

Proposal: Isla Vista Parking Study



Isla Vista Community Services District
November 30, 2021
Dixon Resources Unlimited



Table of Contents

Section 1. Letter of Transmittal	1
Section 2. Description of the Firm	4
Section 3. Prior Experience with Similar Projects.....	5
Section 4. Key Personnel Resumes	7
Section 5. Management Plan	15
Section 6. Work Plan	16
Scope of Services.....	16
Task 1. Project Management	16
Task 2. Existing Conditions and Parking Needs Assessment	17
Task 3. Stakeholder Engagement	19
Task 4. Data Collection & Analysis	21
Task 5. Isla Vista Parking Study	24
Project Schedule	25

Appendices

- A. Price Proposal form
- B. Acknowledgement of Addenda form
- C. Bidder Information and Credit and Work References (Google Forms)
- D. Non-Collusion Declaration form
- E. Compensation Certification form

Section 1. Letter of Transmittal

November 30, 2021

Isla Vista Community Services District
Attn: Jonathan Abboud
970 Embarcadero del Mar
Isla Vista, CA 93117

Dear Mr. Abboud,

Dixon Resources Unlimited (DIXON) is pleased to submit this Proposal to the Isla Vista Community Services District (IVCSD) to evaluate the District's overall parking program and provide recommendations for integrated policies, procedures, and management strategies. Our team brings an exceptional resume of local experience including projects in Paso Robles, Costa Mesa, Oceanside, Pasadena, and Monterey, and we are excited to tailor our approach for Isla Vista's unique community.

DIXON understands the mission of the IVCSD, the importance of providing a local voice for the residents of Isla Vista, and the significance of their role in serving this unique community. You may not know this, but I have a unique relationship with Isla Vista. Not only did I graduate from the University of California, Santa Barbara (UCSB), but I began my parking career as the first parking enforcement officer for Isla Vista. I was dealing with congestion mitigation impacts and curbside availability issues before any of us formalized those terms. I have shared my IV experiences and lessons learned throughout the country and now is my opportunity to leverage our expertise and knowledge to help the community that initiated my career.

I have returned to Isla Vista over the years, and while there have been several developments and substantial transportation mitigation improvements within the community, the demographics, density impacts, and curbside demands are unchanged. This is an opportunity to incorporate my unique and immediate understanding of your needs and priorities with DIXON's exceptional parking management approach that truly addresses the core issues of accessibility, safety, equity, and environmental protection.

We are excited for the opportunity to evaluate the current conditions in Isla Vista, collect valuable occupancy data, and draft a thorough Parking Study outlining policies and recommendations that are specific and custom to IV. DIXON works with several California beach districts and has extensive experience developing parking regulations in the Coastal Zone. We know how to balance the needs of Isla Vista alongside the requirements and priorities of the Coastal Commission. In addition, we work with densely populated residential communities like Tustin and Norwalk and have worked tirelessly to ensure equitable solutions for multi-family housing residents and university-impacted culturally diverse neighborhoods.

DIXON's understanding of key stakeholders and regional trends puts us in a strong position to make meaningful recommendations for Isla Vista. Our municipal engagements depend on substantial stakeholder outreach, and transparent decision making. We will create a plan that encourages inclusion among key stakeholders and the community and celebrates diverse perspectives and ideas. In addition to online surveys, we have included virtual strategies that directly engage stakeholder groups and promote productive discussions. In Pasadena, we effectively adapted our stakeholder outreach process during the pandemic to accommodate numerous stakeholder meetings, all held virtually, and our online survey collected over 1,000 responses. We have been proactive during the coronavirus outbreak to stay up to date on how municipalities are navigating the pandemic environment, and we can offer the IVCSA lean and adaptive approaches to conduct virtual outreach in the early phases of the project to safely and cost-effectively address community parking concerns.

Beyond the projects listed above, we have worked extensively with the cities of Beverly Hills, San Leandro, Ventura, and Newport Beach, in addition to some of the largest parking programs in the country, including Los Angeles, San Francisco, and Denver, to transform the parking experience for customers. We are very honored that DIXON has supported award-winning parking operations including, in March 2019, the *Parking Today* Award received by the Seal Beach Police Department for Parking Technology Innovation, and the City of Paso Robles received the same recognition in 2020. In November 2018, the California Public Parking Association's Program of the Year was awarded to the City of San Leandro. Each of these recognitions was the result of collaborative, hands-on partnerships that involved extensive stakeholder outreach and municipal parking code updates in support of sustainable, technology-integrated parking management and operations.

DIXON is committed and willing to enter into a contract with IVCSA to support the *Scope of Services* as described in this proposal. We will accept the contract terms and conditions as outlined in the *Professional Services Agreement* that was included in the Request for Proposal (RFP). DIXON's current insurance coverages meet the requirements outlined in section 9 of the RFP, and an insurance certificate will be provided prior to the execution of any contract. DIXON is a recognized professional consulting firm and our experience providing transportation planning services and public outreach for municipalities make us uniquely qualified for this opportunity.

DIXON is a small woman-owned, California-certified Disadvantaged Business Enterprise Program (DBE) consulting firm. I, Julie Dixon, am the Principal Consultant and will serve as the designated contact and authorized representative for this Proposal. To the best of my abilities, all information contained in this Proposal is true and correct.

We look forward to hearing from you and will work tirelessly to achieve the IVCSA's overall parking and mobility goals.

Sincerely,



Julie Dixon, President
(213) 716-6933

julie@dixonresourcesunlimited.com

Proposer:

Dixon Resources Unlimited
3639 Midway Drive, Ste. B345
San Diego, CA 92110

Proposal Contact:

Julie Dixon, President
(213) 716-6933

julie@dixonresourcesunlimited.com

Binding: This Proposal shall remain valid for a period of not less than 90 days from the date of submittal.

Section 2. Description of the Firm

DIXON is a woman-owned small business headquartered in San Diego, CA, where, beside our Isla Vista onsite efforts, the majority of the work for this project will be performed. With over 30 years of parking and transportation management experience, Julie Dixon founded Dixon Resources Unlimited with the direct goal of supporting municipal parking programs. We currently employ a full-time staff of ten team members with various specialties and relevant credentials. We consider ourselves to be “Parking Coaches” because we offer best in class municipal parking solutions across a broad spectrum, including:

Parking Management	Curbside Management	Parking Studies
Stakeholder Engagement	Financial Reporting	Officer Training Programs
Technology/Automation	Revenue Reconciliations	Procurement/Solicitations
Monetization Modeling	Best Practice Comparisons	Contract/Permit Management

Based upon industry awareness and familiarity with parking technology and current developments, DIXON has been sought for feedback and direction both nationally and globally. Our familiarity with parking processes, policy, and overall technology and service solutions provides a direct benefit to our customers. DIXON has extensive knowledge and hands-on experience with the solicitation, development, deployment, operation, and maintenance of solutions ranging from municipal parking programs to automated enforcement systems. We have been responsible for establishing policies, defining objectives, and delivering on initiatives for municipalities of all sizes.

Municipal Track Record

Our work has garnered an impressive client list, including the following cities listed below.

CA Alameda	CA Oceanside	IL Oak Park
CA Anaheim	CA Palo Alto	MT Whitefish
CA Berkeley	CA Pasadena	NJ Princeton
CA Beverly Hills	CA Paso Robles	NM Albuquerque
CA Costa Mesa	CA Redding	NV Las Vegas
CA Chico	CA San Diego (City & Port)	NV Tahoe Transportation
CA Davis	CA San Francisco	OH Columbus
CA Downey	CA San Leandro	OR Beaverton
CA Laguna Beach	CA Sausalito	TX Austin
CA Los Angeles (DOT)	CA Seal Beach	TX Dallas
CA Los Angeles County	CA Tustin	TX McKinney
CA Monterey	CA Ventura	UT Park City
CA Mountain View	CO Denver	UT Salt Lake City
CA Napa	CT New Haven	UT Springdale
CA National City	FL Tallahassee	WA Seattle
CA Newport Beach	HI Maui	WA Spokane
CA Norwalk	ID Boise	WA Vancouver

Section 3. Prior Experience with Similar Projects



California, Paso Robles

- Parking Action Plan, Parking Management Implementation Services
- March 2018 - Present
- Project Lead: Julie Dixon | Project Manager: Emily Kwatinetz

In March 2018, the City of Paso Robles commissioned DIXON to perform a Downtown Parking Assessment. Following our assessment, we developed a Parking Action Plan addressing the current, upcoming, and long-term parking challenges and needs of the community. The resulting Customer Value Rate Model allowed City Council to hopscotch over traditional on-street policies and implement a technology solution tailored to the community's priorities. Stakeholder engagement was critical for educating the public. DIXON helped the City target over forty businesses and business owners in order to maintain a consistent presence in the community to guide residents, merchants, employees and other downtown advocates through rapid policy change.

In June 2018, the City adopted the Plan including the recommended municipal code updates. In August 2018, DIXON was retained to continue our role and support the implementation of the Parking Action Plan. In the span of less than one year, Paso Robles went from having no time limits to successfully introducing employee parking permits, pay stations, mobile payment, and merchant validation. The marketing campaign, consisting of a variety of print and digital materials, along with consistent and assertive stakeholder engagement, has shown to alleviate parking problems in the downtown core. In 2020, DIXON introduced the Rapid LPR Report, and internal tool that utilizes the mobile license plate recognition data that is already available to the City to produce occupancy and utilization analysis. The City now relies upon data to drive parking management decisions and utilizes the DIXON Rapid LPR Report to actively monitor occupancy and utilization on a quarterly basis, which was integral in showing the recovery throughout the COVID-19 pandemic.

With DIXON's assistance, and continued outreach throughout 2020, the City was also able to expand paid parking hours during COVID. DIXON provides quarterly occupancy reports and ongoing parking management support to the City. The City of Paso Robles Parking Program was recognized with the 2020 *Parking Today* "Excellence in Technology and Innovation for On -Street Parking" award. DIXON continues to support the City's parking initiatives in an on-call capacity.

Caleb Davis, Commander, Paso Robles Police Department, (805) 227-7462, cdavis@prcity.com



California, Monterey

- Parking Action Plan, Management Services
- June 2018 - Present
- Project Lead: Julie Dixon | Project Manager: Emily Kwatinetz

DIXON was retained by the City in June of 2018 for a Parking and Operations Analysis. DIXON conducted an initial on-site operational audit through a series of staff interviews and facility tours

in the summer of 2018. An initial step of the Parking Operational Analysis was a review of existing data housed by the Parking Division. The consultant team worked with staff to collect available parking data for on-street and off-street facility inventories, regulations and pricing, and ownership and management. Following the Parking Operations Analysis, DIXON prepared a Parking Action Plan to outline the steps needed to implement effective and efficient parking and mobility programs in the City of Monterey.

Since 2019, DIXON has continued to provide the City with ongoing expert support to implement the Parking Action Plan. DIXON provided coaching throughout the implementation of several parking technologies. Ongoing implementation support includes providing project management services for the procurement of License Plate Recognition technology, developing a refreshed signage and wayfinding plan for the parking garage facilities, and the development of a revamped residential permit parking program.

Cristie Steffy, Parking Superintendent, (831) 646-3953, steffy@monterey.org



California, Pasadena

- Citywide Parking Strategic Plan
- March 2020- Present
- Project Lead: Julie Dixon | Support: Kellie Dugdale

DIXON was retained by the City in March of 2020 to develop a comprehensive Citywide Parking Strategic Plan that holistically addresses the City's parking challenges. Due to COVID-19 and the shelter in place order, DIXON adapted to a fully virtual operational needs assessment. DIXON led extensive virtual outreach with the City's 60+ neighborhood associations, held numerous conversations with stakeholders, and collected over 1,100 responses from the public online survey in just 3 weeks.

DIXON is in the process of developing the Citywide Parking Strategic Plan (Plan). The draft recommendations have been created to improve the overall experience for residents, visitors, and businesses, and have an immediate impact on the Citywide parking system. In support of this goal, the City took the opportunity to present a few priority recommendations to City Council prior to the Plan being completed. The recommended off-street rate structure, including eliminating the 90 minutes of free parking time, and the recommendation to consolidate operations under a single parking operator contract were both approved by City Council in November 2021. The Plan will also include transitioning to a demand-based paid parking program where rate adjustments are based on historical occupancy data, to ensure that adjustments are both incremental and predictable.

Jon Hamblen, Parking Manager, (626) 744-7463, jhamblen@cityofpasadena.net

Section 4. Key Personnel Resumes

Julie Dixon – Principal Consultant/Project Lead



Julie Dixon is the President and Founder of Dixon Resources Unlimited, a woman-owned business, focused on providing parking consulting services to municipalities. With over 30 years of experience in parking and transportation management, Julie built her firm to provide “best in class” municipal parking solutions across a broad spectrum of areas including operations management, technology, customer service, enforcement, citation processing, field maintenance, financial reporting, procurement, and integrated solutions.

Julie began her career as the first parking enforcement officer for Isla Vista while completing her bachelor’s degree at UC Santa Barbara. As her career path evolved, Julie directed and managed all aspects of various complex transportation programs, including both the City and County of Los Angeles Automated Enforcement/Red Light Camera Programs, the City and County of San Francisco Parking Meter Counting, Collections and Management System, and the City of Los Angeles Parking Meter Collections Program.

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

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

Beginning in 2007, Julie supported several of the largest U.S. parking programs, the City of Los Angeles and the City and County of San Francisco, and the customer-service-based parking enforcement program for the City of West Hollywood. Julie has been engaged in all levels of the parking programs, including the collection and reconciliation for more than \$80M in annual parking meter revenue with a reconciliation rate consistently over 99.99%. Accustomed to a mixture of technologies, both old and new, she supported the extensive documentation and procedures necessary to be accountable for and manage over 60,000 parking meters in Los Angeles and San Francisco.

One of DIXON's primary business objectives is to define and recommend parking policy for its customers. Since founding DIXON in 2012, Julie has been focused on coaching municipalities through operational and technology assessments and implementation and procurement processes. Julie is responsible for the overall management of each project for the DIXON team and prides herself on being labeled as the "Parking Coach."

Under Julie's leadership and personal direction, the DIXON team has grown to ten full-time staff and supported award-winning projects across the country, including programs in Paso Robles, Seal Beach, San Leandro, and Laguna Beach. Julie's hands-on involvement and extensive community outreach in each of her projects allows stakeholders to voice their opinions, engage thoughtfully, and develop consensus for sustainable, community-backed solutions.

Over the last several years, Julie played an instrumental role in the transformation of several key parking programs including Park City, Griffith Park, Monterey, Paso Robles, San Leandro, and Seal Beach. DIXON received national recognition for its work on the Hollywood Sign Parking Study and due to Julie's dynamic facilitation capabilities with stakeholders, DIXON has since been retained and extended to support a similar effort by the City of Los Angeles District 4 office to address the parking and transportation impacts of Runyon Canyon. Julie's involvement and positive impacts within the industry are widespread, and DIXON continues to expand its footprint by tackling complex challenges in cities such as Beaverton, Spokane, Costa Mesa, and Tustin, to name a few.

From the very beginning of each project, she works in the trenches to understand the unique direction of each customer in order to recommend strategic and incremental investments. Often playing a leading role in community meetings, workshops, downtown knock-and-talks, and City Council meetings, Julie goes to bat for her customers because she believes in the work she does to create better environments for all people to live and work. This project is an opportunity for Julie to return to Isla Vista and to make a difference in the community where her career began.

Throughout her career, Julie has proactively engaged every level of the parking community and distinguished herself as a leading voice and source of knowledge for industry professionals. She has served on several boards, including the California Public Parking Association (CPPA). She completed three years as the President of the Southwest Parking and Transportation Association (SWPTA). For her outstanding contributions to the parking industry, Julie received Parking Today's 2020 Parking Person of the Year. This Award recognizes Julie's exceptional dedication to improving the customer experience and image of parking across the entire industry.

B.A. Sociology, UCSB, (213) 716-6933, julie@dixonresourcesunlimited.com

Emily Kwatinetz – Senior Associate



Emily Kwatinetz has been with DIXON for five years, managing projects ranging from parking and mobility studies to detailed implementation plans. Through operational audits, data analysis, stakeholder outreach, and the development of strategic recommendations, she has a track record of comprehensive support for a variety of municipalities. Emily was inducted into the National Parking Association’s 40 Under 40 Class of 2018. She also is an elected board member with the Pacific Intermountain Parking & Transportation Association (PIPTA).

Emily has gained extensive experience with DIXON supporting numerous parking and mobility projects during her tenure. For the City of Palo Alto, Emily made recommendations to prepare the City for future growth, including active monitoring, tiered parking rates, transportation demand management (TDM), walkability, car sharing, and employee mobility strategies. Emily also collected and analyzed LPR data to produce occupancy heat maps.

Emily helped manage the near-term implementation steps of a Parking Action Plan for the City of Paso Robles, including an employee virtual permit parking pilot program supported by an ongoing LPR data collection strategy, an innovative and customized paid parking on-street rate plan that includes the first 90 minutes free, signage development, a public outreach and marketing campaign, and an integrated permit and citation management system.

On behalf of the Town of Los Gatos, Emily led the development of a Parking Roadmap to outline the recommended implementation steps and strategies to optimize the parking operation. The Roadmap was developed based upon a collaborate effort between various Town Departments, extensive stakeholder outreach, a six-month parking data collection effort throughout the entire Downtown Business and Civic Center areas, and a comprehensive set of overarching program goals. The Roadmap lays out recommendations for parking demand management, residential area parking, enforcement, wayfinding and parking guidance, and transportation demand management, further explaining the phasing of each recommendation based upon a realistic and actionable approach.

As the project lead for the Town of Springdale, Emily developed innovative solutions for the Town’s unique challenges and limitations. Her recommendations have helped to address shared parking, wayfinding technology, residential parking impacts, and the overall technology solution. With DIXON’s support, the Town implemented a successful paid parking technology pilot near the entrance to Zion National Park. Emily’s recommendations outlined the tools to effectively implement and manage a comprehensive paid parking solution to address the millions of visitors who visit the small Town each year.

In the County of Maui, Emily developed individualized implementation plans for Lahaina City and Wailuku City. She produced financial modeling workbooks to forecast equipment and operating costs as well as projected revenue for the implementation of paid parking in each City. Through a

detailed ordinance review, Emily helped the County prepare for the implementation of paid parking, parking benefit districts, and shared parking.

Emily managed an Access and Mobility Study for Council District 4 in the City of Los Angeles. The project's Data Analysis Report factors in daily traffic volumes, parking occupancy, and bike and pedestrian data for the neighborhoods surrounding the Hollywood Sign. Drawing from her urban planning background, combined with extensive stakeholder engagement and data analysis, she developed a Comprehensive Strategies Report with short, medium, and long-term recommendations to improve safety, access, and mobility in and around Griffith Park and the Hollywood Sign. The strategies consider potential impacts from ridesharing, public transit programs, wayfinding, street reconfigurations, and parking restrictions.

Emily supported the City of San Leandro with the implementation of a comprehensive parking program. Leveraging strategic investments and vendor management, she helped improve the City's paid parking, permit program, and enforcement operation. The City's program was awarded the 2018 Public Parking Program of the Year by the California Public Parking Association (CPPA).

These recent and ongoing innovative experiences provide a direct benefit to the City, and her unique familiarity with customer-centric solutions provide the lessons learned and efficiencies gained from actual municipal implementation experience.

A summary of Emily's notable projects is provided below:

- City of Beaverton (OR) Downtown Parking Study and Action Plan (2020-21)
- Tahoe Transportation District (NV) Tourist Core Parking Management Plan (2020)
- City of McKinney (TX) Parking Action Plan (2020)
- Town of Los Gatos (CA) Downtown Parking Study and Program Roadmap (2019)
- City of Chico (CA) Downtown Parking Management Plan & Implementation (2018-19)
- City of Monterey (CA) Parking Operations Analysis (2018-19)
- City of Los Angeles (CA) Runyon Canyon Access and Mobility Study (2018-19)
- City of Mountain View (CA) Downtown Parking Action Plan (2018-19)
- City of Paso Robles (CA) Downtown Parking Action Plan & Implementation (2018-19)
- Port of San Diego (CA) Parking Technology Assessment & Roadmap (2018)
- City of San Leandro (CA) Downtown Parking Management Plan Implementation (2017-19)
- County of Maui (HI) Parking Action Plan for Lahaina Town & Wailuku Town (2017-18)
- City of Vancouver (WA) Parking Program Study (2017-18)
- Town of Springdale (UT) Parking Action Plan (2017)
- City of Palo Alto (CA) Parking Study and Recommendations Report (2017)

B.A. Urban Studies and Planning, UCSD, (206) 499-8183, emily@dixonresourcesunlimited.com

Mike King – Senior Associate



Mike King has more than 12 years' experience in parking management. He joined DIXON as a Senior Associate after retiring in early 2021 from the Parking Services Division of the City of Sacramento. His experience includes a high-level leadership role in Sacramento's parking program; managing logistics, contractors, and consultant resources in the SFpark program; and a long history in product development, systems implementation, and support services for enterprise IT systems. In 2019, he was awarded the Parking Professional of the Year by the California Public Parking Association (CPPA).

Mike's most recent role was the Parking Technology and Infrastructure Manager for the City of Sacramento, California, a \$40M parking enterprise, with 56,000 on-street parking assets, more than 10,000 off-street spaces in garages and lots owned by various entities, and 475 slips in the Marina. He directed all technical operations, including parking meter management and collections, off-street lot payment systems, garage PARCS equipment for multiple agencies, enforcement solutions, divisional IT support, security, and development and implementation of the technical components of the SacPark® program (the CPPA's Public Parking Program of the Year in 2016), including the SacPark App and reserve.sacpark.org, used for event parking reservations. He contributed to City code changes to enable various car share and shared rideable (rentable e-bike and e-scooter) programs and implemented the systems necessary to support them. He led the team that revised the parking restrictions and payment equipment to support the City's "protected bike lane" program. At the time of his retirement, he had created the foundation for an integrated data management system which will allow full operational and financial reporting for the enterprise, along with dashboards and analytics and tools for curb management.

Previously, Mike was a Program Manager for the prime contractor for SFpark, a federally funded program to address traffic congestion by implementing a new mix of technologies to make it easier for drivers to find parking. He worked closely with Julie Dixon while he directed over 25 vendors/subcontractors, twelve employees, and company resources to procure and deliver new parking meters, parking and roadway sensors, garage occupancy data, user surveys/data collection, marketing/communications, web site development, consulting, data warehousing, and other related services. He led multiple procurements, from initial solicitation through contract negotiation, and monitored contractor compliance and deliverables.

Since joining DIXON, Mike has led or supported several municipal projects. For the City of Norwalk (CA) he developed assessments of current conditions and contributed to the final Parking Action Plans. Working with Wood Solutions Group, he is leading DIXON's collaboration with Wood Solutions Group on a parking study of River Market District in the City of Little Rock (AR). For the City of Columbus (OH), he led the writing of the detailed product specifications for an RFP for a Parking Meter Payment System. For the City of Beverly Hills, Mike is leading the implementation of PARCS equipment for 19 City-owned facilities. Mike has significant experience with a variety of parking payment systems, including parking meters/payment machines, virtual meters, mobile payments, and multi-entity PARCS; occupancy systems, including parking sensors and image analytics; parking reservation systems; Automated License Plate Recognition (ALPR) systems;

virtual permits and validations for on- and off-street applications; compliance equipment and citation processing for motor vehicles and shared rideables; revenue and parking security systems; comprehensive inventory systems, shared parking programs and parking modernization. Throughout his time in Sacramento, other agencies and vendors regularly sought his advice, and local DMV officials referred to him as the LPR expert in California. Mike's expertise with applying technology to solve parking challenges and his demonstrated record of innovation will help support other agencies across North America.

Mike has supported the parking industry by serving on the Board of Directors for the California Public Parking Association (CPPA) and contributed to development of the specifications for the [Alliance for Parking Data Standards](#) (APDS), a joint initiative of the International Parking and Mobility Institute (IPMI), the British Parking Association (BPA), and the European Parking Association (EPA). He has presented at numerous conferences and trade shows on topics including the technology procurement process, parking modernization, parking revenue security, use of social media for public relations for parking operations, and how APDS will enhance a parking operation.

A summary of Mike's notable projects:

- City of Beverly Hills (CA) PARCS Upgrade and Replacement (2021)
- City of Norwalk (CA) On-Street Parking Study (2021)
- City of Columbus (OH) RFP Specification Development and Solicitation Support (2021)
- City of Little Rock (AR) River Market District Parking Study (2021)
- Stanford University (CA) Virtual Permit System RFP Administration (2021)
- City of Sacramento (CA) Citation Processing Upgrade (2018-20)
- City of Sacramento (CA) Parking Sensor Implementation (2015-16)
- City of Sacramento (CA) PARCS Upgrade and Replacement (2014-2017)
- City of Sacramento (CA) Mobile Payment Implementation (2014-15)
- City of Sacramento (CA) Automated License Plate Recognition Implementation (2014)
- City of Sacramento (CA) Parking Meter/Pay Station Upgrade and Replacement (2013-16)
- City of Sacramento (CA) SacPark® Implementation (2013-16)
- City and County of San Francisco (CA) SFpark Demonstration Program (2009-13)

B.S. Computer Science, Wright State University, (916) 705-1994,
mike.king@dixonresourcesunlimited.com

Cameron Clark – Data Analyst



Cameron Clark is a Data Analyst for DIXON, and has spent over six years in the parking industry demonstrating his expertise in parking operations, data collection, and analysis. Previously, Cameron served as the Parking Operations Manager for IDAX Data Solutions where he led all parking data collection projects. Cameron has conducted hundreds of parking and mobility studies, and he has a thorough understanding of the challenges in collecting accurate data across different facilities and using a variety of collection methods to deliver high-quality results. This includes managing

large teams of field data collectors to manually gather data using map-based collection apps, dash-cam video collection, static video collection, drone collection, and license plate recognition LPR collection.

Cameron has directly managed many curbside data projects. In Denver, Cameron worked with Coord to collect over 80 miles of curb inventory using Coord’s virtual reality based mobile application to finish collection in seven days with a nine person team. In San Francisco, Cameron worked closely with Fehr and Peers to conduct a camera-based evaluation of curb activity in the Inner Sunset neighborhood. He managed the collection of curb inventory with geolocated space types, used cameras to collect video observations and analyze parking occupancy and duration, and he categorized curb interactions by type of useage such as buses, taxis, TNCs, couriers, and commercial pickup/dropoffs and deliveries.

Cameron was integral to Seattle’s (SDOT) Annual Parking Study Program (2016 – 2020), which uses a data-driven approach to adjust on-street paid parking rates and evaluate expanding paid parking. In addition to managing data collection for all on-street paid parking facilities, and conducting a final quality review and analysis, Cameron successfully implemented the use of a mobile GIS app for collection.

In San Francisco, Cameron evaluated the accuracy of the SFMTA’s mobile LPR technologies and proved the ability to utilize this data for occupancy and turnover analysis. The success of this project led to a pilot program using DIXON’s Rapid LPR Tool as a more accurate alternative to their current methods of providing data for their meter rate adjustment program.

A summary of Cameron’s notable projects is provided below:

- City of Downey (CA) Parking Study (2021)
- Port of Seattle (WA) Shilshole Bay Marina Parking Study (2021)
- City of Napa (CA) Rapid LPR Report (2021)
- City of Seal Beach (CA) Rapid LPR Report (2021)
- City of San Francisco (CA) Rapid LPR Report Pilot (2021)
- City of Cosa Mesa (CA) Residential Parking Study (2020-21)

B.S. Environmental Science with a Minor in Computer Science, University of Redlands,
(425) 761-5067, cameron.clark@dixonresourcesunlimited.com

Kellie Dugdale – Associate



Kellie Dugdale is an Associate, with a degree in Environmental Studies from Boise State University and a CEQA Practice Specialized Certificate from UC San Diego Extension. Her DIXON contributions have included supporting cities through specification development, stakeholder outreach, municipal code updates, operational assessments, and parking studies.

For the City of Pasadena, Kellie is preparing a comprehensive Citywide Parking Strategic Plan. Due to COVID-19 and the shelter in place order in the Summer of 2020, all public outreach for the project had to be conducted virtually. Kellie prepared an online survey that received over 1,100 responses. The Citywide Parking Strategic Plan will include an assessment of the City’s current operation and draw upon public feedback, industry best practices, and relevant case studies to support a range of short-term and long-term recommendations that the City will consider over the next ten years. The Plan will enable the City to take a proactive approach to parking management and includes ongoing considerations for data-driven decisions, technology, and transportation demand management.

For the City of Oceanside, Kellie is currently assisting with the implementation of near-term recommendations from the Downtown Parking Action Plan, which DIXON prepared in 2019. This includes a permit parking program for downtown employees, the procurement of a mobile payment application, a public outreach and marketing campaign, and a municipal code update. Additionally, she will assist in coordinating the integration of the permit and citation management system with License Plate Recognition (LPR) technology.

Additionally, Kellie is managing a Citywide Residential Parking Study in the City of Costa Mesa to evaluate the existing parking operations and practices in the City’s residential neighborhoods. The project will result in the preparation of a detailed Implementation Plan, providing the City with a series of concrete steps to guide staff through implementation of an updated residential permit parking program. In order to fully address Costa Mesa’s parking shortages, Dixon will identify the interdependencies that lead to residential parking spillover. Kellie is responsible for coordinating data collection and analysis, conducting stakeholder outreach, and coordinating with the City to develop updated permit parking program guidelines that balance the parking needs of the diverse community.

A summary of Kellie’s notable projects:

- City of Pasadena (CA) Citywide Parking Strategic Plan (2021)
- City of Norwalk (CA) On-Street Parking Study (2021)
- City of Seal Beach (CA) Parking Management Support Services (2020-21)
- City of Costa Mesa (CA) Residential Parking Study and Implementation Plan (2020-21)
- City of Oceanside (CA) Procurement and Implementation Support (2020-21)
- City of Monterey (CA) On-Call Support (2020-21)

B.A. Boise State University, (415) 599-6276, kellie@dixonresourcesunlimited.com

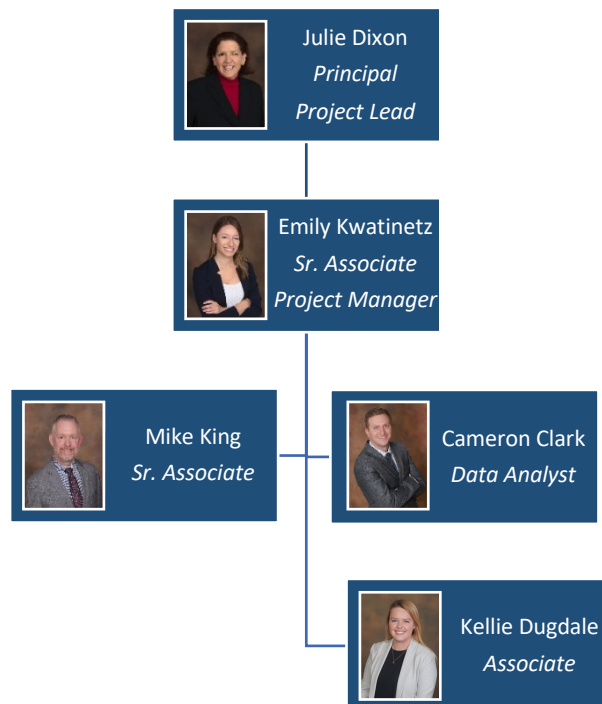
Section 5. Management Plan

For this project, we have designated Julie Dixon as the project lead, who will primarily oversee high-level communication with IVCS D staff, stakeholder engagement, and public presentations. The remaining work will be supported by the Project Team including Emily Kwatinetz, Cameron Clark, Mike King, and Kellie Dugdale.

As Project Manager, Emily will be the designated point of contact with the IVCS D. She is experienced in project management, curb management practices, development of strategic recommendations and parking action plans, and facilitating municipal code updates. Emily will communicate directly with the IVCS D for day-to-day matters and address outstanding questions according to a responsive timeline.

DIXON is available to begin this project immediately. DIXON’s recent, current, and projected workload fall below maximum capacity, and upon Notice to Proceed, DIXON will dedicate the required staff to achieve the IVCS D objectives throughout the duration of the project.

We are adaptive to the IVCS D’s needs and will modify the proposed project plans, timelines, and pricing to suit the IVCS D’s evolving priorities. We utilize an Agile project management framework on all our projects through Asana’s web-based tool. The Scope of Services identified in the RFP is comprehensive and will require a tailored workplan to ensure successful delivery within the allocated budget. We hope to continue to refine the scope with input from the IVCS D. As Project Lead, Julie Dixon will provide QA/QC for all final work product. The following Organization Chart describes the key personnel that will perform the services detailed in this Proposal.



Section 6. Work Plan

Scope of Services

We have assessed, designed, built, and operated successful parking programs. Our experience and operational understanding of the details involved provides a unique perspective unlike any other consulting firm. DIXON can support a full review of existing conditions, outreach to stakeholders, data collection and analysis, and development of a Parking Study for Isla Vista.

Our specific areas of expertise include on-street and off-street parking, stakeholder engagement, data collection, existing conditions, mobility and parking action plans, and policy development. Stakeholder engagement and communication is a critical aspect to any parking initiative, and we will develop an outreach plan that is locally driven and comprehensive. DIXON received national recognition for its work on the Hollywood Sign Parking Study due to Julie's dynamic facilitation capabilities with stakeholders. We understand how to navigate complex communities with diverse stakeholders, and we will ensure that our engagement plan is both equitable and inclusive.

DIXON collects and analyzes parking utilization and inventory data for a variety of projects. We understand that a reliable and accurate dataset is essential for the success of any program and will ensure full confidence and buy-in from the community. We frequently oversee data collection for on street and off-street locations, and as part of our services, we offer quantitative evaluation and reporting to help our customers understand parking occupancy and turnover trends. Ongoing data analysis over the course of this study will help the City to determine necessary policy adjustments and program needs.

Our team has extensive experience developing parking regulations in the Coastal Zone and coordination with the California Coastal Commission. We have been instrumental in developing draft code amendments for coastal cities such as Seal Beach, where managing beach lot and coastal neighborhood parking is one of the community's highest priorities, especially during peak demand periods.

There is no other consulting firm that matches our familiarity with current and developing parking solutions along with an understanding of technology integration. The scope of services as described will work in unison with IVCS D's current Mobility Plan Project. This solicitation is well timed, and the extensive data collection and analysis will lead to comprehensive policy changes that will improve the parking and mobility experience for both residents and visitors of Isla Vista.

Task 1. Project Management

DIXON will engage IVCS D staff throughout the duration of the project to support a collaborative project management approach. Task 1 includes costs to support the project kickoff meeting, background/existing conditions research, and ongoing project management. DIXON utilizes several web-based project management tools that make it easy for the IVCS D staff to monitor and track progress by task and efficiently share documents.

Task 1. Deliverables

- DIXON will assign a dedicated Project Manager to serve as the single point of contact for overall communications and project coordination with the IVCSO.
- DIXON will conduct a project kickoff meeting to prioritize objectives and tasks, finalize the schedule, and request background data from the IVCSO. During this phase, we will achieve a thorough understanding of site context to clarify objectives.
- In coordination with the IVCSO staff, DIXON will obtain all relevant data to assist with the project including past studies, staff reports, and existing parking management strategies. We will examine relevant materials, current vendor agreements, Parking District Law, County codes, and/or strategic planning documents to prepare for the on-site assessment.
- In coordination with the IVCSO, DIXON will finalize the schedule for project meetings, milestone deliverable due dates, and the anticipated project completion date.
- DIXON will conduct bi-weekly project meetings for the duration of the project. During each meeting, DIXON will provide a project overview and status, highlight problems and corrective measures, and present next steps.
- DIXON, along with IVCSO, will coordinate quarterly meetings with a Project Steering Committee with representatives from the County and UCSB to discuss project updates, review data collection results, and coordinate next steps.
- Based upon the tasks included within this scope of services, the DIXON team members assigned to this project do not have traffic engineering credentials. While we do not anticipate that traffic engineering support will be required for this project, if at any point an engineering assessment becomes necessary, DIXON will identify a resource and provide a cost proposal for this additional support upon request.

Task 2. Existing Conditions and Parking Needs Assessment

DIXON will conduct an in-depth Existing Conditions and Parking Needs Assessment. DIXON will meet with IVCSO staff and key stakeholders on-site and virtually (depending on the current pandemic environment) to review current processes and identify future needs. We have included an on-site visit within the budget for this task, so that we have the flexibility to meet with IVCSO staff in person to thoroughly assess key elements of the parking operation and review all available parking. Due to the current pandemic, in-person staff meetings are optional, and we will collaborate with staff to conduct our assessment remotely or socially distanced. We are flexible to accommodate the approach desired by IVCSO.

During our review, we will leverage our experience and understanding of quantitative and qualitative parking and mobility data to understand how parking demand varies by time of day and year as well as community parking and vehicle usage trends. This includes data collected through previous studies, transportation-based data acquired through the STEP grant, census data, and qualitative data gathered through a parking survey for this parking study (see Task 3). To better understand community needs, we will review data related to regional and local demographic, housing/development, workforce, commuting, impacts from UCSB, and other relevant data such

as transit and mobility data. Demand from food pickup/delivery zones will be included in our review as well. We understand the desire to increase available public parking, and this will be specifically addressed during our site assessment. Opportunities may include but are not limited to angled parking, metered parking, timed parking, parking enforcement, potential shared parking agreements, and underutilized facilities.

During this phase we will also review any documented policies and business rules related to the IVCSA's existing parking management programs. This will include a review the IVCSA's emergency vehicle and delivery vehicles rules, safety, equity, and environmental policies. Findings from this in-depth review will be incorporated into the Existing Conditions Report. The primary deliverables for the Existing Conditions Report will be a quantitative inventory of all available public and private parking spaces existing within and adjacent to the Isla Vista Census Designated Place, as well as qualitative data available through the STEP grant, census, and parking survey developed in Task 3 which will include information on safety, coastal access, household vehicle ownership rates, vehicle usage, parking locations, and walking distances to destinations, just to name a few.

DIXON will collect an initial inventory within the Study Area to verify existing curb space/marked parking spaces, off-street facilities, posted policies such as time limits, hours of operation (as applicable), and parking restrictions. Additional attributes such as blind corners, red curbs, and street gutter locations could be recorded as well. The inventory database will be provided in GIS and Excel formats.

Our team has extensive experience managing a variety of parking data collection studies to capture efficiencies in the data collection approach. DIXON will work with the IVCSA and the Project Steering Committee to determine the exact scope of locations of public and private facilities to be collected to clarify data collection details and deliverables and establish clear expectations. The Assessment will include areas throughout and surrounding Isla Vista including the parking areas at Goleta Beach and along Ocean Road, adjacent to the UCSB staff housing development project, to evaluate potential spillover parking impacts. The data collection plan will be designed to understand how parking supply is utilized by various user groups.

There is also a need to fully understand the connection between coastal access and parking availability. We have worked closely with both Cities and Coastal Commissions to make recommendations that are equitable for all parties. Balancing the needs of residents and securing adequate public access can be sensitive to navigate, and that's why our specific experience sets us apart. We will explore out of the box solutions beyond your standard Residential Permit Parking (RPP) program. Occupancy, turnover, time of day, and peak vs. non-peak data will be leveraged to ensure we are recommending data-driven policy changes. Consistent ongoing data collection will be at the forefront of our data collection plan. The data collection plan will also incorporate coastal access user survey questions. We will leverage our extensive experience developing parking regulations in the Coastal Zone to address these concerns.

DIXON will work with the IVCSA to finalize a data collection methodology that demonstrates optimal collection routes, quality control and assurance, and deliverables to ensure transparency

for all data. The result of this effort will be an in-depth data collection plan that will be outlined in the Parking Needs Assessment Report. Any potential data gaps will be identified and incorporated into our report as well.

Task 2. Deliverables

- DIXON will review background materials and previous reports such as the Master Plan Parking Appendix (2015), Parking Study (2013), Coastal Commission Report on Isla Vista Parking (2006), among others, and will build upon these prior recommendations when drafting the Existing Conditions and Parking Needs Assessment Reports.
- DIXON will conduct an initial Existing Conditions and Parking Needs Assessment, estimated for two (2) full days on site. We will meet with Isla Vista representatives and other community stakeholders. DIXON will conduct ride-alongs and stakeholder interviews to develop recommendations. One-on-one meetings with IVCS staff that manage the parking inventory will allow our team to understand the variety of departmental services and needs.
- Our assessment will focus on the causes and behaviors that drive current parking usage throughout Isla Vista. We will identify opportunities to increase the available public parking supply. Results will be incorporated into the Existing Conditions Report.
- DIXON will conduct an inventory of all available public and private parking spaces existing within and adjacent to the Isla Vista Census Designated Place, which will be incorporated into the Existing Conditions Report.
- DIXON will prepare a data collection and analysis plan and will also identify any missing data points that should be measured. This will be incorporated into the Parking Needs Assessment Report.
- DIXON will assess qualitative data through the STEP grant, census data, and results from the parking survey developed in Task 3 into the Existing Conditions Report.
- DIXON will draft an Isla Vista Parking Existing Conditions Report that will be shared for public review and feedback.
- DIXON will draft an Isla Vista Parking Needs Assessment Report that will be shared for public review and feedback.
- DIXON will incorporate feedback to create the final Isla Vista Parking Existing Conditions Report.
- DIXON will incorporate feedback to create the final Isla Vista Parking Needs Assessment Report.

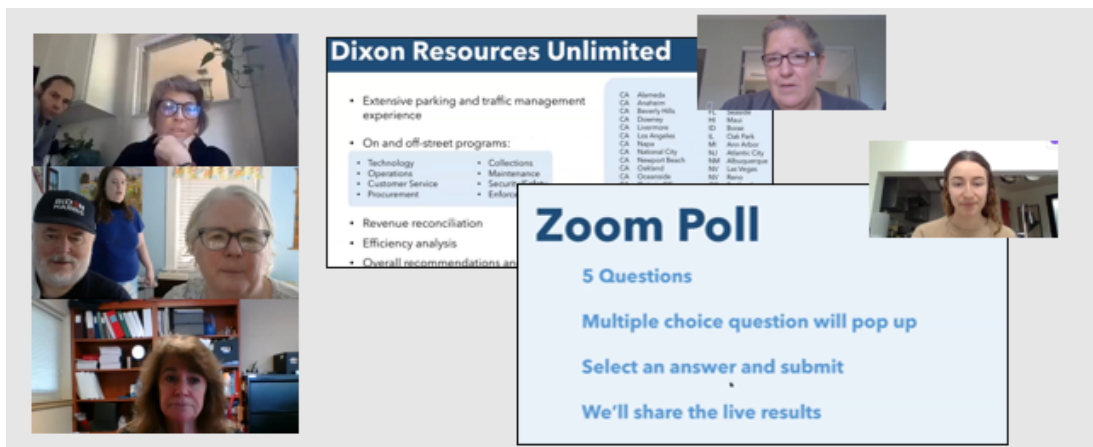
Task 3. Stakeholder Engagement

Stakeholder engagement and communications are two of DIXON's specialties and will be incorporated into each step of the project. Input from IVCS staff, external stakeholders including residents and merchants, students and faculty, advisory groups, and decision makers will be a critical part of successfully adopting policy recommendations. Whether for initial outreach or for shaping messaging and communications in preparation for policy changes or pilot launch, community input will be essential for keeping the project on message.

Parking is typically the first and last experience for patrons visiting a destination. In many cases, the overall perception held by residents and visitors is defined by their parking experiences. DIXON will work with the IVCS D to coordinate a public involvement strategy that ensures inclusion and transparency with a broad range of stakeholders.

In addition to our direct involvement with staff, stakeholders, advisory groups, and decision makers, DIXON utilizes other opportunities to involve the community including Field Intercept Interviews, Web Survey Tools, Knock-and-Talk Surveys, and customized Focus Groups. We have also successfully transitioned to several online outreach tools that allow for remote participation in the current COVID-19 environment.

We are proposing qualitative surveys for this project including coastal access user survey questions. This will allow us to ask stakeholders specifically targeted questions regarding safety, coastal access, household vehicle ownership rates, just to name a few. Through these survey strategies we are able to produce statistically valid results and market our surveys to reach the entire community, including transcribing the survey into different languages. During multiple recent online surveys, we received over 1,000 responses in less than two weeks. Each project is unique, and we develop a public participation plan based upon localized needs. We view each stakeholder meeting as an opportunity to develop our skills and apply lessons learned from past projects. DIXON has been invited to present many of these lessons (“How to Identify and Define Your Stakeholders”) at a variety of industry conferences.



Example of virtual stakeholder engagement facilitated during COVID-19.

Virtual outreach has never been as important as during the current pandemic environment, and the IVCS D will need a firm that it can rely upon to deliver personalized stakeholder engagement from a distance. We thrive in this capacity. Each of our project leads has experience conducting large-scale summit-style meetings online, as well as interactive video meetings with smaller groups to maximize interaction and engagement. We don’t believe in “check-the-box” stakeholder engagement, rather we are looking to open up the dialogue to a range of groups in order to tailor parking management strategies supported by the community. DIXON embodies this grassroots, community-first approach, and our ability to steer and shape the virtual conversation is

unmatched in the industry. We consider the recent expanded use of virtual communication an opportunity to reach an even more diverse range of community voices than ever before, giving the IVCS D an opportunity to achieve expansive public buy-in.

Task 3. Deliverables

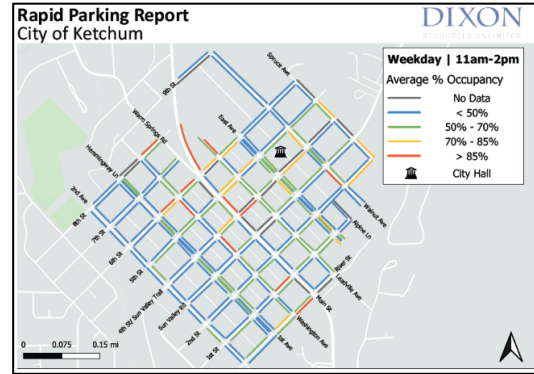
- Develop and finalize stakeholder engagement strategy with the IVCS D.
 - DIXON will support up to six on-site/virtual public outreach meetings in coordination with IVCS D staff to solicit input from interested stakeholders and share project details in advance of public hearings.
- Support the IVCS D in the creation of a qualitative parking survey(s) for residents and other users of Isla Vista parking including coastal access survey questions.
- If requested by the IVCS D, the public outreach meetings described above can be supplemented by additional outreach utilizing Field Intercept Interviews, Knock-and-Talk Surveys, and/or customized Focus Groups. One-on-one and small group meetings conducted during the Existing Conditions and Parking Needs Assessment (Task 2) will also provide opportunities for face-to-face stakeholder engagement.
- DIXON will attend and prepare materials for all public hearings associated with the Isla Vista Parking Study.

Task 4. Data Collection & Analysis

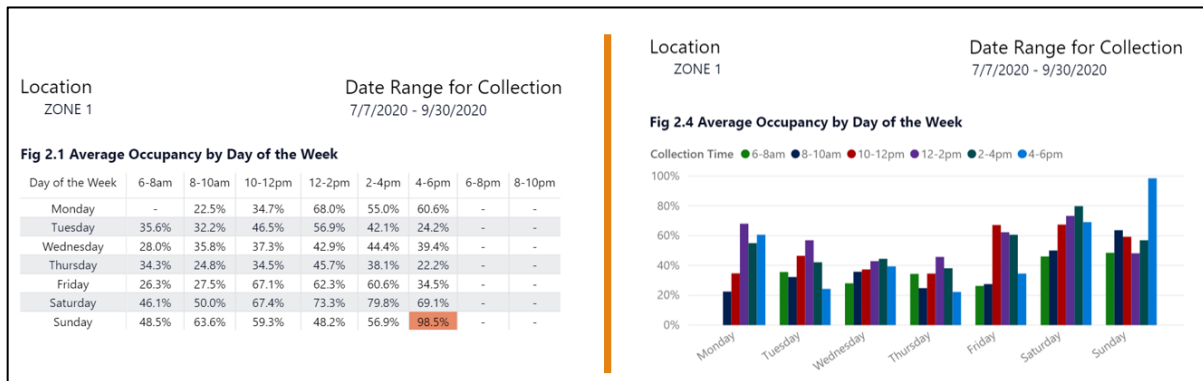
We view the IVCS D’s parking operation as an integrated system. In order to fully address the IVCS D’s parking challenges, we must address the interdependencies that lead to residential parking spillover and increases in localized demand. DIXON will prepare an Occupancy Survey to inform the priorities for the community and help determine the priorities that are established in the Parking Study. Our team understands the importance of making data-driven decisions to address the community’s perception of parking availability and optimize the operation. The goal of data collection will be to construct a comprehensive strategy specific to the IVCS D’s needs. Results from the Parking Inventory and Occupancy Survey will help guide the prioritization and timing recommended within the Isla Vista Parking Study. It will be useful for the IVCS D to have baseline data before implementing certain policies so that impacts can be monitored over time.

DIXON has extensive experience managing a variety of parking data collection studies to capture efficiencies in the data collection approach. Our strategy is flexible and adaptive and will aim to maximize resources and leverage existing data. We will finalize a data collection methodology with the IVCS D that demonstrates optimal collection routes, quality control and assurance, and deliverables to ensure transparency for all data. Our data collection plan includes collecting parking occupancy for one weekday and one weekend day during morning, afternoon, and evening/night times once per month for twelve months. DIXON will work with the IVCS D and the Project Steering Committee to determine the exact on-street and public and private off-street locations to be collected within the “IV Box”, UCSB-owned housing located off the main campus, and student housing located on the UCSB main campus, including the parking areas at Goleta Beach and along Ocean Road, adjacent to the UCSB staff housing development project.

DIXON can collect parking data using handheld license plate recognition (LPR) technology to collect data that includes both occupancy and turnover analysis down to the block face and lot/garage level. Our team has developed in-house tools to streamline the analysis of parking data collected using LPR technology to produce the **Rapid LPR Report**. The report efficiently provides various tables, charts, and geo-referenced heat maps as PDF reports and as an interactive online dashboard. Our consolidated resources and dashboards will provide the results necessary to remain smart and adaptive for important policy decisions.



Example parking occupancy map for the City of Ketchum, ID



Example of occupancy tables and charts from the Rapid LPR Tool

We have considered a variety of data collection options to optimize the volume of information that can be gathered throughout this project and will gladly work with IVCS D to customize the approach to most effectively address the community needs and priorities. We have confirmed that UCSB currently uses vehicle-mounted LPR (Mobile LPR) for the campus and off campus housing areas. There could be an opportunity to work with the University and the Rapid LPR Report to utilize this existing data source to produce occupancy and utilization data for their monitored areas. If this approach is deemed acceptable by both organizations, there could be a substantial project cost savings that can be mutually beneficial and help meet the objectives of this study which brings a benefit and value to both IVCS D and UCSB. The remaining on-street and off-street facilities can be collected by DIXON staff.

Value-Add Approach - Mobile LPR Pilot (pricing is available upon request):

As agencies modernize parking programs, the transition to license plate-based parking solutions, like mobile payment, virtual parking permits, and contactless solutions, is becoming an industry best practice. LPR technology has evolved into an efficient and effective monitoring tool, especially for agencies with limited budget and personnel resources. Rather than investing in dedicated data

collection methods that are expensive and limit the number of days data is available, we utilize the information that can be available through LPR-based parking enforcement. The Rapid LPR Report can support on-going data collection, and also monitor parking enforcement efficiency and optimize enforcement resources by identifying locations that would benefit from additional monitoring.

As an alternative data collection approach where DIXON collects data on a limited number of days, DIXON can leverage a pilot program that gives the IVCSO Mobile LPR cameras and handheld devices provided by Vigilant Solutions and utilizes IVCSO designated resources to perform parking data collection. Vigilant Solutions is a leading U.S. LPR technology provider that focuses on increased public safety and efficient parking enforcement. This LPR pilot provides the added benefit of collecting data beyond the requested 24 days while allowing the IVCSO to test mobile LPR for enforcement. This approach equips the IVCSO with the tools to collect on-going data for on and off-street facilities at a much more cost-effective rate. This is a complimentary approach to the UCSB LPR program campus and off campus data collection.



Example of Vigilant Solutions mobile LPR cameras and Client Portal.

The LPR pilot can include an initial six-month trial, in which the IVCSO will have the opportunity to purchase the cameras at a pro-rated rate and funds spent on the pilot could apply to the purchase of the cameras. If the IVCSO is not ready to decide on purchasing the cameras after six-months, the trial can be extended an additional six-months to complete the data collection goals of this study. Analysis on this data will be performed using DIXON's internally developed Rapid LPR Report.

DIXON has successfully implemented similar LPR pilots in multiple cities such as Paso Robles, California, and Ketchum, Idaho. We have also worked with Cities such as San Francisco, Pasadena, Seal Beach, and Napa to utilize their existing mobile LPR programs for analysis with the Rapid LPR Report.

Task 4. Deliverables

- DIXON will collect parking occupancy data for one weekday and one weekend day once per month for twelve months. For each data collection day, on and off-street data will be conducted during three sweeps at times agreed upon with the IVCSO, in order to capture daily peaks and the times between daily peaks. DIXON recommends this approach to capture peak and off-peak periods that can be compared across a typical weekday and a typical weekend.

- If authorized and mutually agreed between IVCSA and UCSB, DIXON will work with the UCSB parking team to connect to their LPR database and establish a data collection schedule that is mutually beneficial for this study.
- DIXON will analyze parking occupancy data to understand parking trends in the study area. Data analysis results and findings will be summarized in a report that will include charts, graphs, maps, and an overview summary of all results for the data collection area. Upon completion of results, and at the direction of the IVCSA, DIXON will identify data-driven parking recommendations and policy changes to maximize the use of existing and future parking supply. The data collection results will become the baseline for the requested Parking Study Report (see Task 5).

Task 5. Isla Vista Parking Study

We will prepare a Parking Study that is both locally driven and comprehensive. We will lay out recommended policy changes specifically designed for the IVCSA's parking system and incorporate key takeaways from both the Existing Conditions and Parking Needs Assessment Reports. We also understand the importance of evaluating how parking policies may impact coastal access, and our recommendations will consider Coastal Commission requirements and expectations. The detailed results from our data collection and analysis (Task 4) will serve as the baseline for our Study and this analysis will drive our policy recommendations. This Study will address specific concerns outlined in the RFP, including impacts to emergency vehicles and delivery trucks. We understand that safety, equitability, and environmental impacts are of utmost importance to the community, and these hot topics will be addressed throughout our report.

The recommendations within the Parking Study will be guided by findings from the Data Collection and Analysis Survey, extensive stakeholder engagement, and the transportation-based data that will be collected simultaneously under the STEP grant. Various work sessions with staff, the community, and other key stakeholders, as well as the results from the qualitative parking survey, will ensure that our approach and policy suggestions align with the community's priorities, and are based on facts rather than perception.

In addition, DIXON will conduct a thorough code review to determine adjustments/red-line edits that will "future-proof" code language to prepare the IVCSA for the implementation and management of new parking policies. Our extensive municipal code experience working with cities and parking districts throughout California provides us with the expertise to navigate the complexities of the Parking District Law, Streets and Highways Code and the County Codes to identify potential options, address gaps, and propose language, where applicable. The majority of our parking assessments involve municipal code revisions, and we have a wealth of comparable ordinance to draw upon for guidance.

Task 5. Deliverables

- The final results and findings from the Data Collection and Analysis will be incorporated into the Isla Vista Parking Study.

- Building upon the Existing Conditions and Parking Needs Assessment Reports, as well as the results of the extensive data collection and analysis, DIXON will identify and evaluate parking policy recommendations for the IVCSA’s overall parking program. Our approach will emphasize the multi-use nature of IVCSA’s parking needs in order to achieve a balanced and equitable program for the community.
- DIXON will compile all relevant code sections and provide the IVCSA a revised version for consideration. This will include instances where the IVCSA may be able to simplify code language to improve program efficiency. Language for the revised County code will be incorporated into the Parking Study.
- DIXON will prepare a written Parking Study as the primary written deliverable recommending short-term and long-term actions based on recommendations developed throughout the Project. The Study will evaluate estimated timeframes, management structures, and alternatives for the IVCSA’s parking policy strategy with an emphasis on the residential parking and UCSB impacts, impacts from delivery services, alternative modes of transportation, and coastal access.
- Policy recommendations will address those elements discussed in the RFP such as safety, equity, and environmental protection. The Report will include policy options and recommendations to meet parking challenges, objectives, and needs for District consideration.
- DIXON will circulate a draft version of the Parking Study for staff comment and incorporate the feedback into a public review draft that can be circulated to the general public.
- Based upon input from stakeholders, staff, and outreach efforts, DIXON will finalize the Parking Study for final review and adoption

Project Schedule

The proposed timeline indicates duration and completion dates for project deliverables and milestones, throughout the duration of the project. The proposed project plan and timeline will be responsive to the IVCSA’s needs and can be modified to suit the IVCSA’s evolving priorities, change in scope, and/or associated price adjustments. We are a small and adaptive firm and will be able to deliver on our commitments in a fluctuating environment.

Task	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project Kickoff Meeting	█													
Bi-Weekly Meetings	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Background Document Review	█	█												
On-Site Existing Conditions / Parking Needs Assessment			█											
Finalize Data Collection Plan			█	█										
Parking Inventory			█	█										
Stakeholder Engagement (In-Person and/or Virtual)			█	█	█	█	█							
Existing Conditions & Parking Needs Draft Reports			█	█	█	█	█							
Staff Reviews Draft Reports				█	█	█	█							
Share Drafts for Public Review					█	█	█							
Existing Conditions & Operation Needs Final Reports						█	█	█	█	█	█	█	█	█
Monthly Data Collection				█	█	█	█	█	█	█	█	█	█	█

Project Timeline: Year One (2022-2023)

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Bi-Weekly Meetings	■	■	■	■	■	■						
Stakeholder Engagement (In-Person and/or Virtual)												
Data Collection Report	■	■	■									
Isla Vista Parking Study Draft Report		■	■	■	■							
Staff Review Isla Vista Parking Study Draft Report				■	■							
Share Draft for Public Review					■							
Isla Vista Parking Study Final Report						■						

Project Timeline: Year Two (2024)