



**Finance and Administration Committee
November 11, 2025**

Information Item -

FAC – 7 Report on Chancellor Delegated Designer Selection – Campus Transportation Master Plan

Background Information

At the December 6, 2013, meeting of the Board of Trustees, the Board authorized the Chancellor, ex-officio, to appoint architects and engineers for projects whose authorized funding is \$2,000,000 or less and authorized the Chancellor to report all such appointments to the Board at its next meeting.

UNC Greensboro, through Campus Enterprises, needs to update its Campus Transportation Master Plan. The current plan was developed in 2012. This Transportation Master Plan update will be prepared in a way that guides UNC Greensboro in managing Parking and other Campus Access strategies (pedestrian, bicycle, bus, to UNC Greensboro in managing Parking and other Campus Access strategies (pedestrian, bicycle, bus and shuttle, etc.) by examining utilization and need, accessibility, current and future needs, potential reduction and consolidation, as well as POCAM operational efficiencies.

Project Authorization: \$300,000

The University of North Carolina System's website advertised a request for qualifications and letters of interest for engineering services for this project. Seven (7) firms submitted letters of interest, one (1) from Guilford County.

The Designer Selection Committee reviewed the letters of interest and invited three firms to interview on September 5th and 8th, 2025, to present their qualifications and recommend the following in ranking order.

1. Walker Consultants, Charlotte, NC
2. Kimley-Horn and Associates, Inc., Raleigh, NC
3. Kittleson & Associates, Inc., Charlotte, NC

The firm of **Walker Consultants** is a planning, design, and engineering firm and is recommended as the Designer for the following reasons:

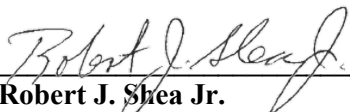
1. Walker Consultants provided the most detailed response to the scope of work provided as presented in both their letter of interest and interview.

2. The design team best illustrated project examples on higher education campuses that are most similar in size and constraints to UNC Greensboro, as well as the team's experience in working from the campus's perspective.
3. Walker demonstrated their commitment to partnership with the university during and beyond the schedule of the project. Their focus on operational efficiencies and attention to budget constraints most resonated with the Selection Committee.

Based on the above information, the Chancellor approved the selected firm on February 24, 2025, as indicated in the attached memorandum.

Attachments:

- Signed memorandum from Robert J. Shea, Jr. to Chancellor Franklin D. Gilliam, Jr. regarding the Campus Transportation Master Plan Update
- Walker Consultants Letter of Interest


Robert J. Shea Jr.
Vice Chancellor for Finance *and*
Administration



UNC
GREENSBORO

Finance and Administration

254 Mossman Building
PO Box 26170, Greensboro, NC 27402-6170
336.334.5200 Phone 336.334.4754 Fax

MEMORANDUM

TO: Chancellor Franklin D. Gilliam, Jr.

FROM: Robert J. Shea, Jr. *SK/RJS*

DATE: September 11, 2025

RE: **Selection of Designer –**
Campus Transportation Master Plan Update

At the December 6, 2013, meeting of the Board of Trustees, the Board authorized the Chancellor, ex-officio, to appoint architects and engineers for projects whose authorized funding is \$2,000,000 or less and authorized the Chancellor to report all such appointments to the Board at its next meeting.

UNC Greensboro, through Campus Enterprises, needs updating of its Campus Transportation Master Plan. The current plan was developed in 2012. This Transportation Master Plan update will be prepared in a way that provides guidance to UNC Greensboro in managing Parking and other Campus Access strategies (pedestrian, bicycle, bus and shuttle, etc.) by examining utilization and need, accessibility, current and future needs, potential reduction and consolidation, as well as POCAM operational efficiencies.

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3. Walker best demonstrated their commitment to partnership with the university during and beyond the schedule of the project. Their focus on operational efficiencies and attention to budget constraints most resonated with the Selection Committee.

Recommended Action

Based on the above information, the Chancellor of the University of North Carolina at Greensboro approves **Walker Consultants**, as the Engineering firm for the Campus Transportation Master Plan Update project. If agreeable terms cannot be met with the recommended firm, the Chancellor authorizes the administration to negotiate terms with the other firms in ranking order.

We recommend the approval of the designer selection for this capital project.

A formal report of our procedures and your approval will be made at the next meeting of the Board of Trustees. Please acknowledge your approval by your signature below.

Attachment:

- Walker Consultants Letter of Interest

Approved: _____


Chancellor

Date: _____

9/15/25



Prepared for The University of North Carolina at Greensboro

Campus Transportation Master Plan Update

August 8, 2025



WALKER
CONSULTANTS

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Information Sheet



Information Sheet

Firm Name

HUB Certified If HUB, Specify Type Female American Indian Hispanic Socially & Economically Disadvantaged
 Disabled Asian-American Black

Point of Contact E-mail Address

Street Address

City State Zip Code County

Phone # Fax #

Type of Firm (e.g. Architectural, Civil Engineering, Surveying, Etc)

Consulting Firms

Architectural:	<input type="text"/>	<input type="checkbox"/> Check If HUB	Mechanical:	<input type="text"/>	<input type="checkbox"/> Check If HUB
Electrical:	<input type="text"/>	<input type="checkbox"/> Check If HUB	Plumbing:	<input type="text"/>	<input type="checkbox"/> Check If HUB
Structural:	<input type="text"/>	<input type="checkbox"/> Check If HUB	Civil:	<input type="text"/>	<input type="checkbox"/> Check If HUB
Landscape:	<input type="text"/>	<input type="checkbox"/> Check If HUB	Interior Design:	<input type="text"/>	<input type="checkbox"/> Check If HUB
Other (specify type):	<input type="text" value="Walker Consultants: Planning, Mobility, and Assessment Services"/>				<input type="checkbox"/> Check If HUB
Other (specify type):	<input type="text"/>				<input type="checkbox"/> Check If HUB

2

Letter of Interest



3545 Whitehall Park Drive, Suite 425
Charlotte, NC 28273
704.247.6230 walkerconsultants.com

August 8, 2025

Bill Chatfield
Project Manager
UNC Greensboro Facilities Design & Construction
Gray Home Management House
105 Gray Drive
Greensboro, NC 27412
wjchatfi@uncg.edu

Re: Proposal Submission for Campus Transportation Master Plan Update

Dear Mr. Chatfield:

With 60 years of experience in parking, mobility, and transportation consulting, Walker Consultants (“Walker”) has successfully collaborated with universities, municipalities, and private sector clients to develop innovative, data-driven mobility solutions. Our expertise in parking system analysis, financial sustainability, and transportation demand management (TDM) uniquely positions us to assist the University of North Carolina at Greensboro (“UNC Greensboro” or “the University”) in aligning its parking and transportation systems with the objectives outlined in the University’s Campus Master Plan.

We have thoroughly reviewed the Request for Proposal (RFP), including all links, addenda, and supplementary documents provided in conjunction with the RFP. By submitting this proposal, we affirm our understanding and commitment to comply with the scope of work, requirements, and specifications detailed in the RFP. Furthermore, we agree to all instructions, terms, conditions, and attachments outlined in the RFP, ensuring our approach aligns with the University’s expectations and guidelines.

Our approach to this project will include a detailed evaluation of UNC Greensboro’s existing parking operations, transit systems, and mobility infrastructure. We will assess the current state of the University’s transportation network and identify opportunities for improvements that support the University’s future growth and sustainability goals. This will involve leveraging cutting-edge data analysis techniques and engaging with key stakeholders to ensure the final recommendations are feasible and aligned with the University’s broader goals.

Our team’s deep experience in parking system analysis and transportation demand management will be crucial in identifying strategies that maximize operational efficiency and financial sustainability. We will incorporate best practices from the parking and mobility industry, ensuring UNC Greensboro’s parking and transportation systems are well-positioned to accommodate the University’s evolving needs.

We appreciate the opportunity to present our qualifications and look forward to the possibility of working with UNC Greensboro on this transformative project. Please do not hesitate to reach out with any questions regarding our proposal.

Sincerely,

WALKER CONSULTANTS

A blue ink signature of David Lieb, written in a cursive style.

David Lieb, TDM-CP
Principal/National Director of Higher Ed Mobility Planning
607.227.6801 | dlieb@walkerconsultants.com

A blue ink signature of Leslie Jo Hurwitz, written in a cursive style.

Leslie Jo Hurwitz, PE, CM
Charlotte Office Managing Principal
704.560.4302 | lhurwitz@walkerconsultants.com

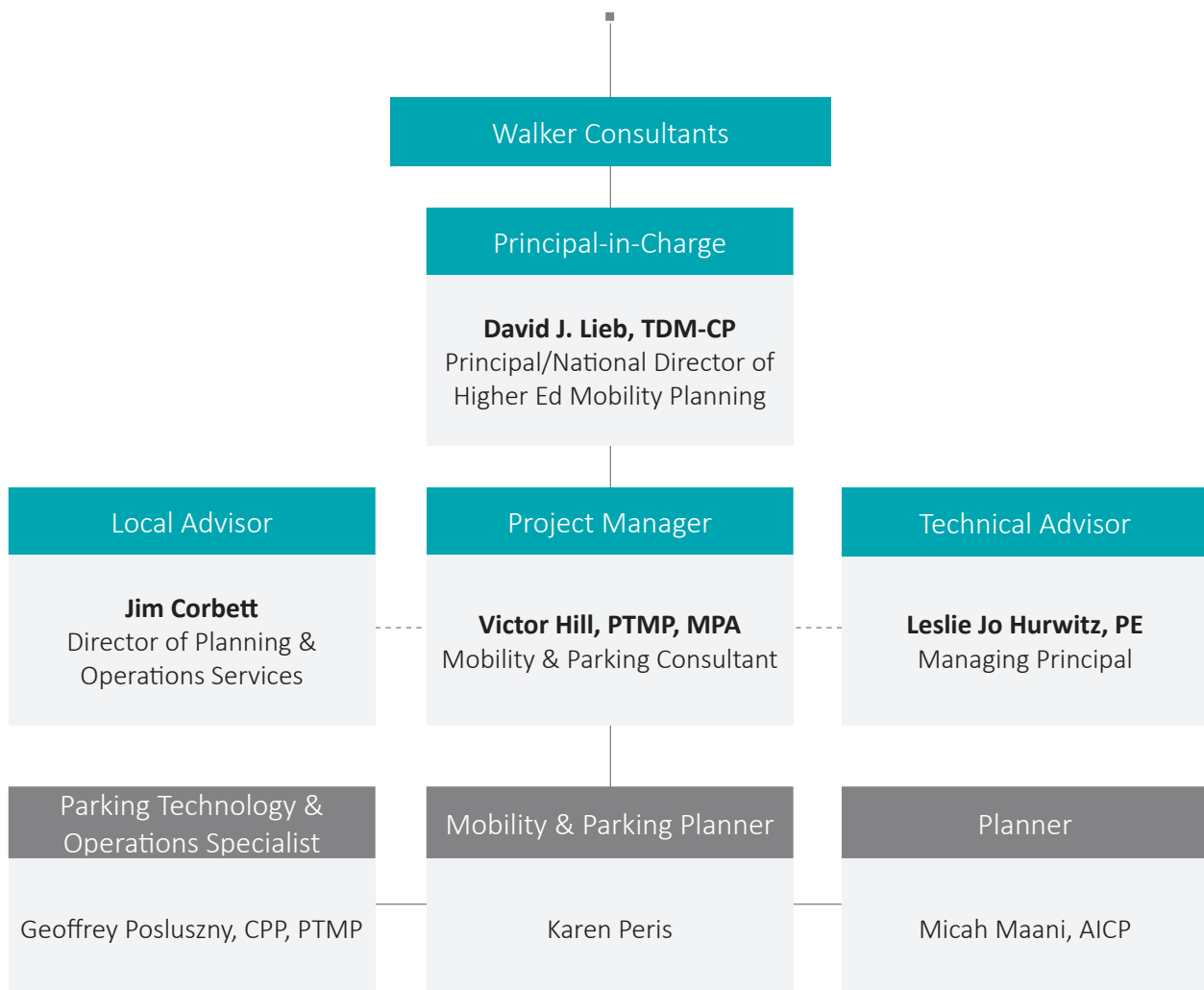
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Project Team Organization Chart

Project Team Organization

The success of your project will depend upon a wide variety of factors. No factor is more important than the people that will work on the project. The team we have assembled for your project has been carefully selected to provide the specialized services that your project requires. Our team clearly understands your project needs and requirements.

UNC Greensboro





David J. Lieb, TDM-CP

Principal/National Director of Higher Ed Mobility Planning

David Lieb is Walker Consultants' National Director of Higher Ed Mobility Planning Services. Based in the Denver office, he specializes in parking and transportation demand management (TDM) strategies and operations at colleges and universities. David joined Walker in 2015, after 25 years of experience at Cornell University and the University of Colorado-Boulder, operating and leading cutting-edge and innovative parking and TDM programs. Since joining Walker in 2015, David has worked with over 80 colleges and universities, helping them improve customer service, operational efficiencies, financial performance, and sustainability initiatives.

With his roots in communications and marketing, David brings a wealth of experience working with teams, stakeholder groups, community members, senior leadership, transit agencies, and the media. He helps clients develop programs, policies, and systems that are effective, efficient, and customer-service friendly. His experience managing demand can help clients reduce congestion and achieve financial and environmental sustainability goals.

Key Experience

Higher Education Mobility and Parking Planning
 Transportation Demand Management Strategies
 Stakeholder Engagement
 Community Development

Education

Master of Professional Studies, Cornell University
 Bachelor of Arts, Cornell University

Affiliations

Association for Commuter Transportation (ACT)
 National Association of College Auxiliary Services (NACAS)
 Society for College and University Planning (SCUP)
 Ithaca Carshare, Inc.

Project Highlights

University of Arizona Mobility Master Plan	Clemson University Operational Assessment
University of New Mexico Integrated Campus Plan	Drake University Mobility and Parking Plan
Humboldt State University Mobility and Parking Analysis/Study	The College of William and Mary Transportation/Parking Master Plan
University of Iowa Mobility and Parking Master Plan	University of West Florida Planning Study
Austin Peay State University Mobility and Parking Master Plan	Texas Christian University Parking Allocation and Shuttle Plan
Texas A&M University Transportation Mobility Plan	UMass Boston Mobility and Parking Study
University of Toledo Parking Monetization	San Diego State University Mobility and Parking Operations
University of Missouri Mobility and Parking Master Plan	Alcorn State University Parking and Transportation Planning
University of Louisville Transportation/Parking Master Plan	Emory University Transportation Plan



Victor Hill, PTMP, MPA

Project Manager

Victor Hill is part of Walker’s Higher Education and Mobility Planning team and works with clients nationwide. Victor joined Walker in 2023 after more than ten years in the parking and transportation industry. He worked for seven years as director of parking and transportation services at the University of Wisconsin-La Crosse (UWL) and for over three years at T2 Systems, where he was an account manager and team lead. Victor led a complete overhaul of UWL’s parking operation, notably its license plate recognition (LPR) deployment, and regularly consulted with universities in and outside the UW system. He managed accounts along the East Coast, Midwest, and Canada for T2 Systems. Victor has delivered numerous presentations and articles about university operations and sustainability.

Victor’s hands-on experiences at a university help clients plan for the future of their operational and technological needs. He identifies the appropriate questions to ask vendors to ensure solutions meet the unique needs of an organization. Victor understands how policies and business practices must evolve within an organization for success.

Education

- Master of Public Administration
(Environmental Policy), Florida Gulf
Coast University, Florida
- Bachelor of Arts, Mass Communication,
Winthrop University, South Carolina
- Bachelor of Arts, English, Winthrop
University, South Carolina

Affiliations

- Association for Commuter
Transportation (ACT)
- International Parking and Mobility
Institute (IPMI)
- Middle Atlantic Parking Association

Publications

- “Get to the Point: Linking Multimodal
Connections,” Parking and Mobility,
February 2024
- “Curb Management and Transit Equity,”
Parking and Mobility, October 2023
- “Let’s Not Talk About EVs,” Parking and
Mobility, September 2022

Project Highlights

Belmont University: Supply and Demand Study

Reviewed demand/occupancy of lots, garages, and surrounding city streets for a study required by Nashville Department of Transportation.

Florida State University: Parking, Transportation Study

Reviewed existing inventory and maintenance needs to develop future growth projections.

University of Arkansas: Parking Garage Assessment Study

Reviewed existing inventory and interpreted demand/occupancy for future growth projections.

Universities at Shady Grove: Campus Master Plan

Developed demand/occupancy and ten-year parking projections as part of a larger master plan study for the campus.

University of Michigan: PARCS

Offered operational experience and insights into license plate recognition, PARCS, and permit management.

Kennesaw State University: Campus Parking & Transportation Study

Developed a parking and transportation study for both KSU campuses to identify short and long-term parking demands for future growth projections



Jim Corbett

Local Contact/Advisor

An innovative parking professional with over 25 years of parking operation leadership and fiscal governance, Jim Corbett is part of Walker Consultants' Planning, Operations, and Technology Group, where he leads strategic planning studies and municipal operation projects throughout the US.

Education

Bachelor of Arts, Business Psychology,
 Miami University, Oxford, OH

Certifications

Accredited Parking Organization (APO)
 Site Reviewer (IPMI)
 Parksmart Advisor (IPMI/GBC)

Affiliations

Mid-South Transportation and Parking
 Association (MSTPA)
 Carolinas Parking and Mobility
 Association (CPMA)



Project Highlights

City of Asheville Parking Needs Analysis

Asheville, NC

Parking analysis of usage and demand for each facility to identify the burden on capacity, peak usage periods, and parking patterns.

City of Greer Downtown Parking Plan

Greer, SC

Parking analysis of the city's parking infrastructure to determine parking turnover rates, current and future demand, and the need for a strategic plan recommendation for a time-limited versus a paid parking system.

Geoffrey Posluszny, CPP, PTMP

Parking Technology & Operations Specialist

At Walker Consultants, Geoffrey leads the specification, procurement, and implementation of PARCS and APGS across a variety of market sectors. His expertise includes conducting in-depth planning studies, system evaluations, and performing detailed supply and demand analyses to optimize parking systems and enhance user experiences.

Education

Associates in Applied Science: Business
 Administration, Bryant & Stratton
 College

Registrations

Certified Parking Professional (CPP)
 Parking, Transportation & Mobility
 Professional (PTMP)

Affiliations

Carolinas Parking and Mobility
 Association (CPMA)

Representative Projects

410 S. Mint Street PARCS, APGS, and Wayfinding Signage

Charlotte, NC

Inova Fairfax PARCS Operations

Falls Church, VA

Howard Hughes Medical Institute APGS

Ashburn, VA

Duke Energy Tower PARCS Consulting

Charlotte, NC

LoSo Station PARCS Consulting

Charlotte, NC

Karen Peris

Mobility & Parking Planner



Education

Master of Science, Community & Regional Planning, University of Texas at Austin, 2016
 Bachelor of Arts, Political Science, Syracuse University, 2013

Affiliations

ACT Member

Karen is a Mobility and Parking Planner in Walker’s New York office, where she works almost exclusively with higher ed clients and that incorporate a wide range of studies including mobility and transportation master planning, parking planning, stakeholder engagement, peer benchmarking, transportation demand management strategies, ride sharing impacts, market analysis, and shared parking analysis. While Karen focuses on higher ed clients, she has had the privilege to work on projects that assist a variety of clients including municipalities, hospitals, developers, and casinos.

Project Highlights

Clemson University Parking & Transportation Operations Analysis
 Clemson, SC

Identified challenges and opportunities of the existing transportation and parking system.

Texas A&M University (TAMU) Transportation Mobility Plan
 College Station, TX

Comprehensive transportation, parking, commuting, and transit program to meet and enhance the campus community’s access and mobility needs.

Micah Maani, AICP

Planner



Education

Master of City & Regional Planning, The Ohio State University
 B.A., History, The Ohio State University

Registrations

American Institute of Certified Planners

Publications

Maani, M. (2017) A Historical Analysis of the Beavercreek Transportation Crisis. The Ohio State University Knowledge Bank.

Micah is an urban planner with a diverse background in municipal planning, teaching, and consulting. He currently serves as a Planner I at Walker Consultants in Charlotte, following his role with the City of Charlotte, where he supported commercial development review and interdepartmental coordination. His previous experience includes contributing to comprehensive plans, redevelopment strategies, and public engagement efforts across multiple states.

Project Highlights

City of Asheboro
 Asheboro, NC
 Parking study.

Town of Aberdeen
 Aberdeen, NC
 Parking analysis.

Asheville First Presbyterian Church
 Asheville, NC
 Market analysis.

Asheville Regional Airport
 Asheville, NC
 Future parking projection.

HUD Choice Neighborhoods*
 Phoenix, AZ

*Denotes project completed with prior firm

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Relevant Experience & Other Important Factors

Company Profile

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

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

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

Solutions from Start to Finish—and Beyond

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

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

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

Offices **27**

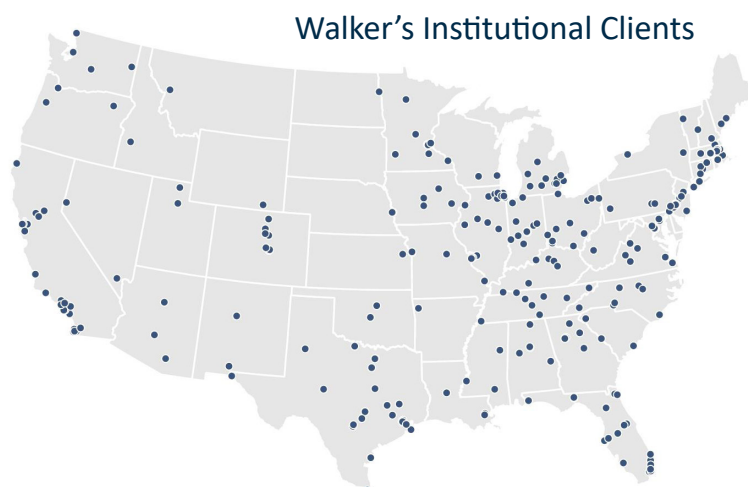
Staff **427**

States Served **50**

Countries Served **55**

Repeat Customers **85%**

ENR Ranking (2024) **268**



Higher Education Experience

The following is a partial list of some of our recent higher education experience with our proposed team.

HIGHER EDUCATION INSTITUTION	CITY/STATE
Arizona State University	Tempe, AZ
Austin Peay State University	Clarksville, TN
Belmont University	Nashville, TN
Boise State University	Boise, ID
Brandeis University	Waltham, MA
Cal Poly San Luis Obispo	San Luis Obispo, CA
California State University-Fullerton	Fullerton, CA
California State University-Long Beach	Long Beach, CA
California State University-Sacramento	Sacramento, CA
California State University-San Marcos	San Marcos, CA
California State University-Stanislaus	Turlock, CA
Carleton College	Northfield, MN
Clemson University	Clemson, SC
College of William and Mary	Williamsburg, VA
Colorado State University	Fort Collins, CO
Drake University	Des Moines, IA
Duke University	Durham, NC
Duke University-Medical Center	Durham, NC
East Tennessee State University	Johnson City, TN
Emory University	Atlanta, GA
Florida State University	Tallahassee, FL
Gallaudet University	Washington, DC
Grand Valley State University	Grand Rapids, MI
Hillsdale College	Hillsdale, MI
Humboldt State University	Arcata, CA
Illinois State University	Normal, IL
Kennesaw State University	Kennesaw and Marietta, GA
Louisiana State University	Baton Rouge, LA
Marian University-Indiana	Indianapolis, IN
Miami University	Oxford, OH
Mississippi State University	Starville, MS
Mount Saint Mary's University	Los Angeles, CA
Nova Southeastern University	Fort Lauderdale, FL
Oregon Health & Science University	Portland, OR

HIGHER EDUCATION INSTITUTION	CITY/STATE
Rockhurst University	Kansas City, MO
Saint Mary's College	Moraga, CA
Samford University	Birmingham, AL
San Diego State University	San Diego, CA
Southern Illinois University-Carbondale	Carbondale, IL
Stanford University	Palo Alto, CA
Texas A&M College Station	College Station, TX
Texas Christian University	Fort Worth, TX
Universities at Shady Grove	Rockville, MD
University of Tennessee	Knoxville, TN
University of Tennessee-Medical Center	Knoxville, TN
University of Texas Health Sciences Center-Houston	Houston, TX
University of Texas Health Sciences Center-San Antonio	San Antonio, TX
University of Texas Rio Grande Valley	Edinburg, TX
University of Texas Southwestern Medical Center	Dallas, TX
Thomas Jefferson University	Philadelphia, PA
Tulane University	New Orleans, LA
UMass Medical School	Worcester, MA
UMass Memorial Medical Center	Boston, MA
University of Alabama-Birmingham	Birmingham, AL
University of Arkansas-Fayetteville	Fayetteville, AR
University of Arkansas for Medical Sciences	Little Rock, AR
University of California San Francisco Medical Center	San Francisco, CA
University of Colorado-Anschutz Medical Campus	Aurora, CO
University of Colorado-Boulder	Boulder, CO
University of Colorado-Colorado Springs	Colorado Springs, CO
University of Florida	Gainesville, FL
University of Georgia	Athens, GA
University of Houston	Houston, TX
University of Illinois	Champaign, IL
University of Missouri	Columbia, MO
University of Notre Dame	Notre Dame, IN
University of Iowa	Iowa City, IA
University of Arizona	Tucson, AZ
University of Miami	Miami, FL

Current Workload

Below is a list of our Charlotte Office's current workload with state/government clients.

Project Name	Location	State
Asheboro Parking Study	Asheboro	NC
City of Asheville Restoration	Asheville	NC
Carolina Time & Parking Group Audit	Hendersonville	NC
Town of Aberdeen Parking Needs Analysis	Aberdeen	NC
Downtown Cary Garages Forensic Restoration	Cary	NC
Mooresville Design-Build	Mooresville	NC
USPS Asheville Water Leaks	Asheville	NC
Town of Cary Mobility Plan Implementation	Cary	NC
Town of Chapel Hill- Additional Parking Consulting	Chapel Hill	NC

Experience



University of Iowa – Parking Master Plan Iowa City, IA

Walker was selected to assess and make recommendations to the University of Iowa’s parking and transportation systems. This project entailed a comprehensive review of the Parking and Transportation Department, including stakeholder input, parking supply and demand projections, financial analysis and projections, organizational assessment, transportation demand management (TDM) assessment, curb management and smart mobility assessments, alternatives analysis, and recommendations on all aspects. Walker’s experience in working with higher educational institutions provided a foundation for the recommendations that could enhance revenues while providing a more predictable and enjoyable experience for users of the transportation system. The result of the study is a plan, designed to facilitate not only parking, but movement to, from, and around campus for pedestrians, cyclists, transit riders, and motorists, now and into the future—in ways that are environmentally and financially sustainable.

Deborah (Debby) Zumbach	Cost
University of Iowa	\$175,000
200 Hawkeyes Drive	
Iowa City, IA	Schedule
deborah-zumbach@uiowa.edu	November 2019- September 2020



University of Arizona – Mobility Master Plan Tucson, AZ

As a subconsultant to Ayers Saint Gross Architects and Planners, Walker Consultants conducted a comprehensive operational assessment of parking and transportation programs and created a Mobility Plan for the University of Arizona. The result created a practical, visionary, and implementable strategy to improve Parking and Transportation Services’ (“PATS”). The University needed guidance on how to efficiently use its existing facilities and resources to maximize already made investments. This includes distributing mobility demand more evenly and understanding impacts of future growth on the parking and transportation system.

Jim Sayre	Cost
University of Arizona	\$155,000
1117 E. Sixth St	
Tucson, AZ	Schedule
jimsayre@arizona.edu	April 2023- June 2024

Experience Continued



Texas A&M – Transportation Mobility Master Plan College Station, TX

Texas A&M sought to address the immense growth and the associated mobility issues anticipated through encouraging users to find modes outside of a single-occupant vehicle. Walker analyzed and assessed the entire transportation mobility framework utilizing rigorous public outreach including: an interactive website, tabling sessions, a discussion forum, and breakout sessions. Walker collected and analyzed data on vehicular, pedestrian, and other rolling movements on parts of campus. Field tests were performed using traffic cones to temporarily alter the mobility landscape and study how users react and behave to the changes. With this thorough review, we were able to understand and identify pinch points and access issues. Technical planning recommendations were developed that utilized tactical urbanism, transportation design principles, and creative demand mitigation strategies.

Campus Study: <https://transport.tamu.edu/WebFS/Transport//TSAC/presentations/2022/MobilityMasterPlan.pdf>

Debbie Lollar, MS, CAPP
 Texas A&M University
 322 Polo Rd
 College Station, TX
 dlollar@tamu.edu

Cost
 \$357,000

Schedule
 August 2020- September 2022



University of Miami – Parking & Transportation Analysis Miami, FL

The University of Miami engaged Walker to address strained parking availability due to development and enrollment growth. Walker provided parking operational approaches, set clear objectives for campus parking and transportation blueprint, and harmonized current and future strategies. The analysis results encourages the University to harness the potential of technology and optimize operations.

Eli Stephan
 University of Miami
 1535 Levante Avenue
 Coral Gables, FL
 e.stephan@miami.edu

Cost
 \$85,800

Schedule
 January 2023- October 2023

Record of Success

As shown in the list of higher education experience, Walker has an extensive record of successfully completed projects without legal or technical problems. This success is also evident in the feedback we have received from clients in recent projects that are similar to the UNC Greensboro Campus Transportation Master Plan Update project.

Emory University, *Parking Permit Study*

“Walker Consultants provides expert and cost-effective solutions. Emory has partnered with Walker on transportation studies, engineering analyses, and parking master planning services over the past few years. Their shared values for collaboration and partnership make for a strong client and consultant relationship.”

— Adele Clements, Senior Director of Transportation, Parking, and Fleet Services
adele.clements@emory.edu | 404-727-3104

Clemson University, *Comprehensive Operational Analysis*

“Walker Consultants did an impeccably thorough job in reviewing our Parking and Transportation Services’ operations and financials. They provided us with valuable feedback to validate our best practices as well as provided us with a comprehensive TDM implementation plan to help us better market our TDM programs.”

— Dan Hofmann, CAPP, Director, Parking and Transportation Services
hofmann@clemson.edu | 864-656-4132

Texas A&M University, *Mobility Master Plan*

“Walker Consultants conducted an extensive study for Transportation Services on Texas A&M University’s College Station, Texas, campus. The team engaged stakeholders, conducted on-campus research, tested theories, and ensured alignment with the campus master plan. The result was a visionary and comprehensive Mobility Master Plan with extensive, multimodal recommendations, prioritized lists, estimated costs, and projected timelines. The transit plan also included a forecast of phased recommendations to facilitate budgetary planning.”

“The collaboration, research, analysis, interest, and vision the Walker team provided to Transportation Services culminated in an implementation plan that translated the recommendations into feasible action items, some of which are underway already.”

— Debbie Lollar, Associate Vice President, Transportation Services
dlollar@tamu.edu | 979.862.3478

Sustainability

Walker Consultants integrates sustainability into our parking, mobility, and transportation planning services, ensuring that our solutions not only meet the unique needs of each client but also align with environmental goals. We focus on right-sizing parking facilities to maximize real estate value, reducing unnecessary construction and minimizing energy and resource consumption.

Our tailored, cost-effective solutions incorporate leading-edge technologies, such as Automated Parking Guidance Systems (APGS), to optimize parking efficiency and reduce emissions. By promoting multi-modal transportation and EV readiness, we create solutions that support sustainable mobility and minimize the environmental impact of transportation. Our inclusive planning approach fosters stakeholder buy-in while advancing policies that encourage energy conservation and emissions reduction. Through smart, sustainable planning and innovative technologies, we deliver solutions that enhance the user experience while advancing sustainability goals for every project.

Proximity & Familiarity

Walker has an established, steady presence in North Carolina since the early 1990s. Our Charlotte office was established in 2012 and is approximately an hour and a half from UNC Greensboro's campus. We regularly serve clients within that radius and are confident in our ability to be responsive.

Construction Administration

If necessary, Walker Consultants can provide construction administration, on a scheduled basis or as a Resident Engineer, to respond to questions relating to the project during the construction phase and be at the job site during construction and at critical times when the installation of sensitive materials or equipment requires the architect/engineer's presence. We also review and respond to requests for information, review shop drawings and product data, prepare a substantial completion punch list, visit the project for a Final Completion visit to verify that the project is ready for occupancy, and prepare a set of record drawings based on information provided by the contractor. Walker also performs an eleventh-month warranty review walk-through.

Understanding & Objectives



The University of North Carolina at Greensboro (University) has many accolades and is one of North Carolina's most prominent public universities in one of the state's largest cities. Spanning over 250 acres, the University serves as a significant hub for education, research, and community engagement. With an enrollment of over 18,000 students, a large commuter population, and over 60% of students who live off campus, the campus must ensure its parking and transportation systems evolve to accommodate the increasing demand. Additionally, the University's workforce, including faculty and staff, contributes to daily transportation needs that the master planning process must address.

The City of Greensboro continues to experience expansion, which impacts the University's connectivity with regional transit networks and influences transportation trends on campus.

As the University expands, its parking and transportation systems must align with sustainability goals, financial feasibility, and student experience priorities. This study will assess current operations, financials, and policies while recommending innovative, efficient, and sustainable solutions. The overarching goals include:

- Align parking and transportation services with the Campus Master Plan.
- Enhance efficiency, accessibility, financial sustainability.
- Identify opportunities for innovation and emerging transportation technologies.
- Develop a formal Transportation Demand Management (TDM) program
- Address infrastructure, transit routes and options, ADA compliance, and stakeholder engagement.

Project Approach

Our team will manage and coordinate with Parking Operations and Campus Access Management (POCAM) and engage stakeholders through all phases of the project life cycle. Close coordination with the internal project team is essential to reviewing progress, maintaining project efficiency and schedule, and ensuring desired outcomes. At the onset, we will work with the core project team to establish the cadence and protocols for communication and coordination. We aim to be fully transparent, available, collaborative, and communicative. We look forward to bringing our experience and expertise, joining the University as a trusted partner, and working with stakeholders to deliver implementable and valuable project outcomes.

- Facilitate an in-person kick-off meeting with appropriate project personnel, including a review and work session on project topics, such as project and TDM program goals, objectives, study area, limitations, opportunities, benchmarks, data and information needs, schedule, stakeholder engagement, and communication protocols.
- Conduct regular coordination calls with project personnel throughout the project, established in coordination with university project personnel.

Scope of Work

The scope of work for this project is to provide UNC Greensboro with an updated and comprehensive Campus Transportation Master Plan. Building upon the existing plan from 2012, this update will evaluate the current parking and transportation systems, focusing on their

efficiency and effectiveness. The project will provide data-driven recommendations, including TDM strategies and multimodal solutions that align with the University's overall Campus Transportation Master Plan. Through an analysis of existing operations, infrastructure, policies, and emerging trends in mobility, our approach will offer actionable recommendations to improve current and future transportation needs, enhancing system efficiency, accessibility, and sustainability. The work will be structured into distinct phases, addressing short-term improvements and long-term strategic solutions.

Phase 1: Parking Operations & Campus Access Management (POCAM) Departmental Assessment

We will develop an understanding of the challenges and opportunities facing the parking and transportation system. This phase is both quantitative and qualitative, including field observations, data collected from the University, and data from industry-accepted best practices. While requiring analysis and interpretation, the process and deliverables in Phase 1 are entirely objective.

During this phase, our team will investigate all aspects of UNC Greensboro's existing mobility and parking ecosystem to understand how it operates.

Discovery & Program Review

Our team will request and review available data to better understand the suite of TDM programs and campus parking, commuting, and travel dynamics. We will submit a request for information (RFI) for other relevant data, plans, reports, and documents needed to assess current parking and mobility system use and functions, staff, visitors, and the scope and scale of existing TDM programs. The RFI will include, among other items:

- Technologies, enrollment, and employment
- Surveys about commuting behaviors and preferences
- Parking permits and use
- Mode share data, parking inventory, and utilization
- Revenue, expense, and budget data
- POCAM capital plan and deferred maintenance backlog
- Information related to expected campus changes
- Parking access and revenue control systems (PARCS)
- Available anonymized local home address data for faculty, staff and students

Field Data Collection & Observations

There is no substitute for being in the field and experiencing firsthand how a system operates. In Phase 1, during peak semester conditions, kick-off meeting discussions will accompany multiple days of field observations with an on-campus visit to document parking and transportation system conditions and develop the basis for initial recommendations. We will also validate parking inventory and occupancy of lots and decks, noting all space types, including ADA and electric-vehicle stalls.

Access Stakeholder Engagement

Collaboration means that stakeholders are partners in this work. We believe in interactive, tangible outreach methods that get people thinking, learning, and—most importantly—contributing valuable insight to the project.

Feedback from diverse stakeholders is critical in identifying needs, issues, and opportunities, exploring scenarios and options, and developing and refining recommendations. Stakeholder engagement will permeate through all project phases, like our ongoing work with POCAM, customizing our stakeholder engagement plan to the specific needs and groups on campus. Our engagement initiatives will center around project efforts to improve campus connectivity, access, and sustainability.

Each engagement session is an opportunity to educate essential stakeholders about the project, establish a mutual understanding of its objectives and benefits, shape the project's outcome, build support to facilitate the execution of project plans, and enable a shift in how users travel to and around campus. Sessions will focus on understanding stakeholders' specific barriers and challenges, and what programs, policies, or infrastructure will help them improve and modify their commuting and travel behavior. Essential stakeholders include:

- POCAM senior leadership
- Facilities management
- Athletic & event representatives
- Persons with disabilities
- Sustainability groups
- Admissions
- Campus governance
- Students
- Administrators & groups as determined by POCAM

The outcome will be recommendations on which numerous campus constituencies can see their fingerprints, improving the chances that the changes and enhancements recommended can get adequate community buy-in and support.

Parking Needs Projections Baseline

Based on data gathered from POCAM and our initial fieldwork, we will develop preliminary parking demand ratios for relevant user groups/cohorts and a baseline parking model to estimate current and future parking needs for the various identified user groups (faculty, staff, visitors, etc.). That baseline parking demand/analysis model will reflect the most recent information and best inform the TDM effort. Also informing the TDM parking demand targets and potential cost savings. Parking supply changes and assumptions about current and future mode share will be incorporated into the model, incorporating occupancy counts and informing Phase 2 10-year planning projections.

Operational Review, Policy, & Financial Assessment

The Walker team will review policies, procedures, and finances to present an analysis that projects into the 10-year planning horizon. Tasks will include:

- Comprehensive Review: Faculty, staff, student, and visitor parking permit registration policies.
- Evaluate: Enforcement procedures, permit structures, citation processes, customer service, and business practices identifying opportunities to better align with industry best practices and promote sustainability.
- Review: Access conditions, travel patterns, utilization, infrastructure, hotspots, and user behavior for alternative mobility modes, including walking, biking, transit, carpooling/vanpooling, taxi/transportation network companies (e.g., Uber and Lyft), and e-scooters.
- Analyze: Parking lot/deck maintenance practices; life-cycle costs, asset management, and schedules.
- Assess: PARCS and customer service effectiveness.
- Electric vehicle infrastructure and business practices for use of chargers and enforcement with recommended updates that better align with the Campus Master Plan.
- Financial Review: Parking revenue streams, operating costs, and rate structures.
- Recommendations for revenue optimization.
- Policy Improvements to enhance financial sustainability and operational efficiency.
- Special event procedures and policies.



Transit System Evaluation

Connected frequent transit and shuttle services are critical to supporting non-single occupant vehicle commuting, using peripheral parking facilities, and adopting a park-once campus travel approach amongst users. Spartan Chariot and other shuttle services must be seamlessly integrated and coordinated with the Greensboro Transit Agency (GTA) to be most effective. The operation of shuttle and transit services is a complex endeavor that involves three stages of development: design of service (routes and stops), planning of service (frequency and schedule), and planning of operations (including vehicle and driver requirements). Spartan Chariot operations must carefully manage these three areas to deliver a practical, efficient, cost-effective service.

Our assessment of existing conditions will include facilities, vehicles, and the Spartan Chariot. We will examine how bicycles and shared micro-mobility devices can integrate with local and regional public transportation systems, such as the GTA, and provide critical first-mile/last-mile connectivity.

Walker Consultants proposes a scope of work designed to conduct a comprehensive analysis of service demand and operations to determine how on- and off-campus transit service at UNC Greensboro can be improved to better address mobility needs, enable a “park once” model on campus, and help achieve mode share shifts and mobility objectives. Recommendations will be scalable as the campus grows and evolves, and focused on cost-effective best practices. Efforts will include:

- Ridership analysis for Spartan Chariot/paratransit services
- Evaluate routes, frequency, and on-time performance
- Identification of opportunities to optimize transit efficiency through real-time tracking, demand-responsive transit, and service enhancements
- Actionable short-term recommendations and quick wins to enhance TDM

Phase 2: Campus-Wide Mobility Assessment

Phase 2 will include a detailed analysis of mobility usage throughout campus, refining findings and deliverables from Phase 1. Much of Phase 2 will be done concurrently with Phase 1 during the fall semester, primarily after our fieldwork and site visits are completed, and this will continue into the first half of the spring semester. Performing parking occupancy counts during the fall semester is vital to accurately assess typical peak occupancy.

Phase 2 will include the following tasks:

- Further analyze occupancy data to project trends.
- Financial modeling across ten years using a baseline projection and an alternate projection that incorporates Walker’s TDM and parking recommendations
- Review campus roadways in the context of pending projects in a 10-year planning horizon
- Evaluate pedestrian and bicycle infrastructure; crosswalks, bike lanes, and shared mobility programs
- Review campus ingress and egress patterns
- Assess, at a high level, of ADA compliance related to changes identified in the Campus Master Plan
- Define potential improvements to enhance safety
- Examine of policies and procedures around university-owned service vehicles (fleet vehicles, golf carts, etc.), contractor vehicles, and delivery vehicles
- Identify gaps in regional transit connectivity and proposed last-mile solutions to enhance mobility options for students and employees, potentially including Spartan Chariot bus service adjustments
- Recommend strategies for carbon footprint reduction and integration of sustainable transportation modes

Commute Capture Analysis & Multimodal Transportation Review

Walker will conduct a commuter transportation capture analysis and map commuter addresses to create a “heat map” to understand students’ and employees’ geographic distribution and relative concentrations. Our team will overlay the heat map with regional transportation options to understand commute travel times and identify markets with potential for alternative transportation use (first/last mile services, park-and-ride, commuter services, carpooling, transit, or others). The goal will be to identify

the “capture potential” for employees to use alternative commute travel modes, such as market areas that may be converted to alternative transportation modes, and prioritize demand management strategies.

TDM Strategies

This task will include reviewing and evaluating all existing TDM programs and mobility options available to access and move around the campus, including marketing and promotion activities, infrastructure, amenities, and the staffing and organizational structure to manage and deliver TDM programs. We will request and analyze available quantitative data for each element of the existing TDM program to document its extent, cost, utilization, and return on investment.

This analysis aims to develop a comprehensive picture of the TDM, parking, and mobility ecosystem and identify gaps and deficiencies in current non-SOV commute and travel offerings and parking access on campus. Additionally, we will:

- Recommend ways to develop the TDM program to incentivize alternative transportation options and reduce single-occupancy vehicle trips.
- In collaboration with PaTS, develop TDM program goals and principles, including a commute mode share target identifying desired scale and timeline for SOV reductions.
- Propose employer-based transit incentives, carpool programs, and mobility-as-a-service (MaaS) solutions.
- Identify potential policies for parking cash-out programs and flexible parking permits to promote behavioral change.

Walker will analyze available information for each element of the existing TDM program to document the extent of the program, cost, utilization, and return. Walker will also include questions related to TDM during focus groups and other campus interactions to develop a more complete understanding of the University community’s experience as it relates to attitudes and preferences about transportation and parking, especially as it relates to using parking pricing and incentives as levers for influencing user behavior. Engagement activities will be designed to obtain impressions from different affiliations (faculty, staff, and students) and user groups (e.g., transit users or bike commuters) to provide qualitative information that can augment the quantitative data provided by the University.

We will review mobility options available to access and move around the campus, identifying service providers and service modes that provide direct service to the campus, including service levels, hours of operation, fares, infrastructure, and amenities.

Findings, Conclusions, & Recommendations

Walker will deliver recommendations and a path forward for UNC Greensboro that align with the Campus Master Plan. These recommendations and strategies will build upon existing successes and core competencies and offer opportunities for growth and continual improvement. The recommendations will be designed to be consistent with the University's preferences, culture, and objectives, implementable and feasible, have a clear cost/benefit analysis, and show a clear path forward, including a transparent description of which recommendations are standalone and which ones are prerequisites.

If applicable, in the Phase 1 deliverable, we will suggest updates to parking fees, pricing tiers, and parking permit allocation strategies. The overall objectives will be keeping POCAM solvent, covering all operating expenses, debt service, and programmatic elements, and setting aside a sinking fund for preventative and routine maintenance. The team will look for ways to distribute demand evenly across all parking facilities and balance single-occupancy vehicle parking with TDM alternatives.

Tools might include adjusting parking pricing to reflect the value of parking (as determined by demand patterns) and/or suggesting allocation strategies to reduce congestion in individual parking facilities. Related to allocation strategies is assigning privileges to support a "park-once" philosophy to enhance safety by reducing traffic, congestion, and pedestrian/cyclist/vehicle conflicts.

Policy & Procedure Assessment

Walker will recommend improvements to the University's rules, regulations, policies, and procedures regarding:

- Parking enforcement practices and fine structure
- Policies related to faculty, staff, and student parking
- Policies related to vendor, visitor, and contractor parking
- Parking permit sales and allocation strategies
- Parking permit fee models to balance supply and demand and meet departmental revenue requirements

Data Collection & Gap Analysis

We will note and celebrate best practices as Walker reviews the data. In cases where existing data isn't being fully exploited, we will point out ways to get more value from what is already being collected. We will also point out areas in which data is incomplete or inadequate for robust analysis, or data that are being collected that yield little to no benefit. The output of this task will be a set of recommendations related to the most valuable data.

Financial

Walker will provide two 2-year and year-by-year 10-year financial pro formas. These financial models will consider campus population changes, additional parking and/or TDM programs, transit and transportation, routine operations and maintenance, a sinking fund for ongoing repairs, and a capital reserve fund. The two pro forma statements covering net operating income, debt service coverage, and operating expenses for the transportation and parking system will be prepared for a 10-year period. The scenarios will be year-by-year and will differ as follows:

- Baseline (i.e., no additional parking, no additional TDM) – This may have parking supply/demand implications based on the projections above
- Additional TDM and parking reallocation strategies to meet future demand

We will incorporate status quo transportation and mobility project goals and anticipated operating and maintenance expenses into these pro formas.

Deliverables & Schedule

While there will be some interim deliverables (e.g., preliminary findings, parking supply/demand measurements, and projections), the key deliverable from this study will be a full report of all findings, conclusions, and recommendations. Phase 1 deliverables are scheduled to support decisions related to the upcoming fiscal year budget and help inform decisions about immediate parking permit rates or changes. The Phase 2 deliverables will take a longer view of TDM and parking strategies to meet the University's Campus Master Plan and growth projections throughout a 10-year planning horizon, while offering programs and support services that are financially and environmentally sound and offer campus community members high-quality experiences and connectivity.

Phase 1 Deliverables

Walker will conduct a site visit, and the following items will be incorporated into an initial draft report, which will allow POCAM time to provide comments and feedback. Walker will provide a final Phase 1 deliverable before the end of the calendar year. The Phase 1 report will include:

- An overview of the University parking system and initial strategies to align the POCAM operation with the Campus Master Plan
- Current, validated inventory
- Measurement of parking occupancy at a typical peak time during the fall semester
- Parking system occupancy assessment and alternative allocation strategies
- Projections of future demand based on available data
- Recommendations for technologies that will enhance business practices and promote sustainability
- Updates to electric vehicle charging business practices and enforcement that better align with the Campus Master Plan
- Initial, actionable short-term recommendations for enhanced TDM offerings and quick wins
- Initial financial findings, short-term fee recommendations

Phase 2 Tasks & Deliverables

Based on additional study and upon the University's feedback and comments related to the Phase 1 deliverable, Walker will provide a Phase 2 draft report that builds upon the Phase 1 findings, projections, and deliverables and adds the following elements:

- Campus-wide mobility assessment
- Commute capture analysis
- Mid- and long-term TDM strategies for programs and support services
- Consolidated findings and recommendations that contextualize the findings from Phases 1 and 2
- Two year-by-year 10-year financial models
- Baseline projections
- Projections that incorporate Walker's TDM and parking recommendations
- Proposed implementation schedules for short- and long-term strategies

The final report will be created and delivered upon receipt of UNC Greensboro's feedback and comments, followed by a presentation in which we will present our findings, answer questions, and discuss potential next steps.



5

Minority Business Participation Plan

Minority Business Participation Plan Compliance

It is the policy of Walker Consultants that HUB firms shall have the maximum opportunity to participate in the performance of contracting opportunities and Walker is committed to the UNCG Minority Business Participation Plan set forth in the RFP.

Walker Consultants is not a Minority or Woman Business Enterprise HUB and at this time we do not plan to include a subconsultant for the planning and assessment services for the campus transportation master plan update; however, if an opportunity arises for a specific scope item once projects are assigned or as a project evolves, we will work with the University to engage a qualified HUB subconsultant.

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SF- 330

PART I – CONTRACT SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION <i>(City and State)</i> Campus Transportation Master Plan Update- Greensboro, NC		
2. PUBLIC NOTICE DATE July 18, 2025	3. SOLICITATION OR PROJECT NUMBER 287-P19265	

B. ARCHITECT – ENGINEER POINT OF CONTACT

4. NAME AND TITLE Leslie Jo Hurwitz, PE, Managing Principal		
5. NAME OF FIRM WALKER CONSULTANTS		
6. TELEPHONE NUMBER 704.247.6230	7. FAX NUMBER 888.502.5726	8. E-MAIL ADDRESS lhurwitz@walkerconsultants.com

C. PROPOSED TEAM

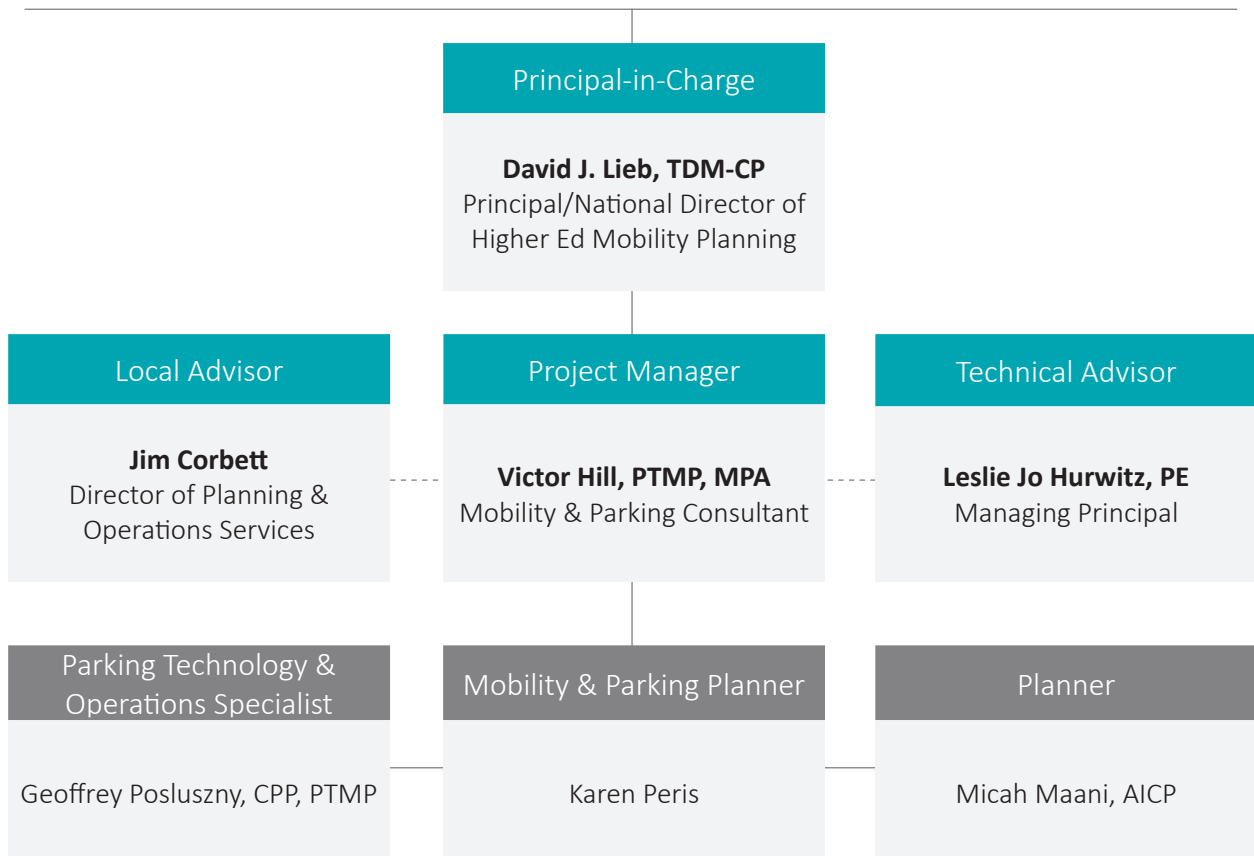
(Complete this section for the prime contractor and all key subcontractors.)

	<i>(Check)</i>			9. FIRM NAME	10. ADDRESS	11. ROLE IN THIS CONTRACT
	PRIME	J-V PARTNER	SUBCON-TRACTOR			
a.	X			Walker Consultants <small>[X] CHECK IF BRANCH OFFICE</small>	3545 Whitehall Park Drive Suite 425 Charlotte, NC 28273	Parking Operations and Mobility Consultant

D. ORGANIZATIONAL CHART OF PROPOSED TEAM

[X] *(Attached)*

University of North Carolina at Greensboro





E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
 (Complete one Section E for each key person.)

12. NAME Victor Hill, PTMP, MPA	13. ROLE IN THIS CONTRACT Project Manager	14. YEARS EXPERIENCE	
		a. TOTAL 12	b. WITH CURRENT FIRM 2

15. FIRM NAME AND LOCATION (City and State)



16. EDUCATION (Degree and Specialization) Master of Public Administration (Environmental Policy), Florida Gulf Coast University, Florida Bachelor of Arts, Mass Communication, Winthrop University, South Carolina Bachelor of Arts, English, Winthrop University, South Carolina	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

CAPP-Certified Administrator of Public Parking
 Affiliations: Association for Commuter Transportation (ACT), International Parking and Mobility Institute (IPMI), Middle Atlantic Parking Association
 Publications:
 • "Get to the Point: Linking Multimodal Connections," Parking and Mobility, February 2024
 • "Curb Management and Transit Equity," Parking and Mobility, October 2023
 • "Let's Not Talk About EVs," Parking and Mobility, September 2022

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (if Applicable)
a.	Belmont University: Supply and Demand Study Nashville, TN	2/5/2025	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
	Consultant. Reviewed demand/occupancy of lots, garages, and surrounding city streets for a study required by Nashville Department of Transportation.		
b.	Florida State University: Parking, Transportation Study Tallahassee, FL	Ongoing	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
	Project Manager. Reviewed existing inventory and maintenance needs to develop future growth projections.		
c.	University of Arkansas: Parking Garage Assessment Study Fayetteville, AR	Ongoing	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
	Consultant. Reviewed existing inventory and interpreted demand/occupancy for future growth projections.		
d.	Universities at Shady Grove: Campus Master Plan Rockville, MD	6/3/2025	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
	Project Manager. Developed demand/occupancy and ten-year parking projections as part of a larger master plan study for the campus.		
e.	University of Michigan: PARCS Ann Arbor, MI	Ongoing	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
	Consultant. Offered operational experience and insights into license plate recognition, PARCS, and permit management.		



E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
 (Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
David J. Lieb, TDM-CP	Principal-in-Charge	36	11

15. FIRM NAME AND LOCATION (City and State)
 **WALKER CONSULTANTS** Denver, CO

16. EDUCATION (Degree and Specialization)
 Master of Professional Studies, Cornell University
 Bachelor of Arts, Cornell University

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)
 Affiliations: Association for Commuter Transportation (ACT), National Association of College Auxiliary Services (NACAS), Society for College and University Planning (SCUP), Ithaca Carshare, Inc.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
A.	University of Arizona Mobility Master Plan Tucson, AZ	6/5/2024	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
<p>Project Manager. Identified challenges and opportunities facing the campus's existing transportation and parking system, collected stakeholder and campus community input, projected the parking supply/demand, assessed existing technology and hardware systems, provided a programmatic TDM assessment, formulated a detailed year-by-year 10-year pro-formas, and delivered findings and recommendations for continued growth and improvement.</p>			
B.	Clemson University Parking and Transportation Operational Analysis Clemson, SC	6/3/2022	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
<p>Project Manager. Identified challenges and opportunities facing the campus's existing transportation and parking system, collected institutional data and stakeholder input, performed a data gap analysis, projected the parking supply/demand, analyzed traffic operations, assessed existing technology and hardware systems, provided a programmatic TDM assessment, formulated a detailed year-by-year 10-year pro-formas, and delivered findings and recommendations for continued growth and improvement.</p>			
C.	Texas A&M University (TAMU) Transportation Mobility Plan College Station, TX	9/2/2022	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
<p>Project Manager. Comprehensive transportation, parking, commuting, and transit program to meet and enhance the campus community's access and mobility needs. Services included a discovery phase with systems review, analysis, development plan, and future planning.</p>			
D.	University of New Mexico Integrated Campus Plan Albuquerque, NM	5/1/2024	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
<p>Project Manager. Provided parking data and analysis as part of a team for the update of the overall campus master plan.</p>			
E.	University of Iowa Parking and Transportation Master Plan Iowa City, IA	2/1/2022	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
<p>Project Manager. Provided a comprehensive review of the Parking and Transportation Department, including stakeholder input, parking supply and demand projections, financial analysis and projections, organizational assessment, transportation demand management (TDM) assessment, curb management and smart mobility assessments, alternatives analysis, and recommendations on all aspects.</p>			



E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
 (Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
Jim Corbett	Local Contact/Advisor	32	10

15. FIRM NAME AND LOCATION (City and State)
 **WALKER CONSULTANTS** Charlotte, NC

16. EDUCATION (Degree and Specialization)
 Bachelor of Arts, Business Psychology, Miami University, Oxford, OH

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
 Accredited Parking Organization (APO)
 Site Reviewer (IPMI)
 Parksmart Advisor (IPMI/GBC)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)
 Affiliations: International Parking and Mobility Institute (IPMI), Mid-South Transportation and Parking Association (MSTPA), Carolinas Parking and Mobility Association (CPMA), Urban Land Institute, Carolinas Chapter
 Publications: "Has the Meter Expired on St. Armands Key? A Case Study Paving the Way for the Development of Paid Parking", Florida Parking Association Annual Trade Show and Conference "

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
A.	City of Greer Downtown Parking Plan Greer, SC	2025	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE [X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager. Parking analysis of the city's parking infrastructure to determine parking turnover rates, current and future demand, and the need for a strategic plan recommendation for a time-limited versus a paid parking system.		
B.	Town of Cary Strategic Parking & Mobility Plan Implementation Cary, NC	2024	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE [X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager. The Town sought to develop the Strategic Parking and Mobility Plan to accommodate for discrepancies in operations and management of downtown public parking resources. Jim helped identify options for organizing and managing the town's municipal parking system and highlighting best practices being used successfully by other municipalities.		
C.	Town of Hilton Head Island Coligny Area & Beach Access Hilton Head, SC	2024	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE [X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager. The Town of Hilton Head Island was seeking assistance in developing a strategic action plan that will enable it to best meet the needs of its residents in the Coligny Beach Area by studying things such as parking demand and season parking rates, non-beach goer/commercial use, current and future infrastructure needs, parking fees, collection methodologies, and parking fine amounts and enforcement practices. Walker performed a comprehensive study to include analyzing parking demands and preparing recommendations on regulations, strategies, capital improvements, collections of parking fees/fines and associated financial models that could address parking needs.		
D.	City of Asheville Parking Needs Analysis Asheville, NC	2025	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE [X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM Project Manager. Parking analysis of usage and demand for each facility to identify the burden on capacity, peak usage periods, and parking patterns.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
 (Complete one Section E for each key person.)



12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
Geoffrey Posluszny, CPP, PTMP	Parking Technology & Operations Specialist	34	9

15. FIRM NAME AND LOCATION (City and State)



WALKER
CONSULTANTS

Charlotte, NC

16. EDUCATION (Degree and Specialization)

Associates in Applied Science: Business Administration, Bryant & Stratton College

17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)

Certified Parking Professional (CPP)
 Parking, Transportation & Mobility Professional (PTMP)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)

Affiliations: Carolinas Parking and Mobility Association (CPMA)

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
A.	410 S. Mint Street Charlotte, NC	2024	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
Project Senior Consultant. PARCS, APGS, & Wayfinding Signage			
B.	Inova Fairfax Falls Church, VA	2024	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
Project Manager. PARCS Operations			
C.	Howard Hughes Medical Institute Ashburn, VA	2025	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
Project Manager. APGS			
D.	Duke Energy Tower Charlotte, NC	2023	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
Project Manager. Duke Energy asked Walker to create a parking management strategy to maximize the utilization of the parking structure while maintaining convenience for their employees wishing to park.			
E.	LoSo Station Charlotte, NC	2022	N/A
(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
Project Manager. PARCS Consulting			



E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
Karen Peris	Mobility & Parking Planner	7	6

15. FIRM NAME AND LOCATION (City and State)



16. EDUCATION (Degree and Specialization)	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)
Master of Science, Community & Regional Planning, University of Texas at Austin Bachelor of Arts, Political Science, Syracuse University	

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)
Affiliations: Association for Commuter Transportation (ACT)

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
A.	University of Arizona Mobility Master Plan Tucson, AZ	6/5/2024	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
	<p>Project Analyst/Planner. Identified challenges and opportunities facing the campus's existing transportation and parking system, collected stakeholder and campus community input, projected the parking supply/demand, assessed existing technology and hardware systems, provided a programmatic TDM assessment, formulated a detailed year-by-year 10-year pro-formas, and delivered findings and recommendations for continued growth and improvement.</p>		
B.	Clemson University Parking and Transportation Operational Analysis Clemson, SC	6/3/2022	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
	<p>Project Analyst/Planner. Identified challenges and opportunities facing the campus's existing transportation and parking system, collected institutional data and stakeholder input, performed a data gap analysis, projected the parking supply/demand, analyzed traffic operations, assessed existing technology and hardware systems, provided a programmatic TDM assessment, formulated a detailed year-by-year 10-year pro-formas, and delivered findings and recommendations for continued growth and improvement.</p>		
C.	Texas A&M University (TAMU) Transportation Mobility Plan College Station, TX	9/2/2022	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
	<p>Project Analyst/Planner. Comprehensive transportation, parking, commuting, and transit program to meet and enhance the campus community's access and mobility needs. Services included a discovery phase with systems review, analysis, development plan, and future planning.</p>		
D.	University of New Mexico Integrated Campus Plan Albuquerque, NM	5/1/2024	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
	<p>Project Analyst/Planner. Provided parking data and analysis as part of a team for the update of the overall campus master plan.</p>		
E.	University of Iowa Parking and Transportation Master Plan Iowa City, IA	2/1/2022	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE		[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
	<p>Project Analyst/Planner. Provided a comprehensive review of the Parking and Transportation Department, including stakeholder input, parking supply and demand projections, financial analysis and projections, organizational assessment, transportation demand management (TDM) assessment, curb management and smart mobility assessments, alternatives analysis, and recommendations on all aspects.</p>		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(Complete one Section E for each key person.)



12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Micah Maani, AICP	Planner	a. TOTAL 3	b. WITH CURRENT FIRM 1

15. FIRM NAME AND LOCATION (City and State)
 **WALKER CONSULTANTS** Charlotte, NC

16. EDUCATION (Degree and Specialization) Master of City & Regional Planning, The Ohio State University B.A., History, The Ohio State University	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) American Institute of Certified Planners
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18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)
 Publication:
 Maani, M. (2017) A Historical Analysis of the Beaver Creek Transportation Crisis. The Ohio State University Knowledge Bank.

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
A.	City of Asheboro Asheboro, NC	2025	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Project Planner. Parking Study	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
B.	Town of Aberdeen Aberdeen, NC	2025	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Project Planner. Parking Analysis	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
C.	Asheville First Presbyterian Church Asheville, NC	2025	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Project Planner. Market Analysis	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
D.	Asheville Regional Airport Asheville, NC	2025	N/A
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Project Planner. Future parking projection.	[X] CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT
(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER
1

21. TITLE AND LOCATION <i>(City and State)</i> University of Arizona – Mobility Master Plan Tucson, AZ	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2023- 2024	CONSTRUCTION <i>(If applicable)</i> N/A

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER University of Arizona	b. POINT OF CONTACT NAME Jim Sayre	c. POINT OF CONTACT TELEPHONE NUMBER jimsayre@arizona.edu

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

As a subconsultant to Ayers Saint Gross Architects and Planners, Walker Consultants conducted a comprehensive operational assessment of parking and transportation programs and created a Mobility Plan for the University of Arizona. The result created a practical, visionary, and implementable strategy to improve Parking and Transportation Services' ("PATS"). The University needed guidance on how to efficiently use its existing facilities and resources to maximize already made investments. This includes distributing mobility demand more evenly and understanding impacts of future growth on the parking and transportation system.

Cost
\$155,000



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME Walker Consultants	(2) FIRM LOCATION <i>(City and State)</i> Phoenix, AZ	(3) ROLE Parking Planning Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT
(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER
 2

21. TITLE AND LOCATION <i>(City and State)</i>		22. YEAR COMPLETED	
University of Miami – Parking & Transportation Analysis Miami, FL		PROFESSIONAL SERVICES 2023	CONSTRUCTION <i>(If applicable)</i> N/A
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER University of Miami	b. POINT OF CONTACT NAME Eli Stephan	c. POINT OF CONTACT TELEPHONE NUMBER e.stephan@miami.edu	
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>			

The University of Miami engaged Walker to address strained parking availability due to development and enrollment growth. Walker provided parking operational approaches, set clear objectives for campus parking and transportation blueprint, and harmonized current and future strategies. The analysis results encourages the University to harness the potential of technology and optimize operations.

Cost
 \$85,800



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME Walker Consultants	(2) FIRM LOCATION <i>(City and State)</i> Tampa, FL	(3) ROLE Parking Planning Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT
(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER
 3

21. TITLE AND LOCATION <i>(City and State)</i> University of Iowa – Parking Master Plan Iowa City, IA	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2019- 2020	CONSTRUCTION <i>(If applicable)</i> N/A

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER University of Iowa	b. POINT OF CONTACT NAME Deborah (Debby) Zumbach	c. POINT OF CONTACT TELEPHONE NUMBER deborah-zumbach@uiowa.edu

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

Walker was selected to assess and make recommendations to the University of Iowa’s parking and transportation systems. This project entailed a comprehensive review of the Parking and Transportation Department, including stakeholder input, parking supply and demand projections, financial analysis and projections, organizational assessment, transportation demand management (TDM) assessment, curb management and smart mobility assessments, alternatives analysis, and recommendations on all aspects. Walker’s experience in working with higher educational institutions provided a foundation for the recommendations that could enhance revenues while providing a more predictable and enjoyable experience for users of the transportation system. The result of the study is a plan, designed to facilitate not only parking, but movement to, from, and around campus for pedestrians, cyclists, transit riders, and motorists, now and into the future—in ways that are environmentally and financially sustainable.

Cost
 \$175,000



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME Walker Consultants	(2) FIRM LOCATION <i>(City and State)</i> Phoenix, AZ	(3) ROLE Parking Planning Consultant

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT
(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER
4

21. TITLE AND LOCATION <i>(City and State)</i> Texas A&M – Transportation Mobility Master Plan College Station, TX	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2020- 2022	CONSTRUCTION <i>(If applicable)</i> N/A

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Texas A&M University	b. POINT OF CONTACT NAME Debbie Lollar, MS, CAPP	c. POINT OF CONTACT TELEPHONE NUMBER dlollar@tamu.edu

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

Texas A&M sought to address the immense growth and the associated mobility issues anticipated through encouraging users to find modes outside of a single-occupant vehicle. Walker analyzed and assessed the entire transportation mobility framework utilizing rigorous public outreach including: an interactive website, tabling sessions, a discussion forum, and breakout sessions. Walker collected and analyzed data on vehicular, pedestrian, and other rolling movements on parts of campus. Field tests were performed using traffic cones to temporarily alter the mobility landscape and study how users react and behave to the changes. With this thorough review, we were able to understand and identify pinch points and access issues. Technical planning recommendations were developed that utilized tactical urbanism, transportation design principles, and creative demand mitigation strategies.

Cost
\$357,000



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME Walker Consultants	(2) FIRM LOCATION <i>(City and State)</i> Houston, TX	(3) ROLE Parking Planning Consultant

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

i. Past Performance

Walker has been serving the education market throughout its history, the firm has worked with more than 500 educational institutions throughout the United States including institutions in the Carolinas such as Greenville County Schools, Clemson University, East Carolina University, NC State, UNC Charlotte, and UNC Wilmington.

The team assembled for this project includes key individuals in various disciplines who have successfully completed numerous similar projects. The following is some additional information on the key individuals who will be working with you on a day-to-day basis.



Serving as Technical Advisor will be **Leslie Jo Hurwitz, PE**. Leslie Jo is the Managing Principal in Walker’s Charlotte office and has more than 20 years of experience in the consulting engineering business. Her responsibilities encompass project management, engineering consulting, restoration, and operations management.



Project manager, **Victor Hill, PTMP, MPA**, is part of Walker’s Higher Education and Mobility Planning team and works with clients nationwide. Victor joined Walker in 2023 after more than ten years in the parking and transportation industry. He worked for seven years as director of parking and transportation services at the University of Wisconsin-La Crosse (UWL) and for over three years at T2 Systems, where he was an account manager and team lead. Victor led a complete overhaul of UWL’s parking operation, notably its license plate recognition (LPR) deployment, and regularly consulted with universities in and outside the UW system. He managed accounts along the East Coast, Midwest, and Canada for T2 Systems. Victor has delivered numerous presentations and articles about university operations and sustainability.



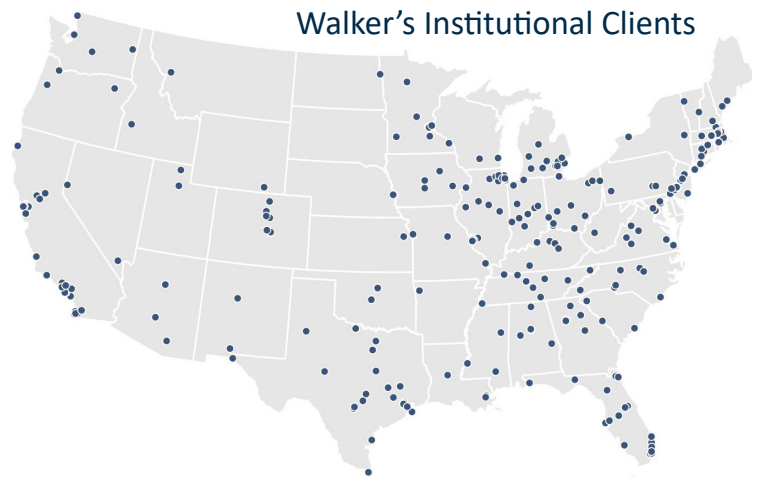
David J. Lieb, TDM-CP will serve as the Principal-in-Charge for this project. David is Walker Consultants’ National Director of Higher Ed Mobility Planning Services. Based in the Denver office, he specializes in parking and transportation demand management (TDM) strategies and operations at colleges and universities. He joined Walker in 2015, after 25 years of experience at Cornell University and the University of Colorado-Boulder, operating and leading cutting-edge and innovative parking and TDM programs. At Walker alone, David has worked with over 80 colleges and universities, helping them improve customer service, operational efficiencies, financial performance, and sustainability initiatives.



Jim Corbett, will serve as the local expert and point of contact. An innovative parking professional with over 25 years of parking operation leadership and fiscal governance, Jim Corbett is part of Walker Consultants’ Planning, Operations, and Technology Group, where he leads strategic planning studies and municipal operation projects throughout the US.



Geoffrey Posluszny, CPP, PTMP, leads the specification, procurement, and implementation of PARCS and APGS across a variety of market sectors. His expertise includes conducting in-depth planning studies, system evaluations, and performing detailed supply and demand analyses to optimize parking systems and enhance user experiences.



Karen Peris is a Mobility and Parking Planner in Walker’s New York office, where she works almost exclusively with higher ed clients and that incorporate a wide range of studies including mobility and transportation master planning, parking planning, stakeholder engagement, peer benchmarking, transportation demand management strategies, ride sharing impacts, market analysis, and shared parking analysis. While Karen focuses on higher ed clients, she has had the privilege to work on projects that assist a variety of clients including municipalities, hospitals, developers, and casinos.



Micah Maani, AICP, is an urban planner with a diverse background in municipal planning, teaching, and consulting. He serves as a Planner I at Walker Consultants in Charlotte, following his role with the City of Charlotte, where he supported commercial development review and interdepartmental coordination. His previous experience includes contributing to comprehensive plans, redevelopment strategies, and public engagement efforts across multiple states.

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

ii. Ability of Personnel

Upon reviewing our current commitments, we can assure you that the staff members selected for this project are readily available to serve for the duration of this project. The Walker team is in an excellent position to handle the workload required to completed the scope of services.

iii. Recent, Current, and Projected Workloads

Walker provides consulting services throughout the United States. In our Charlotte office, which will be the office of record for this contract, we are currently working on several projects, including work with East Carolina University, Wake Tech Community College, and recently finished up repair work at UNC Wilmington. These projects are in various stages ranging from pre-design, construction documents, and construction administration.

The uniqueness of each project requires the proper mix of engineers, architects, technicians, and support personnel from our firm. As previously noted, we have assessed the projected workload for each of the team members assigned to this project to make sure that they will have the appropriate amount of time in which to properly address your project requirements.

Because of the size of our group, we can respond to unforeseen and unfortunate events such as serious illness or accident that may remove key personnel from this project. If that occurs, we will be able to replace that team member with a person of equal or greater expertise, skills, and experience. This will minimize the downtime that would occur and allow your project and Walker Consultants to remain on schedule. In all cases, our approach is to schedule team members that will remain with their project from beginning to end.

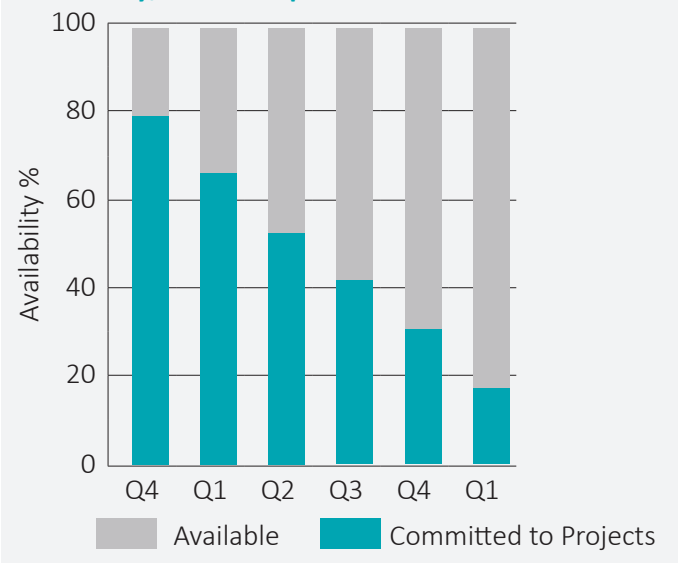
iv. Approach

Our team will manage and coordinate with Parking Operations and Campus Access Management (POCAM) and engage stakeholders through all phases of the project life cycle. Close coordination with the internal project team is essential to reviewing progress, maintaining project efficiency and schedule, and ensuring desired outcomes. At the onset, we will work with the core project team to

establish the cadence and protocols for communication and coordination. We aim to be fully transparent, available, collaborative, and communicative. We look forward to bringing our experience and expertise, joining the University as a trusted partner, and working with stakeholders to deliver implementable and valuable project outcomes.

- Facilitate an in-person kick-off meeting with appropriate project personnel, including a review and work session on project topics, such as project and TDM program goals, objectives, study area, limitations, opportunities, benchmarks, data and information needs, schedule, stakeholder engagement, and communication protocols.
- Conduct regular coordination calls with project personnel throughout the project, established in coordination with university project personnel.

Availability/Workload per Quarter: 2025 – 2027



v. Proximity and Familiarity

Walker has had an established, steady presence with projects in North Carolina since the early 1990's. Our Charlotte office was established in 2012 and is located approximately 1.5 hours west of Greensboro. We are accustomed to working in the Greensboro area and have been regularly working at Piedmont Triad International Airport over the last 5 years.

I. AUTHORIZED REPRESENTATIVE
THE FOREGOING IS A STATEMENT OF FACTS.

31. SIGNATURE
Leslie Jo Hurwitz

32. DATE
8/8/2025


33. NAME AND TITLE
Leslie Jo Hurwitz, PE, Managing Principal

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)
287-P19265

PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (or Branch Office) NAME 			3. YEAR ESTABLISHED 2012	4. DUNS NUMBER 01-718-0381
2b. STREET 3545 Whitehall Park Drive			5. OWNERSHIP a. TYPE Corporation	
2c. CITY Charlotte	2d. STATE NC	2e. ZIP CODE 28273	b. SMALL BUSINESS STATUS N/A	
6a. POINT OF CONTACT NAME AND TITLE Leslie Jo Hurwitz, PE			7. NAME OF FIRM (If Block 2a is a Branch Office) Walker Consultants	
6b. TELEPHONE NUMBER 704.247.6230		6c. E-MAIL ADDRESS LHurwitz@walkerconsultants.com		
8a. FORMER FIRM NAME(S) (If any) Walker Parking Consultants/Engineers, Inc.			8b. YR. ESTABLISHED 1965	8c. DUNS NUMBER 01-718-0381

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. FUNCTION CODE	b. DISCIPLINE	c. NO. OF EMPLOYEES		a. PROFILE CODE	b. EXPERIENCE	c. REVENUE INDEX NUMBER (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	85	4	039	Garages; Vehicle Maintenance	10
06	Architects	18			Facilities; Parking Decks	
08	CAD Technicians	45	1			
12	Civil Engineers	51	2	078	Planning (Community, Regional, Areawide and State)	10
14	Computer Programmers	4				
21	Electrical Engineers	6				
42	Mechanical Engineers	5		089	Rehabilitation (Buildings, Structures, Facilities)	9
47	Planners: Urban/Regional	16	1			
48	Project Managers	166	6			
57	Structural Engineers	17	1			
58	Technician/Analyst	14				
	Other Employees					
	Total	427	15			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	6	1. LESS THAN \$100,000	6. \$2 MILLION TO LESS THAN \$5 MILLION
b. Non-Federal Work	9	2. \$100,000 TO LESS THAN \$250,000	7. \$5 MILLION TO LESS THAN \$10 MILLION
c. Total Work	10	3. \$250,000 TO LESS THAN \$500,000	8. \$10 MILLION TO LESS THAN \$25 MILLION
		4. \$500,000 TO LESS THAN \$1 MILLION	9. \$25 MILLION TO LESS THAN \$50 MILLION
		5. \$1 MILLION TO LESS THAN \$2 MILLION	10. \$50 MILLION OR GREATER

I. AUTHORIZED REPRESENTATIVE

THE FOREGOING IS A STATEMENT OF FACTS.

31. SIGNATURE 	32. DATE 8/8/2025
33. NAME AND TITLE Leslie Jo Hurwitz, PE, Managing Principal	