by the Saugatuck community, the Walker team will consider, at a minimum:
    a. Potential changes to on-street time limits, hours, and days of enforcement.
    b. Adjustments to parking enforcement policies, procedures, and technology.
    c. Changes to current zoning ordinances, parking requirements, and other relevant regulations.
    d. Changes to the roles and responsibilities of City staff members overseeing parking and transportation.
    e. Potential shared parking arrangements with private property owners both in Saugatuck and in areas adjacent to the city.
    f. Enhancements to the physical parking and transportation infrastructure in the City, including:
        i. The potential to reconfigure existing City parking lots to increase parking capacity.
        ii. Changes to on-street parking space locations and configurations.
        iii. Potential locations for new or larger off-street public parking facilities.
            1. This will include evaluating both surface and structured parking options.
            2. 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.

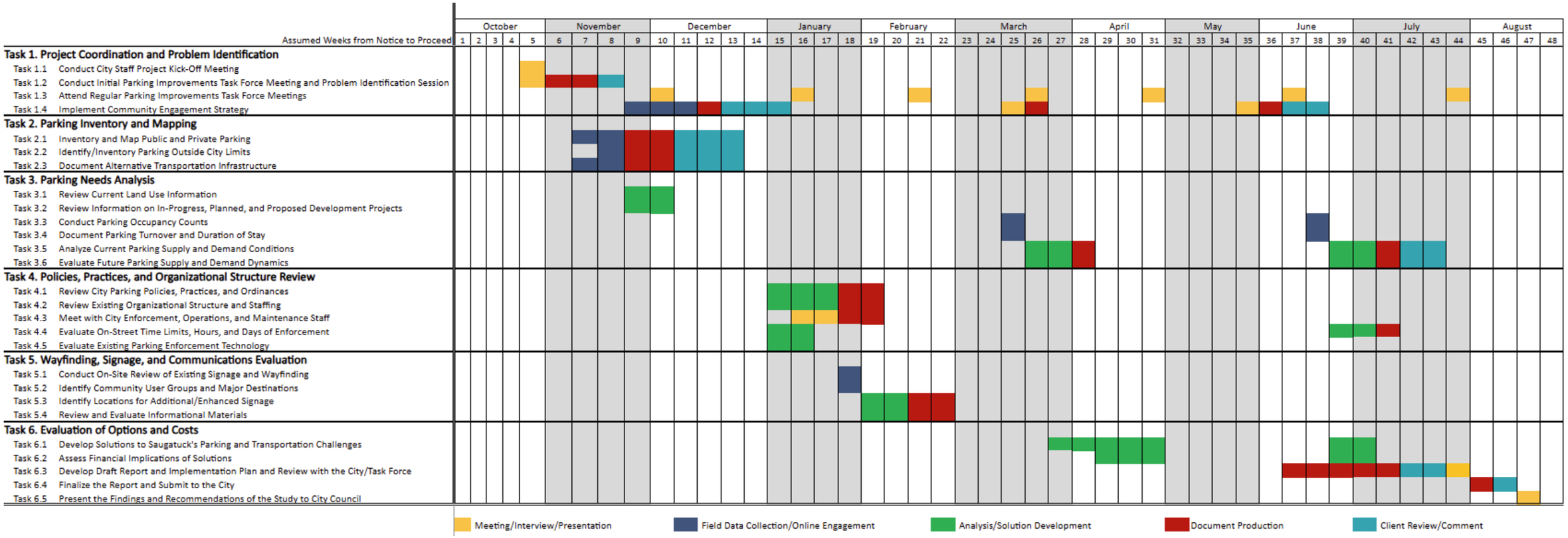
4. Finalize the draft report and implementation plan based on feedback provided by the City/Task Force.

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


October
November
December
January
February
March
April
May
June
July
August
Assumed Weeks from Notice to Proceed
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48
Task 1. Project Coordination and Problem Identification
Task 1.1 Conduct City Staff Project Kick-Off Meeting
Task 1.2 Conduct Initial Parking Improvements Task Force Meeting and Problem Identification Session
Task 1.3 Attend Regular Parking Improvements Task Force Meetings
Task 1.4 Implement Community Engagement Strategy
Task 2. Parking Inventory and Mapping
Task 2.1 Inventory and Map Public and Private Parking
Task 2.2 Identify/Inventory Parking Outside City Limits
Task 2.3 Document Alternative Transportation Infrastructure
Task 3. Parking Needs Analysis
Task 3.1 Review Current Land Use Information
Task 3.2 Review Information on In-Progress, Planned, and Proposed Development Projects
Task 3.3 Conduct Parking Occupancy Counts
Task 3.4 Document Parking Turnover and Duration of Stay
Task 3.5 Analyze Current Parking Supply and Demand Conditions
Task 3.6 Evaluate Future Parking Supply and Demand Dynamics
Task 4. Policies, Practices, and Organizational Structure Review
Task 4.1 Review City Parking Policies, Practices, and Ordinances
Task 4.2 Review Existing Organizational Structure and Staffing
Task 4.3 Meet with City Enforcement, Operations, and Maintenance Staff
Task 4.4 Evaluate On-Street Time Limits, Hours, and Days of Enforcement
Task 4.5 Evaluate Existing Parking Enforcement Technology
Task 5. Wayfinding, Signage, and Communications Evaluation
Task 5.1 Conduct On-Site Review of Existing Signage and Wayfinding
Task 5.2 Identify Community User Groups and Major Destinations
Task 5.3 Identify Locations for Additional/Enhanced Signage
Task 5.4 Review and Evaluate Informational Materials
Task 6. Evaluation of Options and Costs
Task 6.1 Develop Solutions to Saugatuck's Parking and Transportation Challenges
Task 6.2 Assess Financial Implications of Solutions
Task 6.3 Develop Draft Report and Implementation Plan and Review with the City/Task Force
Task 6.4 Finalize the Report and Submit to the City
Task 6.5 Present the Findings and Recommendations of the Study to City Council
Meeting/Interview/Presentation
Field Data Collection/Online Engagement
Analysis/Solution Development
Document Production
Client Review/Comment

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

Task	Lump Sum Budget	Estimated Expenses	Proposed Total NTE Fee
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

Jada Hahlbrock
Parking and Manager
Kerrytown Market and Shops
415 North Fifth Avenue
Ann Arbor, Michigan 48104
jhahlbrock@a2dda.org
734.994.6697



Saginaw County
Saginaw County, MI

Mary Catherine Hannah
County Administrator
111 S. Michigan Avenue
Saginaw, MI 48602
mchannah@saginawcounty.com
989.790.5578



City of St. Joseph, MI
St. Joseph, MI

Emily Hackworth
City Manager
700 Broad St.
St. Joseph, MI 49085
ehackworth@sjcity.com
269.983.5541



City of Omaha, NE
Omaha, NE

Hannah R. Adeponu, MA, CAPP
Parking and Mobility Manager
1819 Farnam Street, Ste. 308
Omaha, NE 68183
hannah.adeponu@cityofomaha.org
O: 402.444.7275
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 final report prepared by Walker upon its acceptance by Client and any GIS files created in connection with Walker's services to Client. With the exception of the 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.

Consulting Services for Parking Study and Solutions

fishbeck
Engineers | Architects | Scientists | Constructors

City of Saugatuck

August 18, 2025



fishbeck

Table of Contents

01 Executive Summary

02 Firm Qualifications and Experience

03 Project Understanding and Approach

04 Proposed Team Structure

05 Fee Proposal

06 References



01

Executive Summary

fishbeck

fishbeck
Engineers | Architects | Scientists | Constructors

1515 Arboretum Drive, SE
Grand Rapids, Michigan 49546
616.575.3824 | fishbeck.com

August 18, 2025

Ryan Cummings
City Manager
City of Saugatuck
e-mail: rcummins@saugatuckcity.com

Proposal for the City of Saugatuck
Consulting Services for Parking Study and Solutions

Saugatuck has a long history of being an inclusive and welcoming coastal West Michigan city rooted in the arts. Ranked #3 in USA Today's 10 best readers' choice poll for the best small-town arts scene and in the top 25 for the best beaches in the USA by Conde Nast Traveler, Saugatuck's reputation makes it a highly desirable destination for businesses, residents, and tourists alike.

Although the shoreline and beauty haven't changed much over the 152 years since the Village of Saugatuck was incorporated, the landscape of the City itself has significantly evolved, bringing with it parking pressure. The Lonely Planet website even refers to this demand in their article "The 23 best beaches in the USA," highlighting Oval Beach's short distance from downtown and easy accessibility by car, though advising the parking lot fills up fast. The City Council acknowledges this dilemma and has been actively discussing community concerns for a few years. While great ideas have emerged from these discussions, the City is demonstrating its reputation for inclusivity again by forming formed a Parking Improvements Task Force comprised of key community members to work in tandem with a team of practitioners specialized in parking planning.

A key component of this study is the representation of all voices in the community and a holistic examination of the various travel modes and opportunities for improvements and/or expansion of the system across the City. While solutions for managing seasonal demand are a critical element of this study, ADA compliance and reviewing the regulatory framework are also important.

About Fishbeck
Fishbeck is a professional civil engineering, environmental, architectural/engineering, and construction services consulting firm with over 700 employees serving governmental, educational, healthcare, commercial, industrial, and private clients. Established in 1956, Fishbeck is 100% employee-owned with 20 offices in Michigan, Indiana, and Ohio, serving the United States. Our comprehensive range of services and integrated project approach provide clients with specifically tailored, innovative solutions. We are committed to delivering exceptional service, outstanding technical quality, and establishing long-term client relationships. Jon Forster will be the project manager and lead the parking evaluation effort from our Grand Rapids, Michigan, office.

Jon Forster, PTMP, NCI, Parking and Mobility Planner | 616.330.5233 | jforster@fishbeck.com | www.fishbeck.com

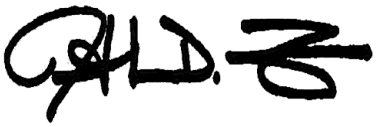
Our Parking Expertise
The Fishbeck parking team has completed hundreds of parking studies encompassing a wide range of communities, many across the Midwest, and with offices in both Grand Rapids and Kalamazoo, we are well-equipped to support our West Michigan communities. While this breadth of experience provides valuable perspective, every Fishbeck parking study is uniquely tailored to the community we serve. Policies and recommendations suitable for one community may be inappropriate for another. Our parking specialists focus on developing parking plans for mid-sized and growing communities that incorporate current concepts and technologies while preserving their "hometown" character.

Fishbeck has partnered with McKenna for this project's transit and non-motorized evaluation elements, a multi-disciplinary planning thought partner with offices also based in Grand Rapids and Kalamazoo, and a portfolio encompassing projects across Michigan, including several in Ottawa County.

Partnership Commitment

We are excited about the possibility of partnering with the City of Saugatuck and view this as the foundation of a collaborative experience that will lead to outstanding results. We hope you consider our submittal as the beginning of a productive dialogue in your search for a partner best-suited to address the City of Saugatuck's parking needs. We appreciate the opportunity to discuss further and demonstrate our qualifications and project approach.

Sincerely,



Jon Forster, PTMP, NCI
Parking and Mobility Planner



Josh Rozeboom, PE
Vice President, Parking and Restoration



02

Firm Qualifications and Experience

fishbeck

fishbeck

ARCHITECTURE AND ENGINEERING | INFRASTRUTURE ENGINERING | ENVIORNMENTAL SCIENCES | CONSTRUCTION

Fishbeck is a full service architectural/engineering firm, with a department that specializes in parking. Our parking services team provides innovative solutions in planning, studies, design, and restoration of parking infrastructure. We are committed to providing creative, value-driven services and exceptional results. The Fishbeck parking and mobility planning team delivers solutions that address your unique challenges and provide access to where you want to go. Whether it's your first parking project or you need a sophisticated technical application, Fishbeck can help you identify your core needs, develop an action plan, and implement a successful solution.

ESTABLISHED
1956

PERSONNEL
700+

ORGANIZATIONAL STRUCTURE
100% employee-owned corporation

LOCATIONS
17 locations throughout Michigan, Ohio, and Indiana

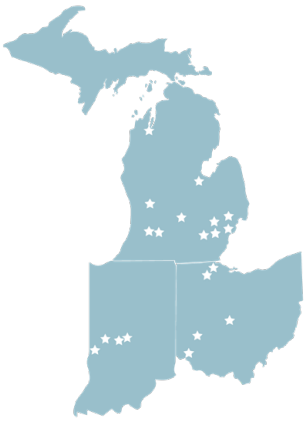
WEBSITE
www.fishbeck.com

BOARD MEMBERS
Tom Gray II, CEO
Jeff Schumaker, CVO
Jeff Brown, SVP
John Willemin, SVP, Secretary
Jason Treter, Treasurer

We deliver creative parking design solutions that improve the experience of the communities we serve.

SERVICES

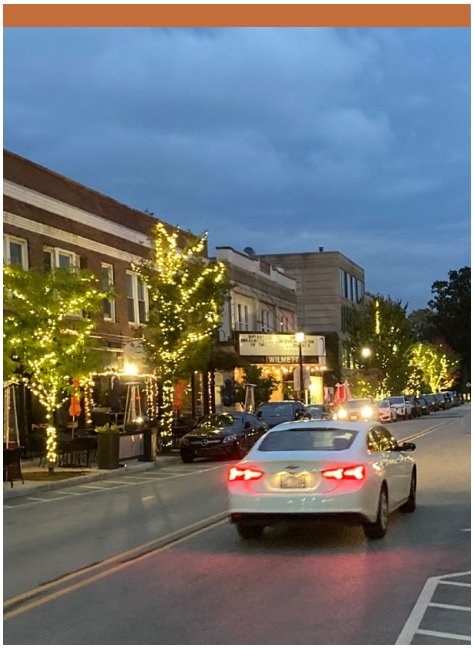
- Parking Studies
- Mobility Options
- Supply and Demand Analysis
- Pedestrian Access
- Shared Parking Analysis
- Site Feasibility Studies
- GIS Mapping and Analysis
- Curbside Management
- On-street Parking
- Workshop Facilitation
- Public Input Process
- Operational Assessments
- Market Analysis
- Financial Feasibility
- Access Control
- Payment Systems
- PARKSMART Green Facility Certification
- ADA Planning and Compliance
- Master Plans
- Signage and Wayfinding



MCKENNA

McKenna is a Michigan-based firm offering integrated planning, design, and building services to municipalities and communities across the region. With offices in Northville, Grand Rapids, and Kalamazoo, McKenna brings together a team of planners, landscape architects, and code professionals who collaborate to create vibrant, sustainable, and functional environments. Their services include master planning, zoning and code development, urban design, and regulatory support, all tailored to meet the unique needs of each community they serve.

The firm is known for its community-centered approach, emphasizing public engagement and customized solutions that reflect local values and aspirations. McKenna's work is guided by a commitment to quality, innovation, and long-term impact, helping cities and towns shape their future through thoughtful design and strategic planning. Their portfolio includes a wide range of successful projects that demonstrate their ability to transform ideas into lasting improvements for the places people live, work, and gather.



VILLAGE OF WILMETTE, ILLINOIS

Downtown Parking Study

Wilmette, a historic North Shore community on Lake Michigan, features a vibrant downtown that serves as the village's core. With a mix of shops, restaurants, music stores, a theater, and other services, it draws frequent visitors – 75% of survey respondents reported visiting at least weekly. Recent multi-family residential developments have further boosted activity and foot traffic.

This popularity, along with strong Metra rail usage to Chicago, has led to consistently crowded public parking. A comprehensive study reviewed policies on time limits, enforcement, employee parking, and hours of operation, supported by GIS-based data on occupancy and turnover.

Recommendations included expanding employee permit access in key off-street lots, adjusting enforcement hours and frequency, and improving signage to help visitors find available parking more easily.



CITY OF CEDAR FALLS, IOWA

Downtown Parking Study

Cedar Falls experienced significant new development opportunities; and businesses, residents, and stakeholders were concerned the existing parking was insufficient to support additional growth.

The parking study included extensive public outreach efforts, parking impact analyses on new development projects, and a review of the entire public parking operation.

The study revealed additional public parking capacity in the form of structured parking would be needed to support additional future development activity. The City Council voted unanimously to direct staff to implement all recommendations included in the final report document.

"We received a far more comprehensive study than we anticipated. A great value to the City."

Tom DiPietro
Hudson City Council President



CITY OF HUDSON, NEW YORK

Parking Improvement Feasibility Study

Hudson, the oldest city in America, is undergoing a transformation from an aging industrial river town into the choice visitor destination in the Hudson Valley. Hudson initiated a parking improvement study to address the critical parking deficit in the landlocked city. A lack of long-term, short-term, daily, and hourly parking was adversely impacting the ability of residents and visitors to access the central business district, recreation sites, public service centers, and other important destinations.

Fishbeck conducted a study that analyzed the current conditions and considered how to develop safer, more accessible parking throughout the City. The final plan recommendations addressed the parking shortage and built a framework for effective management and flexibility for the future. Incorporating mobility options with increased utilization of all parking, public, and private, Hudson can adapt and grow while maintaining the character of the historic city.



CITY OF BERKLEY, MICHIGAN

Parking Study and Strategic Plan

Berkley is known for walkable family neighborhoods surrounded by vibrant commercial corridors. City-wide parking concerns spurred the need for a parking strategic plan with a focus on downtown and the surrounding neighborhood.

Current parking demand, projected future demand, and administrative policy were studied to develop a plan to serve the entire community. Public input included an open house, online data collection, and stakeholder interviews.

The final strategic plan incorporated GIS data, a zoning update, and a comprehensive plan that addressed parking supply and operational efficiency. The plan also included updated policies related to parking enforcement, overnight parking, free versus paid parking, demand management, and alternative transportation.



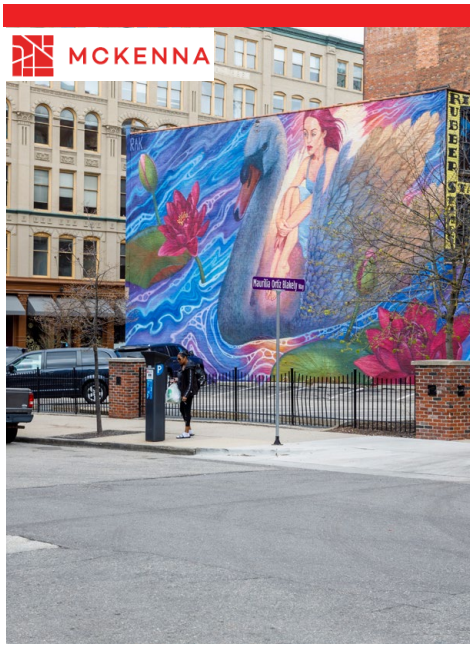
CITY OF LA PORTE, INDIANA

Trails, Greenways, and Blueways Master Plan

The Master Plan, adopted on October 16, 2023, aims to improve non-motorized transportation through a connected network of sidewalks, bikeways, and blueways. Developed with strong public input – surveys, audits, and workshops – the plan promotes health, recreation, and accessibility for all residents.

Led by McKenna, the plan focuses on connecting neighborhoods, parks, and businesses, improving safety at intersections, and expanding recreational options. It also stresses education and enforcement to encourage safe walking, biking, and paddling.

Challenges include major road barriers, deteriorating sidewalks, and high-traffic areas. To overcome these, McKenna proposed strategies like prioritizing short-term projects, securing funding through local policies and state grants, and tracking progress. The plan was shaped in collaboration with city officials, stakeholders, and the community to make La Porte more pedestrian- and cyclist-friendly.



CITY OF MT. PLEASANT, MICHIGAN

Parking Operations Review

Located in Central Michigan's Isabella County, Mt. Pleasant features a traditional downtown, active business corridors, historic neighborhoods, and a rich park system along the Chippewa River. The City is home to Central Michigan University, Mid-Michigan Community College, and two of the region's leading health and hospital centers.

To support its mobility plan, partnered with McKenna to engage the community and develop a robust, action-oriented connected mobility plan. Through a week-long charrette and various public engagement activities, McKenna crafted recommendations for the City's transportation system and its integration with public space design. This included analysis of street and intersection typologies and innovative mobility strategies.

McKenna's future transportation plan aims to connect Mt. Pleasant's key parks, commercial districts, and employers, creating intuitive routes for driving, public transit, walking, and biking throughout the City.



03

Project Understanding and Approach

Project Understanding and Approach

Understanding the Challenge

The City of Saugatuck has been recognized as a destination City for over 100 years, drawing tourists for generations due to its welcoming embrace of the unconventional as well as its natural beauty. The City has been prominently on the must visit destination map for decades and experiences repeat tourism in addition to new tourist growth creating a compounded parking challenge. The influx of seasonal residents, employees, and tourists alike has generated many conversations with City stakeholders over the years for how to best address and prioritize the parking demand experienced.

While the community hosts an on-demand transportation service and encourages walking and biking, any shifts in utilization haven't made a significant impact on the demand for parking. The City wants a partner working in tandem with the Parking Improvements Task Force to provide a parking inventory analysis and set of recommendations for consideration around additional capacity opportunities, regulation modifications inclusive of enforcement practices, and opportunities for enhancements to wayfinding and multi-modal connections. Consistent and regular communication with the Parking Improvements Task Force and a multi-pronged public engagement approach is also a critical component of the work.

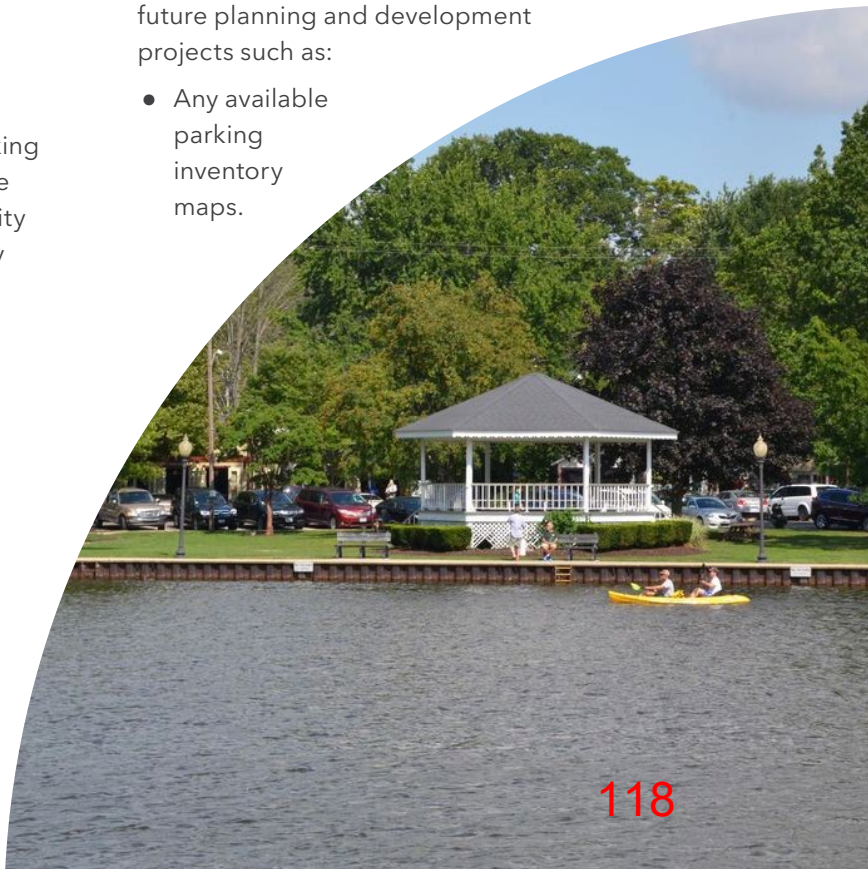
Methodology and Approach

The Fishbeck team will work with City staff and the Parking Improvements Task Force to evaluate current and future parking needs integrating data mapping with community feedback to deliver a set of final reports inclusive of any recommended changes or proposed programmatic implementations or expansion opportunities.

DETAILED WORK PLAN

Task 1 – Project Coordination and Problem Identification

1. Conduct a kickoff meeting with City staff and project team. This group will work directly with the Fishbeck team to ensure tasks are completed fully and on schedule. The Fishbeck team will meet or talk regularly to review progress and suggest changes to the approach as conditions might dictate.
2. Conduct a goals prioritization process meeting with the Parking Improvements Task Force. The goal prioritization will be for the outcome of the parking study, but more importantly to understand the larger community, economic, sustainability, and development goals of the City. Prioritizing goals will shape final recommendations and directly impacts implementation.
3. Establish a meeting cadence with the Parking Improvements Task Force to ensure that engagements are occurring on a frequent basis and a schedule conducive to the majority availability. The Fishbeck project team will be available to attend meetings conducted either in person or virtually as desired and meeting notes will be provided.
4. Provide project management throughout the study, including regular update calls and project coordination. The calls provide City staff with updates on milestones, schedules, upcoming deliverables, outstanding data needs, and overall project progress. The updates ensure that City staff will always know the project's status.
5. Review existing data, reports, and previous or future planning and development projects such as:
   - Any available parking inventory maps.



- Capital Improvement Plans.
- Economic Development Strategic Plans.
- Current parking related codes, zoning requirements and development standards.
- Parking enforcement policies, staffing, technology and number of citations issued.
- Bicycle, pedestrian and other alternative transportation initiatives.
- Transit ridership data and routes.
- Available information concerning current TDM policies or programs.
- Available information concerning special events in the study area (e.g. number of events, typical attendance levels, parking lot closures, street closures and event planning/staging).

ENGAGEMENT GROUPS

1. Parking Improvements Task Force and City project staff.
2. General public: To build consensus for any plan of this type, outreach should begin early and should cast a broad net.

INPUT FORUMS

1. Public Workshops: To allow attendees to share their ideas within a structured and informed setting, meetings will consist of a public open house and small group sessions of stakeholder groups of like interests (i.e., restaurant, retail, residents). The Fishbeck team will be responsible for providing meeting content and materials, including presentation boards, PowerPoint presentations, base maps, etc.
2. Fishbeck will develop a parking and mobility online survey geared toward residents, employees, and visitors in the City of Saugatuck. The goal is to identify barriers and challenges to existing parking and mobility conditions within the project area. We will provide a QR code for community leaders, stakeholders, and the media to share that provides direct access to the survey. Consultants will monitor the progress of survey responses. The results of the survey will inform further outreach options and final recommendations.

Task 2: Data Collection and Parking Inventory

INVENTORY EXISTING PARKING

1. Review existing parking inventory from the City for the study area within City limits and east of the Kalamazoo River. If the City or Parking Improvements Task Force wants to enlarge or reduce the study areas, we can make those adjustments as part of the final agreement.
2. We will complete GIS mapping of the parking and mobility assets in the parking study area. GIS mapping will be used to digitally record the locations of the following parking and transit assets:
   - Off-street public parking owned by the City (noting ADA parking locations).
   - Off-street private parking lots utilized by commercial properties (parking for homes excluded).
   - On-street public parking.
   - On-street ADA spaces.
   - Time limits and use restrictions.
   - Bus/transit stops.
   - Loading zone locations.
   - No parking areas.
   - Bike racks.
3. Prepare the parking inventory in the GIS mapping data and format. A formatted spreadsheet compiling the parking assets will also be provided.



PARKING USAGE OBSERVATIONS AND ANALYSIS

1. Collect vehicle accumulation data throughout the project area to address seasonal demand needs, as well as the need for businesses, restaurants, and residents during non-seasonal times. Data collection will occur for on-street parking, public off-street parking, and private off-street parking that is open for public use. The Parking Improvements Task Force will contribute to identifying key observation periods and locations with the following scope proposed:
   - Data collection will take place on a selected weekday and weekend day during peak tourism season.
   - Data collection will take place on a selected weekday and weekend day during the tourism off-season.
   - Observing parking patterns at different times of the day provides valuable insights into peak usage periods, turnover rates, and parking demand fluctuations. This information will assist the team as we identify trends, assess capacity needs, and develop strategies to optimize parking availability and management. Additional counts can be available if desired, and can be negotiated with the contract.
2. Occupancy and utilization information in graphic form to include "heat maps" that visually illustrate parking occupancies in an aerial map form.
3. Conduct visual observation of pedestrian walking patterns and connections to parking areas and transit stops.
4. Observe bicycle infrastructure, availability, and ease of access.
5. Review overall ADA accessibility throughout the study area. Note general availability and ease of use. Comment on specific locations that appear out of compliance or needing modifiction.
6. Review signage messaging, branding, and location for effectiveness and visibility.
7. Review parking enforcement signage and compare to tickets issued and locations of issuance, and visual observations of compliance.
8. Review existing websites, maps, brochures and wayfinding signage as it relates to parking and provide recommendations for potential improvements.
9. Provide examples of successful parking marketing programs we have observed throughout the country that could be leveraged in Saugatuck.

Task 3: Parking Needs Analysis

PROJECTION OF FUTURE PARKING NEEDS

1. Develop order of magnitude estimates of future parking sufficiency based on current capacity, projected land uses, and application of parking demand ratios. Sufficiency estimates will include modeling to account for shared parking opportunities as they are available throughout the study area.
2. Review any pipeline projects to determine parking needs and the impact of projects on the overall parking situation in the area.
3. Consider how zoning requirements within the study area may impact current and future parking demand.
4. Identify opportunities for non-parking infrastructure to mitigate parking demand. Pedestrian, bicycle, and transit options will be considered.
5. Compare the projected parking demand against the existing supply of spaces to determine the adequacy of parking and potential management strategies for the next 5 to 10 years, including ADA accessibility compliance of existing supply and opportunities for improvement.



INITIAL FINDINGS REVIEW

1. Upon completion of our observations, data gathering, and public outreach efforts, we will compile an initial finding review:
   a. Parking occupancy levels.
   b. Projected future parking demand.
   c. Need for additional parking facilities.
   d. Potential parking facility locations.
2. Conduct in-person meeting with the Parking Improvement Task Force to review findings.
3. Develop goals for paid parking or other management structures across the study area. Goals may include:
   a. High-quality customer experience.
   b. Meeting financial requirement of the parking system:
      i. Operations
      ii. Debt
      iii. Maintenance
      iv. Adequate cash reserves
   c. Planning for future capital expenditures.
   d. Managing City parking supply and occupancy and supporting enforcement needs.

Task 4: Evaluation of Options and Costs

CREATING ADDITIONAL PARKING SPACES

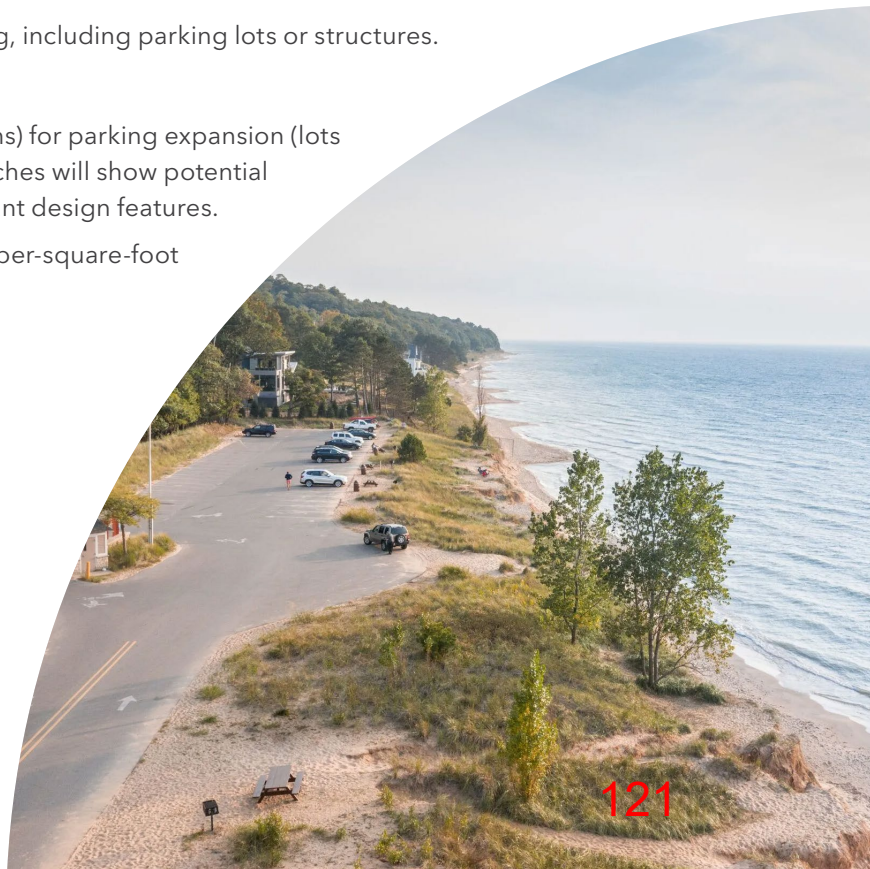
1. Identify areas where additional parking is needed to support development and high-activity sub-areas.
2. Quantify the number of parking spaces required in sub-areas to meet projected future parking demand.
3. Potential demand management strategies applicable to Saugatuck.
4. Opportunities to increase on-street parking supply in the study area (either through creating new spaces or reconfiguring existing spaces).
5. Review location opportunities for additional parking, including parking lots or structures.

Optional Services (for an additional fee)

1. Sketches of conceptual parking layout (striping plans) for parking expansion (lots or structures) at up to three chosen locations. Sketches will show potential parking layout, entry/exit locations and other relevant design features.
2. Create estimates of potential facility cost on a cost-per-square-foot and cost-per-space basis:
   - Land acquisition.
   - Design and engineering services.
   - Construction costs.
   - Contingency.

ADDITIONAL TRANSIT, WAYFINDING AND NON-MOTORIZED INFRASTRUCTURE

1. Review the interuban public transportation system to determine its impact on parking demand. Recommendations for potential improvements to the system for increased effectiveness in tandem with any additional parking needs determinations will be provided.



2. Develop conseptual sign messages and locations to help drivers find parking quickly and easily, helping to reduce circling for a parking space.
   - Regulatory applications – no parking, loading zone, time limits, etc.
   - Directing drivers to parking areas.
   - Bicycle and pedestrian wayfinding.
   - Use standard transportation and parking language and symbols, while incorporating Saugatuck-specific branding.
3. Review the non-motorized and pedestrian infrastructure network and provide recommendations for how to enhance the network to reduce or more effectively distribute parking demand. Maps and conceptual diagrams of the improvements will be provided.

PAID PARKING IMPLEMENTATION

If deemed necessary due to parking study findings, develop a parking rate strategy for the study area considering on-street parking, off-street parking, and enforcement fines.

1. Define priorities for the parking system. The goals identified in the initial findings review will serve as a guideline.
2. Identify user groups and community parking needs. Each parking user group (on-street, off-street, permit, etc.) have different needs and a different approach to choosing their parking products:
   - Permits for those parking across the City regularly.
   - Daily parking.
   - Residential parking.
   - Deliveries and other quick access needs.
   - Relationship between on-street and off-street parking and how rates can impact parking demand and occupancy.
3. Create a comparative cities analysis with four other Michigan municipalities to understand how rates and policies are utilized. The comparison will not only consider the rate amounts, but how rate policy is used to accomplish parking goals in each community.
4. Develop rate strategies that meet the defined goals and also contribute to a good customer experience.
5. Determine if rates should be monolithic across the City or vary to meet the specific occupancy demands in various sub-areas.
6. Provide recommendations on technology needed to implement paid parking. Hardware, online applications, mobile payments and enforcement requirement will be considered.
7. Identify management structure, operational efficiency and customer experience recommendations that would maximize the use of the system for both the users and administrators.

CHANGES TO EXISTING REGULATIONS

In coordination with the Parking Improvements Task Force based on priorities determined, parking usage data and projections, we will develop parking/zoning code amendments to support the implementation of either paid parking or improvement to parking inventory management.



1. Review City's zoning ordinance to identify any inefficiencies that may be hindering and/or in conflict with the identified study goals as established with the Parking Improvements Task Force.
2. Non-zoning ordinances such as those dealing with rights-of-way, sidewalks, and other policy areas will be reviewed as relevant to parking.
3. An analysis will be conducted of the current parking management systems and the need for additional or improved management systems.
4. Operational recommendations to support the zoning updates will include:
    - Parking allocation strategies that support residents, visitors, and employees.
    - Pricing and rate strategies to balance residential, visitor, and employee parking.
    - Review EV charging priorities and policy and determine if zoning changes should include EV infrastructure.
    - Identify opportunities to improve pedestrian and ADA access and safety, and facilitate ease of movement from parking areas to destinations.
    - Identifying opportunities where public/private partnerships may improve parking access, customer satisfactions, operations, and parking supply.
    - Maximize the use and occupancy of all parking areas to limit paved areas, promote a "park once" mentality, and increase the cohesion of elements.

ENFORCEMENT OF REGULATIONS

1. In conjunction with the paid parking implementation analysis, provide recommendations for effective enforcement to support the goals identified.
2. Provide a set of recommendations for existing enforcement practices without paid parking to more effectively support the demand fluctuations between peak and off-peak tourism season, which may include:
    - Enforcement zones.
    - Enforcement days/times.
    - Enforcement technology.

Task 5: Summary Report and Deliverables

SUMMARY REPORT

- To make information more accessible to the public, Fishbeck will not provide a traditional written report, but rather a summary report of findings and recommendations. The final summary report will focus heavily on graphics, an implementation matrix, and other visual means to communicate current conditions and recommendations for future parking system management. The summary report will include a review of public outreach, final presentation, GIS files, and all collected data. The summary will provide the City an accurate view of the current conditions and a plan for future parking needs.
- A prioritized recommendations matrix. The document will present our findings and recommendations and provide preliminary costs for our recommended improvements, as well as a timeline for implementation.
- A 95% status virtual meeting to discuss recommendations prior to finalizing study.
- Final public presentation to the City Council and general public.



DELIVERABLES

- Initial onsite meetings with the Fishbeck/McKenna project team to include:
  - Onsite kickoff meeting with the Parking Improvements Task Force.
  - Interviews with selected stakeholders.
  - Parking usage and operations observations.
- GIS data collection of parking inventory.
- GIS data collection of detailed vehicle occupancy counts on two dates in season and out of tourist season.
- Graphics and charts showing parking supply and demand in the downtown.
- GIS files of all parking and mobility assets.
- Public engagement process:
  - Stakeholder interviews.
  - Hosted online survey and results.
- Prioritized implementation matrix including:
  - Short-term recommendations.
  - Mid-term (1 to 4 years) recommendations.
  - Long-term (5+ years) long-range goals.
  - Potential cost of recommendations.
- Up to 12 onsite project update meetings with the Parking Improvement Task Force.
- 95% status review prior to finalizing recommendations.
- Final presentation onsite.
- Summary final report – We will incorporate the feedback and comments received from the City into the final report document, which will include an executive summary, all maps, data, survey results, implementation matrix, zoning recommendations, and other documentation.



Schedule/Timeline

Saugatuck Parking Study

TASK	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	June 2026	July 2026	Aug 2026	Sep 2026
Task 1 - Project Coordination	*	*	*	*	*	*	*	*	*	*	*	*	*
Task 2 - Data Collection and Parking Inventory		*									*		
Task 3 - Parking Needs Analysis													
Task 4 - Evaluation of Options and Costs													
Task 5 - Final Report and Deliverables													*

** Onsite meetings and presentations.*



04

Proposed Team Structure

Organizational Chart

Project Manager



Jon Forster
Parking and Mobility Planner

Senior Advisor and Parking Expansion Options



Josh Rozeboom
Vice President, Parking and Restoration

Assistant Project Manager



Jennifer Kasper
Parking and Mobility Planner

GIS Analyst



Caryn Ashbay
Senior GIS Specialist

Senior Planner



Lauren Sayre
McKenna

Associate Planner



Aayush Patel
McKenna



YEARS OF EXPERIENCE
4 years — Fishbeck
29 years — total

EDUCATION
MA in Education,
Concordia University

BS in Management,
Purdue University

MEMBERSHIPS
International Parking and Mobility Institute (IPMI)

Michigan Downtown Association (MDA)

REGISTRATIONS/ CERTIFICATIONS
Parking, Transportation and Mobility Professional (IPMI)

National Charrette Institute, Complete Charrette System Certificate

PRESENTATIONS
IPMI Parking & Mobility Conference & Expo "What Now?! Developing a Personal Productivity Plan," June 2023, Fort Worth, Texas.

IPMI Parking & Mobility Conference & Expo "Leading and Attending Effective Meetings - How to Lead and Participate in Meetings that Matter," July 2022, New Orleans, Louisiana.

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JON FORSTER, CAPP

PARKING PLANNER

Jon has hands-on knowledge of parking operations, curbside management, strategic planning, and managing dynamic change. His experience includes multi-facility parking operations, parking enforcement and adjudication, supply and demand analysis, technology, customer service, strategic asset planning, and project management. As a parking and mobility planner, Jon has assisted municipalities, higher education, healthcare, airports, and numerous private clients with a variety of parking challenges.

VILLAGE OF WILMETTE, ILLINOIS
DOWNTOWN PARKING STUDY

The comprehensive parking study and strategic plan included a GIS inventory of parking and mobility assets, along with vehicle occupancy and turnover counts. An online parking survey, stakeholder interviews ,and a virtual town hall on parking engaged the community in the process. Final recommendations included modified permit policies, enforcement procedures and re-allocation of spaces to increase access for both patrons and employees.

CITY OF ANN ARBOR DDA, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY RATE STUDY

After a loss of $31 million in parking revenue due to COVID, Ann Arbor needed to understand how parking rates impacted long-term planning and capital maintenance. The City Council approved a multi-year rate plan which considered operational costs, debt service, and a 20-year maintenance plan. Rate projections included on-street parking, off-street parking, and the loss of parking lots due to development opportunities.

CITY OF BERKLEY, MICHIGAN
PARKING STUDY AND STRATEGIC PLAN

Berkley is known for walkable family neighborhoods surrounded by vibrant commercial corridors. City-wide parking concerns spurred the need for a parking strategic plan with a focus on downtown and the surrounding neighborhood. Current parking demand, projected future demand, and administrative policy were studied to develop a plan that would serve the entire community. Public input included an open house, online data collection, and stakeholder interviews. The final strategic plan incorporated GIS data, a zoning update, and new enforcement policies to craft a comprehensive plan that addressed parking supply and operational efficiency.

CITY OF HUDSON, NEW YORK
PARKING IMPROVEMENT FEASIBILITY STUDY

Booming redevelopment is causing a shortage of parking for residents and staff in historic downtown Hudson. Fishbeck collected occupancy data, reviewed policy and organizational structure, and estimated parking demand for several new projects. The strategic plan included parking expansion options, organizational re-structuring, rate adjustments, and collaborative teaming with public and private organizations across the region. The plan will guide Hudson's tremendous growth and provide the framework for effective parking administration.

CITY OF ST. CLAIR SHORES, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY DISTRICT PARKING STUDY

With a compact downtown, St. Clair Shores is a vibrant entertainment district. Already tight on parking, multiple redevelopment projects created concerns of a parking shortage. Fishbeck conducted GIS mapping of parking supply and multiple days of occupancy counts. Future parking demand modeling showed a deficit with little room to expand. The long-term parking plan included shared parking, reconfigured on-street parking, and improved layout and circulation. Recommended pedestrian movement, signage and streetscape improvements provide for increased mobility across downtown.



JOSH ROZEBOOM, PE

VICE PRESIDENT | PROJECT MANAGER – PARKING AND RESTORATION

Josh serves as Fishbeck's Parking Department Director and is responsible for project oversight and QA/QC. He has extensive experience in parking planning design and restoration, including parking studies, site planning and feasibility, parking functional design, structural engineering, and project management. His experience encompasses all project phases for mixed-use, healthcare, higher education, airport, and municipal projects. His project roles include planner, parking designer, structural engineer, resident construction engineer, and project manager.

YEARS OF EXPERIENCE

4 years — Fishbeck
23 years — total

EDUCATION

BS in Civil Engineering,
Tri-State (Trine) University

REGISTRATIONS/ CERTIFICATIONS

Professional Engineer – Michigan, Indiana, Iowa, Kentucky, Minnesota, Ohio, Oklahoma, Pennsylvania, Rhode Island, Wisconsin

GBCI Parksmart Advisor

MEMBERSHIPS

National Parking Association, Associate Member of Parking Consultants Council

International Parking & Mobility Institute

American Society of Civil Engineers

American Concrete Institute, Member of ACI 362 Parking Structures Committee

Structural Engineers Association of Michigan

Village of Schoolcraft, Planning Commission

EXPERIENCE

CITY OF HUDSON, NEW YORK
PARKING IMPROVEMENT FEASIBILITY STUDY

Conducted the study which analyzed the current conditions and created a framework for safer, more accessible parking throughout the City. The final plan recommendations considered Hudson's history and the specific needs of the City, as well as current demands and future parking and transportation considerations.

CITY OF JACKSON, MICHIGAN
PARKING STRUCTURE CONCEPT STUDY

Detailed parking structure concept study that included the assessment of parking demand generated by adjacent and future developments, development of multiple structured parking options, assessment of costs, and preparation of a schedule.

DEVON HORSE SHOW | DEVON, PENNSYLVANIA
PARKING STUDY

Performed a parking study for the Devon Horse Show, County Fair Grounds, and a proposed new development. The study compared peak parking demands with nearby parking supply and provided recommendations for event parking as alternatives to building a parking structure.

CITY OF CEDAR FALLS, IOWA
DOWNTOWN PARKING STUDY

Key elements of the study included an assessment of how current development activity will impact parking in the downtown area, extensive stakeholder outreach and public workshops, and an assessment of parking management and organizational policies.

CITY OF ANN ARBOR DDA, MICHIGAN
DOWNTOWN DEVELOPMENT AUTHORITY RATE STUDY

After a loss of $31 million in parking revenue due to COVID, Ann Arbor needed to understand how parking rates impacted long-term planning and capital maintenance. The City Council approved a multi-year rate plan which considered operational costs, debt service, and a 20-year maintenance plan. Rate projections included on-street parking, off-street parking, and the loss of parking lots due to development opportunities.

CITY OF FERNDALE, MICHIGAN
RATE STUDY AND OPERATIONS PRO-FORMA

Assisted the City in developing a financial projection for the entire parking system, which included the new mixed-use parking structure that was being designed and constructed. The rate study included expanded parking hours, new parking meters, and operational implications of the new parking structure. The rate study helped the City plan for debt service, operational costs, and customer service enhancements for the downtown parking system.

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JENNIFER KASPER

PARKING AND MOBILITY PLANNER

Jennifer is a municipal parking and mobility operations leader with nearly a decade of experience, including roles as Assistant Director and Interim Director for Grand Rapids, Michigan. Proven track record leading cross-departmental initiatives and stakeholder engagement while aligning transportation solutions with community needs and strategic priorities. Expertise includes managing multi-million dollar capital and operating budgets, overseeing multi-facility operations and parking enforcement, and implementing digital parking technologies and public infrastructure modernization.

YEARS OF EXPERIENCE

20 years — total

EDUCATION

MS in Organizational Leadership, Strategic Innovation and Change Management
Colorado State University

BS in Public Administration and Community Development, Central Michigan University

MEMBERSHIPS

International Parking and Mobility Institute

EXPERIENCE

GOVERNMENTAL

CITY OF GRAND RAPIDS, MICHIGAN

IMPLEMENTATION OF METER RESERVATION MANAGEMENT SOFTWARE

Led the planning and deployment of a digital reservation and payment system for metered parking. Ensured system integration with GIS mapping and the City web portal and developed user guidelines to support operational effi ciency and public accessibility.

PARKING ACCESS REVENUE CONTROL SYSTEM REPLACEMENT (PARCS)

Oversaw strategically replacing outdated PARCS technology across all municipal parking ramps and lots. Coordinated with vendors, engineers, and fi nance departments to ensure seamless transitions, improved user experience, and enhanced revenue tracking. Developed implementation timelines and communication strategies to minimize public disruption.

PAY-BY-SPACE TO PAY-BY-PLATE ON-STREET EQUIPMENT AND ENFORCEMENT CHANGES

Implemented the citywide transition to a pay-by-plate parking model, modernizing on-street parking infrastructure, signage and simultaneously launching increased enforcement hours and rates. Managed procurement, installation and vendor coordination. Worked closely with enforcement, IT and finance teams to ensure data accuracy, compliance and improved customer service.

ELECTRIC VEHICLE CHARGING STATION AND CARSHARE PROGRAM DEPLOYMENT

Spearheaded the strategic procurement and vendor coordination for a signifi cant upgrade of EV charging infrastructure across City-owned parking facilities. Simultaneously drove expansion of the charging network to support the launch of a cutting-edge 7-vehicle electric carshare fl eet. Played a key advisory role in shaping operational logistics and ensuring a smooth, high-impact program launch.

DOWNTOWN AND NEIGHBORHOOD PARKING SIGNAGE AND WAYFINDING REPLACEMENTS

Planned and executed a comprehensive update of city-wide parking signage and wayfi nding systems to improve navigation and accessibility. Conducted site assessments, coordinated with design consultants, and ensured ADA compliance. Engaged with stakeholders to align signage with downtown rebranding efforts.

GOVERNMENT CENTER RAMP ELEVATOR NEW BUILD

Led the planning and execution of the fi rst-ever elevator installation in the City's oldest and largest parking facility. This essential upgrade dramatically improved accessibility for all users. This milestone project addressed a long-standing barrier to mobility, aligning with ADA compliance, safety standards, and the City's inclusive design goals.



CARYN ASHBAY, GISP

SENIOR GIS SPECIALIST

Caryn has experience in a variety of GIS applications including utility mapping, sanitary sewer, water, stormwater, parking management, and asset management. She designs, develops, implements, and manages geospatial data, databases, and applications. Caryn is proficient in cloud-based mapping and management utilizing Esri's software suite; and she manages field operations utilizing Esri mobile applications and external GNSS devices.

At Fishbeck, Caryn manages ArcGIS Enterprise/Portal and ArcGIS Online environments, authors data services, publishes web maps and web applications for viewing and GIS editing purposes, serves as a subject matter expert for GIS data workflows and management of GIS data, writes GIS standard operating procedures and documents, and stays current with leading technologies, techniques, and approaches for implementing the best GIS solution.

YEARS OF EXPERIENCE

12 years — Fishbeck
26 years — total

EDUCATION

BS in Geographic Information Systems, Central Michigan University

REGISTRATIONS/ CERTIFICATIONS

Geographic Information Systems Professional–GIS Certification Institute

MEMBERSHIPS

Community of Michigan Professionals Advancing Spatial Sciences (CMPASS)

Geospatial Professional Network –Ohio Valley Chapter

EXPERIENCE

VILLAGE OF WILMETTE, ILLINOIS
DOWNTOWN PARKING STUDY

The goal of the Village of Wilmette Downtown Parking Study was to address the need for reliable parking options for residents and visitors. Parking infrastructure was developed in GIS and deployed for field inventory and data collection. Fishbeck field personnel utilized Esri's Field Maps mobile application on iPads to inventory parking options and input parking counts. Real-time quality control and monitoring of the data was conducted through ArcGIS Online. For public outreach, ESRI's Survey123 was developed, resulting in over 500 entries submitted. Additionally, a custom map application was created for the public to add location specific parking concerns to a map. The study findings were summarized in an interactive Esri Storymap, and custom heat maps of parking occupancy were generated.

CITY OF FERNDALE, MICHIGAN
PARKING STUDY

Conducted a comprehensive parking demand analysis to assess the impact of Ferndale's development and growth on the overall parking system. Collaborated with the community to acquire existing GIS data at the project's inception. Enhanced the existing parking data within the City system by updating the parking inventory and collecting real-time occupancy data, incorporating details such as time limits, costs, restrictions, ADA spaces, loading zones, transit stops, and delivery vehicle information. Implemented a systematic approach for parking inventory, conducting occupancy counts on various dates and multiple times per day through field staff engagement. Supported field operations by utilizing the ESRI Field Maps app. Developed a web-based experience for field staff, enabling them to input additional data and perform quality control after completing fieldwork. Leveraged data collected in the field to calculate the percentage of occupied spaces based on predefined blocks within the City.

CITY OF CEDAR FALLS, IOWA
DOWNTOWN PARKING FEASIBILITY STUDY

Building upon the data collected during the 2018 parking study, we used Cedar Falls' GIS parking data from several years to enhance our parking demand analysis. The primary objective of the GIS platform and routine vehicle occupancy counts was to construct a dataset that aids in determining the potential need, timing, and location for a new parking facility in the future. To systematically inventory parking, we conducted occupancy counts on various dates and multiple times per day, engaging field staff for comprehensive data collection. This operational effort was streamlined through the utilization of the ESRI Field Maps app. Additionally, we developed a user-friendly web-based experience for field staff, empowering them to input supplementary data and perform quality control upon completing fieldwork. The data collected in the field was leveraged to calculate the percentage of occupied spaces, utilizing predefined blocks within the City for accurate assessment. Furthermore, we utilized the ArcGIS Online proximity tool to create walking time travel plans for specific locations in the town, contributing to the formulation of realistic plans.

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MCKENNA



Lauren Sayre, AICP

SENIOR PLANNER

EDUCATION

Master of Urban Planning
Wayne State University

Bachelor of Science in Geography and Sustainable Planning
Grand Valley State University

PROFESSIONAL EXPERIENCE

Community Planning and Development
Serves as the community planner and zoning administrator for municipalities across Michigan. Oversees site plan development reviews and facilitates pre-development meetings. Streamlines the business application and permitting processes to enhance efficiency. Provides staffing support and presents at Planning Commission, Zoning Board of Appeals, and City Council meetings. Develops comprehensive plans, parks and recreation plans, and subarea plans for communities throughout Michigan. Engages residents and stakeholders though several outreach methods. Researches and analyzes existing conditions and public participation results to inform recommendations.

Researches and develops development resources for communities to utilize. Experienced with child care readiness and providing planning and zoning support to encourage child care development. Provides technical services to communities throughout Michigan to remove administrative and procedural barriers to child care.

Zoning
Provides support for communities by conducting zoning audits. Researches zoning topics. Updates zoning ordinance by providing text amendments or complete ordinance updates. Develops and maintains easily interpreted zoning maps for communities.

Parks and Recreation Planning
Creates parks and recreation master plans in accordance with MDNR requirements, encompassing facilities assessments, natural features inventories, deficiencies analyses, and action plan programming. Performs parks and recreation inventories. Develops recreation plans that are actionable and aligned with community recreation goals.

GIS Mapping
Experienced in creating maps from both spatial datasets and conceptual drawings. Develops online maps for real-time data collection and as a public engagement tool. Designs graphically pleasing maps illustrating demographics, land use, zoning, and other data. Performs analysis on spatial data sets to understand trends in communities and surrounding areas. Manages spatial databases and GIS data deliverables.

Transportation Planning
Creates implementable non-motorized transportation plans. Researches existing conditions using census and spatial data, site visits, and community outreach. Coordinates with communities though stakeholder meetings, surveys, and public workshops to develop actionable goals. Develops recommendation framework for non-motorized transportation system.

PUBLIC SPEAKING

"Is Your Community Child Care Ready?" Michigan Association of Planning (MAP) Annual Conference, Grand Rapids, Michigan, 2024.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning

MCKENNA



Aayush Patel

ASSOCIATE PLANNER

EDUCATION

Master of City Design
College of Urban Planning and Public Affairs
University of Illinois at Chicago

Bachelor of Architecture
Aditya College of Architecture
Mumbai University

PROFESSIONAL EXPERIENCE

Urban Design and Subarea Planning
Assisted in developing visionary concept ideas for suburban and urban communities across Chicago and Michigan. Led vision development plans for the West Standale area in the City of Walker, Michigan using rezoning and overlay tools, and balancing urban design principles like walkability, bike-ability with drivability around a mixed-use development. Contributed to illustrating the development vision for Tecumseh's revitalization efforts for the South Evans corridor and the Tecumseh Products site—a brownfield site by incorporating multi-modal transportation strategies, safe pedestrian and vehicular circulation and increasing access to public recreational facilities. Developed and illustrated neighborhood revitalization plan for the City of Hamtramck (Michigan). Assisted in making wayfinding design and planning or bike trail networks in Michigan. Collaborated in placemaking and urban design vision for lower village area in Cascade township (Michigan).

Architecture Planning and Design
Managed and assisted principal architects in site planning and architecture design for single family-residential projects in India and Dubai. Collaborate with site engineers and civil engineers for appropriate construction solutions for projects. Provide site administration and project management services for the company to ensure seamless project execution. Developed construction drawing sets independently for architecture projects and assisted senior design staff in preparation of interior design drawing sets and presentations. Participated in design development of various interior and architecture space planning projects with principal architects and senior design staff. Developed 3D models and visualizations using industry standard software and rendering platforms.

Public Engagement
Assisted in developing public engagement strategies to generate high-quality community feedback from Chicago's McKinley Park neighborhood by facilitating charrette activities, public workshops, focus groups, and presentations for an urban planning and design project. Designed, developed and managed community and business surveys in English, Mandarin, and Spanish followed by managing the collected database and access using QR codes. Managed and assisted in public workshops for planning and design projects in the City of Portage (Michigan) and City of Walker (Michigan).

Zoning Analysis, Comprehensive planning and GIS Mapping
Experienced in creating maps and spatial datasets for communities and cities like Walker, Grandville, Cascade, Port Sheldon. Designed graphically pleasing maps illustrating demographics, land use, zoning, transportation conditions, utilities and natural features on both urban and regional scales. Developed comprehensive master plan text and graphics for communities, villages and townships throughout Michigan along with writing and analyzing recommendations based on best planning practices. Assisted in reviewing site plans and special land use application for communities. Assisted in drafting text, developing graphics and analysis of public feedback for amendments for the City of Portage's form-based code district.

MEMBERSHIPS

American Planning Association
American Institute of Architects
Council of Architecture, India

CERTIFICATIONS

LEED Green Association (Pursuing) U.S. Green Building Council
Licensed Architect (India) Council of Architecture, India



05

Fee Proposal

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Project Fees

Role	Project Manager	Analyst	GIS Analyst	Senior Consultant	Field Staff	McKenna

Tasks	Estimated Hours Chared by Task						Estimated Travel Personnel/ Fee by Task
Task 1	$11,075	$4,895	$1,240	$607	$--	$8,000	$25,817
Task 2	$--	$9,258	$4,960	$--	$6,098	$3,000	$23,316
Task 3	$2,460	$1,850	$1,240	$--	$--	$--	$5,550
Task 4	$2,460	$1,850	$1,240	$450	$--	$8,000	$14,000
Task 5	$2,945	$2,665	$--	$528	$--	$1,500	$7,638
Total	**$18,940**	**$20,518**	**$8,680**	**$1,585**	**$6,098**	**$20,500**	**$76,321**
Optional Services - Conceptual Parking Layouts	$-	$-	$-	$4,500	$-	$-	**$4,500**

Lump Sum Fee Inclusive of Expenses



06

References

REFERENCES

Our team is committed to delivering exceptional service and outstanding technical quality, and establishing long-term client relationships. With roots dating back to Carl Walker, Inc., Fishbeck's parking professionals have over 100 years of combined experience in the parking industry. The team has completed hundreds of parking projects including dozens of studies across the country.

City of Berkley, Michigan
Kristen Kapelanski, AICP, Community Development Director
248.658.3320 | kkapelanski@berkleymich.net

City of Cedar Falls, Iowa
Marcie Breitbach, Administrative and Parking Supervisor
319.268.5168 | jmarcie.breitbach@cedarfalls.com

City of Mount Clemens, Michigan
Gregg Shipman, City Manager
586.469.6800 | gshipman@mountclemens.gov

> **"Fishbeck's staff is consistently excellent. They are skillful, knowledgeable, and bring experience from their many projects across the country. They are also incredibly helpful, professional, and their work is always performed on schedule with great attention to detail. Moreover, our requests to them are always responded to promptly. Based on my experience, I can recommend Fishbeck without any reservation."**
>
> Jada Hahlbrock, CAPP, Manager of Parking Services
> City of Ann Arbor, Michigan



MISSION NORTH
Placemaking, Planning, & Promotion

August 18, 2025

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

via email: rucummins@saugatuckcity.com

RE: Parking Study for Saugatuck, Michigan

Dear Mr. Cummins:

I am pleased to present this proposal to conduct a parking study for the City of Saugatuck, Michigan. We have teamed with Rich & Associates of Southfield and Cincar Consulting Group's Detroit office to provide the best expertise for specific study tasks. We believe our team can affordably bring national expertise to assist Saugatuck at this critical juncture in your history.

I look forward to discussing this further with you. If you have any thoughts or questions, please call me at (231) 883-7266.

Sincerely,

Rob Bacigalupi, AICP
Mission North, LLC
414 E. Eighth Street
Traverse City, MI, 49684

Proposal for:

City of Saugatuck

Parking Study and Solutions

August 18, 2025



MISSION NORTH
Placemaking, Planning, & Promotion

Table of Contents

INTRODUCTION	2
EXECUTIVE SUMMARY	2
TEAM QUALIFICATIONS AND EXPERIENCE	3
PROJECT UNDERSTANDING AND APPROACH	14
PROPOSED TEAM STRUCTURE	17
FEES	17
REFERENCES	17



Proposal presented to **City of Saugatuck**

Parking Study

August 18, 2025

INTRODUCTION

Mission North, LLC, hereafter referred to as Mission North, is pleased to present this proposal to conduct a parking study for the City of Saugatuck, Michigan. Rob Bacigalupi, AICP, has extensive experience analyzing parking needs in downtown settings for municipalities and private clients, and has partnered with Cincar Consulting Group (C2G) and Rich & Associates to provide Saugatuck with the best expertise for the scope of work.

EXECUTIVE SUMMARY

The City of Saugatuck has identified certain parking issues requiring attention. They are seeking help to support a newly formed Parking Improvements Task Force to study and address these issues. Saugatuck has been struggling with a perceived shortage of spaces, prime spots occupied by employees, and enforcement of parking rules. Further study of the perception and realities of parking is to be conducted to help formulate effective strategies to guide Saugatuck's parking future.

Mission North has assembled a team of consultants, including Cincar Consulting Group (C2G) and Rich & Associates, bringing specific expertise to bear for the City of Saugatuck. The team brings expertise in parking management, zoning, downtown management, traffic planning, and parking deck design and construction to this effort. We will provide a number of perspectives to assist in developing a sound parking plan that will include three central pillars:

- Public perceptions of parking,
- Stakeholders' on-the-ground view of parking problems and potential solutions, and
- Using availability as a key performance indicator of parking performance.

Our team will assist the Task Force in developing policies to be vetted through a public process.

TEAM QUALIFICATIONS AND EXPERIENCE

Rob Bacigalupi, AICP, will manage the project and oversee all work. Rob has experience conducting parking studies in Traverse City, Charlevoix, Fenton, and Grosse Pointe Park, and is currently helping the City of Kalamazoo implement parking best practice strategies in their downtown.

C2G and Rich & Associates will support Mission North in assisting Saugatuck. Profiles for the three firms and resumes of those working on this project follow.

About Mission North:

Mission North, LLC, was formed in 2003, offering community and transportation planning services to municipalities and downtown organizations. In late 2017, we set out to establish Mission North as a premier consultant for downtown organizations, communities, and those who develop in them. With expertise in placemaking, transportation planning, and sustainable economics, Mission North is driven by a passion for places of quality and value. The company is comprised of Rob Bacigalupi, AICP, and Leslie Sickterman, AICP, PCP, CNU-A.

Our approach involves immersive listening to and learning about a community's needs and opportunities. We help communities build on their existing strengths and energies, complementing them with best practices that work. Our overriding focus is to build communities with lasting value.






MISSION NORTH
Placemaking, Planning, & Promotion

Rob Bacigalupi, AICP

Principal



Rob helped build one of the premier downtowns in the Midwest through placemaking, economic development, and marketing. As Executive Director of the Traverse City Downtown Development Authority, Rob helped build one of the strongest small downtown brands in the country. At Mission North, Rob assists downtowns and municipalities in Michigan and beyond with economic development plans, strategic planning, zoning, and transportation.

Mission North

- Parking and Mobility Consultant for downtown Kalamazoo, MI - 2022-present
- Fenton, MI Downtown Parking Study, 2024
- Parking Garage Feasibility Study for Kalamazoo County and the City of Kalamazoo, 2024
- Marquette DDA Development & TIF Plan, Marquette, MI, 2024, and 2025
- Columbus, IN Downtown Parking Study update, assisted lead consultant, 2022
- Engagement and demand analysis for Bay Area Transportation Authority (MI) Transit Master Plan, 2022
- Market studies for seven communities as part of an effort to promote downtown properties, 2020 - 2022
- Grosse Pointe Park, MI Parking Study, 2021 - assisted lead consultant MKSK with management strategies
- Downtown Plan, Marquette, MI, 2020 - assisted Smith Group with economic development strategies
- Kalamazoo Downtown Parking & Mobility Study, 2019 - developed management strategies
- Downtown Property Marketing Packages, Alpena, Battle Creek, & Petoskey, 2019 - Michigan EDC Redevelopment Ready Communities (RRC) Pre-Development Services

Traverse City Downtown Development Authority

- Oversaw Traverse City Transportation Demand Management study, 2017
- Managed business retention and attraction efforts for Downtown Traverse City, 2000-2017
- Authored a new development and TIF plan for the Old Town district, Traverse City, 2016
- Developed downtown housing strategy for Traverse City, 2016
- Oversaw downtown market study update, Traverse City, 2016

Certifications and Training

- Member, American Institute of Certified Planners
- Urban Retail: Essential Planning, Design and Management Practices, Harvard University, 2018

Education

- MS Real Estate and Construction Management, University of Denver
- BS Urban Planning, Michigan State University

Community Service

- Commongrounds mission-driven real estate cooperative Board, 2022 to present
- Bay Area Transportation Authority, 2000-2017 (served a term as Chair)
- Governor's Complete Streets Advisory Council (Michigan), 2014-2016
- Michigan Downtown Association, 2000-2005 (served a term as Chair)

C2G Firm Profile

Cincar Consulting Group, LLC was established in 2017 in Atlanta, Georgia to help clients and communities imagine a future that is resilient, equitable, and sustainable. Our industry experts and thought leaders develop innovative solutions to complex infrastructure and policy challenges. We are planners, engineers, designers, strategists, and advisors who guide clients through the full project delivery spectrum – from strategy, staffing, and workforce development to procurement and in project planning through design to implementation. Our firm is built upon the pillars of diversity, equity, and inclusion, and it is how we do business internally and externally. We are a certified Disadvantage Business Enterprise (DBE) in Georgia, Michigan, North Carolina, Florida, Maryland, and the District of Columbia. We are a community-oriented firm with national expertise and global reach.

Business Information GA:
Cincar Consulting Group, LLC, 400 Perimeter Center Terrace NE, Suite 125 Atlanta, GA 30346
Web: www.itsc2g.com **Phone:** 678-732-3378
Email: adiele.nwankwo@itsc2g.com

Business Information MI:
Cincar Consulting Group, LLC, 17199 N. Laurel Park Drive, Suite 204, Livonia, MI 48152
Cincar Consulting Group, LLC, 400 Renaissance Center, Suite 2600, Detroit, MI 48243
Web: www.itsc2g.com **Phone:** 313-399-5878
Email: barbara.arens@itsc2g.com

Brad Strader, AICP, PTP

National Planning Director



EDUCATION

- B.S. with Honors in Urban Planning, Michigan State University, 1983

REGISTRATIONS

- Fellow, Institute of Transportation Engineers
- ITE Certified Professional Transportation Planner (PTP)
- Certified Planner, American Planning Association

INSTRUCTOR

- Michigan Assoc of Planning
- American Planning Association
- ITE Training Programs
- Michigan Complete Streets Coalition
- Transportation Research Board
- MDOT, WisDOT, ODOT
- MI EDC Redevelopment Ready Communities
- Michigan Municipal League

Brad has 40 years' experience in comprehensive planning, downtowns, multi-modal transportation, development regulations, and parking.

Previous Work in Saugatuck and Holland

One of his first projects, when he worked for Michigan Region 8 Planning, was working with Saugatuck on parking, leading to the then Village purchasing the John Ball Park's tram to use as a shuttle from school and church parking lots to the downtown.

Brad was President of LSL Planning in Grand Rapids, which served as the ongoing planning and zoning consultant to many towns in West Michigan, including several in Allegan County. David Jirousek, who is currently Saugatuck's ongoing planning consultant, previously worked at LSL Planning. Recently Brad worked with the City of Holland on their non-motorized plan and the just completed Safe Streets for All Plan for the Macatawa Area Coordinating Council (incl Holland).

Parking and Circulation Studies

Brad is a parking advisor to the Michigan Planning Association. He has been the lead facilitator on dozens of transportation and parking plans for Cities, Villages, DDA's, Colleges, schools, hospitals, malls and industries. Some of those projects are listed below:

- Downtown Parking and Circulation Study, Traverse City DDA
- Downtown Parking Study and ongoing advisor, City of Birmingham MI
- Downtown Parking Study and Ongoing Mobility Advisor, City of Kalamazoo MI
- Downtown Parking Study, East Grand Rapids
- Downtown Midland Parking and Circulation Plan, advisor on downtown street reconstruction projects
- Oakland University, Athletic Center Circulation and Parking Plan.
- Marathon Petroleum Headquarters, Findlay OH. Spectrum Health Campus and Parking Plan, East Grand Rapids MI.
- East Riverfront Parking Study, City of Detroit Downtown Development District
- Village of Acme, Parking and Complete Streets Plan
- Downtown Monroe MI Parking Study
- Blodgett Hospital, East Grand Rapids, MI

Sam Bell, PE, PTOE, RSP1

Title/Role



EDUCATION

- M.S., Civil Engineering, Ohio University, 2015
- B.S., Civil Engineering, Michigan State University, 2011

REGISTRATIONS

- Professional Engineer: Michigan, 2021 (6201309694), Ohio, 2016 (81326), Indiana, 2023 (12300049)
- Professional Traffic Operations Engineer, 2022 (5298)
- Road Safety Professional (Level 1), 2023 (1101)

PROFESSIONAL AFFILIATIONS

- ITE Technical Committee Member (Currently)
- Women's Transportation Seminar: Michigan Section Communications Chair (2023-2024)
- ASCE Cincinnati President (2017-2018)

Sam Bell has extensive work experience in traffic design and safety, on traditional and Design-Build projects. His design experience includes signing, pavement marking, maintenance of traffic, lighting, signal, and ITS design. His safety experience includes traffic impact analyses, corridor studies, traffic analysis and modeling, safety studies, and HSIP funding applications. Sam is proficient in several engineering software programs, including MicroStation, SignCAD, GuideSIGN, Synchro/SimTraffic, Visual, VISSIM, IHSDM, and HCS.

Reconstruction of I-696 from Lahser Road to Dequindre Road, Oakland County, MI: C2G supported the design of a 10-mile segment of I-696 from Lahser to Dequindre. Responsible for the development of the Conceptual Design Report, ITS construction plans, fiber optic splice details and generating cost estimates in PQS. Additional work includes: ITS device verification and field surveys, ITS device layouts, preliminary plan preparation, special provision development, utility conflict matrix, fiber optic splicing and power coordination. Pavement markings for all mainline I-696, service drives, 11 Mile Rd connector, and the Z03 Plaza bridge will be prepared. C2G is responsible for base plan cost estimates, preliminary plan, and final deliverables.

Michigan Department of Transportation (MDOT) Road Safety Audit, I-96 at Fruit Ridge Avenue Interchange I-96, Walker, MI: Executed a road safety audit at the I-96 Fruit Ridge interchange in the role of a traffic and safety engineer. Project limits included the interchange as well as Fruit Ridge Avenue and 3 Mile Road. This was a design phase road safety audit where a preferred alternative had already been selected to update the interchange to a diamond interchange and replace the existing two-lane bridge with a five-lane bridge, adding non-motorized accommodations. The road safety audit team was able to find additional items for the design team to consider including but not limited to heavy vehicle issues (truck turning, queues), access management and posted speed limit check, wayfinding issues, and non-motorized considerations. Additional short-term (pre-project being built) and long-term recommendations were provided for the design team.

Kalamazoo Downtown Parking and Mobility Advisor, City of Kalamazoo, MI: C2G advised the City of Kalamazoo on parking and mobility in downtown Kalamazoo, specifically evaluating the Michigan Avenue cycle track pilot project. C2G identified and implemented solutions for key challenges, including vehicle encroachment in bike lanes, parking regulations and payment communication, dedicated loading zones, and driveway safety for cyclists. The team also supported broader efforts such as parking mitigations, pedestrian and biker safety improvements, and a wayfinding study to enhance overall mobility and accessibility in the area.

Rich & Associates, Inc.

The Nation's Foremost Parking Consultants

Since 1963, Rich & Associates has led the parking and mobility industry as planners, designers, developers, and operators. Our reputation is built on focused expertise, innovative thinking, and a commitment to delivering customized solutions that meet each client's unique needs.

With over 3,000 parking garages designed worldwide, we understand how to balance function and form. We know that well-planned parking directly shapes the experience of visiting a downtown district, mixed-use development, or campus. That's why we prioritize:

- **Efficient traffic flow and circulation**
- **Clear ingress and egress**
- **Effective signage and lighting for safety and comfort**

As mobility evolves at a rapid pace, we recognize that parking designed for today may need to serve new purposes tomorrow. Our **Next Use Programming** approach begins every project with a forward-thinking mindset—considering future adaptability, flexible layouts, smaller stall configurations, EV charging infrastructure, and potential conversion to other uses.

We guide our clients through the cost–benefit decisions that ensure both immediate performance and long-term value.

Our services include:

- Site analysis and conceptual design
- Traffic flow and functional design
- Architectural and structural engineering
- Parking access control systems
- Parking management and operations consulting

Rich & Associates works as a cohesive team, partnering closely with clients to create parking solutions that perform today and adapt to tomorrow.

Rich & Associates has been involved in the design and engineering of more than 3,000 parking projects throughout the country since 1963. The following list represents current projects and projects completed over the past 20 years.

Project Name	Location	Capacity
Detroit City Football Club Stadium Garage	Detroit, MI	427
Woodbury Gardens Development Garage	Ann Arbor, MI	456
Acrisure Amphitheater Garage	Grand Rapids, MI	900
Adams / Haynes Mixed-Use Development	Birmingham, MI	265
Delaware North Office Tower and Parking Garage	Buffalo, NY	593
Alabama Lofts Garage	Grand Rapids, MI	310
City of Royal Oak 2nd & Center Street Garage	Royal Oak, MI	550
Manistee Gateway Parking Structure	Manistee, MI	200
OKO Tower Moscow International Business Center Garage	Moscow, Russia	3,500
Massport Logan Express Parking Garage	Framingham, MA	1,100
Ford - Bagley Mobility Parking Hub	Detroit, MI	1,250
The Warner Building Garage	Grand Rapids, MI	468
City of Dearborn Wagner Place Parking Garage	Dearborn, MI	373
Lansing Community College Gannon Parking Garage	Lansing, MI	1,700
City of Rochester East Parking Platform	Rochester, MI	233
Dolphin Mall Garage	Miami, FL	1,282
Grand Rapids Innovation Park Garage	Grand Rapids, MI	600
500 Pearl Street Mixed-Use Development	Buffalo, NY	400
South of Mack Garage	Detroit, MI	590
Virginia Tech University Innovation Campus Garage	Alexandria, VA	475
Port Everglades Terminal 4 Parking Garage	Fort Lauderdale, FL	2,000
KLA R&D Center Parking Garage	Ann Arbor, MI	465
Baptist Health Parking Garage	Plantation, FL	420
University of Virginia Student Health Center Garage	Charlottesville, VA	140
Olympia Development D Garage	Detroit, MI	950
City of Huntsville Monroe Street Garage	Huntsville, AL	400
The Assembly @ Corktown	Detroit, MI	450
City of Rochester West Parking Platform	Rochester, MI	300
The Perennial @ Corktown Garage	Detroit, MI	219
Olympia Development Little Caesars Arena Parking Garage	Detroit, MI	1,200
Bedrock Detroit 'Z' Garage	Detroit, MI	1,282
Raffles City Chongqing-Underground Garage	Chongqing, China	4,200
MGM City Center Block C Garage	Las Vegas, NV	2,000
MGM Grand Detroit Permanent Casino Garage	Detroit, MI	5,233
City of Ames Intermodal Transit Garage	Ames, IA	386
East 2nd Steet Garage	Des Moines, IA	450
Michigan State University Spartan Village Garage	East Lansing, MI	880
General Motors Design Center Garage	Warren, MI	1,125
General Motors VEC Tower Center Garage	Warren, MI	2,428
City of Royal Oak City Center Parking Garage	Royal Oak, MI	580
City of Huntsville City Hall Garage	Huntsville, AL	494
City of Coralville Intermodal Transit Center Garage	Coralville, IA	425
City of Coralville North Ramp	Coralville, IA	655
City of Coralville Town Center Garage	Coralville, IA	354
Council Courts Garage	Huntsville, AL	450
The Clairmont Garage	Birmingham, AL	340
500 Pearl Street Garage	Buffalo, NY	400
Norton Commons Garage	Prospect, KY	407

Project Name	Location	Capacity
700 Semmes Garage	Richmond, VA	236
Main & Clay Garage	Louisville, KY	320
Garden Theatre District Garage	Detroit, MI	330
200 Riverside (Vista Brooklyn) Garage	Jacksonville, FL	375
Church & Henley Garage	Knoxville, KY	320
Olympia Development Henry Street West Garage	Detroit, MI	520
Drury Hotel Parking Garage	Coralville, IA	200
City of Detroit Book Cadillac Hotel Parking Garage	Detroit, MI	520
City of Huntsville Green Street Garage	Huntsville, AL	490
JFK International Jet Blue Terminal Garage	New York, NY	1,600
Olympia Development Temple West Garage	Detroit, MI	730
City of Orlando Jefferson Street Parking Garage	Orlando, FL	1,046
City of Orlando Courthouse Garage	Orlando, FL.	750
Ford Motor Company Parking Deck 300	Dearborn, MI	2,180
12800 Corporate Hill Garage	St. Louis, MO	602
Ford Motor Company Parking Deck 400	Dearborn, MI	1,759
Twickenham Square Garage	Huntsville, AL	800
The Griffin Garage	Royal Oak, MI	400
Meridian @ Mobile Garage	Mobile, AL	336
Woodland & Seventh Garage	Columbia, TN	316
The Ellington Garage	Detroit, MI.	950
DMC/Vanguard Health Cardio Vascular Center Garage	Detroit, MI	1,700
City of Dubuque Intermodal Transit Center Garage	Dubuque, IA	300
Henry Ford Health Brigitte Harris Cancer Center Garage	Detroit, MI	700
Beaumont Health Services Admin Center Parking Garage	Southfield, MI	600
City of Huntsville Lincoln Holmes Garage	Huntsville, AL	490
Portland International Jetport Garage Phase I	Portland, ME.	1,500
General Motors Northeast Quad Garage	Warren, MI	759
Ford Field Parking Garage	Detroit, MI	1,200
City of Billings Empire Street Garage	Billings, MT	550
City of Grosse Pointe Kercheval Place Garage	Grosse Pointe, MI	241
Huntsville Hospital Garage 3	Huntsville, AL.	602
Midtown Parking Garage, Ellis Parking	Grand Rapids, MI	620
Beaumont Hospital South Deck Expansion	Royal Oak, MI.	1,393
Bradley University Main Street Garage	Peoria, IL	622
Macomb County Government Center Garage	Mt. Clemens, MI	600
Hollywood Casino at Greektown Valet Garage	Detroit, MI	900
General Motors Vehicle Engineering Ctr Garage	Warren, MI.	3,200
General Motors Global Portfolio Garage	Warren, MI.	1,200
Washtenaw Community College Parking Garage	Ann Arbor, MI	529
Hollywood Casino at Greektown Hotel Garage	Detroit, MI	2,800
Compuware Corporation Headquarters Garage	Detroit, MI.	2,200
Benedictine University Garage	Lisle, IL	500
West Virginia University Multi-Modal Transit Garage	Morgantown, WV	500
City of Coralville Iowa River Landing MOB Garage	Coralville, IA	770
Erato Street Terminal Parking Garage	New Orleans, LA	1,020
City of Traverse City Old Town Deck	Traverse City, MI	525
Motor City Casino Hotel Garage	Detroit, MI	925
College for Creative Studies Argonaut Garage	Detroit, MI	483
Lester B. Pearson International Airport	Toronto, Ontario	12,350
Allegiance Health Hospital Garage	Jackson, MI.	304

David N. Rich
Rich & Associates, Inc.
President / Principal Parking Consultant

Years of Experience: *39*

Education: *Bachelor Finance, Wayne State University*

Memberships: *International Parking & Mobility Institute*
Michigan Parking Association
Detroit SMART Parking Lab – Parking Standards Committee

Dave Rich has been with Rich & Associates since 1986. With over 39 years of experience Dave's expertise lies in programming, planning, design, and operations planning of parking garages and systems. He has completed over 200 parking demand, economic feasibility studies, and management plans across the United States, and has been involved in the design of more than 300 parking garages.

Dave is actively involved in the study of evolving mobility trends and the potential impacts on planning and designing parking garages. He is an active member of the Parking Standards Committee of the Detroit Smart Parking Lab (DSPL). The lab is a physical parking structure that is operated as a testing ground for parking-related automated vehicle and mobility technologies, logistics, and electric vehicle charging. The Parking Standards Committee's purpose is to understand, educate, and influence the standards that are needed for the scaling and standardization of emerging parking technologies, logistics, and electric vehicle charging infrastructure technologies.

Dave's experience includes;

- Ford Land Bagley Mobility Hub, Detroit, Michigan – 1,250 spaces
- Sound Transit Angle Lake Station Parking Garage, Seattle, Washington – 1,050 spaces
- Henry Ford Health SOUTH Garage, Michigan – 1,532 spaces
- City of Detroit Downtown Parking Plan, Michigan
- Henry Ford Health EAST Garage, Michigan – 800 spaces
- ODM District Parking Automation and Access Control Systems Analysis & Specs, Detroit, Michigan
- Grand Rapids Innovation Park Garage, Michigan – 600 spaces
- Brush & Congress Parking Garage Feasibility Study, Detroit, MI – 800 spaces
- Cultural District Parking Master Plan, Detroit, Michigan
- Grand Rapids Amphitheater Garage, Grand Rapids, Michigan – 900 spaces
- MIDTown Detroit, Inc. Techtown Parking Study, Michigan
- Bedrock Real Estate Services Downtown Detroit Parking Assessment, Michigan
- Hollywood Casino @ Greektown Parking Strategy Plan, Detroit, Michigan
- City of Ann Arbor Multi-Modal Parking Garage Feasibility Study, Michigan – 1,300 spaces
- Virginia Tech University Innovation Campus Underground Garage, Alexandria, Virginia – 475 spaces
- Ford Research & Development Campus Garage 400, Dearborn, Michigan – 1,741 spaces
- Ford Research & Development Campus Garage 300, Dearborn, Michigan – 2,139 spaces
- General Motors Event Island Garage, Warren, Michigan – 2,500 spaces
- General Motors Northeast Quad Garage, Warren, Michigan – 760 spaces
- Olympia Development Henry West Garage, Warren, Michigan - 550 spaces
- Olympia Development Temple West Garage, Warren, Michigan – 730 spaces
- Corktown District Parking Rate Analysis, Detroit, MI
- Lubber Run Community Center Underground Garage, Arlington, Virginia – 170 spaces
- The Ellington Garage Detroit, Michigan – 950 spaces
- The Assembly @ Corktown, Detroit, Michigan – 450 spaces
- Port Everglades Terminal 4 Parking Garage, Fort Lauderdale, Florida - 2,000 spaces
- Appleton International Airport Schematic Design Phase 1 Parking Garage, Appleton, Wisconsin - 1,650 spaces

Richard W. Kinnell, AIA, NCARB
Rich & Associates, Inc.
Vice President / Principal Parking Designer

Years of Experience: *44*

Education: *BS / BA Architecture - Lawrence Technological University*

Registrations: *Architecture, NCARB certified*

Rick Kinnell is the Vice President of Rich & Associates and is an expert in the functional and architectural design of parking projects. Since joining the firm in 1981, Rick has become one of the firm's most experienced parking designers. Rick is passionate about developing functional parking plans that are efficient, cost effective, and result in a safe, positive user experience.

Designing for Future Use: Rick works with clients to develop long-term parking garage plans that anticipate future mobility trends. The evolving landscape of mobility will impact the viability of parking garages built today, and Rick is prepared to assist clients in navigating these changes. He collaborates closely with clients to identify potential future uses, the implications of self-driving vehicles and flexibility in parking space geometry, and EV charging.

Rick has designed over 600 free-standing and mixed-use garage projects across the country and throughout Michigan. He is eager to leverage this experience on future projects.

- City of Traverse City Old Town Deck, MI -
- City of Royal Oak 2nd & Center Street Garage, MI. – 520 spaces
- City of Dearborn West Garage, MI- 330 spaces
- City of Dearborn Wagner Place Garage, MI – 373 spaces
- City of Rochester East Garage, MI – 257 spaces
- City of Rochester West Garage, MI – 298 spaces
- City of Detroit Book Cadillac Garage, MI – 520 spaces
- City of Terre Haute Cherry St. Garage, IN – 626 spaces
- City of Huntsville Council Courts Garage, AL – 700 spaces
- City of Charlottesville Water St. Garage, VA – 624 spaces
- City of Iowa City Chauncey Plaza Garage, IA – 492 spaces
- City of Iowa City Iowa Avenue Garage, IA – 566 spaces
- City of Des Moines East Village Garage, IA – 540 spaces
- Macomb County Administration Center Garage, Mt. Clemens, MI – 520 spaces
- City of Grosse Pointe Kercheval Garage, MI – 241 spaces
- City of Jackson Cooper Street Garage, MI – 420 spaces
- City of Jackson Francis Street Garage, MI – 480 spaces
- City of Royal Oak 5th & Lafayette Garage, MI. – 480 spaces
- City of Warren City Hall Garage, MI – 500 spaces
- City of Dearborn East Garage, MI – 330 spaces
- City of Ann Arbor Fourth & Washington Garage, MI. – 277 spaces
- City of Sault Ste. Marie Osborn St. Garage, MI. – 500 spaces
- City of New Orleans Erato Terminal Garage, LA 1,100 spaces
- City of Orlando Admin. Services Garage, FL. – 850 spaces
- City of Orlando, Church Street Garage, FL. – 1,100 spaces
- City of Orlando Courthouse Garage, FL. – 750 spaces
- KLA Ann Arbor R&D Center Parking Garage, Ann Arbor, Michigan – 464 spaces
- Grand Rapids Amphitheater Garage, Grand Rapids, Michigan – 800 spaces
- Henry Ford Health SOUTH Garage, Michigan – 1,532 spaces
- Henry Ford Health EAST Garage, Michigan – 800 spaces

PROJECT UNDERSTANDING AND APPROACH

The City of Saugatuck is a small city of just under 900 residents. It has a vibrant downtown that draws visitors from all over the Midwest and beyond, and boasts one of the world's most lauded beaches, Oval Beach on Lake Michigan. Besides its residential population, the City has a large number of second homes, short-term rentals, and hotel rooms. Saugatuck sits on the Kalamazoo River across from the City of Douglas and is bordered by suburban and rural Saugatuck Township on the west and north. The popularity of Saugatuck has created parking pressures that the City has committed to be studied and addressed.

Parking plays a critical role in serving residents, businesses, second-home owners, and visitors to Saugatuck. Though critical, parking serves higher goals like economic development, community character, and quality of life. Therefore, parking must always be viewed through the lens of these higher goals. A sound parking strategy is critical to protecting and enhancing those characteristics that make Saugatuck such a great place, and while providing an answer to the question "but where are people going to park?"

We plan on engaging members of the community in a few ways. First, we will conduct an online survey to gain insight into resident and visitor perceptions. Second, we will hold an open house, inviting business owners, property owners, and residents. Finally, we will check in with the City Council midway through the process to ensure we are on the right track.

SCOPE OF WORK

A. Project Coordination and Problem Identification

Work with the Parking Improvements Task Force to identify the various issues related to parking.

Tasks

1. Kick off the project with an on-site meeting, where project process and schedule, data needs, and stakeholders are identified.
2. Meet with City officials to discuss how the master plan, zoning, and other ordinances impact parking and development. Also, to understand how parking enforcement is handled.
3. Conduct a community and stakeholder survey in early 2026, using the Survey Monkey platform, to gauge perceptions about parking in Saugatuck.

4. Facilitate stakeholder discussions in early 2026, to gauge perceptions and get first-hand accounts of parking dynamics downtown and elsewhere in the City.
5. Inventory existing transit services within the City.
6. Assess walkability downtown and bikeability throughout the City.
7. Meet with the Parking Improvements Task Force at least nine times to coordinate the study and final report.

Deliverables: Existing Conditions and Problem Identification Report, including reporting on engagement results.

B. Parking Inventory and Mapping

Map parking spaces and usage for both on and off-street in downtown Saugatuck and the Oval Beach area.

Tasks

1. Conduct an inventory of on and off-street parking supply in downtown Saugatuck and the Oval Beach area.
2. Perform parking usage surveys. This will include conducting morning, afternoon, and evening parking counts on one weekday and a weekend day for both off-peak times, and counts for high season in 2026.
3. Inventory barrier-free spaces both on-and off-street

Deliverables: Parking inventory and usage maps.

C. Parking Needs Analysis

Robustly analyze parking needs in the City with an emphasis on downtown Saugatuck and the Oval Beach area.

Tasks

1. Project future development in downtown Saugatuck and assess its parking impact.
2. Analyze parking needs using availability as a key performance indicator, and also considering community perceptions, plans, future development projections, and other factors.

3. Identify opportunities to improve in-street parking through striping changes.
4. Assess parking signage and wayfinding.
5. Conduct a review of compliance with barrier-free parking requirements for on and off-street facilities.

Deliverable: Parking needs analysis report

D. Evaluation of Options and Costs

Work with the Task Force to assess options to address the various parking-related problems identified earlier in the process.

Tasks

1. Review opportunities to better serve the parking public through restriping and signage changes
2. Evaluate potential properties for surface and structured parking to fill gaps.
3. Conceptualize a parking structure, including providing a cost estimate.
4. Outline transit opportunities
5. List walk and bike improvements to broaden the appeal of those transportation modes.
6. Outline wayfinding tactics to ease visitor navigation to parking and other destinations.
7. Specify areas where paid parking can improve parking availability including providing cost estimates for needed equipment and operational costs.
8. Provide recommendations rates, fees, and other revenues.
9. Formulate recommendations on zoning regulations, including how they can support a more proactive parking policy.
10. Recommend improvements to parking enforcement regulations and processes.

Deliverable: Parking Needs Assessment

PROPOSED TEAM STRUCTURE

Rob Bacigalupi of Mission North will be the Project Manager and will coordinate the two sub consultants. Brad Strader is the subconsultant manager for Cincar Consulting Group (C2G). David Rich is the subconsultant manager for Rich & Associates.

FEES

Fees are detailed in the following table and are to be a fixed fee. These fees include all

Saugatuck Budget Summary

	Description	Mission North	C2G	Rich & Associates	TOTAL
A	Project Coordination and Problem Identification	$15,318	$10,000	$200	$25,518
B	Parking Inventory and Mapping	$6,105	$3,000	$0	$9,105
C	Parking Needs Analysis	$2,640	$250	$0	$2,890
D	Evaluation of Options and Cost	$5,480	$6,500	$5,600	$17,580
E	Final Report and Presentation	$2,970	$250	$200	$3,420
	TOTAL	**$32,513**	**$20,000**	**$6,000**	**$58,513**

expenses identified in the Request for Proposals and any travel expenses.

REFERENCES

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