

Proposal - Comprehensive Update to Existing Parking Action Plan

To: Nathan Mertz, Public Works Division Manager, City of Oceanside
From: Dixon Resources Unlimited
Date: April 2, 2026
Subject: Comprehensive Update to Existing Parking Action Plan - City of Oceanside

Dixon Resources Unlimited (DIXON) is pleased to submit this proposal to the City of Oceanside (City) for a comprehensive project refresh and update to the existing Parking Action Plan (PAP). Our uniquely qualified firm specializes in supporting parking and mobility programs across the country, consistently proving our ability to identify opportunities and make impactful changes in the communities we serve.

Building upon our existing relationship with the City, we bring valuable insights and established relationships that will benefit this project. We will leverage our extensive experience in parking management, data collection, and updated goals for the City's downtown core to serve community needs. In partnering with DIXON, you will receive support from engaged, experienced individuals with a proven approach to sustainable, technology-integrated parking solutions.

Proposed Scope of Services

The following menu of services details the technical approach, methodology, specific tasks, and associated deliverables our team will perform in support of the City's Updated Parking Action Plan (PAP). We have prepared the following menu of services to provide flexibility in selecting tasks that best align with the City's priorities.

Project Management

Project management is embedded in every task DIXON performs. Julie Dixon will serve as the project lead and primary facilitator of stakeholder engagement, with support from Southern California-based team members Ben Verdugo, Chisa Nagai, and Erin Thomas.

You will be assigned a Project Manager who will schedule and host all meetings, prioritize objectives and tasks, and finalize the timeline for deliverables. This role will be supported by other DIXON experts who will be called upon to contribute to specific tasks in support of the City's goals during a specific task.

Each task will begin with a virtual kick-off meeting to complete introductions, define goals, and lay out a work plan. Follow-up virtual check-ins will then continue throughout the duration of the task. The City will be provided with meeting agendas addressing the project schedule and scope. To support transparent coordination, DIXON will continue using Asana, an online project management platform, to track milestones, tasks, and responsibilities.

Task 1. Stakeholder Engagement

Task 1.1 Stakeholder Engagement Plan

As part of the previous PAP, DIXON conducted multiple site visits with City staff and external stakeholders to inform recommendations. DIXON will collaborate with the City to develop a **Stakeholder Engagement Plan** that promotes transparency, participation, and public awareness. Stakeholder groups may include City administrative staff, residents, business owners, and other community members. We will work closely with staff to identify specific engagement timelines and expected outcomes.

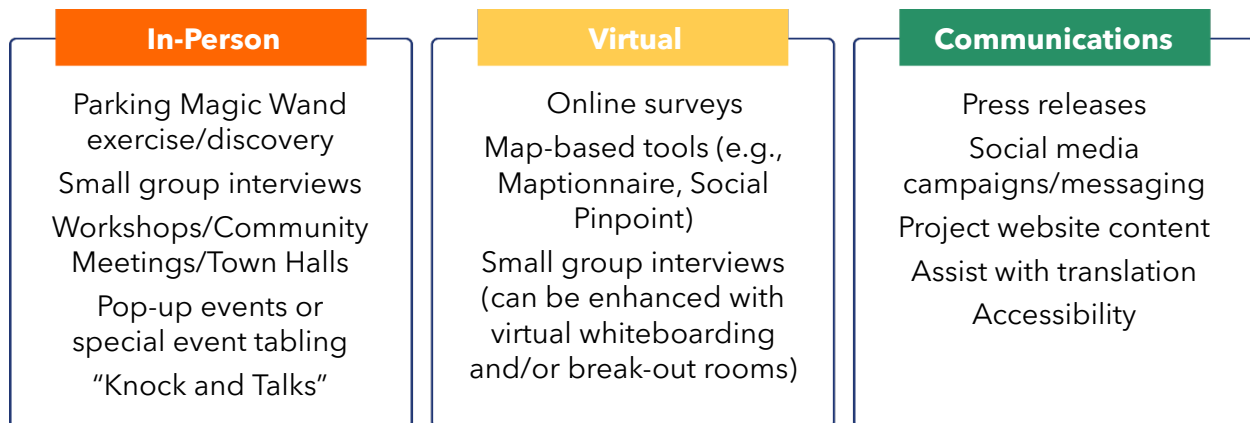
Task 1. Deliverables

- Stakeholder Engagement Plan
- Execute Stakeholder Engagement Plan
- Summarize findings



Figure 1. DIXON's Engagement Approach

Our engagement will include three separate in-person engagement events, including a stakeholder survey, and options for additional virtual meetings or in-person pop-up events as required. We offer a great variety of engagement activities, which can be tailored to support different stakeholder groups and accommodate community events and seasonal demands:



Task 1.2 Execute Stakeholder Engagement Plan

We will work closely with City staff to coordinate, promote, and execute the selected engagement offerings, ensuring broad and inclusive community participation throughout the process. We will work with each stakeholder group to identify their unique challenges, needs, and goals.

Engagement activities will include:



Three (3) in-person stakeholder events. DIXON will coordinate with the City on the timing and format of three in-person stakeholder meetings, which can take place at the City's MainStreet facilities. Our team will facilitate these meetings, allowing stakeholders to freely share their ideas and comments about the City's current parking program, provide initial insight into recommendations, and provide feedback on draft recommendations.



One (1) stakeholder survey. We will develop a targeted stakeholder survey designed for key user groups, such as business owners and residents. This survey will help record parking needs, concerns, and pain points specific to each audience. A draft survey will be shared with City staff prior to launch to allow for feedback, edits, and alignment with the City's outreach goals. Once finalized, we will assist with survey distribution.



Optional virtual stakeholder events. Additional meetings can be conducted virtually via Zoom, as virtual meetings often result in higher participation due to their accessibility. These are scheduled to complement the in-person meetings and can be utilized to collect additional input and share any preliminary findings and recommendations.



Optional pop-up events. Additional in-person pop-up meetings can be conducted at events such as the Farmers Market or Sunset Market to complement the three in-person events if requested.

The City's existing newsletters, social media accounts, and other communication tools may be utilized to advertise stakeholder engagement opportunities. We will collaborate with City staff to prepare meeting agendas and presentation materials. The City will be responsible for printing and distributing materials.

Task 1.3 Summarize Outreach Findings

DIXON will compile and analyze the feedback from the stakeholder engagement to identify key themes, concerns, and recommendations. We will document the perspectives expressed and highlight areas of consensus and divergent viewpoints in a summary. The analysis will inform the recommendations in the PAP.

Task 2. Ordinance and Policy Refresh

DIXON previously conducted a thorough City municipal ordinance and policy review to prepare the City for the implementation and management of the previous PAP. Our team provided recommendations for ordinance changes and assisted with drafting language as part of the PAP.

Task 2. Deliverables

- Draft ordinance and policy recommendations
- Final ordinance and policy recommendations

Task 2.1 Draft Ordinance and Policy Recommendations

As part of this task, DIXON will conduct a refresh of the ordinance and policy review to enhance the parking program in downtown Oceanside. We will collaborate with City staff to review existing parking and vehicle code ordinances and provide a list of adjustments to be considered. DIXON will assist the City in drafting ordinance language to future-proof policies. We will draw from our experience with peer California cities as well as our previous experience with Oceanside, considering ordinances such as no re-parking, parking benefit district, and bicycle parking.

Task 2.2 Final Ordinance and Policy Recommendations

Once the draft municipal code and policy recommendations are complete, our team will virtually present the proposed updates to City staff to gather feedback and refine the language. We will incorporate that feedback into a final set of code and policy updates and submit them to the City Attorney for final review and consideration.

Task 3. Data Collection and Analysis

Accurate parking data forms the foundation of effective planning. Building upon DIXON's previous work for the City, we will refresh the existing data to assess how parking demand, utilization, and behavior have changed since the adoption of the prior PAP.

Our approach combines proven collection methods with advanced analytics to deliver clear, actionable insights that support informed decision-

Task 3. Deliverables

- Project setup and updates
- Inventory collection
- Data collection
- Data analysis with *DIXON Data Suite*®
- Data appendix

making. All data will be collected, processed, and visualized through the *DIXON Data Suite*[®], our proprietary web-based analytics platform. This integrated dashboard consolidates multiple data sources into a single interface, enabling visualization of parking occupancy, turnover, and demand patterns across the Study Area.

Task 3.1 Project Setup

We will begin by confirming the Study Area to ensure accurate deployment and consistent coverage. The Study Area includes two primary zones:

- **Downtown Area:** Consists of largely the same locations analyzed in the 2018 parking study, including an estimated 300 on-street block faces and 21 off-street municipal parking facilities.
- **Optional Expanded Study Area (South Coast Highway Corridor):** See details about this optional task below. Includes locations within one block of South Coast Highway between Seagaze Drive and Wisconsin Avenue, with an estimated 140 on-street block faces (see Figure 2).



Figure 2. Study Area

Task 3.2 Parking Inventory

DIXON will produce a comprehensive parking inventory for both on-street and off-street parking assets within the Study Area using aerial imagery and street view data.

For each location, we will identify:

- Total number of spaces
- Payment requirements and rates
- Operating hours and restrictions

Deliverables will include GIS-based maps and data tables in an agreed-upon format.

Task 3.3 Data Collection

DIXON will implement a data collection strategy that combines License Plate Recognition (LPR) and drone technology to capture parking utilization. Data will be collected during four three-hour periods throughout the day (9 AM-12 PM, 12-3 PM, 3-6 PM, and 6-9 PM) in two rounds, one during the peak summer season (July 2026) and one during the off-peak fall season (September 2026). We will work with the City to develop a coordinated data collection plan that reflects local conditions and priorities.

Privacy is a top priority. All LPR data will be used exclusively for analysis, with license plates anonymized during processing and no longer tied to any specific vehicle. Data will be handled in accordance with applicable privacy standards and used solely for analytical purposes. No individual vehicles or drivers are tracked at any point in the process.

Data Collection Methods

- **LPR Data Collection:** DIXON will deploy mobile LPR units operated by trained staff to capture parking utilization data, powered by the *DIXON Data Suite*®.
- **Drone Collection:** FAA-certified pilots will capture high-resolution aerial imagery to supplement LPR data. Drones will be used to efficiently cover off-street surface lots and to capture visible on-street locations, supporting both the data analysis and overall project visuals.

As a value-add, DIXON can incorporate up to two months of historical LPR data to supplement the analysis, depending on the City's data retention policies and data availability.

Task 3.4 Data Analysis with *DIXON Data Suite*®

All data sources will be securely processed and integrated within the *DIXON Data Suite*®. Interactive maps and visualizations will allow the City to explore occupancy, turnover, and utilization patterns by location, time of day, and day of



Figure 3. Examples of the *DIXON Data Suite*® Dashboard

week. The City will retain dashboard access for six (6) months following project completion.

Task 3.5 Data Appendix

Using the data collected, DIXON will prepare an updated data appendix to be incorporated into the PAP. The analysis will incorporate occupancy data from on- and off-street locations.

Optional South Coast Highway Corridor Expanded Study Area

Upon request, DIXON can analyze an estimated 140 additional on-street block faces within one block of the South Coast Highway Corridor (SCHC) between Seagaze Drive and Wisconsin Avenue (see Figure 2). This includes Study Area setup, parking inventory, LPR data collection, and processing and analysis through the *DIXON Data Suite*®.

Data will be collected during five three-hour periods throughout the day (9 AM–12 PM, 12–3 PM, 3–6 PM, 6–9 PM, and 9 PM–12 AM) in two rounds, one during the peak summer season (July 2026) and one during the off-peak fall season (September 2026). The additional late evening collection period from 9 PM to 12 AM is included specifically for the SCHC expanded study area to better capture evening occupancy, reflecting the corridor’s transition from commercial and furniture retail uses to restaurant and bar activity.

Findings from the expanded Study Area will be incorporated into a separate Parking Utilization Report.

Optional Parking Utilization Report

Upon completion of the SCHC expanded study area data collection and analysis, DIXON can produce a Parking Utilization Report detailing the findings. This document includes maps, tables, and graphics, providing a comprehensive overview of occupancy, length of stay, and turnover for the Study Area. We can additionally call out key takeaways from the study in written format. A draft is provided to the City for review before finalizing the report.

Task 4. Peer Cities Analysis

Our team regularly performs peer city analyses for our clients and has developed a wealth of resources from which to draw useful information regarding parking management strategies across California's coastal communities. We will leverage industry best practices to prepare an analysis of rates and operational practices relevant to the City's parking program.

Task 4. Deliverables

- Peer Cities Analysis Matrix comparing up to three (3) comparable coastal cities

Task 4.1 Peer Cities Analysis Matrix

To support the City in evaluating its parking rate structure, we will work with the City to identify up to three (3) comparable coastal cities to analyze. We will research and assess each peer city's hours of operation, permit programs and rates, and daily and hourly rate structures, with particular focus on how comparable coastal cities have approached parking rate-setting for paid on-street and off-street facilities. The results will be summarized in a Peer Cities Analysis Matrix. We will circulate a copy to City staff for review and incorporate feedback into the final deliverable.

Optional Financial Modeling and Projections

DIXON can leverage our Financial Modeling Tool (Tool) to forecast potential parking revenues and expenditures based on parking supply and demand. We can evaluate current conditions, create future projections, and provide customized recommendations based on cost-neutral, low-tech, or budget-conscious approaches, and consider cost-recovery provisions where appropriate.

The DIXON Financial Modeling Tool allows for the adjustment of many variables, including equipment costs, operating days and hours, permit types and fee structures, pricing tiers, occupancy rates, and compliance rates as applicable. Equipment costs can be forecast based on the types of technologies considered, as well as estimated installation costs, warranties, software fees, and credit card processing fees, as applicable.

The Tool can support scenario testing for:

- **Pricing strategies for on-street parking** (time-limited zones, residential permit fees) **and City-owned facilities** (hourly, daily, monthly rates) to optimize turnover and revenue while maintaining affordability.
- **Escalating rate structures by time of day or location** to encourage turnover in high-demand areas, including downtown commercial districts and neighborhoods near high-demand sites.

Task 5. Updated Parking Action Plan (PAP)

Building on our data collection and analysis efforts, DIXON will prepare a comprehensive update to the City's existing PAP. This PAP will refresh the City's goals, policies, and implementation strategies to reflect current conditions, new data insights, downtown priorities, and evolving best practices in parking and mobility management.

Task 5. Deliverables

- Up to three (3) coordination meetings
- Draft PAP
- Final PAP
- Present PAP

Drawing from our direct experience managing and implementing municipal parking programs, including our prior work in Oceanside, DIXON will focus on strategies that are operationally feasible, financially sustainable, and sensitive to resident and visitor experience.

Task 5.1 Coordination Meetings

We will participate in up to three (3) virtual coordination meetings with the Downtown Specific Plan team. Feedback from these meetings will inform the draft PAP, as appropriate.

Task 5.2 Draft PAP

The draft PAP will include near-, mid-, and long-term recommendations tailored to the downtown core and other priority areas. Recommendations will be informed by the updated data analysis, review of what has and has not been implemented from the prior PAP, stakeholder and staff input, and peer city best practices. Each recommendation will be designed for practical application and include a narrative description of benefits and justifications for proposed plan adoption or adjustment.

Key topic areas will include, but are not limited to:

- Updated program goals and performance metrics
- On-street and off-street management strategies
- Rate and time-limit framework updates
- Permit program refinements
- Enforcement, technology, and operational alignment
- Wayfinding and parking asset utilization
- Revenue management and reinvestment strategies
- Downtown-focused demand management and multimodal support
- Considerations around notes and feedback from coordination meetings with the Downtown Specific Plan team

Task 5.3 Final PAP

Before finalizing the PAP, we will host a virtual feedback meeting with City staff to solicit feedback and incorporate comments and edits into the final PAP. Our goal is to deliver a clear, actionable plan that drives meaningful results for the City.

Task 5.4 Present PAP

Upon finalization of the PAP, the project team is prepared to develop presentation materials and present the final PAP to the City Council (in person).

Optional Additional Presentation

We are available for a second in-person presentation to City Council or City Commissions as requested.

Project Schedule

DIXON has provided the following project schedule. We are adaptable to the City's needs and will make adjustments as needed.

Task	2026												
	May	June	July	August	September	October	November						
Task 1. Stakeholder Engagement													
1.1 Stakeholder engagement plan	■	■											
1.2 Execute stakeholder engagement plan		■	■	■	■	■	■	■	■	■	■	■	■
1.3 Summarize outreach findings								■	■				
Task 2. Ordinance and Policy Refresh													
2.1 Draft recommendations		■	■	■									
2.2 Final recommendations					■	■							
Task 3. Data Collection and Analysis													
3.1 Project setup		■	■										
3.2 Parking inventory			■	■	■	■							
3.3 Data collection					■				■				
3.4 Data analysis with <i>DIXON Data Suite</i> ®					■	■	■			■	■	■	■
3.5 Data appendix											■	■	■
Task 4. Peer Cities Analysis													
4.1 Peer Cities Analysis Matrix			■	■	■	■	■	■					
Task 5. Updated Parking Action Plan													
5.1 Coordination Meetings			■	■									
5.2 Draft PAP			■	■	■	■	■	■	■	■	■	■	■
5.3 Final PAP										■	■		
5.4 Present PAP												■	
Optional SCHC Expanded Study Area													
Project setup		■	■										
Parking inventory			■	■	■	■							
Data collection					■				■				
Data analysis with <i>DIXON Data Suite</i> ®					■	■	■			■	■	■	■
Parking Utilization Report											■	■	■

Cost Proposal

This cost proposal is based on a time and materials (T&M) approach with a not-to-exceed amount. We are adaptive to the City's needs and will modify the proposed project plan and timeline to suit the City's evolving priorities. Invoicing will occur on a monthly basis for the work completed in the prior month. Standard Hourly Billing rates are guaranteed through 2026, after which rates are subject to a yearly increase of up to 5%. This cost proposal is valid for 90 days from the submittal date.

Standard Hourly Billing Rates

Classification	Labor Rate Per Hour
Principal-in-Charge	\$295
Principal	\$265
Senior Associate	\$205
Associate / Analyst	\$175
Junior Associate	\$145
Data Collector	\$80

The cost estimates for this project and additional services are provided on the following two pages.

Cost Estimate

Downtown Parking Action Plan Update

Task	Description	Cost (NTE)
1	Stakeholder Engagement Includes: <ul style="list-style-type: none"> • Three (3) in-person stakeholder events • One (1) business survey • Summary of key outreach findings 	\$18,740
2	Ordinance and Policy Refresh Includes: <ul style="list-style-type: none"> • Draft ordinance and policy recommendations • Final ordinance and policy recommendations 	\$8,000
3	Data Collection and Analysis Includes: <ul style="list-style-type: none"> • Project setup and updates • Inventory collection • Data collection (9am - 9pm) via DIXON-led LPR and drone collection • Data analysis with <i>DIXON Data Suite</i>® • Data appendix 	\$52,805 <i>flat fee by milestone</i>
4	Peer Cities Analysis Includes: <ul style="list-style-type: none"> • Peer Cities Analysis Matrix 	\$4,935
5	Updated Parking Action Plan Includes: <ul style="list-style-type: none"> • Up to three (3) virtual coordination meetings with the Downtown Specific Plan team • Draft Updated Parking Action Plan • Final Updated Parking Action Plan • One (1) in-person City Council presentation 	\$20,460
Total		\$104,940

Task 3. Data Collection and Analysis Milestones

DIXON utilizes milestone billing for flat fee services:

- Milestone #1 - Project Setup and Updates (10%)
- Milestone #2 - Inventory Collection (10%)
- Milestone #3 - Summer Data Collection and Analysis (30%)
- Milestone #4 - Fall Data Collection and Analysis (30%)
- Milestone #5 - Data Appendix (20%)

Optional Additional Services

Description	Cost (NTE)
Additional Virtual Stakeholder Meeting	\$1,290
Additional In-Person Stakeholder Event	\$2,500
Financial Modeling	\$6,170
Additional In-Person Presentation	\$3,200

South Coast Highway Corridor Expanded Study Area

The optional South Coast Highway Corridor Expanded Study Area tasks are based on a flat fee approach.

Description	Cost (NTE)
Data Collection and Analysis* Includes: <ul style="list-style-type: none"> • Project setup • Inventory collection • Data collection (9am - 12am) via DIXON-led LPR and drone collection • Data analysis with <i>DIXON Data Suite</i>® <i>*Pricing assumes that this collection effort will occur during the same time as the Downtown study.</i>	\$22,045 <i>flat fee by milestone</i>
Parking Utilization Report	\$7,945 <i>flat fee</i>
Total	\$29,990

Data Collection and Analysis Milestones

DIXON utilizes milestone billing for flat fee services:

- Milestone #1 - Project Setup (10%)
- Milestone #2 - Inventory Collection (10%)
- Milestone #3 - Summer Data Collection and Analysis (40%)
- Milestone #4 - Fall Data Collection and Analysis (40%)