

PROFESSIONAL SERVICES AGREEMENT
[Old Towne Smart Parking Program Development Services]

THIS PROFESSIONAL SERVICES AGREEMENT (the “Agreement”) is made at Orange, California, on this ____ day of _____, 2023 (the “Effective Date”) by and between the CITY OF ORANGE, a municipal corporation (“City”), and DIXON RESOURCES UNLIMITED, a California corporation (“Contractor”), who agree as follows:

1. Services. Subject to the terms and conditions set forth in this Agreement, Contractor shall provide to the reasonable satisfaction of City the services set forth in Exhibit “A,” which is attached hereto and incorporated herein by reference. As a material inducement to City to enter into this Agreement, Contractor represents and warrants that it has thoroughly investigated and considered the scope of services and fully understands the difficulties and restrictions in performing the work. The services which are the subject of this Agreement are not in the usual course of City’s business and City relies on Contractor’s representation that it is independently engaged in the business of providing such services and is experienced in performing the work. Contractor shall perform all services in a manner reasonably satisfactory to City and in a manner in conformance with the standards of quality normally observed by an entity providing such services to a municipal agency. All services provided shall conform to all federal, state and local laws, rules and regulations and to the best professional standards and practices. The terms and conditions set forth in this Agreement shall control over any terms and conditions in Exhibit "A" to the contrary.

Larry Tay, City Traffic Engineer, (“City’s Project Manager”), shall be the person to whom Contractor will report for the performance of services hereunder. It is understood that Contractor’s performance hereunder shall be under the supervision of City’s Project Manager (or his/her designee), that Contractor shall coordinate its services hereunder with City’s Project Manager to the extent required by City’s Project Manager, and that all performances required hereunder by Contractor shall be performed to the satisfaction of City’s Project Manager and the City Manager.

2. Compensation and Fees.

a. Contractor's total compensation for all services performed under this Agreement, shall not exceed FIFTY-FOUR THOUSAND FIFTY DOLLARS and 00/100 (\$54,050.00) without the prior written authorization of City.

b. The above compensation shall include all costs, including, but not limited to, all clerical, administrative, overhead, insurance, reproduction, telephone, travel, auto rental, subsistence and all related expenses.

c. In addition to the scheduled services to be performed by the Contractor, the parties recognize that additional, unforeseen work and services may be required by City's Project Manager. In anticipation of such contingencies, the sum of EIGHT THOUSAND ONE HUNDRED DOLLARS and 00/ 100 (\$8,100.00) has been added to the total compensation of this Agreement. City's Project Manager may approve the additional work and the actual costs incurred

by the Contractor in performance of additional work or services in accordance with such amount as City's Project Manager and the Contractor may agree upon in advance. Said additional work or services and the amount of compensation therefor, up to the amount of the authorized contingency, shall be memorialized in the form of an Amendment to Agreement approved by the City Manager on a form acceptable to the City Attorney. The Contractor agrees to perform only that work or those services that are specifically requested by the City's Project Manager. Any and all additional work and services performed under this Agreement shall be completed in such sequence as to assure their completion as expeditiously as is consistent with professional skill and care in accordance with a cost estimate or proposal submitted to and approved by City's Project Manager prior to the commencement of such services.

d. The total amount of compensation under this Agreement, including contingencies shall not exceed SIXTY-TWO THOUSAND ONE HUNDRED FIFTY and 00/ 100 (\$62,150.00).

3. Payment.

a. As scheduled services are completed, Contractor shall submit to City an invoice for the services completed, authorized expenses and authorized extra work actually performed or incurred.

b. All such invoices shall state the basis for the amount invoiced, including services completed, the number of hours spent and any extra work performed.

c. City will pay Contractor the amount invoiced within thirty (30) days after the approval of the invoice.

d. Payment shall constitute payment in full for all services, authorized costs and authorized extra work covered by that invoice.

4. Change Orders. No payment for extra services caused by a change in the scope or complexity of work, or for any other reason, shall be made unless and until such extra services and a price therefor have been previously authorized in writing and approved by City as an amendment to this Agreement. City's Project Manager is authorized to approve a reduction in the services to be performed and compensation therefor. All amendments shall set forth the changes of work, extension of time, and/or adjustment of the compensation to be paid by City to Contractor and shall be signed by the City's Project Manager, City Manager or City Council, as applicable.

5. Licenses. Contractor represents that it and any subcontractors it may engage, possess any and all licenses which are required under state or federal law to perform the work contemplated by this Agreement and that Contractor and its subcontractors shall maintain all appropriate licenses, including a City of Orange business license, at its cost, during the performance of this Agreement.

6. Independent Contractor. At all times during the term of this Agreement, Contractor shall be an independent contractor and not an employee of City. City shall have the

right to control Contractor only insofar as the result of Contractor's services rendered pursuant to this Agreement. City shall not have the right to control the means by which Contractor accomplishes services rendered pursuant to this Agreement. Contractor shall, at its sole cost and expense, furnish all facilities, materials and equipment which may be required for furnishing services pursuant to this Agreement. Contractor shall be solely responsible for, and shall indemnify, defend and save City harmless from all matters relating to the payment of its subcontractors, agents and employees, including compliance with social security withholding and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever. Contractor acknowledges that it and any subcontractors, agents or employees employed by Contractor shall not, under any circumstances, be considered employees of City, and that they shall not be entitled to any of the benefits or rights afforded employees of City, including, but not limited to, sick leave, vacation leave, holiday pay, Public Employees Retirement System benefits, or health, life, dental, long-term disability or workers' compensation insurance benefits.

7. **Contractor Not Agent.** Except as City may specify in writing, Contractor shall have no authority, express or implied, to act on behalf of City in any capacity whatsoever as an agent. Contractor shall have no authority, express or implied, to bind City to any obligation whatsoever.

8. **Designated Persons.** Only those qualified persons authorized by City's Project Manager, or as designated in Exhibit "A," shall perform work provided for under this Agreement. It is understood by the parties that clerical and other nonprofessional work may be performed by persons other than those designated.

9. **Assignment or Subcontracting.** No assignment or subcontracting by Contractor of any part of this Agreement or of funds to be received under this Agreement shall be of any force or effect unless the assignment has the prior written approval of City. City may terminate this Agreement rather than accept any proposed assignment or subcontracting. Such assignment or subcontracting may be approved by the City Manager or his/her designee.

10. **Time of Completion.** Except as otherwise specified in Exhibit "A," Contractor shall commence the work provided for in this Agreement within five (5) days of the Effective Date of this Agreement and diligently prosecute completion of the work as otherwise agreed to by and between the representatives of the parties.

11. **Time Is of the Essence.** Time is of the essence in this Agreement. Contractor shall do all things necessary and incidental to the prosecution of Contractor's work.

12. **Reserved.**

13. **Delays and Extensions of Time.** Contractor's sole remedy for delays outside its control, other than those delays caused by City, shall be an extension of time. No matter what the cause of the delay, Contractor must document any delay and request an extension of time in writing at the time of the delay to the satisfaction of City. Any extensions granted shall be limited to the length of the delay outside Contractor's control. If Contractor believes that delays caused by City will cause it to incur additional costs, it must specify, in writing, why the delay has caused

additional costs to be incurred and the exact amount of such cost at the time the delay occurs. No additional costs can be paid that exceed the not to exceed amount stated in Section 2.a, above, absent a written amendment to this Agreement.

14. Products of Contractor. The documents, studies, evaluations, assessments, reports, plans, citations, materials, manuals, technical data, logs, files, designs and other products produced or provided by Contractor for this Agreement shall become the property of City upon receipt. Contractor shall deliver all such products to City prior to payment for same. City may use, reuse or otherwise utilize such products without restriction.

15. Equal Employment Opportunity. During the performance of this Agreement, Contractor agrees as follows:

a. Contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law. Contractor shall ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law. Such actions shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship. Contractor agrees to post in conspicuous places, available to employees and applicants for employment, a notice setting forth provisions of this non-discrimination clause.

b. Contractor shall, in all solicitations and advertisements for employees placed by, or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law.

c. Contractor shall cause the foregoing paragraphs (a) and (b) to be inserted in all subcontracts for any work covered by this Agreement, provided that the foregoing provisions shall not apply to subcontracts for standard commercial supplies or raw materials.

16. Conflicts of Interest. Contractor agrees that it shall not make, participate in the making, or in any way attempt to use its position as a consultant to influence any decision of City in which Contractor knows or has reason to know that Contractor, its officers, partners, or employees have a financial interest as defined in Section 87103 of the Government Code. Contractor further agrees that it shall not be eligible to work as the design/build firm for the project that is the subject of this Agreement.

17. Indemnity.

a. To the fullest extent permitted by law, Contractor agrees to indemnify, defend and hold City, its City Council and each member thereof, and the officers, officials, agents and employees of City (collectively the "Indemnitees") entirely harmless from all liability arising out of:

(1) Any and all claims under workers' compensation acts and other employee benefit acts with respect to Contractor's employees or Contractor's subcontractor's employees arising out of Contractor's work under this Agreement, including any and all claims under any law pertaining to Contractor or its employees' status as an independent contractor and any and all claims under Labor Code section 1720 related to the payment of prevailing wages for public works projects; and

(2) Any claim, loss, injury to or death of persons or damage to property caused by any act, neglect, default, or omission other than a professional act or omission of Contractor, or person, firm or corporation employed by Contractor, either directly or by independent contract, including all damages due to loss or theft sustained by any person, firm or corporation including the Indemnitees, or any of them, arising out of, or in any way connected with the work or services which are the subject of this Agreement, including injury or damage either on or off City's property; but not for any loss, injury, death or damage caused by the active negligence or willful misconduct of City. Contractor, at its own expense, cost and risk, shall indemnify any and all claims, actions, suits or other proceedings that may be brought or instituted against the Indemnitees on any such claim or liability covered by this subparagraph, and shall pay or satisfy any judgment that may be rendered against the Indemnitees, or any of them, in any action, suit or other proceedings as a result of coverage under this subparagraph.

b. To the fullest extent permitted by law, and as limited by California Civil Code 2782.8, Contractor agrees to indemnify and hold Indemnitees harmless from all liability arising out of any claim, loss, injury to or death of persons or damage to property to the extent caused by its negligent professional act or omission in the performance of professional services pursuant to this Agreement.

c. Except for the Indemnitees, the indemnifications provided in this Agreement shall not be construed to extend any third party indemnification rights of any kind to any person or entity which is not a signatory to this Agreement.

d. The indemnities set forth in this section shall survive any closing, rescission, or termination of this Agreement, and shall continue to be binding and in full force and effect in perpetuity with respect to Contractor and its successors.

18. Insurance.

a. Contractor shall carry workers' compensation insurance as required by law for the protection of its employees during the progress of the work. Contractor understands that it is an independent contractor and not entitled to any workers' compensation benefits under any City program.

b. Contractor shall maintain during the life of this Agreement the following minimum amount of comprehensive general liability insurance or commercial general liability insurance: the greater of (1) One Million Dollars (\$1,000,000.00) per occurrence; or (2) all the

insurance coverage and/or limits carried by or available to Contractor. Said insurance shall cover bodily injury, death and property damage and be written on an occurrence basis.

c. Contractor shall maintain during the life of this Agreement, the following minimum amount of automotive liability insurance: the greater of (1) a combined single limit of One Million Dollars (\$1,000,000.00); or (2) all the insurance coverage and/or limits carried by or available to Contractor. Said insurance shall cover bodily injury, death and property damage for all owned, non-owned and hired vehicles and be written on an occurrence basis.

d. Any insurance proceeds in excess of or broader than the minimum required coverage and/or minimum required limits which are applicable to a given loss shall be available to City. No representation is made that the minimum insurance requirements of this Agreement are sufficient to cover the obligations of Contractor under this Agreement.

e. Each policy of general liability and automotive liability shall provide that City, its officers, officials, agents, and employees are declared to be additional insureds under the terms of the policy, but only with respect to the work performed by Contractor under this Agreement. A policy endorsement to that effect shall be provided to City along with the certificate of insurance. In lieu of an endorsement, City will accept a copy of the policy(ies) which evidences that City is an additional insured as a contracting party. The minimum coverage required by Subsection 18.b and c, above, shall apply to City as an additional insured. Any umbrella liability insurance that is provided as part of the general or automobile liability minimums set forth herein shall be maintained for the duration of the Agreement.

f. Contractor shall maintain during the life of this Agreement professional liability insurance covering errors and omissions arising out of the performance of this Agreement with a minimum limit of One Million Dollars (\$1,000,000.00) per claim. Contractor agrees to keep such policy in force and effect for at least five (5) years from the date of completion of this Agreement.

g. The insurance policies maintained by Contractor shall be primary insurance and no insurance held or owned by City shall be called upon to cover any loss under the policy. Contractor will determine its own needs in procurement of insurance to cover liabilities other than as stated above.

h. Before Contractor performs any work or prepares or delivers any materials, Contractor shall furnish certificates of insurance and endorsements, as required by City, evidencing the aforementioned minimum insurance coverages on forms acceptable to City, which shall provide that the insurance in force will not be canceled or allowed to lapse without at least ten (10) days' prior written notice to City.

i. Except for professional liability insurance coverage that may be required by this Agreement, all insurance maintained by Contractor shall be issued by companies admitted to conduct the pertinent line of insurance business in California and having a rating of Grade A or better and Class VII or better by the latest edition of Best Key Rating Guide. In the case of professional liability insurance coverage, such coverage shall be issued by companies either

licensed or admitted to conduct business in California so long as such insurer possesses the aforementioned Best rating.

j Contractor shall immediately notify City if any required insurance lapses or is otherwise modified and cease performance of this Agreement unless otherwise directed by City. In such a case, City may procure insurance or self-insure the risk and charge Contractor for such costs and any and all damages resulting therefrom, by way of set-off from any sums owed Contractor.

k. Contractor agrees that in the event of loss due to any of the perils for which it has agreed to provide insurance, Contractor shall look solely to its insurance for recovery. Contractor hereby grants to City, on behalf of any insurer providing insurance to either Contractor or City with respect to the services of Contractor herein, a waiver of any right to subrogation which any such insurer may acquire against City by virtue of the payment of any loss under such insurance.

l. Contractor shall include all subcontractors, if any, as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor to City for review and approval. All coverages for subcontractors shall be subject to all of the requirements stated herein.

19. Termination. City may for any reason terminate this Agreement by giving Contractor not less than five (5) days' written notice of intent to terminate. Upon receipt of such notice, Contractor shall immediately cease work, unless the notice from City provides otherwise. Upon the termination of this Agreement, City shall pay Contractor for services satisfactorily provided and all allowable reimbursements incurred to the date of termination in compliance with this Agreement, unless termination by City shall be for cause, in which event City may withhold any disputed compensation. City shall not be liable for any claim of lost profits.

20. Maintenance and Inspection of Records. In accordance with generally accepted accounting principles, Contractor and its subcontractors shall maintain reasonably full and complete books, documents, papers, accounting records, and other information (collectively, the "records") pertaining to the costs of and completion of services performed under this Agreement. City and its authorized representatives shall have access to and the right to audit and reproduce any of Contractor's records regarding the services provided under this Agreement. Contractor shall maintain all such records for a period of at least three (3) years after termination or completion of this Agreement. Contractor agrees to make available all such records for inspection or audit at its offices during normal business hours and upon three (3) days' notice from City, and copies thereof shall be furnished if requested.

21. Compliance with all Laws/Immigration Laws.

a. Contractor shall be knowledgeable of and comply with all local, state and federal laws which may apply to the performance of this Agreement.

b. If the work provided for in this Agreement constitutes a “public works,” as that term is defined in Section 1720 of the California Labor Code, for which prevailing wages must be paid, to the extent Contractor’s employees will perform any work that falls within any of the classifications for which the Department of Labor Relations of the State of California promulgates prevailing wage determinations, Contractor hereby agrees that it, and any subcontractor under it, shall pay not less than the specified prevailing rates of wages to all such workers. The general prevailing wage determinations for crafts can be located on the website of the Department of Industrial Relations (www.dir.ca.gov/DLSR). Additionally, to perform work under this Contract, Contractor must meet all State registration requirements and criteria, including project compliance monitoring.

c. Contractor represents and warrants that it:

(1) Has complied and shall at all times during the term of this Agreement comply, in all respects, with all immigration laws, regulations, statutes, rules, codes, and orders, including, without limitation, the Immigration Reform and Control Act of 1986 (IRCA); and

(2) Has not and will not knowingly employ any individual to perform services under this Agreement who is ineligible to work in the United States or under the terms of this Agreement; and

(3) Has properly maintained, and shall at all times during the term of this Agreement properly maintain, all related employment documentation records including, without limitation, the completion and maintenance of the Form I-9 for each of Contractor’s employees; and

(4) Has responded, and shall at all times during the term of this Agreement respond, in a timely fashion to any government inspection requests relating to immigration law compliance and/or Form I-9 compliance and/or worksite enforcement by the Department of Homeland Security, the Department of Labor, or the Social Security Administration.

d. Contractor shall require all subcontractors or subconsultants to make the same representations and warranties as set forth in Subsection 21.c.

e. Contractor shall, upon request of City, provide a list of all employees working under this Agreement and shall provide, to the reasonable satisfaction of City, verification that all such employees are eligible to work in the United States. All costs associated with such verification shall be borne by Contractor. Once such request has been made, Contractor may not change employees working under this Agreement without written notice to City, accompanied by the verification required herein for such employees.

f. Contractor shall require all subcontractors or sub-consultants to make the same verification as set forth in Subsection 21.e.

g. If Contractor or subcontractor knowingly employs an employee providing work under this Agreement who is not authorized to work in the United States, and/or fails to follow federal laws to determine the status of such employee, that shall constitute a material breach of this Agreement and may be cause for immediate termination of this Agreement by City.

h. Contractor agrees to indemnify and hold City, its officers, officials, agents and employees harmless for, of and from any loss, including but not limited to fines, penalties and corrective measures City may sustain by reason of Contractor's failure to comply with said laws, rules and regulations in connection with the performance of this Agreement.

22. Governing Law and Venue. This Agreement shall be construed in accordance with and governed by the laws of the State of California and Contractor agrees to submit to the jurisdiction of California courts. Venue for any dispute arising under this Agreement shall be in Orange County, California.

23. Integration. This Agreement constitutes the entire agreement of the parties. No other agreement, oral or written, pertaining to the work to be performed under this Agreement shall be of any force or effect unless it is in writing and signed by both parties. Any work performed which is inconsistent with or in violation of the provisions of this Agreement shall not be compensated.

24. Notice. Except as otherwise provided herein, all notices required under this Agreement shall be in writing and delivered personally, by e-mail, or by first class U.S. mail, postage prepaid, to each party at the address listed below. Either party may change the notice address by notifying the other party in writing. Notices shall be deemed received upon receipt of same or within three (3) days of deposit in the U.S. Mail, whichever is earlier. Notices sent by e-mail shall be deemed received on the date of the e-mail transmission.

“CONTRACTOR”

“CITY”

Dixon Resources Unlimited
3639 Midway Drive, Suite B345
San Diego, CA 92110
Attn.: Julie Dixon, President

City of Orange
300 E. Chapman Avenue
Orange, CA 92866-1591
Attn.: Larry Tay

Telephone: (213) 716-6933
E-Mail: julie@dixonresourcesunlimited.com

Telephone: (714) 744-5534
E-Mail: ltay@cityoforange.org

25. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Signatures transmitted via facsimile and electronic mail shall have the same effect as original signatures.

[Signatures on next page]

IN WITNESS of this Agreement, the parties have entered into this Agreement as of the year and day first above written.

“CONTRACTOR”

“CITY”

DIXON RESOURCES UNLIMITED,
a California corporation

CITY OF ORANGE, a municipal corporation

*By: _____
Printed Name: _____
Title: _____

By: _____
Daniel R. Slater, Mayor

*By: _____
Printed Name: _____
Title: _____

ATTEST:

Pamela Coleman, City Clerk

APPROVED AS TO FORM:

Nathalie Adourian
Senior Assistant City Attorney

***NOTE:** City requires the following signature(s) on behalf of the Contractor:
-- (1) the Chairman of the Board, the President or a Vice-President, **AND** (2) the Secretary, the Chief Financial Officer, the Treasurer, an Assistant Secretary or an Assistant Treasurer. If only one corporate officer exists or one corporate officer holds more than one corporate office, please so indicate. **OR**
-- The corporate officer named in a corporate resolution as authorized to enter into this Agreement. A copy of the corporate resolution, certified by the Secretary close in time to the execution of the Agreement, must be provided to City.

√

EXHIBIT “A”

SCOPE OF SERVICES

[Beneath this sheet.]

Proposal

Old Towne Smart Parking Program Development and Implementation

RFP 23-24.09
City of Orange
September 28, 2023

Section 1. Transmittal Letter

September 28, 2023

Larry Tay, City Traffic Engineer
City of Orange Public Works Department - Traffic Division
300 E. Chapman Avenue
Orange, CA 92866

Dear Mr. Tay,

Dixon Resources Unlimited (DIXON) is pleased to submit this proposal to the City of Orange (City) to assist with the Old Towne Smart Parking Program Development process and to develop a Parking Technology Implementation (Plan). This project fits our unique niche, and we offer a full suite of parking and mobility consulting services that can support the City in developing a smart technology plan.

We have a deep understanding of the challenges faced by the City. Currently, we are supporting the City of Seal Beach as they navigate the consideration and potential implementation of paid parking on Main Street. Similarly, we are supporting the City of Modesto as we prepare the community to advance their parking management solution. Neither of these are easy endeavors, however, this is where DIXON thrives.

Our clients will tell you that we understand the importance of balance and community engagement when identifying the solution that will work for Orange. We have and continue to provide consulting support services throughout Orange County including the cities of Seal Beach, Costa Mesa, Tustin, Anaheim, Laguna Beach, Newport Beach, and Santa Ana. Our team also supports some of the largest smart parking technology programs in the US, including Los Angeles (CA), San Francisco (CA), and Denver (CO). We understand how to maximize performance with incremental investments.

DIXON was founded with the goal of supporting municipal parking programs and to make parking easy, convenient, and accessible. We develop customized, right-sized, strategic, data-driven recommendations, based on the specific and unique needs of the communities that we serve.

We have supported many award-winning California parking programs, due in large part to the concerted partnerships we form with our clients that involve innovation and optimized solutions that enable sustainable, technology-integrated parking programs. For our dedication to supporting and advancing the parking industry, DIXON was recently recognized by the International Parking & Mobility Institute (IPMI) as a *2023 Organization of the Year*.

Our clients will assure you that we care about the communities that we serve, and we deliver beyond their expectations. We are available to begin work immediately upon notice to proceed from the City.

DIXON is a California-certified Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE), and Women-owned Business Enterprise (WBE) consulting firm.

I, Julie Dixon, am the Principal Consultant and will serve as the designated contact for this proposal, with the legal authority to bind the company, and I acknowledge receipt of Addendum #1.

Sincerely,



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

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

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Section 3. Project Team

Organizational Chart

DIXON will customize our approach and tailor our team configuration to best support the City and all project deliverables. Our organization structure is provided here, with our firm's Principal Consultant, Julie Dixon as the Project Lead. Julie will oversee high-level communication with City staff and elected officials, will provide a final review of all project deliverables, and will coordinate community engagements and presentation materials.

The remaining work will be supported by our California Project Team. Senior Associate Ben Verdugo will be the Project Manager. Ben will be responsible for day-to-day communications with City staff and will direct task-based work assignments for the Project Team, which will include support from our Associate and Junior Associate Consultants who will assist the team in conducting research, review, report writing, and revision, depending on the task. We will not hesitate to dedicate the required staff to achieve the City's objectives for this project. DIXON does not foresee the use of any subconsultants for this project.



Section 4. Experience and References

Firm Description and Qualifications

Dixon Resources Unlimited is a California-based parking consulting firm that was incorporated in 2012. We have 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. Over the past 11 years, DIXON has been responsible for establishing policies, defining objectives, and delivering initiatives for municipalities of all sizes, with a concentration on cities throughout Orange County.

With over 30 years of parking and transportation management experience, Julie Dixon founded DIXON with the direct goal of supporting municipal parking programs. We consider ourselves to be “Parking Coaches” because we offer best-in-class municipal parking solutions across a broad spectrum, including:

Policies and Planning	Parking Data	Operations
Operational Audits	Parking Studies	Staffing Assessments
Implementation Plans	Data Collection	Citation Management
Municipal Code Updates	Data Analysis	Revenue Reconciliation
Community Outreach	Heat Maps	Permit Management
Financial Projections	Financial Reporting	RFP Specifications
Council Presentations	Integrations	Procurement Support

Based on industry awareness and familiarity with parking technology and current developments, DIXON has been sought for feedback and direction from parking programs both nationally and globally. Our knowledge of parking processes, policy, technology, and service solutions provides a measurable benefit to our customers.

Industry Recognitions

DIXON was recently recognized as a *2023 Organization of the Year* by the International Parking & Mobility Institute (IPMI) for our extensive contributions to the parking and mobility industry and the exemplary service we provide to our clients.

In the past few years, DIXON has helped transform many projects into award-winning parking programs, including:

California Mobility & Parking Association

2018 Parking Program of the Year:

City of San Leandro

2019 Parking Program of the Year:

City of Laguna Beach

2022 Parking Program of the Year:

City of Paso Robles

Parking Today

2019 Innovative Use of Technology:

City of Seal Beach

2020 Excellence in Technology and Innovation for On-Street Parking:

City of Paso Robles

These were hands-on collaborative projects that leveraged community engagement and staff participation in order to customize a solution that worked for that community. Recognitions like these are the result of cooperative partnerships that involve data-driven decision-making, public input, and customized solutions to develop sustainable parking operations supported by turnkey parking technologies and integrations.

Municipal Track Record & Industry Best Practices

DIXON has acquired an impressive client list and the table below highlights some of our notable projects and regional experience:

AK	Juneau	CA	San Francisco (SFMTA)	MT	Whitefish
AR	Little Rock	CA	San Leandro	NE	La Vista
AZ	Tempe	CA	Seal Beach	NJ	Atlantic City
CA	Anaheim	CA	Santa Ana	NJ	Princeton
CA	Berkeley	CA	Tustin	NM	Albuquerque
CA	Beverly Hills	CO	Denver	NV	Las Vegas
CA	Costa Mesa	CT	New Haven	OH	Columbus
CA	Downey	CT	Stamford	OR	Beaverton
CA	Laguna Beach	FL	Fort Lauderdale	OR	Portland
CA	Los Angeles (LADOT)	FL	Tallahassee	TX	Dallas
CA	Napa	HI	Maui	TX	McKinney
CA	Newport Beach	ID	Boise	UT	Park City
CA	Norwalk	ID	Ketchum	UT	Springdale
CA	Oceanside	IL	Oak Park	WA	Spokane
CA	Pasadena	MI	Ann Arbor	WA	Vancouver
CA	Paso Robles	MI	Birmingham	WI	Milwaukee

The number of projects that we have and continue to support demonstrates the scale of the impact that we have made. DIXON stays engaged with all its clients, and we continue to provide guidance and direction to City staff when needed—an additional level of personalization that makes a significant difference to our customers.

Due to our wide range of clientele and breadth of smart parking technology experience, we are exceptionally knowledgeable about industry best practices related to on- and off-street parking operations, policies, codes, management, staffing, training plans, compliance, enforcement, permit and citation management systems, technical specifications, emerging parking technology and current solutions, long-term strategic planning.

Additionally, we have managed implementations of various technology solutions ranging from paid parking equipment, mobile payment applications, License Plate Recognition (LPR) systems, and virtual permits and validations for on- and off-street applications. Our implementation and project management expertise sets our firm apart from the competition. DIXON has operated in an implementation management role for a multitude of municipalities including Seal Beach (CA), Costa Mesa (CA), San Francisco (CA), San Leandro (CA), Park City (UT), and Spokane (WA).

Project References



California, Seal Beach

- Parking Consulting & Ongoing Parking Project Management
- May 2017 - Present
- Project Lead: Julie Dixon

The City of Seal Beach hired DIXON in May 2017 to provide ongoing consulting and project management for the City's parking program. Seal Beach staff recognized the need for an overhaul of its parking operation, including community outreach, technology refresh, and parking policy assessment, and lacked the dedicated parking management staff to manage these projects.

The City has retained DIXON as the Interim Parking Manager, tasked with the ongoing optimization of the parking program and responsible for facilitating the implementation of new technology, streamlining the permit management process, ongoing policy updates and supporting community engagement/education efforts.

In 2019, *Parking Today* awarded the City the "Innovative Use of Technology" Award. With DIXON's support, the City achieved a first-of-its-kind end-to-end integration of vendors.

In 2020, DIXON worked directly with the Police Department on a parking enforcement staffing and optimization project that allowed the City to close the jail and transition existing personnel to parking enforcement duties. Along with this justification and financial analysis, DIXON helped to transition all parking management to the Police Department which included the implementation of a virtual parking permit program and a turnkey license plate-based integrated parking management system.

DIXON continues community outreach and provides ongoing support as the City's interim parking manager. DIXON develops monthly occupancy reports and heat maps utilizing LPR data, monitors occupancy trends, enforcement performance monitoring, and generates ongoing financial reports. Currently we are supporting the Parking Ad Hoc Committee as the City Council considers the expansion of paid parking to Main Street in Old Town.

To support a CA Coastal Development Permit application that would change the City's beach parking lots rate structure and extend the hours of paid parking, DIXON has conducted a regional rate comparison, expanded parking occupancy monitoring, and has gathered other supporting information, such as micro-mobility shuttle proposal for grant submission. DIXON recently completed a signage enhancement plan for the City's downtown and beachfront lots which simplified wayfinding and lot regulations.

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California, Newport Beach

- Comprehensive Consulting Services
- December 2012 - December 2022
- Project Lead: Julie Dixon

In December 2012, DIXON was awarded a professional service agreement with the City of Newport Beach to provide parking consulting services. The goal of the project was to review, analyze, and provide recommendations regarding the City's parking lots, parking permits, parking meters, parking enforcement procedures, and pilot technology programs.

Analysis of the City's overall parking program kicked off immediately. DIXON completed an evaluation of the parking meter program, focusing on counting and collection operations, and provided technology solution recommendations. This phase was followed by a review of parking lot operations. Due to DIXON's ability to efficiently complete both assessments and provide targeted recommendations, the City was able to implement new technology systems prior to the beginning of peak summer season.

A broader assessment of the Newport Beach parking program led to the development of a parking technology roadmap for both short-term and long-term parking and revenue goals. The primary objectives included improvements to enforcement and citation management services as well as the expansion of the City's permit parking program. DIXON converted the assessment findings into RFP specifications for a permit and citation management vendor. Tailored to the specific needs of Newport Beach, the RFP included hardware specifications, future integration requirements, and processes for Coastal Commission review. The solicitation resulted in the successful implementation of a turnkey service provider.

In order to implement a citywide residential permit parking (RPP) program, we recommended that the City first implement Pay by Plate and LPR technology. Together, these technologies provided the foundation for a digital permitting system. Next, we supported the development and release of the citation processing/permit management RFP. By taking the process step by step and leading the City through each project phase, DIXON enabled the success of Newport Beach's citywide residential permit parking program.

The City of Newport Beach is an excellent example of how DIXON provides "Parking Coach" support. We developed long-range plans that encouraged the City to invest in incremental solutions to achieve an integrated parking program.

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California, Paso Robles

- Parking Action Plan & Parking Management Implementation
- March 2018 - August 2023
- Project Lead: Julie Dixon

After completing parking studies in 2002, 2008, and in 2018, the Paso Robles community could still not come to a consensus on how to address the lack of convenient customer parking in the downtown core. The community was seeking a creative solution that would prioritize customer service without sacrificing the small-town charm - and this is exactly what DIXON accomplished. In March 2018, the City commissioned DIXON to complete a Downtown Parking Assessment. We conducted extensive community outreach, facilitating steering committee meetings, going door-to-door to speak with stakeholders, and attending outreach events.

Based on the findings, DIXON developed a Parking Action Plan to address the current and long-term parking challenges. The City adopted the Plan in June 2018 and retained DIXON to assist throughout the implementation process. As an initial step, DIXON helped to future-proof the language in the parking municipal codes. Before determining the on-street policies, we developed an off-street Employee Parking Permit (EPP) pilot program and monitored compliance over a six-month pilot utilizing LPR. The pilot data results revealed the need to introduce on-street policies to manage the employee parking impacts, and this led to the development of a creative "Customer Value" paid parking rate model that allows a period of free parking, similar to a time limit, followed by an hourly rate, all managed and monitored by the license plate.

Community feedback, ongoing parking utilization data collection, and a review of sales tax data revealed that the paid parking program was a grand success. Since then, a Downtown Parking Advisory Commission (DPAC) has been established to regularly provide input and feedback to the Council regarding the City's parking program.

Since the launch of the City's paid parking program, on-street parking availability has improved and many of the downtown business owners have reached out to thank the City. Even during the pandemic, DIXON assisted the City by expanding paid parking into the evenings and weekends. This program was so successful due to the support of data which confirmed the need for additional hours. DIXON supports the city by providing quarterly occupancy reports, guiding its senior permit program, overseeing its parklet program, and evaluating the preliminary financial feasibility of a shuttle program and new garage. The City of Paso Robles Parking Program was recognized with the 2020 Parking Today "Excellence in Technology and Innovation for On-Street Parking" award.

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Section 5. Technical Proposal

Project Understanding

We have assessed, designed, built, and operated many successful parking programs in Southern California and around the country. Our experience and operational understanding of the details involved provides a unique perspective unlike any other consulting firm. We are proud to call ourselves technology experts, as are intimately familiar with the vast number of parking technology services and solutions available today.

Parking technology has grown at an amazing rate. New and emerging solutions appear every year and we are adept at researching and understanding the various technologies, systems, services, providers, and operators that may provide turnkey solutions to our clients. We are technology agnostic we recommend solutions based solely on the capabilities and integration capacity of vendor software and hardware.

DIXON is experienced in developing implementation plans and parking technology roadmaps within limited budgets, and we are well aware of the budgetary limitations that municipalities typically must operate within. Many of our Senior Associate staff come from municipal parking management backgrounds, meaning they know what needs to be considered when recommending smart parking technologies. Our team is currently working with the City of Napa (CA) to prepare a rolling implementation of downtown paid parking and congestion management strategies. Similar methodology can be applied in Orange, and we can develop an implementation timeline that includes an incremental plan.

Technical Approach

For this project, we will start with a full review of the Old Towne Parking Study conducted earlier this year, examine the recommendations contained within, then conduct an on-site parking technology assessment to gather site context and deepen our understanding of the City's current conditions and demand for paid parking. We can then coordinate smart parking vendor technology demos for City staff and stakeholders, which will allow participants to understand the range of options and capabilities available today.

Our team regularly prepares financial modeling, rate comparisons, and cost projections for our multiple clients, and we can leverage our Financial Modeling Workbook to identify economically feasible market rates for the City's on- and off-street locations.

We are excellent at facilitating stakeholder engagement, community meetings, and public input campaigns, and we routinely receive positive feedback from our clients about our inclusiveness and accommodation for all stakeholder groups. We will then prepare a customized Parking Technology Implementation Plan (Plan) that leverages our collective experience and incorporates a phased deployment approach that can scale with the size of the City's paid parking operation over time.

Scope of Work

The following workplan details the technical approach, methodology, specific tasks, and associated deliverables that our team will perform.

Task 1. Project Management

Our team will work closely with designated City staff to support a collaborative project management approach. Our team will schedule a project kickoff meeting and bi-weekly meetings with the designated City staff to provide project updates, collaborate, and address challenges. Additional meetings may be scheduled, as required.

Task 1.1 Kick-off Meeting. The initial virtual project kick-off meeting will allow our team to refine and confirm the scope of work, present an outline of the proposal for the Study, prioritize objectives and tasks, finalize the schedule and timeline for milestone deliverables, and introduce key internal stakeholders to our team.

Task 1.2 Project Management and Bi-weekly Meetings. We will conduct virtual bi-weekly project meetings with designated City staff for the duration of the project. Our team will provide meeting agendas addressing the project schedule, budget status, highlighting complications and corrective measures, and the project's next steps.

Task 1.3 Document Sharing and Coordination. During the kick-off meeting, our team will request project-relevant documents. To facilitate document sharing, our team will establish a shared project folder (such as Dropbox, Google Drive, SharePoint, or similar) so that City staff can provide relevant documentation for our review. We will maintain this folder throughout the project to keep all files organized and accessible.

Task 2. Parking Technology Assessment

We have played a key role in evaluating and supporting all aspects of parking and mobility programs, including on-street and off-street parking operations, parking demand and occupancy studies, parking technology assessments and roadmaps, the solicitation and implementation of new and emerging parking technologies, and the development of comprehensive, long-term parking management plans.

Task 2.1 Background Materials and Document Review. Our team will review all relevant municipal codes, policies, and reports, previous parking studies, including the 2023 Old Towne Parking Study. We will request and review all available parking inventory and asset information, including, on- and off-street locations, associated parking equipment and infrastructure, existing parking inventory counts and maps with associated restrictions, time limits, hours of operation, and rate information, curb usage information, including loading zones, and any existing utilization data able to be provided by the City. We will meet with City staff to assess the timeline for current and planned Capital Improvement Projects and commercial and residential developments that may have an impact on parking supply in Old Towne.

Task 2.2 On-site Existing Conditions Assessment. We will coordinate an on-site visit to assess the current condition of Old Towne parking areas, including on- and off-street

public parking locations. We will document and review observed utilization of on- and off-street parking locations, including permit and time-limited spaces, existing parking signage, guidance, and wayfinding, and we will record observed compliance, enforcement systems and practices, and congestion of parking areas within the downtown parking areas.

Task 2.3 Vendor Technology Demos. With our considerable experience assessing and deploying parking technology across the US, we can coordinate vendor technology demos for right-sized, turnkey solutions for the City. These vendor technology demos will allow City staff and stakeholders to get hands-on experience with the most current equipment and services available in the industry, without the upfront capital costs. These demonstrations can be held remotely to allow a broad range of stakeholders the opportunity to gather feedback and understand the capabilities of current vendor services and technology solutions.

Task 2.3 Outline Plan Recommendations. During our on-site visit we will begin to document and outline initial technology and implementation recommendations, to be refined and included in a draft Parking Technology Implementation Plan. Our initial recommendations will include assessment of, but not limited to, the following: customization potential for services, software, hardware, aesthetics, capital and ongoing costs, integrations with app-based payment systems, digital wayfinding, permit management, license plate recognition (LPR) systems, permit and citation management systems, flexibility in rate management, including scheduled and demand-based rate updates, maintenance and reliability, compatibility with new, emerging, and future parking technology, efficiency and effectiveness, and industry best practices.

Task 3. Develop Rate Structure

Our team has a wealth of experience in assessing parking rates and fees. Our assessment of rate structures and associated financial modeling involves an evaluation of the structure and management of the City's current parking program. Our team will compare pricing and rate options, explore incentive programs, and forecast potential parking revenues and expenditures. We create parking revenue management strategies and recommendations based on a cost-neutral or budget-conscious approach, and include an assessment of potential cost-recovery, where appropriate

Task 3.1 Parking Rate Analysis. DIXON will analyze the City's current parking policies and programs and provide a recommended fee structure, based on current industry trends and best practices. Proposed rate structures for on- and off-street public parking locations may utilize different management strategies, including demand-based, congestion management, seasonal, tiered, fixed, or flat rate parking rate models.

Task 3.2 Rate Comparison and Financial Modeling. We will develop a Financial Modeling Workbook to compare parking rates and analyze the potential impacts of potential rate adjustments. Our analysis will also consider the effects of possible incentive programs, including but not limited to, merchant validation and employee

parking programs, potential mechanisms for cost-recovery, and capitalizing untapped revenue generating opportunities, to help subsidize the improvement and expansion of the City's parking program over time.

Task 3.2 Parking Management Strategies Assessment. As part of our overall financial modeling, we will evaluate alternative parking management strategies, such as the establishment of a Parking Benefit District and the use of public/private Shared Parking Agreements. Strategies like these have been effectively utilized throughout California to help subsidize municipal parking operations, fund capital expenditures, investment, and improvement for parking and transportation programs, as well as to help supplement public parking supply in heavily congested parking areas. We will leverage our unique and extensive experience, working with cities that have successfully employed such strategies, and evaluate the potential of opportunities found within Old Towne.

Task 4. Stakeholder Engagement & Public Input

Stakeholder engagement and public input are two of DIXON's specialties and our team excels in achieving open, consistent, and invaluable public discourse. Our team knows that the road to consensus for implementing a smart parking program is a long one, and we believe community buy-in during program development is critical to the initial and long-term success of the program. Our experiences demonstrate that the inclusion of a broad range of stakeholders is integral to the process. We have coordinated customized public input campaigns employing personalized engagement strategies, including door-to-door canvassing, knock-and-talk surveys, and targeted, online surveys accessible by a wide range of community members. We routinely receive excellent feedback from our clients and City Councils who are impressed with our incredibly high level of engagement, investment, and involvement with stakeholder groups. Our heavy presence in Southern California will allow our team to easily accommodate a variety of public input opportunities to build consensus within the community, including in-person public meetings, forums, town halls, and workshops.

Task 4.1 Develop Public Participation Plan. Our team will collaborate with the City to develop a Public Participation Plan that provides transparency and inclusion with a broad range of stakeholders and a framework for gathering public feedback and providing education about the project, which will be especially important as the City considers implementation of paid parking in various areas. We will work with the City to identify and refine stakeholder groups for this project, which may include internal groups such as City staff, administration, and elected officials, and external groups, such as property and



Julie Dixon moderating a discussion with parking stakeholders.

business owners, residents, organizations, institutions, visitors, and others who have a stake in the future of the City's parking programs. The Public Participation Plan will include general strategies for engaging with identified stakeholder groups, including public input opportunities such as digital surveys, in-person and virtual community meetings, focus groups, community workshops, and forums.

Task 4.2 Stakeholder Meetings. Our team will work with stakeholder groups to identify their unique challenges, needs, and goals. We will coordinate a total of three (3) on-site stakeholder meetings to identify stakeholder concerns, challenges, and goals, to gather public input, feedback, and consensus, and to refine Implementation Plan recommendations based on community willingness. DIXON will coordinate with City staff to develop presentation materials and graphics for stakeholder meetings.

Task 4.3 Online Public Input Survey. DIXON will coordinate with the City to support (1) online public input survey. The digital survey may be designed to gauge overall satisfaction with the current parking program, collect suggestions for improvements, gather public input and feedback on draft Plan recommendations, and seek consensus from the community. The City's website, newsletters, social media, and other communication tools will be used to advertise this engagement opportunity.

Task 5. Parking Technology Implementation Plan

DIXON will develop a Parking Technology Implementation Plan (Plan). The Plan will summarize key findings and results from previous Tasks. The Plan will identify and provide the analysis behind a series of strategic recommendations and implementation plan strategies for the City's parking and mobility program needs, in both near-term and long-term planning horizons.

In developing our recommendations, we will utilize industry best practices and leverage our experiences with other municipalities in Southern California and around the country. Our recommendations will incorporate public input gathered during community engagement opportunities, and will include, but are not limited to, the following areas:

- Recommendations on parking systems, solutions, equipment, and deployment steps necessary to manage the City's parking assets efficiently and effectively.
- Use of parking technology to allow for real-time reporting, data-collection, and ongoing parking utilization data collection to support regular data-driven policy adjustments.
- Cost estimates and baseline quantities necessary to implement the system and technology recommendations contained within Plan.
- Results of the Financial Modeling, providing forecasted parking revenue and expenditures, including upfront capital and ongoing costs.
- Parking rate, structure, and management strategies to help fund parking program improvements over time.
- Opportunities to utilize public-private Shared Parking Agreements to supplement existing public parking supply and mitigate parking congestion or

establish a Parking Benefit District to help fund parking-related capital improvements.

- Suggested technology roadmap and workplan, including implementation phases, key milestones, phase advancement triggers, and performance metrics that may be utilized to implement the recommendations contained within the Plan.

Task 5.1 Draft Parking Technology Implementation Plan. Our team will consolidate results from the Parking Technology Assessment (Task 2), Financial Modeling (Task 3) and Stakeholder Engagement and Public Input (Task 4) to develop a comprehensive draft Plan.

Task 5.2 Draft Plan Presentation. We will circulate a draft Plan to City staff and stakeholders to gather input. We will then incorporate that feedback into a revised, final Parking Technology Implementation Plan.

Task 5.3 Final Plan Presentation. DIXON is prepared to present the final Parking Technology Implementation Plan at an Orange City Council meeting for final review and Plan adoption.

Project Schedule

The following timeline describes the estimated time required to complete each task and an approximate date for the completion of each milestone deliverable:

Task	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Project Kickoff Meeting	█					
Bi-Weekly Meetings		█ █	█ █	█ █	█ █	█ █
Background Document Review		█ █				
On-site Technology Assessment		█				
Virtual Vendor Demos		█ █ █				
Stakeholder Engagement (In-Person and/or Virtual)		█	█	█		
Parking Survey			█ █ █			
Parking Technology Implementation Draft Plan			█ █ █ █			
Staff Review of Draft Plan				█ █ █		
Finalize Parking Technology Implementation Plan					█ █ █ █	
Council Presentation						█

Section 6. Optional Services

Task 6. Solicitation and Procurement Support Services (Optional)

DIXON can work with the City to draft an RFP specification for parking technology equipment and services, as needed. Our specifications fit seamlessly into the City's RFP templates. We are experts at drafting technical specifications, identifying objectives, and prioritizing deliverables with defined Service-Level Agreements (SLAs) that are supported by liquidated damages, ensuring that RFP respondents remain accountable to their performance commitments.

We can assist with all aspects of the procurement process. This includes recommendations on phasing, schedule, submission requirements, technical responses to questions from proposers, preparing a pricing comparison matrix, and procurement management tools. We can clarify agreement and business terms, to be incorporated into Key Performance Indicators (KPIs), and we can draft procurement documents in consultation with the City.

Finally, we can help establish a framework through which to fairly evaluate respondents and provide support throughout the proposal evaluation process, including reviewing proposals, preparing for interviews, coordinating vendor technology demonstrations, and coaching for outreach and messaging associated with any new deployment.

Section 7. Cost Proposal

Cost Proposal

This cost proposal is based on a Time & Materials (T&M) approach and addresses all Scope of Work elements defined in the RFP. We are adaptive to the City's needs and will modify the proposed project plans, timelines, and pricing to suit the City's evolving priorities. We will customize our solution to focus on what the City needs to achieve its objectives and to ensure that the tasks are completed within the agreed-upon budget and timing. The budget includes all required travel or related expenses, which are based upon GSA standards and will be billed per City requirements.

DIXON Hourly Rates

Classification	Labor Rate Per Hour
Principal Consultant	\$245
Principal Planner	\$225
Senior Associate	\$175
Associate / Data Analyst	\$155
Junior Associate	\$115

Detailed Cost Breakdown

The following table details the estimated project cost, broken out by task and includes estimated labor hours for each classification group:

Task	Task & Description	Principal Consultant	Principal Planner	Senior Associate	Associate / Data Analyst	Junior Associate	Total Hours	Labor	Travel	Cost
1	Project Management	5	0	12	7	10	34	\$5,560	\$0	\$5,560
2	Parking Technology Assessment	8	0	18	18	18	62	\$9,970	\$300	\$10,270
3	Develop Rate Structure	4	6	18	24	16	68	\$11,040	\$0	\$11,040
4	Stakeholder Engagement & Public Input	21	2	8	14	21	66	\$11,580	\$900	\$12,480
5	Parking Technology Implementation Plan	7	6	14	41	22	90	\$14,400	\$300	\$14,700
	Totals	45	14	70	104	87	320	\$52,550	\$1,500	\$54,050

Optional Services Cost Proposal

DIXON is prepared to support an optional service for this project. The total not to exceed costs listed below is an estimate, and should the City wish to pursue this optional task, a final cost proposal will be prepared and provided to the City.

Task	Optional Task Cost Estimate Description	Estimated Cost
6	<p>Optional Solicitation and Procurement Support</p> <ul style="list-style-type: none"> • Scope of Work development support • RFP development • Proposal review and evaluation 	<p>\$22,830 <i>Per Solicitation</i></p>

Appendix A. Project Team 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, customer service, enforcement, citation processing, field maintenance, financial reporting, procurement, and integrated solutions.

Julie began her career as the first parking enforcement officer for the Santa Barbara County Sheriff’s Department assigned to Isla Vista while completing her bachelor’s degree at the University of California, Santa Barbara. As her career path evolved, Julie directed and managed all aspects of various complex transportation programs. Her resume is extensive, and she recently completed her Master of Business Administration degree at Point Loma Nazarene University. Julie 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 federally funded 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, technology integration, and implementation oversight.

One of DIXON’s primary business objectives is to define and recommend parking policies 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.” 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.

Ben Verdugo - Senior Associate, Project Manager



Ben Verdugo joined DIXON in 2022 after years of managing mobility and parking projects in the public sector for the City of San Diego. As Program Manager overseeing the Community Parking District and Shared Mobility Device programs, Ben has implemented numerous mobility and parking projects focused on curb-space management, maximizing parking supply, managing parking demand, and development of multi-modal initiatives. Ben earned a Master of City Planning from San Diego State University and has extensive experience in project management, budget development, and stakeholder engagement.

Ben's experience working on the Community Parking District Program for the City of San Diego allowed him to work directly with neighborhoods managing on-street parking projects in impacted areas. Providing a high level of customer service, Ben worked with Pacific Beach in 2021 to establish a parking meter zone which required close coordination between the public, community groups, City Council, and multiple city departments. In addition to Pacific Beach, Ben has established meter zones in the Downtown and Mid-City communities of San Diego and worked closely on smart parking meter data to make calculated decisions to improve utilization throughout the three parking districts in Downtown, Uptown, and Mid-City. In addition to parking projects, Ben helped launch and manage mobility-focused projects, including FRED (Free Ride Every Downtown), an on-demand electric circulator shuttle system that is now in its seventh year of operation.

For the Shared Mobility Device Program, Ben worked directly with seven different operators to manage day-to-day operations, which included oversight of real-time data to improve right-of-way conflicts and availability of scooters and e-bikes. In addition to operations management of the program, Ben helped update the Municipal Code to increase operator accountability and spearheaded the RFP solicitation, moving the City from the permit model to a contractual model for operators.

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

- *San Diego State University (CA) Operational Needs Assessment (2023)*
- *City of Ventura (CA) Downtown Parking Action Plan and Implementation (2022-2023)*
- *City of Allentown (PA) Operational Needs & Parking Technology Assessment (2022-23)*
- *City of Redding (CA) Downtown Parking Mgmt. Plan and Implementation (2022-23)*
- *City of Beverly Hills (CA) Off-Street Parking Projects and RFP Management (2022-23)*
- *Port of San Diego (CA) Oversized Vehicle Municipal Code Updates (2022-23)*
- *Port of San Diego (CA) Micro-mobility/Motorized Device Ordinance (2022-23)*
- *City of National City (CA) Downtown Parking Mgmt. Plan and Implementation (2022-23)*
- *City of San Diego (CA) Municipal Code Update for Shared Mobility Device Program (2022)*
- *City of San Diego (CA) RFP Lead for the Shared Mobility Device Solicitation (2021-22)*

Jennifer Liu - Associate



Jennifer Liu is an Associate at DIXON, with a Bachelor of Business Administration and Communication Studies joint major degree from Simon Fraser University, Canada. She also holds a certificate from UC Berkeley's College of Environmental Design after completing the Summer Institute in City Planning.

Jennifer's background is in the Electric Vehicle Supply Equipment (EVSE) industry, where she led global product marketing and program management initiatives for commercial, residential, and public charging solutions. Jennifer's skillset is directly translatable to parking consulting, and since joining DIXON, she now supports parking programs across the country with market research, stakeholder engagement, municipal code reviews, and strategic planning.

For the Town of Los Gatos, Jennifer worked with staff to refresh their parking roadmap, perform financial modeling, and develop a comprehensive staffing plan. These efforts supported a request to the Town Council for additional funding and direction, which then enabled the Town to hire a dedicated parking staff member and make improvements to their parking program. Jennifer has also supported cities like Modesto (CA) and Napa (CA) with similar services, focusing in the areas of community engagement, policy and code reviews, and program planning initiatives.

Jennifer's unique background combining communications, project management, and urban planning provides great benefits to DIXON's clients, especially those in the implementation phases of their projects. Jennifer has supported large-scale programs and initiatives, including working closely with the City of Beverly Hills' Public Works Department and the City's vendor to coordinate technology upgrades in 17 City parking garages. Additionally, Jennifer managed the City's parking operator solicitation process, which involved extensive stakeholder management, contract negotiation, and a deep technical understanding of the technologies involved.

A summary of Jennifer's notable projects:

- *Town of Los Gatos (CA) Parking Roadmap Update (2023)*
- *City of Santa Ana (CA) Citywide Parking Study (2023)*
- *Isla Vista Community Services District (CA) Parking Consultant Services (2023)*
- *City of Paso Robles (CA) Implementation Support Services (2023)*
- *City of Ketchum (ID) Parking Consulting Services (2023)*
- *City of Modesto (CA) Parking Infrastructure Implementation Plan (2022-23)*
- *City of Napa (CA) Implementation Support Services (2022-23)*
- *City of San Leandro (CA) Parking Management Consulting Services (2022-23)*
- *City of Beverly Hills (CA) Off-Street Parking Projects & RFP Management (2022-23)*
- *Savannah/Hilton Head International Airport (GA) Operational Audit & Parking Technology Assessment (2022) & Comparable Airport Rates Matrix (2023)*

Alexis Appel - Junior Associate



Alexis Appel is a Junior Associate at DIXON with a Bachelor of Arts degree in Urban Studies and Planning from the University of California, San Diego. With an educational emphasis on Sustainability and Resilience, she takes a comprehensive approach to projects that considers both environmental and human impacts. Alexis previously worked in the stormwater management industry and assisted in the research and writing of Storm Water Pollution Prevention Plans for new and existing developments. Since joining the DIXON team, she has contributed to various projects, including researching alternative parking methods, conducting stakeholder outreach for community engagement, working with municipalities to enhance residential parking, and engaging with the California Coastal Commission to improve beach parking accessibility.

For the City of Seal Beach, Alexis is responsible for researching and supporting the City in preparing to submit a Coastal Development Permit application to the California Coastal Commission. She was responsible for the review and compilation of historical documents to convey the City's extensive parking history, as well as preparing a comparable cities analysis highlighting opportunities for the City to adjust parking rates and fees while maximizing accessibility and equity. Alexis is currently assisting both the cities of Seal Beach and Monterey in applying for Local Coastal Program certification, which will help both cities streamline the process of new development applications within their respective coastal zones. Alexis approaches projects involving the California Coastal Commission through the lens of equity and inclusion and values the opportunity to improve coastal access for visitors of all socio-economic backgrounds.

Alexis' distinctive background in urban planning has been a key element in serving DIXON clients in various ways. For the City of Santa Ana, Alexis is managing stakeholder outreach, which has included attendance at community events and town hall meetings, as well as identifying creative solutions such as parking lift implementation. Alexis has also completed comparable analyses for the City of Sausalito, San Diego State University, and the City of Seal Beach in order to identify the ways in which each project can enhance their unique parking programs.

A summary of Alexis' notable projects:

- *City of Seal Beach (CA) Parking Management Support Services (2022-23)*
- *City of Monterey (CA) Coastal Zone Parking Operation Study (2022-23)*
- *City of Norwalk (CA) One-Ways Neighborhood Support Services (2023-24)*
- *City of Santa Ana (CA) Citywide Parking Study (2023-24)*
- *Isla Vista Community Services District (CA) Parking Study (2021-23)*
- *City of Sausalito (CA) Downtown Parking Study (2023)*