Version: 2019.11.04.RJS

Advertised: **October 30, 2026**

Amended: **November 4, 2026**

Central Pines Regional Council

REQUEST for LETTERS of INTEREST (RFLOI)

Downtown Durham Parking Study Consulting Services

TITLE:	**Downtown Durham Parking Study Consulting Services**
ISSUE DATE:	**October 30, 2026**
SUBMITTAL DEADLINE:	**November 25, 2026**
ISSUING AGENCY:	**Central Pines Regional Council (CPRC)**

I. SYNOPSIS

SUBCONSULTANTS ARE PERMITTED UNDER THIS CONTRACT.

This contract shall be partially reimbursed with Federal-aid funding through the North Carolina Department of Transportation (hereinafter referred to as the Department). The solicitation, selection, and negotiation of a contract shall be conducted in accordance with all Department requirements and guidelines.

The primary and/or subconsultant firm(s), excluding eligible governmental organizations, shall be pre-qualified by the Department to perform any of the Discipline Codes listed below for Central Pines Regional Council:

- Research – 218
- Multimodal Transportation Planning – 141
- Municipal & Regional Planning Studies – 315

WORK CODES for each primary and/or subconsultant firm(s) MUST be listed on the respective RS-2 FORMS (see section 'SUBMITTAL REQUIREMENTS').

This RFLOI is to solicit responses (LETTERS of INTEREST, or LOIs) from qualified firms to provide professional consulting services to: Triangle West Transportation Planning Organization for the Central Pines Regional Council on behalf of the City of Durham.

II. PROPOSED CONTRACT SCOPE SUMMARY

The Triangle West Transportation Planning Organization ("TPO"), through Central Pines Regional Council (CPRC), seeks a qualified consultant team to assess how the City of Durham's downtown public parking system operates today, how it could operate better, and what the best long-term use is of the real estate currently devoted to parking. The engagement combines an operations, market, and financial assessment with an asset-strategy and redevelopment analysis, and it draws together strategy, municipal finance, real-estate and development economics, parking operations, and organizational and service-delivery analysis.

In addition to serving the City's decisions, the study produces updated supply and demand data for all public and private parking in downtown Durham that will inform the Triangle Regional Model (TRM), the region's travel demand model. Throughout the engagement, the City and the consultant coordinate with the TPO so that the data developed meets the needs of that model.

The study answers two linked questions. First, how should the City optimize the parking system it intends to keep — its operations, organizational and service-delivery model, rates and revenue, special-event parking, technology, staffing, utilization, and financial performance? Second, what is the best long-term use of the parking real estate — considering asset age and condition, future capital needs, financial performance, land value, location, redevelopment potential, the availability of alternative parking, and the contribution each site makes to downtown's economic environment?

III. PROPOSED BUDGET

The project budget must not exceed $250,000

IV. CLIENT PROJECT MANAGERS

This project is a collaborative effort of the Triangle West Transportation Planning Organization and the City of Durham. The following outlines the roles and responsibilities of the partner agencies:

A. **Triangle West Transportation Planning Organization (TPO).** Project Oversight, Administration, and Fiduciary Agent. Contract agreement, invoicing, and payments to be handled by the Central Pines Regional Council (CPRC). CPRC is the lead planning agency for the TPO.

B. **City of Durham (City).** Project Management. Lead Department – Transportation – Parking Division.

All project management communications will include both agencies' designated representatives. The Town is responsible for approving plan elements.

V. ELECTRONIC LOI REQUIREMENTS

Electronic LOIs should be submitted in .pdf format using software such as Adobe, CutePDF PDF Writer, Docudesk desk, PDF, etc.

LOIs SHALL be received electronically no later than 2:00 p.m. on November 25, 2026.

The addresses for electronic deliveries are:

- David.Miller@twtpo.org

Please provide zipped files or a link to download qualifications document if over 10MB.

LOIs received after this deadline will not be considered.

Except as provided below any firm wishing to be considered must be properly registered with the Office of the Secretary of State and with the North Carolina Board of Examiners for Engineers and Surveyors. Any firm proposing to use corporate subsidiaries or subcontractors must include a statement that these companies are properly registered with the North Carolina Board of Examiners for Engineers and Surveyors and/or the NC Board for Licensing of Geologists. The Engineers performing the work and in responsible charge of the work must be registered Professional Engineers in the State of North Carolina and must have a good ethical and professional standing. It will be the responsibility of the selected private firm to verify the registration of any corporate subsidiary or subcontractor prior to submitting a Letter of Interest. Firms which are not providing engineering services need not be registered with the North Carolina Board of Examiners for Engineers and Surveyors. Some of the services being solicited may not require a license. It is the responsibility of each firm to adhere to all State of North Carolina laws.

The firm must have the financial ability to undertake the work and assume the liability. The selected firm(s) will be required to furnish proof of Professional Liability insurance coverage in the minimum amount of $1,000,000.00. The firm(s) must have an adequate accounting system to identify costs chargeable to the project.

VI. PROPOSED CONTRACT SCOPE:

The Central Pines Regional Council, on behalf of Triangle West Transportation Planning Organization, is soliciting proposals for the services of a firm/team for the following proposed contract scope:

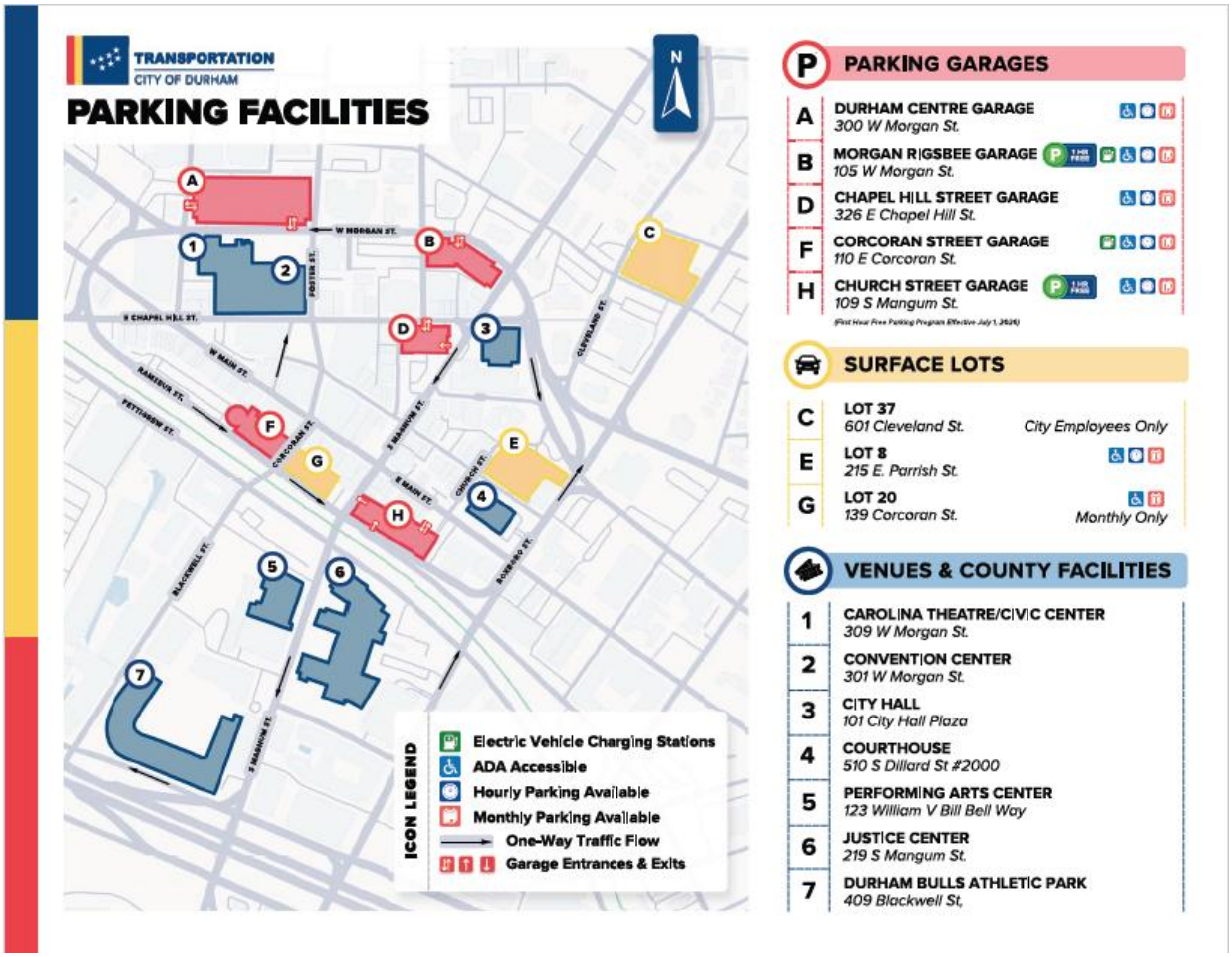
1. Project Background and Purpose

1.1 Purpose

The Triangle West Transportation Planning Organization (the "TPO") seeks a qualified consultant team to assess how the City of Durham's downtown public parking system operates today, how it could operate better, and what the best long-term use is of the real estate currently devoted to parking. The engagement combines an operations, market, and financial assessment with an asset-strategy and redevelopment analysis, and it draws together strategy, municipal finance, real-estate and development economics, parking operations, and organizational and service-delivery analysis.

This study is funded through the TPO and the City of Durham. In addition to serving the City's decisions, the study produces updated supply and demand data for all public and private parking in downtown Durham that will inform the Triangle Regional Model (TRM), the region's travel demand model. Throughout the engagement, the City and the consultant coordinate with the TPO so that the data developed meets the needs of that model.

The study answers two linked questions. First, how should the City optimize the parking system it intends to keep — its operations, organizational and service-delivery model, rates and revenue, special-event parking, technology, staffing, utilization, and financial performance? Second, what is the best long-term use of the parking real estate — considering asset age and condition, future capital needs, financial performance, land value, location, redevelopment potential, the availability of alternative parking, and the contribution each site makes to downtown's economic environment?



1.2 Governing Principle: Consultant Recommends; City Decides

The governing principle of this engagement is that the consultant recommends and the City decides. The City expects the consultant to establish the evidence, evaluate the alternatives, and bring forward clear recommendations and options — a menu for management and the City Council to consider and discuss — while the City retains every policy and investment decision. The study should establish the evidence on its own terms and should not presuppose that more parking, less parking, contracting, insourcing, redevelopment, or retention is the answer.

1.3 Phasing and Timeframe

The study is delivered in two phases within a single, continuous engagement. Phase I: Parking Operations, Market and Financial Assessment establishes how the system operates and performs today and produces the updated parking supply and demand data for the regional model. Phase II: Asset Strategy, Redevelopment and Recommendations determines the best long-term use of the assets and brings the analysis together into prioritized recommendations. The consultant is expected to complete the study within 180 days of the notice to proceed (NTP).

1.4 Portfolio in Scope

The study covers the City's five downtown public parking garages and City-owned downtown surface parking lots. On-street parking is considered for rate and revenue context, not as a redevelopment

asset. The broader supply analysis addresses all public and private parking in downtown Durham, including supply added since 2018.

City-owned facility	Spaces
Morgan–Rigsbee	665
Durham Centre	720
Corcoran	554
Church Street	412
Chapel Hill	364
Total — 5 garages	**2,715**
City-owned downtown surface lots	**In scope (equal footing)**

2. Study Objectives

The City's objectives for this engagement, the tasks that address them, and the phase in which each task falls are summarized below.

Phase	Task	Objective
Phase I	**Task 1: Project Management**	Provide overall project management, coordination, and reporting
Phase I	**Task 2: Operations & Organizational Model**	Assess current operations, compare delivery models, and recommend the operating and organizational model that meets future needs
Phase I	**Task 3: Rates & Revenue Strategy**	Benchmark rates and recommend rate and revenue improvements
Phase I	**Task 4: Special Event Parking**	Evaluate special-event operations, pricing, and revenue capture
Phase I	**Task 5: Supply, Demand & Utilization**	Establish current public and private supply, demand, and utilization, change since 2018, and regional-model data
Phase I	**Task 6: Financial Performance**	Analyze financial performance by facility and function
Phase I	**Task 7: Performance Measurement & KPI Framework**	Establish KPIs and a facility-level baseline to measure the health of the parking system
Phase II	**Task 8: Asset Economics**	Determine the economics and value of each parking asset

Phase	Task	Objective
Phase II	**Task 9: Redevelopment & Best-Use Analysis**	Determine the best long-term use of each asset
Phase II	**Task 10: Recommendations & Roadmap**	Deliver prioritized recommendations, the City Manager go/no-go review, and Council materials

3. Approach

This is a primarily desktop-based engagement. The City expects the consultant to perform the analysis using existing City, County, and partner data, supplemented by the consultant's own research, analysis, and financial and real-estate models. To ground the analysis in how the system actually operates, the City also expects the consultant to conduct interviews with Park Durham, Transportation, Finance, and General Services staff and with Downtown Durham Inc. and relevant downtown stakeholders, and to make site observations where useful, including of special-event operations.

Because the study is conducted in partnership with the Triangle West TPO, the consultant should develop the downtown parking supply and demand data — public and private — to a standard suitable for the Triangle Regional Model, coordinating with the TPO on data needs and format. Additionally, the consultant should conduct a high-level analysis of establishing satellite parking facilities outside downtown Durham. This evaluation will analyze whether this transportation demand management (TDM) strategy is helpful for the Durham area.

The City expects the work to be grounded first in desk analysis. Where existing information cannot answer a material question, the City will consider a consultant's proposal for limited, targeted data collection, undertaken within the negotiated contract price. The intent is to avoid the extensive field counts typical of traditional parking studies, not to foreclose targeted collection that proves genuinely necessary. The City expects the consultant to propose the methodology and analytical inputs it considers most appropriate to deliver the outcomes described in each task.

Deliverable Standards

The City and TPO expects all deliverables to be provided in Americans with Disabilities Act (ADA) accessible (including compliance with Web Content Accessibility Guidelines (WCAG) for deliverables posted online), non-proprietary, and editable formats that allow City and TPO staff to open, review, reuse, and independently validate the work. Quantitative models and other analytical work products should be delivered in native, unlocked Microsoft Excel with visible, working formulas — not as locked files, images, or read-only exports — together with the underlying data, assumptions, and calculations, so that City and TPO staff can test the assumptions and reproduce the results. Narrative deliverables should be provided in Microsoft Word and PDF; spatial deliverables in an ArcGIS-compatible format; and presentations in Microsoft PowerPoint. No deliverable should depend on proprietary formats, tools, or claims that would prevent the City and TPO from accessing, understanding, reusing, or validating the work or its underlying data.

4. Deliverables and Reporting Structure

The study culminates in a single comprehensive report — the *City of Durham Parking Operations and Asset Strategy* — organized into chapters that correspond to the tasks below, so that the finished

product reads as one coherent study with a clear logic from operations through assets to recommendations. Each task produces a discrete, clearly defined deliverable — a report chapter, a model, a matrix, a dataset, or a map — that the City and TPO reviews as it is completed and that compiles into the final report. The deliverables are summarized below and specified under each task.

Deliverable	Format	Task
Project management plan	Word / PDF	Task 1
Progress reports and status meetings	Per agreed cadence	Task 1
Operations and Organizational Model chapter, with function-by-function delivery matrix	Report chapter (Word/PDF) + matrix	Task 2
Rates and Revenue Strategy chapter, with rate benchmarking matrix and narrative	Report chapter (Word/PDF) + matrix	Task 3
Special Event Parking chapter	Report chapter (Word/PDF)	Task 4
Supply, Demand and Utilization chapter	Report chapter (Word/PDF)	Task 5
Updated public and private parking supply and demand dataset, suitable for the Triangle Regional Model	Dataset (coordinated with TPO)	Task 5
Updated downtown parking supply map, attributed with study findings	ArcGIS-compatible	Task 5
Financial Performance chapter	Report chapter (Word/PDF)	Task 6
Financial performance model	Native, unlocked Excel	Task 6
Performance Measurement and KPI Framework chapter	Report chapter (Word/PDF)	Task 7
Facility-level KPI baseline dashboard	Native, unlocked Excel	Task 7
Asset Economics chapter	Report chapter (Word/PDF)	Task 8
Facility-level asset economics model, with assumptions log	Native, unlocked Excel	Task 8
Redevelopment and Best-Use Analysis chapter	Report chapter (Word/PDF)	Task 9
Council-ready decision matrix	Native, unlocked Excel + narrative	Task 9
Final comprehensive report	Word / PDF	Task 10
Executive summary	Word / PDF	Task 10
Recommendations roadmap (near / medium / long term, with decision support)	Word / PDF	Task 10
City Manager briefing	Presentation + briefing memo	Task 10
City Council presentation materials	PowerPoint	Task 10

5. Scope of Work

The tasks below describe the work, the analysis, and the recommendations the City and TPO expects, with the deliverable for each task identified. Consistent with the governing principle, each task should both establish the evidence and, where the task calls for it, bring forward clear recommendations and options for the City's consideration. The consultant should propose the methodology and inputs it considers most appropriate to achieve the described outcomes.

Phase I: Parking Operations, Market and Financial Assessment

Task 1: Project Management

Objective. Provide project management sufficient to keep the engagement on scope, on budget, and on schedule across both phases, with clear and regular communication with the City and TPO, and coordination with the TPO throughout.

This project is a collaborative effort between the Triangle West Transportation Planning Organization and the City of Durham. The following outlines the roles and responsibilities of the partner agencies, each of which will have a project manager assigned to the project:

- **Triangle West Transportation Planning Organization (TPO).** Project oversight, administration, and fiduciary agent. Contract agreements, invoicing, and payments to be handled by the Central Pines Regional Council (CPRC). The CPRC is the lead planning agency for Triangle West.
- **City of Durham (City).** Co-Project Management. Lead Department – Transportation.

Subtasks.

- **1.1 Project kickoff.** Convene a kickoff meeting with the City and TPO to confirm objectives, scope, data and interview access, communication protocols, and coordination with the TPO on regional-model data.
- **1.2 Project management plan.** Prepare a project management plan addressing scope, schedule to the 180-day target, budget controls, deliverable and milestone tracking, and risk management across both phases.
- **1.3 Progress reporting and meeting cadence.** Provide regular progress reporting and maintain a recurring meeting cadence with the Client Project Managers (CPM) that consists of City and TPO staff to review status, budget, and any issues. The consultant will also prepare for, meet with, and present a status update to City representatives identified by the CPM to provide feedback and guidance.
- **1.4 Coordination and quality control.** Coordinate the consultant team, manage the compilation of task chapters into the comprehensive final report, and apply quality control to all work products.
- **1.5 Monthly Progress Reports and Invoices.** Prepare detailed monthly progress reports for project team with updates on project progress, challenges, and upcoming activities. Prepare monthly invoices per format and criteria required by Triangle West and NCDOT. Triangle West will provide examples of invoices to consultant as guidance.

Deliverables.

- Project management plan
- Recurring progress reports and status meetings, per the agreed cadence
- Detailed monthly progress reports and corresponding monthly invoices

Task 2: Operations and Organizational Model

Objective. Assess how Park Durham operates today, how comparable operations are run, and what operating and organizational model best meets the future needs of downtown parking management. Park Durham is a legacy in-house operation established to support anticipated downtown growth; since then, demand patterns have shifted and the City has deployed parking technology — parking access and revenue control (PARCS), gated control, and mobile payment — that has changed how functions are staffed and delivered. This task should directly address whether the current in-house organizational structure remains the right model, or whether some or all functions would be better delivered through contracted or hybrid arrangements. All functions are within scope, including enforcement and customer service; the study does not presuppose that any function remains in its current form.

This task follows a clear logic — assess the current operation, compare it against other delivery models and industry practice, and recommend a future model.

Subtasks.

- **2.1 Current operations and organizational assessment.** Document the current operating and organizational model — structure, staffing and roles, current contracts, technology (PARCS, gated control, and mobile payment), enforcement, customer service, maintenance responsibilities, revenue collection, and operating costs — and how the operation has adapted to changing demand and technology. Identify operational strengths, gaps, and the functions most affected by changing demand and automation.
- **2.2 Comparative and best-practice analysis.** Review how comparable municipal parking operations deliver these functions across in-house, contracted, and hybrid models, including relevant industry trends in parking technology, staffing, and service delivery. Begin with North Carolina peer cities — for example, Raleigh, Charlotte, Wilmington, and Winston-Salem — and extend to comparable peer cities beyond the State; the consultant should propose the comparison set for discussion and confirmation with the City.
- **2.3 Recommended operating and organizational model.** Assess, function by function, the City, contracted, and hybrid delivery options against cost, service quality, control, risk, and staffing, and recommend an operating and organizational model that meets the future needs of downtown parking management. Provide the rationale and trade-offs for each significant choice.

Deliverable.

- Operations and Organizational Model chapter — current-state assessment, comparative and best-practice analysis, and recommended model, including a function-by-function delivery matrix

Task 3: Rates and Revenue Strategy

Objective. Review the City's parking rates relative to the Downtown Durham market and to comparable municipal peers, and recommend rate and revenue improvements. The purpose is to give the City and the City Council a clear, market-based foundation for decisions about rates and revenue.

Subtasks.

- **3.1 Current rate structure.** Compile the City's current parking rate structure — hourly, daily, monthly, on-street, and event — by facility.
- **3.2 Market and peer benchmarking.** Benchmark City rates against private and commercial rates in Downtown Durham and against comparable municipal peers, with the peer set confirmed jointly with the City, consistent with the comparison approach in Task 2.

- **3.3 Revenue opportunities.** Identify revenue opportunities and any revenue leakage, drawing on the financial performance analysis in Task 6.
- **3.4 Recommended rate and revenue strategy.** Recommend rate and revenue improvements for the City's consideration.

Deliverable.

- Rates and Revenue Strategy chapter, presented as a rate benchmarking matrix with supporting narrative, including recommended improvements

Task 4: Special Event Parking

Objective. Evaluate special-event parking operations, pricing, utilization, and revenue capture, and identify opportunities to increase revenue while maintaining an appropriate customer experience.

Subtasks.

- **4.1 Current event practices.** Document current special-event parking practices, including the major downtown venues and events served, event operations, utilization, staffing, and collection methods.
- **4.2 Event pricing and revenue.** Compare current event rates to market, and establish gross and net event revenue.
- **4.3 Revenue-capture opportunities.** Assess opportunities such as reservations, prepayment, and dynamic pricing where appropriate, and recommend ways to capture additional event revenue while maintaining an appropriate customer experience.

Deliverable.

- Special Event Parking chapter, with recommended revenue-capture opportunities

Task 5: Supply, Demand and Utilization

Objective. Establish a current picture of downtown parking supply, demand, and utilization — public and private — including how these have changed since the 2018 Downtown Durham Parking Study (the "2018 Parking Study") and the extent of parking added since then. This task also produces the updated supply and demand data that will inform the Triangle Regional Model, in coordination with the TPO.

Subtasks.

- **5.1 Supply inventory update — public and private.** Update the inventory of downtown parking supply — public and private — to reflect supply added since the 2018 Parking Study. This should explicitly capture new public supply, including the sizeable parking garages built by Durham County, and new private supply added through commercial and residential development. Bound the private-supply reconstruction by defining the study area and inclusion thresholds, and document the supporting assumptions and confidence levels.
- **5.2 Demand and utilization.** Characterize current demand and utilization across the City's facilities, to the level the available information supports, including permit allocation, event demand, and geographic patterns. The City will provide access to the utilization information available to it, which at present consists of reporting generated from the PARCS system (a representative month of data together with preliminary trend analysis) and is not maintained as raw data or in custom formats. TPO will provide access to Streetlight Data for obtaining by time-of-day and season-of-year trip data of large parking facilities. In addition, Triangle Region model results can be obtained for analysis as well.
- **5.3 Change since 2018.** Compare current supply, demand, and utilization against the 2018 Parking Study to document how they have changed, including the growth in overall downtown parking supply.

- **5.4 Supply–demand balance and alternative parking.** Assess the balance between parking supply and demand in the downtown given the significant supply added since 2018 — including Durham County garages and development-related parking — and document the extent to which the downtown may now be over-supplied. Characterize the availability of alternative parking (public and private) to support the system-level analysis in Phase II.
- **5.5 Regional-model data.** Compile the consolidated public and private supply and demand data by location and type in a form suitable for the Triangle Regional Model, coordinating with the TPO on data needs and format.
- **5.6 Transportation Demand Management (TDM) Strategy.** Conduct a high-level analysis of establishing satellite parking facilities outside downtown Durham with fixed route or shuttle bus services. This evaluation will analyze whether this transportation demand management (TDM) strategy is helpful for the Durham area.

Deliverables.

- Supply, Demand and Utilization chapter, documenting current public and private conditions, change since 2018, and the supply–demand balance
- Updated public and private parking supply and demand dataset in ArcGIS format, suitable for the Triangle Regional Model
- Updated downtown parking supply map in ArcGIS-compatible format, attributed with characteristic data from the study findings
- Document of Evaluation Result on the satellite parking strategy

Task 6: Financial Performance

Objective. Analyze the financial performance of the parking system by facility and by major parking function, and identify opportunities to improve operating efficiency.

Subtasks.

- **6.1 Revenue, expense, and NOI.** Develop revenue, operating expense, and net operating income (NOI) by facility and by major parking function.
- **6.2 Trends.** Characterize financial trends over a reasonable recent period.
- **6.3 Leakage and efficiency.** Identify revenue leakage and opportunities, and assess operating efficiency.

Deliverables.

- Financial Performance chapter, by facility and function
- Financial performance model, in native, unlocked Microsoft Excel with visible formulas

Task 7: Performance Measurement and KPI Framework

Objective. Establish a set of key performance indicators (KPIs) and a baseline for the downtown parking system, so the City can measure the health of the parking ecosystem over time, manage each facility according to its own performance rather than a one-size-fits-all standard, and inform rate, revenue, and market-potential decisions. This task synthesizes the operations, utilization, and financial analysis from Tasks 2 through 6.

Subtasks.

- **7.1 KPI framework.** Recommend a concise, decision-useful set of KPIs spanning utilization and occupancy, financial performance (revenue, NOI, and cost recovery), operating efficiency, customer experience, and asset condition, drawing on industry best practice and the data assembled in Tasks 2 through 6.

- **7.2 Facility-level baseline.** Establish current baseline values for each KPI, by facility, so that performance can be differentiated across garages and lots rather than measured against a single standard.
- **7.3 Targets and benchmarks.** Where appropriate, propose target ranges or peer benchmarks for each KPI, connected to the market and peer benchmarking in Task 3, to help identify market potential.
- **7.4 Ongoing measurement.** Recommend how the City can maintain and report the KPIs over time, including the data sources (such as PARCS) and a simple, sustainable dashboard format.

Deliverables.

- Performance Measurement and KPI Framework chapter
- Facility-level KPI baseline dashboard, in native, unlocked Microsoft Excel

Phase II: Asset Strategy, Redevelopment and Recommendations

Task 8: Asset Economics

Objective. Determine the economics and value of each parking asset, so that the City understands what each garage and surface lot is worth and what it costs to keep as parking. This applies to each City-owned garage and surface lot.

Subtasks.

- **8.1 Age, condition, and capital needs.** Establish the age and condition of each asset and its forward capital obligation, expressed per space, drawing on the City of Durham Parking Facilities Maintenance Program (facilities condition assessment).
- **8.2 Value of each asset.** Determine the value of each asset on a per-space and per-acre basis, the assessed value of each parcel and the associated annual property-tax revenue foregone through public ownership, and the land value.
- **8.3 Return and realizable value.** Determine the return on investment (ROI) and implied capitalization rate for each facility, and the net realizable value of each asset — that is, value net of outstanding debt and estimated transaction costs — so that the City understands actual realizable value rather than gross value alone.
- **8.4 Continued-parking economics.** Determine the economics of continuing to operate each asset as parking, including the value threshold at which another use would outperform continued parking operation.

Deliverable.

- Asset Economics chapter and facility-level asset economics model, in native, unlocked Microsoft Excel with visible formulas, with a supporting assumptions log

Task 9: Redevelopment and Best-Use Analysis

Objective. Determine the best long-term use of each asset — whether it creates more value for Durham as parking, or could create greater public and economic value through another use while downtown's parking needs continue to be adequately served. This task connects the asset analysis to the parking-system analysis and is evaluated through a best-use lens rather than a disposition lens.

Subtasks.

- **9.1 Best-use decision factors.** Evaluate each asset against a common set of factors: age, condition, capital needs, utilization, financial performance, land value, location, redevelopment

potential, the availability of replacement or alternative parking, strategic importance, and potential contribution to downtown development.

- **9.2 System-level parking need.** For any asset considered for another use, assess whether its parking demand can reasonably be absorbed elsewhere in the system or managed differently, drawing on the supply–demand balance established in Task 5.
- **9.3 Three lenses of value.** Consider value through three lenses — parking value (revenue, access, customer convenience, support for downtown businesses and events); real-estate value (land value, development potential, lease or sale value, and avoided future capital investment); and downtown and public value (housing, commercial activity, taxable value, street activation, economic development, and other City objectives) — without building a full economic-impact model.
- **9.4 Alternative-use options and ranking.** Characterize the realistic options for each asset — for example continue as parking, reinvest, reposition, partial redevelopment, air rights, ground lease, or full redevelopment to another use — and integrate the asset economics from Task 8 into a Council-ready decision matrix that ranks the options on a net-value basis across the factors above. The matrix identifies and orders options; the City decides.

Deliverables.

- Redevelopment and Best-Use Analysis chapter
- Council-ready decision matrix, in native, unlocked Microsoft Excel with visible formulas, with supporting narrative

Task 10: Recommendations and Roadmap

Objective. Bring the analysis together into a prioritized set of recommendations and options — the comprehensive *City of Durham Parking Operations and Asset Strategy* — that management and the City Council can act on, while leaving the ultimate policy and investment decisions to the City.

Subtasks.

- **10.1 Near-term recommendations (0–2 years).** Operational improvements, rates, special-event revenue, contracts, technology, staffing, and policies.
- **10.2 Medium-term recommendations (2–5 years).** Capital investments, operating-model changes, parking consolidation, permit strategy, and other system changes.
- **10.3 Long-term recommendations (5+ years).** For individual assets — retain and reinvest, reposition, partially redevelop, ground lease, redevelop, or otherwise reconsider.
- **10.4 Decision support for each recommendation.** For every major recommendation, provide the rationale, financial impact, operational impact, implementation complexity, risk, timing, and prerequisites.
- **10.5 Comprehensive final report.** Compile the task chapters into a single comprehensive report, with an executive summary, that reads as one coherent study.
- **10.6 City Manager briefing and go/no-go review.** Present preliminary findings, key assumptions, and draft recommendations to the City Manager and review them. The City Manager's approval is a formal go/no-go checkpoint: the Council-facing presentation and final strategy proceed only upon that approval. The consultant should be prepared to refine findings and assumptions in response to this review.
- **10.7 City Council presentation.** Upon the City Manager's approval, prepare the Council presentation materials and present (in-person or as determined at recommendations stage), or support the City in presenting, the final strategy to the City Council.

- **10.8 Triangle West TPO Technical Committee and Board presentation**. Present the study's planning process and findings to both the TPO's Technical Committee and Board in person.

Deliverables.

- Final comprehensive report (compiling all chapters)
- Executive summary
- Recommendations roadmap, with near-, medium-, and long-term recommendations and decision support for each
- City Manager briefing and go/no-go review
- City Council presentation materials
- Triangle West TPO presentation materials

6. City- and Partner-Supplied Data

The City will make available to the awarded consultant such existing data and documents as it has in its possession, in the form in which they exist, and will facilitate reasonable access to City staff for interviews. The consultant is responsible for analysis, reconstruction, and triangulation; the study is designed to rely first on existing data rather than on extensive new field counts.

- **City (Parking Division / enterprise fund).** 2018 Downtown Durham Parking Study; City of Durham Parking Facilities Maintenance Program (facilities condition assessment); available PARCS utilization reporting; facility rate and revenue data; enterprise-fund financials and applicable debt detail; CIP and recent capital-investment history; organizational and staffing data; current contracts; surface-lot inventory.
- **Durham County (publicly available).** Parcel and tax-assessment data and applicable millage, available from the County as the public source.
- **Triangle West TPO.** Coordination on Triangle Regional Model data needs and format, and relevant regional data to the extent available.
- **Downtown Durham Inc. (DDI).** Partner market data, including private-supply and rate information to the extent available.

The City will administer access to City-held materials and any confidentiality or non-disclosure requirements applicable to debt and partner financial data. Proposers should identify any additional data they would request and any third-party data they would procure at their own cost.

7. Definitions

The following terms and abbreviations are used in this Scope of Work.

Term	Definition
Cap rate	Capitalization rate — net operating income expressed as a percentage of asset value, used to compare returns across assets.
KPI	Key performance indicator — a measurable value that reflects how well the parking system, or a facility, is performing.
NOI	Net operating income — facility or system revenue less direct operating expense.

Term	Definition
NTP	Notice to proceed — the City's authorization for the consultant to begin work, from which the schedule runs.
PARCS	Parking access and revenue control system — the technology that manages entry, exit, and payment at the garages.
ROI	Return on investment — a measure of financial return relative to the value or cost of an asset.
TRM	Triangle Regional Model — the region's travel demand model, maintained for the Triangle West TPO and partners.
TWTPO / TPO	Triangle West Transportation Planning Organization — the metropolitan planning organization funding and administering this study in partnership with the City.
2018 Parking Study	The 2018 Downtown Durham Parking Study, the City's most recent prior downtown parking study.

VII. PROPOSED CONTRACT TIME: 180 days

VIII. PROPOSED CONTRACT PAYMENT TYPE: Lump Sum

IX. SUBMITTAL REQUIREMENTS

The LOI should be addressed to:

- **David Miller,** Triangle West TPO Principal Planner

The subject line must be "**Downtown Durham Parking Study Proposal**". The LOI submittal must include the name, address, telephone number, and e-mail address of the prime consultant's contact person for this RFLOI.

All LOIs are limited to fifteen (15) pages (resumes and RS-2 forms are not included in the page count) inclusive of the cover sheet. LOIs containing more than fifteen (15) pages will not be considered. ***One electronic copy of the LOI should be submitted.***

The LOI must also include the information outlined below in the order outlined below:

A. Cover letter (1 page maximum)

B. Table of Contents

C. List of available services

D. Project team, including roles and responsibilities (include subcontractors)

E. Examples of comparable projects the firm has completed

F. Detailed project approach, including public outreach methods

G. Project schedule showing milestones and deliverables

H. Any other relevant information deemed necessary (*e.g.,* resumes; professional references)

I. CONSULTANT CERTIFICATION Form RS-2

Completed Form RS-2 forms SHALL be submitted with the firm's letter of interest. This section is limited to the number of pages required to provide the requested information.

Submit completed and signed RS-2 forms for the following:

1. **Prime Consultant firm**

   Prime Consultant Form RS-2

2. **ANY/ALL Subconsultant firms**

   Subconsultant Form RS-2

   In the event the firm has no subconsultant, it is required that this be indicated on the Subconsultant Form RS-2 by entering the word "None" or the number "ZERO" and signing the form.

Firms submitting LOIs are encouraged to carefully check them for conformance to the requirements stated above. If LOIs do not meet ALL of these requirements, they will be disqualified. No exception will be granted.

X. SELECTION PROCESS

Following is a general description of the selection process:

A. The Selection Committee will review all qualifying LOI submittals.

B. The Selection Committee MAY, at the discretion of the TPO and City, shortlist a minimum of three (3) firms to be interviewed. IF APPLICABLE, dates of shortlisting and dates for interviews are shown in the section SUBMISSION SCHEDULE AND KEY DATES at the end of this RFLOI.

C. In order to be considered for selection, consultants must submit a complete response to this RFLOI prior to the specified deadlines. Failure to submit all information in a timely manner will result in disqualification.

XI. SELECTION CRITERIA

All prequalified firms who submit responsive letters of interest will be considered.

In selecting a firm/team, the selection committee will take into consideration qualification information including such factors as:

1. Evaluation Criteria and Weighting

The following factors and point values will be used to evaluate and rank proposals.

Evaluation Factor	Points
1. Understanding of the Project and Objectives	10
2. Technical Approach and Methodology	40
3. Qualifications and Experience of the Firm and Team	30
3a. Multidisciplinary qualifications and key personnel	*15*
3b. Past performance and references	*15*
4. Innovation and Capacity to Deliver	20

Total	**100**

2. Evaluation Factors in Detail

Proposals will be evaluated against the considerations below. The sub-criteria are drawn directly from the Scope of Work so that scoring rewards fit to this specific engagement.

Factor 1 — Understanding of the Project and Objectives (10 points)

- Demonstrated understanding of the study's dual purpose — optimizing the parking system the City intends to keep and determining the best long-term use of the parking real estate — and of the governing principle that the consultant recommends and the City decides.
- Understanding of the partnership with the TPO and the contribution of updated public and private supply and demand data to the Triangle Regional Model.
- Understanding of the two-phase, 180-day engagement, the comprehensive-report structure, and the deliverable standards, including editable and independently verifiable formats.

Factor 2 — Technical Approach and Methodology (40 points)

- Soundness and logic of the overall approach across the ten tasks and two phases and fit to a primarily desktop-based study.
- **Operations and organizational model:** approach to assessing in-house, contracted, and hybrid delivery for all functions and recommending a future operating and organizational model.
- **Supply, demand, and oversupply:** approach to reconstructing public and private parking supply (including Durham County garages and development-related parking), documenting change since 2018 and the supply–demand balance, and producing data suitable for the Triangle Regional Model using PARCS, Streetlight, and TRM outputs in coordination with the TPO.
- **Asset economics and best-use:** rigor of the valuation — expressing value net of debt and transaction costs rather than gross — and the best-use (not disposition) decision framework and Council-ready decision matrix.
- **KPI framework and TDM analysis:** quality of the proposed performance-measurement framework, and the approach to the high-level satellite-parking / transportation demand management analysis.
- Data and stakeholder-engagement plan, treatment of data limitations, and quality-control approach.

Factor 3 — Qualifications and Experience of the Firm and Team (30 points)

3a. Multidisciplinary qualifications and key personnel (15 points).

- The degree to which the proposed team genuinely combines the disciplines this study requires — management or strategy consulting, municipal finance, real-estate and development economics, parking operations and management, and organizational and service-delivery analysis — rather than strength in only one area.
- Qualifications and relevant experience of the key personnel, particularly the Project Manager and the task leaders.

3b. Past performance and references (15 points).

- Demonstrated, comparable engagements — particularly with municipal or public-sector clients — completed on scope, on time, and within budget.
- Track record of producing actionable recommendations that a governing body adopted, as indicated by the required references.
- Experience with federally funded or MPO-administered work, and familiarity with NCDOT reporting requirements (a plus).

Factor 4 — Innovation and Capacity to Deliver (20 points)

This factor evaluates how the firm will deliver the full scope within the 180-day timeframe through innovative, efficient methods, and its capacity to do so at quality.

- **Innovation and efficiency.** The degree to which the proposed approach delivers the scope within 180 days through innovative and efficient methods, rather than labor-intensive or traditional field data collection — such as manual parking counts — that would be cost-prohibitive or extend the schedule.
- **Use of existing data and technology.** Creative, effective use of existing and available data and technology in place of manual collection — for example, PARCS reporting, Streetlight data, the Triangle Regional Model, County and assessor records, aerial and satellite imagery, and GIS and other remote or automated sources.
- **Work plan to the timeframe.** A credible work plan and schedule that hits the 180-day target, with clear milestone and deliverable logic.
- **Capacity and coordination.** Capacity and staffing to deliver the workstreams concurrently, and to coordinate across the two-agency structure (TPO and City) and the CPRC fiduciary and NCDOT reporting and invoicing process.
- **Delivery without sacrificing quality.** Demonstrated ability, on comparable engagements, to deliver complex, multidisciplinary studies on time using efficient methods — with assurance that the efficient approach still produces defensible, decision-grade results.

XII. TITLE VI NONDISCRIMINATION NOTIFICATION

CPRC, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 US.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all RESPONDENTS that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit LETTERS of INTEREST (LOIs) in response to this ADVERTISEMENT and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

XIII. SMALL PROFESSIONAL SERVICE FIRM (SPSF) PARTICIPATION

We encourage the use of Small Professional Services Firms (SPSF). Small businesses determined to be eligible for participation in the SPSF program are those meeting size standards defined by Small Business Administration (SBA) regulations, 13 CFR Part 121 in Sector 54 under the North American Industrial Classification System (NAICS). The SPSF program is a race, ethnicity, and gender-neutral program designed to increase the availability of contracting opportunities for small businesses on federal, state or locally funded contracts. SPSF participation is not contingent upon the funding source.

The Firm, at the time the Letter of Interest is submitted, shall submit a listing of all known SPSF firms that will participate in the performance of the identified work. The participation shall be submitted on the Department's Subconsultant Form RS-2. RS-2 forms may be accessed on the Department's website at NCDOT Connect Guidelines & Forms.

The SPSF must be qualified with the NCDOT to perform the work for which they are listed.

XIV. PREQUALIFICATION

The Department maintains on file the qualifications and key personnel for each approved discipline, as well as any required samples of work. Each year on the anniversary date of the company, the firm shall renew their prequalified disciplines. If your firm has not renewed its application as required by your anniversary date or if your firm is not currently prequalified, please apply to the Department **prior to submittal of your LOI**. An application may be accessed on the Department's website at Prequalifying Private Consulting Firms -- Learn how to become Prequalified as a Private Consulting Firm with NCDOT. Having this data on file with the Department eliminates the need to resubmit this data with each letter of interest.

Professional Services Contracts are race and gender neutral and do not contain goals. However, the Respondent is encouraged to give every opportunity to allow Disadvantaged, Minority-Owned and Women-Owned Business Enterprises (DBE/MBE/WBE) subconsultant utilization on all LOIs, contracts and supplemental agreements. The Firm, subconsultant, and sub-firm shall not discriminate based on race, religion, color, national origin, age, disability or sex in the performance of this contract.

XV. DIRECTORY OF FIRMS AND DEPARTMENT ENDORSEMENT

Real-time information about firms doing business with the Department, and information regarding their pre-qualifications and certifications, is available in the Directory of Transportation Firms. The Directory can be accessed on the Department's website at Directory of Firms -- Complete listing of certified and prequalified firms.

The listing of an individual firm in the Department's directory shall not be construed as an endorsement of the firm.

IF APPLICABLE, questions may be submitted electronically only, to the contact above. Responses will be issued in the form of an addendum available to all interested parties. Interested parties should also send a request, by email only, to the person listed above to be placed on a public correspondence list to ensure future updates regarding the RFLOI or other project information can be conveyed. Questions must be submitted to the person listed above no later than November 4, 2026 by 2:00 p.m. The last addendum will be issued no later than November 5, 2026.

XVI. SUBMISSION SCHEDULE AND KEY DATES

A. RFLOI Release – October 30, 2026

B. Questions Due – November 4, 2026 by 2:00 p.m.

C. Final Addendum Posted on CPRC Website – November 5, 2026

D. LOI Due – November 25, 2026 by 2:00 p.m.

E. Shortlisted Firms Notified (if needed) – December 4, 2026 *

F. Interviews (if needed) – mid-December 2026

G. Consultant Selection – Anticipated end of December 2026

H. Notice to Proceed – Anticipated by February 2027

The RFLOI, Q/A's, and Addenda will be posted on the Triangle West TPO website here: https://www.twtpo.org/rfps-rfqs-bids

* Notification will **ONLY** be sent to shortlisted firms.