



***Engineering Consultant Services for the JIA Parking Lot Modifications***

**RFQ No. 19-13-42001**

**Addendum No. 1  
January 23, 2019**

**This addendum contains the following:  
Correction on Page 2 of RFQ (Page 1)  
Attendance Sheet of Pre-Submissions Conference (Page 2-4)  
JIA Parking Study (Page 5-32)**

**Correction: On page 2 of the RFQ, it notes a qualifications due date of June 1<sup>st</sup>. This is incorrect, the Statement of Qualifications are due at 2:00 pm on February 19<sup>th</sup>, 2019.**

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**Questions are due by 5:00 pm on February 1, 2019.  
Qualification Due Date is February 19, 2019 at 2:00 PM (local time).**



**JAA**  
Jacksonville  
Aviation  
Authority

**Attendance Record  
Pre-Submission Conference  
Date: January 22, 2019**

**Description: Engineering Consultant Services for the JIA Parking Lot Modifications,  
RFQ. No. 19-13-42001**

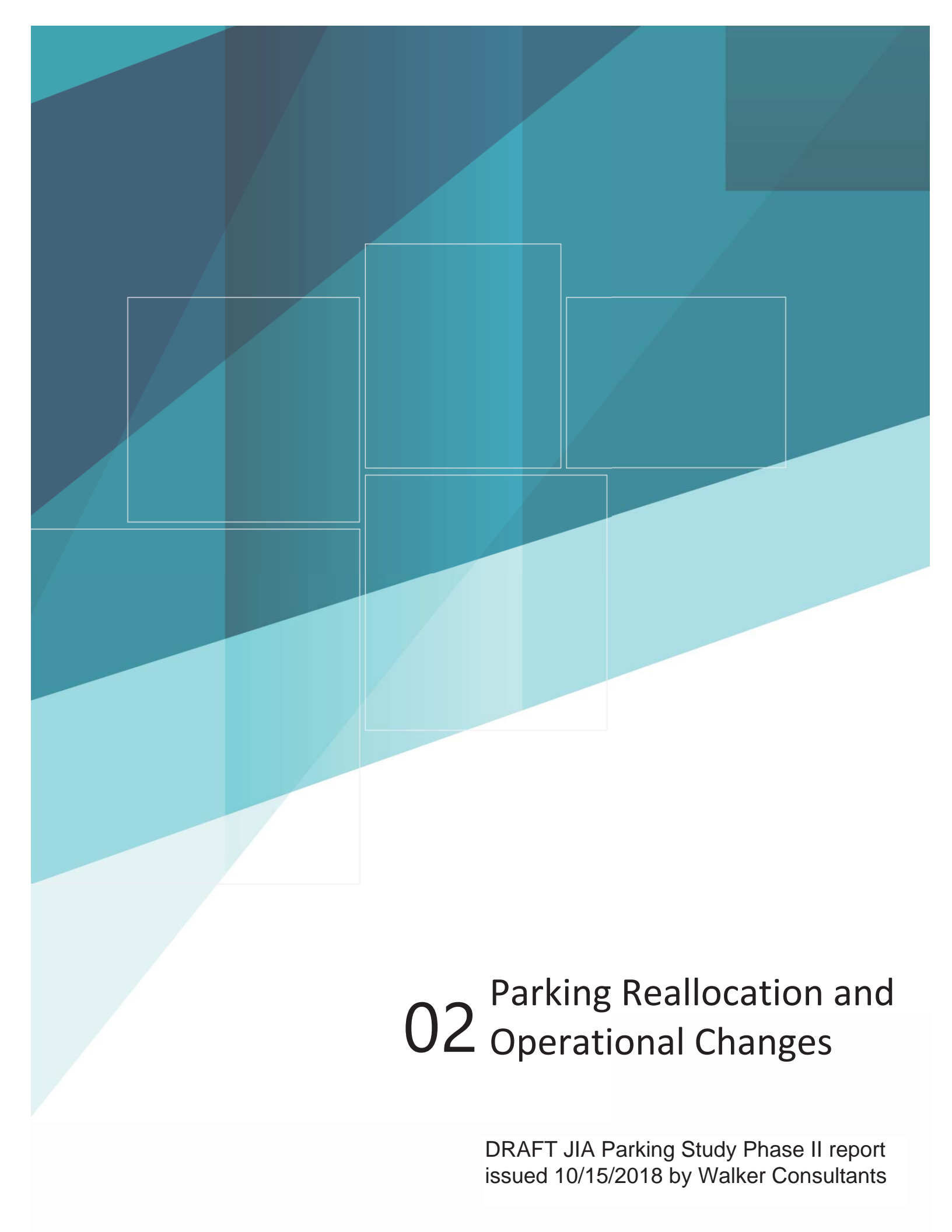
NAME	COMPANY NAME	TELEPHONE #
1. Samantha Smid Email: Samantha.smid@flyjacksonville.com	JAA	Telephone: 904.741.3209
2. Jaime Eaton Email: Jaime.eaton@flyjacksonville.com	JAA	Telephone: 904-741-2007
3. Derek Powder Email: derek.powder@flyjacksonville.com	JAA	Telephone: 904-741-2225
4. Lisa King Email: lisa.king@flyjacksonville.com	JAA	Telephone: 904-741-3667
5. JASON KIRK Email: jason.kirk@haskell.com	HASKELL	Telephone: 904 510 7470
6. Steve Harrill Email: harrills@Pondco.com	Pond	Telephone: 904-703-8209
7. Alan Rainer Email: rainera@pondco.com	Pond	Telephone: 904-396-3556
8. Ernest Marden II Email: EMARDEN@Gibbsgroupengr.com	Gibbs Group	Telephone: 904 710 0832
9. George McNeegan Email: george.mcneegan@hdr.com	HDR	Telephone: 904 360-5974
10. STEVEN J. DAVIS Email: s.davis@CANDESCONSULTS.COM	C&ES CONSULTANTS DBE/JSEB/MBE	Telephone: 904-219-8778



NAME	COMPANY NAME	TELEPHONE #
1. GREG FEHRMAN Email: GFEHRMAN@CSOOS.COM	CES ENGINEERS, Inc.	Telephone: 904-220-2059
2. Americas Spencer Email: aspencer@candesconsults.com	C&ES	Telephone: 904-652-1186
3. Dawn Davis Email: ddavis@candesconsults.com	C&ES	Telephone: 904-652-1186
4. Lindsey Maron Email: lindsey.maron@sandh.com	RS+H	Telephone: 904-256-2149
5. Vance Codell Email: Codell@STUDIO150.com	Codell Studios	Telephone: (904) 438-2824
6. JACK DAMATO Email: jdamato@candesconsults.com	C&ES	Telephone: 904/424-1702
7. STEVE MANIS Email: SMANISE@CANDESCOUSULTS.COM	C&ES	Telephone: 904-652-1186
8. LASA ENNIS Email: LASA.Ennis@jacobs.com	JACOBS	Telephone: 904-636-5432
9. Chris Bowler Email: christopher.bowler@jacobs.com	JACOBS	Telephone: 904-636-5432
10. Kynn Westbrook Email: kwestbrook@candesconsults.com	C&ES	Telephone: 904-652-1186



NAME	COMPANY NAME	TELEPHONE #
1. Frank Gray Email: fgray@candesconsults.com	CEES	Telephone: (904) 652-1186
2. Bensa Nukunys Email: bnukunys@nicnevol.com	NicNeVol Engineering Services	Telephone: 904-423-1083
3. Bob Ciambella Email: B.Ciambella@RAMPROCESSORS.COM	RAM	Telephone: 904 323.1569
4. James McDaniel Email: info@americanaglesteelbuildings.com	AMERICAN EAGLE Steel Buildings	Telephone: 904 475 2028
5. Deborah Green Email:	CEES	Telephone: 652-1186
6. Webert Lovencin Email: wlovincin@nicnevol.com	NicNeVol Engineering Services, inc.	Telephone: (904) 566-3198
7. Email:		Telephone:
8. Email:		Telephone:
9. Email:		Telephone:
10. Email:		Telephone:



## 02 Parking Reallocation and Operational Changes

DRAFT JIA Parking Study Phase II report  
issued 10/15/2018 by Walker Consultants

## SECTION 2 – PARKING REALLOCATION AND OPERATIONAL CHANGES

Section provides an analysis of parking reallocation and operational challenges related to the relocation of employee parking and the valet operations. This analysis includes an overview of the proposed changes and their associated impacts. The section begins with a review of the proposed recommendations included in the Phase I Parking study related to these reallocations and operational changes and follows with the Phase II analysis and recommendations.

### PHASE I RECOMMENDATIONS REVIEW

In the Phase I Parking Study, JAX engaged Walker to complete a parking study that developed recommendations to increase the level of service for parking products, services, and operations. The parking study was focused on several areas, including parking operations and parking planning, in an effort to increase operational efficiencies and improve the customer experience.

Parking is a key component to the JAX customer experience and is the first and last impression for many airport customers. When customers perceive the core airport parking areas are congested or the lots are full (even when they are not), it may create dissatisfaction and confusion. As a result, customers may seek other alternatives to parking at the airport including utilizing off-airport parking lots, TNCs, or other ride services. Airport parking may lose customers to competitive alternatives.

In Walker's Phase I Study, it was noted that weekday demand was high in the core parking facilities closest to the airport terminal (Hourly Garage, Daily Garage, Daily Surface Lot), with the Hourly Garage and Daily Garage reaching capacity on a regular basis. Whether the garage is only near capacity, or is at full capacity, it is safe to assume that customer perception is that there is a lack of parking spaces available in these core parking areas. As providing a good customer experience is key to the success of JAX's parking program, which includes, perhaps most importantly, assuring space is available for customers that want to park in the core parking areas at the terminal, it was imperative that Walker study each aspect of the Airport parking system. As part of the Phase I Parking Study, Walker reviewed parker allocations and operations (which included the valet operations) in an effort to ensure the core parking areas were being utilized in the most efficient and effective manner to help assure space availability for airport customers. Based on that work, recommendations were provided with regard to the allocation of the parking supply to the various users, as well as regarding operational improvements that were meant to increase the level of service and streamline operations within the parking program.

The Phase I Parking Study recommendations included:

### REALLOCATE EMPLOYEE PARKING

Currently both customer and employee parking are provided in the core parking areas closest to the terminal, with the non-core parking areas allocated mainly for customer Economy parking (though 239+ flight crew members do have access to Economy 1 via their access credentials). Employee parking is provided in the majority of the close-in parking facilities at JAX. For businesses in general, and airports especially, retaining the close-in core parking lots for customers and providing employee parking in a non-core lot is considered best practice. Many US airports (e.g. Seattle-Tacoma International Airport, Portland International Airport, Phoenix-Sky Harbor International Airport, and Fort Lauderdale/Hollywood Airport), retain close-in parking for their customers while providing satellite parking areas with 24/7 shuttle service for their employees.



To provide close-in parking that is perceived to be available, easy to locate, and convenient for the JAX customer base, the following was recommended:

- Move employee parking from the main core parking lots and Economy Lot 1, to the Economy 3 parking lot and run shuttle service specifically for the new Employee Parking Lot to the terminal.
- Economy 3 is currently not used except during peak holiday periods and could easily accommodate all employee parking.
- Turn recovered spaces back in to customer parking.

#### REALLOCATE SOUTH VENDOR LOT/RELOCATE VALET STAND

The South Vendor Lot is currently a mixed-use lot consisting of vendors, TSA, Ambassadors, and JAX. Changing the use of this lot to a customer-based lot is warranted, specifically because it is in the core of the airport and provides immediate access to the terminal.

We recommended the following changes to the South Vendor Lot:

- Move all users out of the South Vendor Lot and make this the Valet Stand/Valet Staging Area Lot. This area would become the valet drop-off and pickup area and would be utilized for short-term staging of incoming and outgoing vehicles.
- Designate a Valet Vehicle Parking Lot in what is currently the Employee Lot where valet vehicles will be parked until customer pick up.
- Turn the existing Valet Vehicle Parking Area, which is currently part of the Daily Surface Lot, back in to customer parking.
- Move any vendor parkers that need close terminal access to an area to-be-determined. Sign specific vendor spaces for ease of use and enforcement.

#### RELOCATE VALET VEHICLE STORAGE

Walker recommended moving the Valet Parking Area adjacent to the Valet Stand, so valets are not walking across four lanes of busy airport traffic to retrieve vehicles, as well as traversing long distances by foot and via valet vehicles to and from the Valet Parking Area adding to customer vehicle retrieval times and potential liability issues.

Walker recommended the following change:

- Utilize parking spaces in the lot currently utilized by employees for valet parking.

#### INCREASE PREMIER PARKING PROGRAM MEMBERSHIP

Walker recommended increasing the Premier Parking Program, allowing more customers to sign up for the program and creating a larger oversell than what is currently managed. New Premier Parking area was TBD.

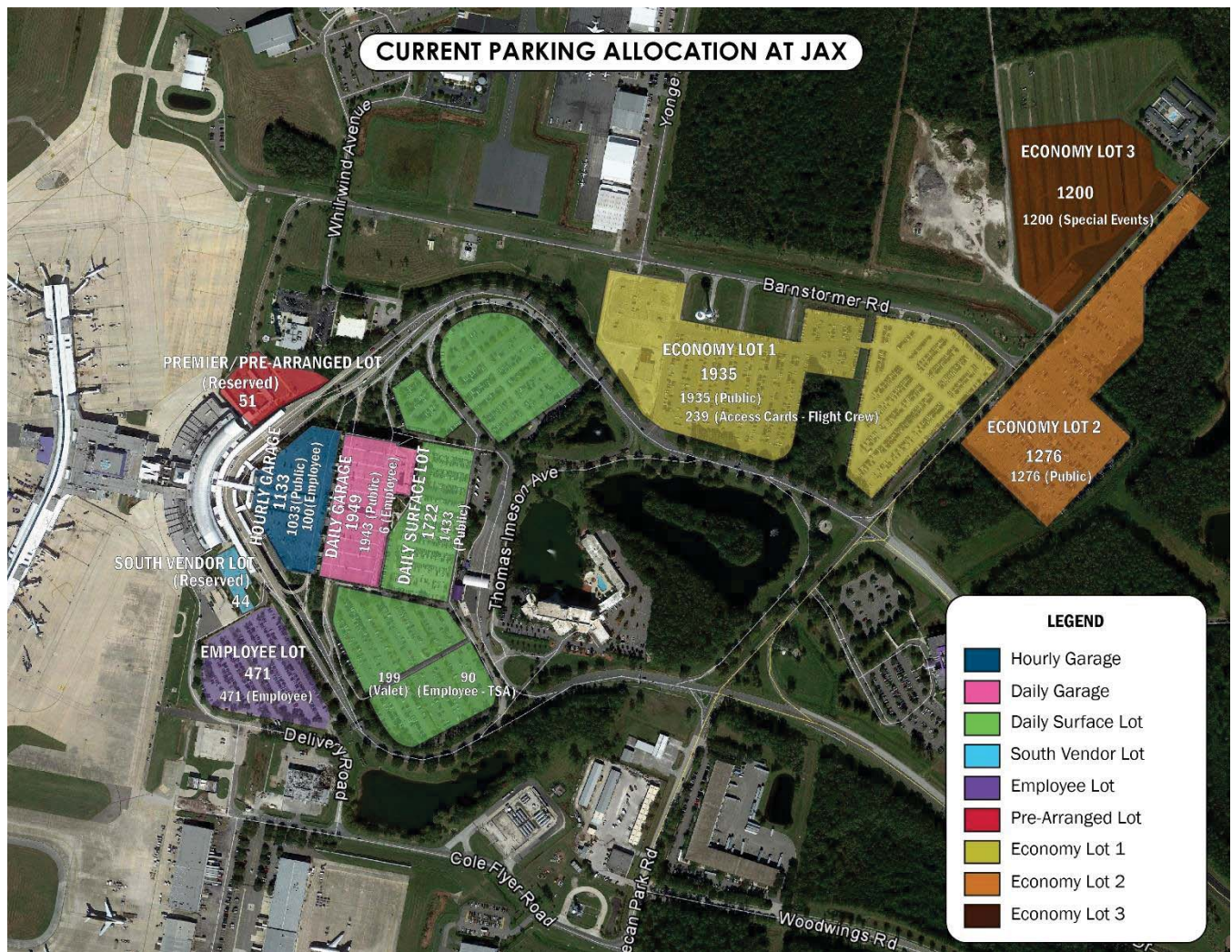
#### TNC AND CITY BUS STOP RECOMMENDATIONS

Walker looked at the TNC pick up area and the City Bus stop, both located at the southernmost end of the Arrivals Level Roadway. The current TNC pick up area is already a source of traffic congestion and its shared usage with the City Bus is not ideal for either TNC drivers or bus drivers. There is also no room for growth as TNC usage increases. Walker recommended movement of both areas.

The Phase II Parking Study is meant to build on the Phase I Parking study and provide further analysis of the proposed recommendations and implementation strategies for the reallocation of parking and changes to operations based upon the findings and recommendations from that report and culled from our June 2018 site visit.

Figure 6 provides a visual of the current parking allocations at JAX, while Figure 7 provides the recommended parking allocations. Recommendations are covered in further detail throughout the following sections of this report:

Figure 6: Current Parking Allocation at JAX

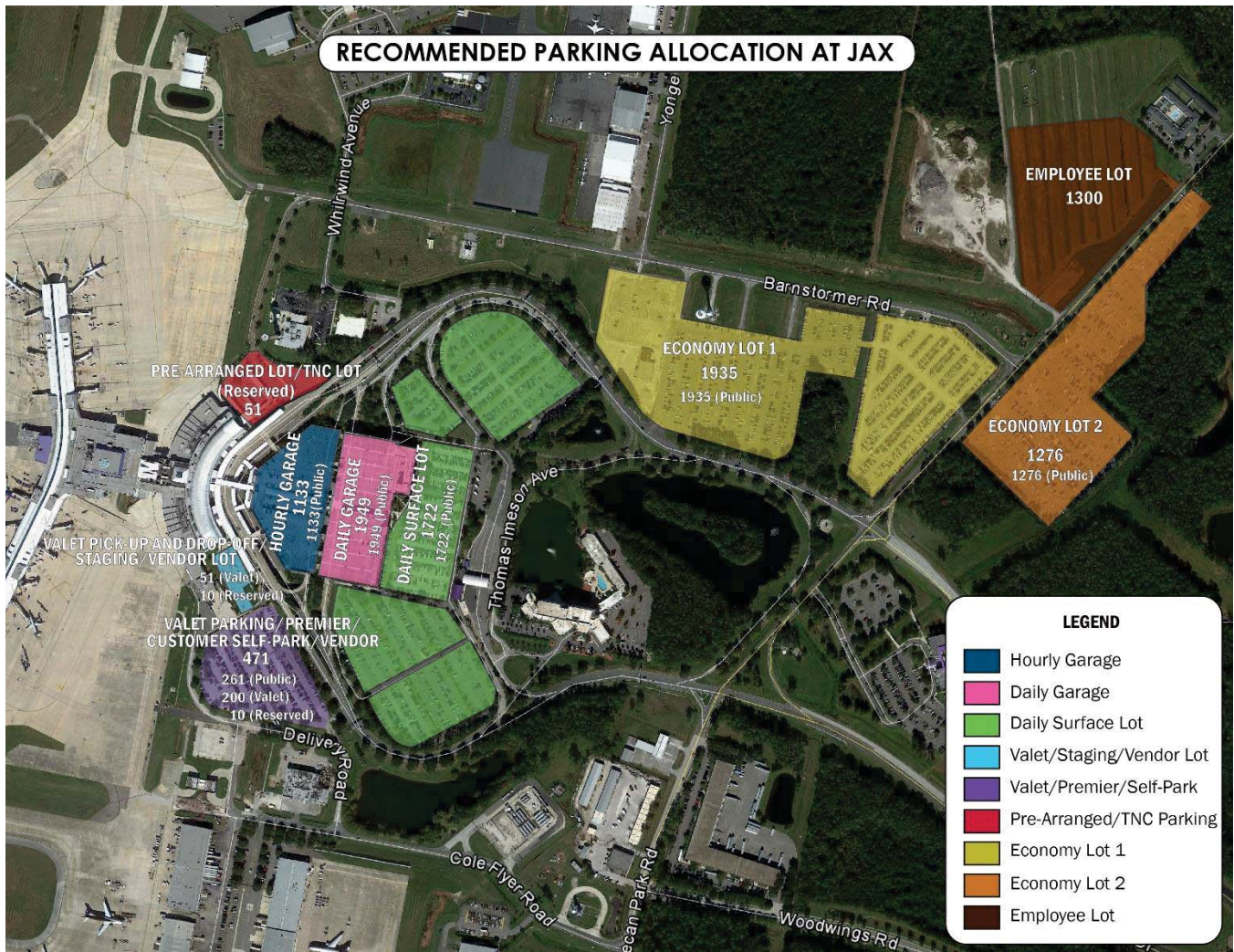


Source: Walker Consultants, 2018





Figure 7: Recommended Parking Allocation at JAX



Source: Walker Consultants, 2018



## PARKING REALLOCATION AND OPERATIONAL CHANGES – PHASE II

The following provides a summary of the primary reallocation and operational changes. Additional analysis on each recommendation is provided in the following sections. The proposed reallocation and operational recommendations include:

- **Moving Valet Stand/Staging from Departures Level to the South Vendor Lot and Moving Premier Parking to Customer Self-Park or Valet**
  - Move Valet Stand and Valet Staging from the Departure Level Roadway to the South Vendor Lot.
  - Move vendors from the South Vendor lot. Vendor parking will include approximately 10± parking spaces in the Valet Staging Area for vendor self-parking use, as determined by JAX. Further vendor parking will be available in what is currently the Employee Lot (but will become Customer Self-Park), in approximately 10± reserved spaces closest to the terminal, and some vendors will be able to use the loading dock (as determined by JAX). JAX could also consider some vendor parking in the Hourly Garage and provide validations if they do not believe the proposed options will work.
  - Members of the Premier Parking Program will be moved from the Pre-Arranged Lot to either Customer Self-Park or Valet Parking (as determined by JAX), which will continue to allow these customers a high level of service and allow for expansion of the current Premier Parking Program.
- **Moving Valet Vehicle Parking from Daily Surface Lot to Current Employee Lot**
  - Approximately half of what is now the current Employee Lot becomes Valet Parking.
  - Approximately half of what is now the current Employee Lot becomes Customer Self-Parking.
  - Barriers separating the two areas will be moveable, in order to accommodate any current or future demand by either user group.
- **Moving Employee Parking to Economy 3**
  - Remove employee parking from the Employee Lot, Hourly Garage, Daily Garage, Daily Surface Lot, and Economy 1 Lot and consolidate all into what is now the Economy 3 Lot.
  - The new Employee Lot will be serviced by a new Employee Lot shuttle.
  - What is currently the Employee Lot will be used by customers for Daily (or Hourly) parking, valet parking, vendor parking, and possibly Premier Parking.

Walker’s recommended parking reallocations and operational strategies are designed to address both the current needs and the expected future growth of JAX. The schedule of changes is intended to be implemented as a whole, as each individual relocation is performed in conjunction with an assortment of other movements and each movement affects each of the other movements.

The following table provides a summary of the moves, impacts, opportunities, challenges and dependencies of Walker’s recommendations and the proposed order of implementation (of which some may be done concurrently). The crux of the table is that the Employee Parking Lot must be reallocated for the recommendations to be able to be implemented.

Table 9 (1 of 4): Reallocation Impacts, Opportunities, Challenges, and Dependencies

Airport User Group/Area or Lot Affected	Relocated from the Following Current Lots/Areas	Relocated to the Following Current Lots/Areas	Opportunities	Possible Challenges	Proposed Relocation Dependencies
<b>Employee Parking</b>	Employee Lot Daily Surface Lot Daily Garage Hourly Garage	Economy Lot 3	<ul style="list-style-type: none"> <li>Increases parking capacity in core lots for customers - addressing current capacity issues that are causing regular closures – 650± more customer spaces would be available when all recommendations implemented</li> <li>Plans for the future - additional capacity helps accommodate future originating enplanement and anticipated employee growth</li> <li>Movement of employees from this lot is the catalyst for all other recommendations that are meant to improve the customer experience and streamline operations</li> <li>Follows industry best practices in that the closest most convenient parking is reserved for customer use</li> </ul>	<ul style="list-style-type: none"> <li>Employee dissatisfaction with movement</li> <li>New employee shuttle service must be implemented</li> <li>Requires capital improvements</li> <li>All recommendations hinge on this move to open core lots for customers</li> </ul>	Capital improvements in Economy Lot 3
<b>Valet Parking Stand and Staging Area</b>	Departure Level Roadway	South Vendor Lot	<ul style="list-style-type: none"> <li>Increases level of service – valet no longer would need to close due to lack of staging room.</li> <li>Reduction in customer wait time on pick up and drop off with increased staging area</li> <li>Reduces congestion on Departure Level Roadway</li> <li>Eliminates additional vehicular movements/traffic throughout the airport by valet staff as Valet becomes self-contained</li> <li>Possible reduction in claims with camera scanning valet vehicles at drop off and pick up</li> <li>Valet vehicle storage lot is adjacent to the staging area, reducing length of travel and transportation times significantly which could reduce damage claims.</li> </ul>	<ul style="list-style-type: none"> <li>Capital improvements are required</li> <li>Vendor relocation necessary to either reserved spaces in Valet Staging and/or Customer Self-Park and/or Loading Dock. Also, would mix Vendors with Valet Staging Area, though would be in own reserved area.</li> <li>Third-party operator (SP+) must agree to purchase and implement equipment as designed in Theory of Operation</li> <li>May add Premier Parking Members either in Valet or Customer Self-Park – this could be an Opportunity (could increase program participants) or Possible Challenge (parking area farther away but still close to terminal).</li> </ul>	<ul style="list-style-type: none"> <li>Relocation of Employee Parking</li> <li>Relocation of South Vendor Lot Vendor Parking</li> <li>Reconstruction of South Vendor Lot</li> <li>Relocation of City Bus Stop</li> <li>Relocation of TNCs</li> <li>Relocation of Premium Parking Program Parkers</li> </ul>

Table 9 (2 of 4): Reallocation Impacts, Opportunities, Challenges, and Dependencies

Airport User Group/Area or Lot Affected	Relocated from the Following Current Lots/Areas	Relocated to the Following Current Lots/Areas	Opportunities	Possible Challenges	Proposed Relocation Dependencies
Valet Parking Storage	Daily Surface Lot	Employee Lot	<ul style="list-style-type: none"> <li>• Reduced congestion on Departure Level Roadway</li> <li>• Increases valet parking area from 199± to 221± actual spaces, not including aisle and stacked parking and valet staging parking.</li> <li>• Valet vehicle storage lot is adjacent to the staging area, reducing length of travel and transportation times significantly which could reduce damage claims.</li> <li>• Self-contained operation -eliminates additional vehicular movements throughout the airport as valets will no longer need to drive on the main thoroughfares</li> <li>• Increased level of service due to faster return times to customers</li> <li>• Mobile barriers allow for increased/decreased capacity based upon current and future needs</li> <li>• Controlled parking area with no public parking in lot</li> <li>• Reduce instance of valets crossing multiple lanes of active roadways on foot</li> <li>• Eliminates additional vehicular movements/traffic throughout the airport by valet staff as Valet becomes self-contained</li> </ul>	<ul style="list-style-type: none"> <li>• Capital improvements are required</li> <li>• Third-party operator (SP+) negotiations needed for change in operations and purchase and implementation of equipment as designed in Theory of Operation</li> </ul>	<ul style="list-style-type: none"> <li>• Relocation of Employee Parking</li> <li>• Reconstruction of South Vendor Lot (to keep Valet Operation a self-contained operation)</li> </ul>
City Bus Stop	Arrival Level Roadway	Departure Level Roadway	<ul style="list-style-type: none"> <li>• Removes conflicts already occurring with sharing area with TNC pick up area</li> <li>• Reduced congestion on Departure Level Roadway</li> </ul>	<ul style="list-style-type: none"> <li>• Dependent upon relocation of current Valet Staging Area</li> <li>• On Departures Level</li> </ul>	<ul style="list-style-type: none"> <li>• Relocation of Employee Parking</li> <li>• Relocation of Valet Staging Area</li> </ul>

Table 9 (3 of 4): Reallocation Impacts, Opportunities, Challenges, and Dependencies

Airport User Group/Area or Lot Affected	Relocated from the Following Current Lots/Areas	Relocated to the Following Current Lots/Areas	Opportunities	Possible Challenges	Proposed Relocation Dependencies
<b>TNC Pick Up</b>	Arrival Level Roadway	Pre-Arranged Lot; Hourly Garage First Level could also be utilized once Rental Cars move from First Floor (Long Term Goal)	<ul style="list-style-type: none"> <li>• Reduced congestion on Arrivals Level.</li> <li>• Eliminates additional vehicular movements/traffic throughout the airport by TNCs on arrival level and on roadways in and out of terminal</li> <li>• Controlled pick up zone, separated from the public pick up and drop off areas</li> <li>• Repurposed Ground Transportation Booth employee would be able to monitor and manage TNC for compliance with rules &amp; regulations</li> <li>• Ability to manage TNCs and expand as usage continues to grow with projected future enplanement growth</li> </ul>	<ul style="list-style-type: none"> <li>• Dependent upon relocation of Premier Parking Program</li> <li>• Possible tension between TNC drivers and Pre-Arranged drivers</li> <li>• Capital improvements are required Until further technology is developed, TNCs must pull a ticket for a 10-minute grace period at lot entry, potentially slightly slowing their ingress/egress</li> </ul>	<ul style="list-style-type: none"> <li>• Relocation of Employee Parking</li> <li>• Relocation of Premier Parkers from Pre-Arranged Lot</li> <li>• Reconstruction of Pre-Arranged Lot (back area of lot)</li> </ul>
<b>Premier Parking Program</b>	Pre-Arranged Lot	South Vendor Lot; Employee Lot	<ul style="list-style-type: none"> <li>• Ability to grow the program with increased parking supply – there is currently a waiting list</li> <li>• Depending on JAX final decision, users may valet or self-park</li> </ul>	<ul style="list-style-type: none"> <li>• TNC relocation dependent on Premier Parking Program relocating</li> <li>• Capital improvements required</li> <li>• Users may have to walk slightly farther to terminal entry</li> <li>• Parking may no longer be covered</li> </ul>	<ul style="list-style-type: none"> <li>• Relocation of Employee Parking</li> <li>• Relocation of Vendor Parking</li> </ul>

Table 9 (4 of 4 ): Reallocation Impacts, Opportunities, Challenges, and Dependencies

Airport User Group/Area or Lot Affected	Relocated from the Following Current Lots/Areas	Relocated to the Following Current Lots/Areas	Opportunities	Possible Challenges	Proposed Relocation Dependencies
<b>Vendor Parking</b>	South Vendor Lot	South Vendor Lot Reserved Spaces; Employee Lot	<ul style="list-style-type: none"> <li>• Increased capacity for future vendor growth and usage</li> </ul>	<ul style="list-style-type: none"> <li>• Valet relocation dependent on Vendor Parking relocating</li> <li>• Vendors would need to park in either reserved spaces in Valet Staging and/or Customer Self-Park and/or Loading Dock which will be further from terminal entry, but still an acceptable distance.</li> <li>• Some Vendors would need to park in Valet area, though spaces would be away from the active part of the operation.</li> <li>• Would mix Vendors with Valet Staging Area, though would be in own reserved area.</li> <li>• Loading dock usage may be increased for larger deliveries formerly accepted through terminal pedestrian doorway</li> <li>• Capital improvements required</li> </ul>	<ul style="list-style-type: none"> <li>• Relocation of Employee Parking</li> <li>• Relocation of South Vendor Lot</li> </ul>

Source: Walker Consultants, 2018

Table 10 provides a general summary of the current and recommended parking allocations.

Table 10: Current and Recommended Parking Allocation

Lot/Area Name	Current Parking Allocation	Movement of Parking Allocation	Proposed New Parking Allocation of Lot/Area
<b>Employee Parking</b>	Employee Parking	Employees Move to Economy 3	Valet Parking Customer Self-Park Premier Parking Vendor Parking
<b>Hourly Garage</b>	Public Parking Employee Parking	No Change Employees Move to Economy 3	Public Parking Only
<b>Daily Garage</b>	Public Parking Employee Parking	No Change Employees Move to Economy 3	Public Parking Only
<b>Daily Surface Lot</b>	Public Parking Employee Parking Valet Storage	No Change Employees Move to Economy 3 Valet Storage Moves to Employee Lot	Public Parking Only
<b>Economy Lot 1</b>	Public Parking Employee Parking	No Change Employees Move to Economy 3	Public Parking Only
<b>Economy Lot 2</b>	Public Parking	No Change	No Change
<b>Pre-Arranged Parking</b>	Pre-Arranged Parking Premier Program Parking	No Change Valet and/or Customer Self-Park	Pre-Arranged Parking TNC Pick Up
<b>South Vendor Lot</b>	Vendor Parking	Valet and/or Customer Self-Park and/or Loading Dock	Valet Pick Up and Drop Off Valet Staging Vendor Parking
<b>Economy Lot 3</b>	Public Parking (Holidays)	Absorbed within other lots	Employee Parking
<b>Departures Level Roadway</b>	Valet Stand Valet Staging	South Vendor Lot South Vendor Lot	City Bus Stop
<b>Arrivals Level Roadway</b>	TNC Pick Up	Pre-Arranged Lot	Public Roadway

Source: Walker Consultants, 2018

The following sections provide Walker’s analysis, recommendations, and application tactics for the proposed recommendations.

### EMPLOYEE LOT RELOCATION

Currently at JAX, both customer and employee parking are provided within the core parking areas closest to the terminal, with the non-core parking areas allocated mainly for Economy parking, with the exception of 239± flight crew badges assigned parking access in Economy 1.

While parking at core lots is convenient for employees, it does cause an inconvenience for customers when high parking occupancies make finding available customer parking spaces in these core lots difficult and/or impossible.

At JAX, the two most popular parking lots – the Hourly Garage and the Daily Garage – are reaching capacity on a regular basis. When customers arrive at JAX only to find their chosen parking lot full, they may end up being late for or miss their flight. They will likely be frustrated and anxious, and ultimately may decide that the next time they need to go to the airport, they will find an alternative to parking at the airport.

To alleviate this potential customer dissatisfaction, it is considered best practice within a parking operation to ensure that customers are provided the core, and most desirable, parking spaces that are most convenient to access the business and to provide non-core parking areas for employees.

Table 11 shows the current parking space counts in each lot, delineates the employee parking spaces, the public parking spaces, valet parking spaces, and other reserved parking spaces, and provides information on lot users and the number of employees that have access credentials for each lot.

**Table 11: Current Parking Supply, Allocation, Users, and Access Credentials**

Lot	Total Spaces	Designated Spaces					Users	Distributed Access Cards
		Employee Spaces	Public Spaces	Valet	Reserved	Other		
Employee Lot	471	471	-	-	-	-	Employee	1,500
Hourly Garage	1,133	100	1,033	-	-	-	Employee, Public	316
Daily Garage	1,949	6	1,943	-	-	-	Public, Employee	6
Daily Surface Lot	1,722	90	1,433	199	-	-	TSA, Public, Valet	216
Economy Lot 1	1,935	-	1,935	-	-	-	Employee (flight crew), Public	239
Economy Lot 2	1,276	-	1,276	-	-	-	Public	-
Premier/Pre-Arranged Lot	51	-	-	-	51	-	Pre-arranged, Premier	-
South Vendor Lot	44	-	-	-	44	-	Vendors, Reserved JAA	-
Economy Lot 3	1,200	-	-	-	-	1,200	Holiday Overflow	-
<b>Total</b>	<b>9,781</b>	<b>667</b>	<b>7,620</b>	<b>199</b>	<b>95</b>	<b>1,200</b>		<b>2,277</b>

Source: JAX, 2018

Employees currently park in the Employee Lot as well as the Hourly Garage, Daily Garage, Daily Surface Lot, and Economy Lot 1. In total, the current employee parking program occupies 667± actual designated employee parking spaces, though there are 2,277 access credentials that are active and provide access to employee parking spaces.

Walker’s Phase I Parking Study recommended that the current core employee parking be reallocated to customer parking and all current employee parkers be moved to what is currently Economy 3. Economy 3 is only used during holiday periods when parking demand is at its highest, therefore, the lot is only set up to meet very basic parking needs for a “special event” type situation such as holiday usage. Additionally, the relocation of employees into Economy Lot 3 will free up a significant amount of parking space between the Employee Lot, Daily Garage, and Hourly Garage, and Daily Surface Lot which can be reallocated to customer use– and all of which are impacted as a whole by Walker’s other recommendations.

In order to achieve this, JAX will need to invest capital to turn Economy Lot 3 into a usable Employee Lot. We believe this investment will not only improve the customer’s experience but will also set JAX up for the future





employee growth that is expected. The proposed re-striping and repurposing of this lot would provide an estimated 1,300 – 1,800 parking spaces which would more than replace the current employee spaces throughout JAX.

We do not anticipate that JAX will need all 1,800± parking spaces for employee parking immediately but may need it for the future employee growth that is expected. In the meantime, JAX could:

- Build out only part of the lot now (1,300± spaces) and build remainder of lot in the future **(Recommended)**.
- Build out the entire lot now (1,800± spaces) in anticipation of this growth. Until needed, JAX could split the lot and use part of the lot for other parkers (i.e. customer parking during peak holiday periods).

The option of moving employees and building out Economy 3, like any option, has opportunities and possible challenges, as detailed below:

**Opportunities:**

- By changing the use of this lot, all other recommendations can be implemented.
- At least 667± additional parking spaces total would become available for customer parking that was previously employee parking. These parking spaces are spread out over spaces within the Employee Lot, Daily Garage, Hourly Garage, and Daily Surface Lot.
- Assists with issue of Hourly Garage and Daily Garage being at or near capacity each week.
- Plans for future parking needs as the additional capacity will help accommodate future projected originating enplanements and employee growth.
- Economy Lot #3 is utilized more effectively and not sitting empty most days of the year.
- Follows industry best practice of reserving closest and most convenient parking for customers.
- Revenue may be generated by customers parking in higher-priced parking lots (Valet Parking and Customer Self-Park area which Walker recommends charging fees of around or above the Hourly Garage fees) and or actually parking (those not parking when lot is at or near capacity, those taking alternate means of transportation as they expect to not be able to find parking).

**Possible Challenges:**

- Employee dissatisfaction with parking further away and taking a shuttle instead of parking and walking a short distance to work.
- Shuttle service is necessary to transport the employees which increases expenses.
- Economy 3 requires capital improvements including reconstruction of the lot for full time use, PARCS equipment, etc.
- The proposed valet, vendor, TNC, and Premier Parking recommendations hinge on the relocation of employee parking from existing Employee Lot (and other lots) to Economy Lot 3.

**PROPOSED NEW EMPLOYEE LOT CONSTRUCTION**

The current Economy Lot 3 parking lot is not currently set up to accommodate the proposed transition plan. The lot must undergo several capital improvements to accommodate daily use by employees. In addition to paving and striping the lot, other capital improvements needed include:

- New/additional light poles and fixtures
- Landscaping
- Drainage system
- Fencing entire lot
- Emergency call boxes
- Bus shelters
- Creation of new entry (2 employee, 1 shuttle) and exit lanes (2 employee, 1 shuttle) - JAX has stated they may want to reduce this to one employee entry and one employee exit as a cost saving measure
- PARCS equipment

Other items for consideration:

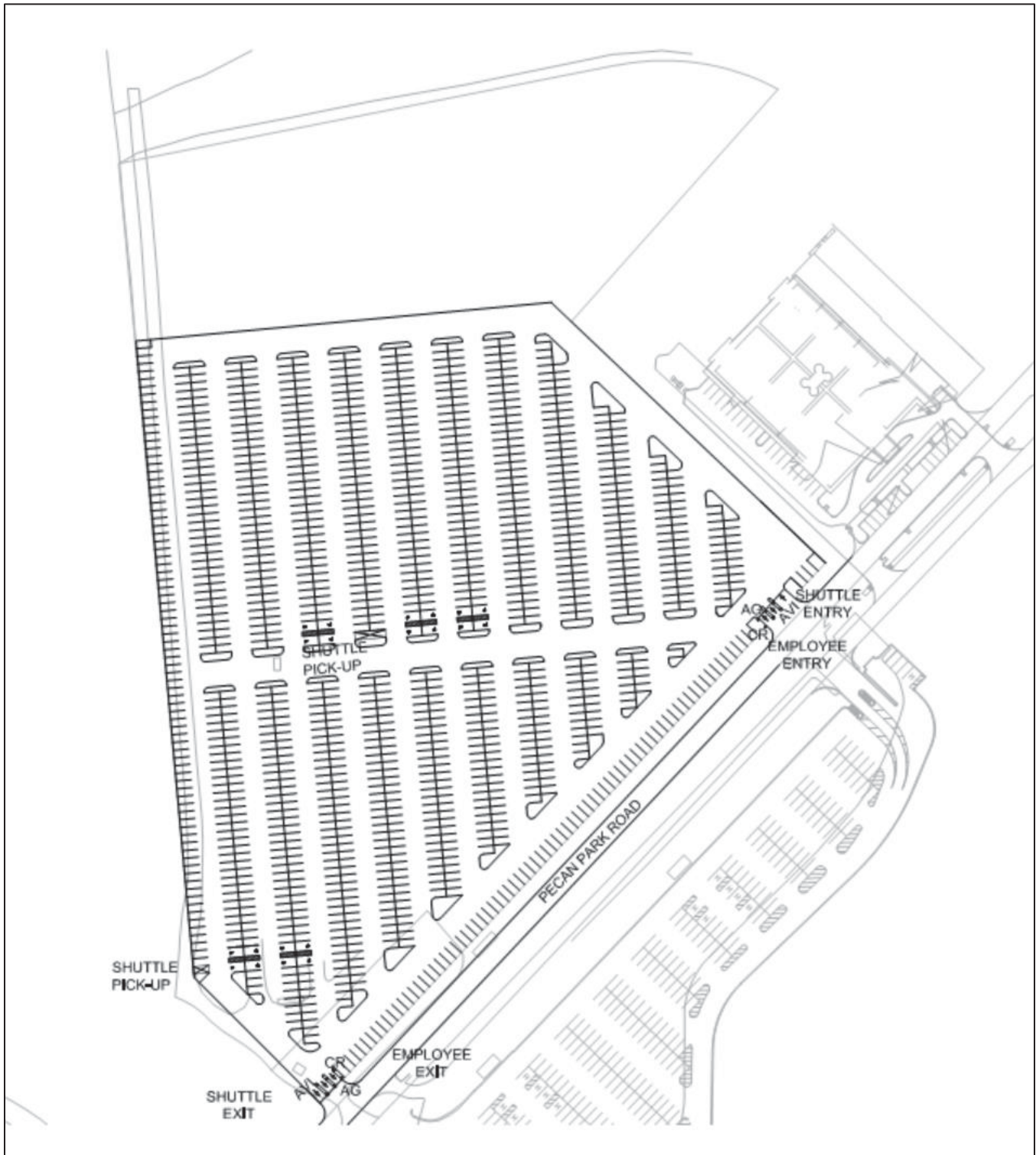
- Monitors in shelters informing when next shuttle will arrive
- CCTV cameras
- Restroom facilities (if applicable by code)

Walker developed a preliminary striping and lot layout plan to ascertain the number of parking spaces that could be built, recommendations for a shuttle pickup route, and locations of entry/exit plazas. Figure 8 shows this preliminary plan.

The proposed new Employee Lot plan includes three entry lanes (2 employee, 1 shuttle) off of Pecan Park Road on the northwest side of the lot. Additionally, three exit lanes (2 employee, 1 shuttle) will be placed in the southwest corner of the lot, exiting onto Pecan Park Road. The Employee entry and exit lanes will be equipped with TIBA proximity card and ticket readers which will accommodate both the monthly employee parkers and the daily employee parkers (daily parkers can pay at exit with a credit card or use one of the POF machines that will be available in the terminal near the Valet Lot). The shuttle entry and exit lanes will be equipped with a proximity card as well. We recommend multiple entry and exit lanes to accommodate demand and avoid any service disruptions in the event a ticket machine is out of order. Figure 8 shows the proposed configuration of the new Employee Lot and can be viewed in Appendix A.



Figure 8: Proposed Employee Lot Plan



Source: Walker Consultants, 2018



### NEW EMPLOYEE LOT THEORY OF OPERATION

Employee parking should be administered in a similar fashion as it is today at JAX. Employees will apply for parking via the Parking Department and pay accordingly. Parking will be provided via proximity card, allowing employees access only into the new Employee Lot.

The employee will use their access credentials at one of the two employee entry gates, enter the lot and park, then proceed to one of the shuttle stops. The Employee Lot shuttle will be only for employees (not Economy Lot customers) and will circulate the lot approximately every 15 minutes (00:00, 00:15, 00:30, and 00:45) during the following off-peak hours:

- 8:00 AM to 12:00 PM
- 8:00 PM to 4:00 AM

During peak times, two shuttles will circulate the lot every 8 minutes (00:00, 00:08, 00:16, 00:24, 00:32, 00:40, 00:48, and 00:56). The peak hours include the following:

- 4:00 AM to 7:59 AM
- 12:00 PM to 7:59 PM

The Employee Lot shuttle will enter the lot and proceed to the two shuttle stops, exiting at the southern tip of the lot. After exiting and turning right onto Pecan Park Road, the shuttle will take an immediate right onto Barnstormer Road, and drive into the current Pre-Arranged Lot. Employees will be picked up and dropped off in the designated area within the lot, with the shuttle proceeding out of the lot back on to Barnstormer Road, and finally taking a left onto Pecan Park Road and another left to enter into the Employee Lot. Figure 9 provides details of the proposed shuttle route.

Figure 9: Proposed Employee Shuttle Route



Source: Base Image via Google Earth, 2018; Walker Consultants, 2018



During evening hours (9:00 PM to 4:00 AM) the shuttle could be responsible for dropping employees off in the Employee Lot and, if asked, waiting for them to enter their vehicles. Due to the remote location of the lot, we recommend this service could be offered as to alleviate any employee concerns of parking in the lot.

The lot will be maintained by the Parking Department staff whom will handle trash removal and general lot cleaning, maintenance of the PARCS equipment, and other normal operating responsibilities and duties. We would recommend also having random monitoring of the lots – whether this is airport police, parking staff, or another type of third party provided service. Additionally, it would be recommended that JAX conduct periodic assessments of the lot to identify any concerns to be addressed including lights that are out, abandoned vehicles, overgrown landscaping, or reported suspicious activity.

Walker does understand that there may be a need for JAX to provide certain employees access to parking near the terminal. We recommend that this be done only when necessary and that a premium charge be implemented for this parking privilege, with the number of this type of employee permit being extremely limited. We would recommend that if alternate close-in employee parking is needed, JAX consider the following:

- Provide parking only in the Daily Surface Lot – not the Hourly Garage or Daily Garage – and do not reserve spaces.
- For VIP's that only park occasionally (for meetings or short stays), provide access to vendor spaces.

The following section details the key activities to achieve Walker's recommendation.

#### EMPLOYEE LOT SHUTTLE PROGRAM

JAX currently deploys eight passenger shuttles (3 – 13 passengers and 5 – 14 passengers) to circulate the Economy Lots, transporting passengers to and from the terminal. The new Employee Lot will also require shuttle service to and from the terminal. It is best practice to keep customer shuttle service and employee shuttle service separate based on the varying schedules and needs of the two different user groups as well as to keep the shuttle route headways at acceptable ranges.

As previously mentioned, the employee shuttle will run twenty-four hours a day, seven days a week. The shuttle schedule will vary based upon the peak employee schedules, with two shuttles running during peak hours every 8 minutes and one shuttle running during off-peak hours every 15 minutes. An example schedule is provided in Figure 10.



Figure 10: JAX Employee Shuttle and Headway

Shuttle Model Headway Peak & Off-Peak Hours								
Input Data:								
Shuttle-Bus Capacity		14 Passengers						
Route Length		2.1 Miles						
Required Headway (Peak)		8 Minutes						
Required Headway (Off-Peak)		15 Minutes						
Peak Hour Ridership Factor (10% Standing)		1.1 PHRF						
Shuttle-Bus Cost		\$65 /Hour						
Number of Days of Operation		365 /Year						
From	Time To	R'dtrip Travel Time (Max.) Min.	Shuttle Bus Capacity Passengers	Round Trips/hour/ Bus	Shuttle Buses R'qd. for 8 minute Headway	Actual Average Headway Min.	Hourly Ridership Capacity with PHRF	1.1
12:00 AM	1:00 AM	15	14	4.0	1	15.0	62	
1:00 AM	2:00 AM	15	14	4.0	1	15.0	62	
2:00 AM	3:00 AM	15	14	4.0	1	15.0	62	
3:00 AM	4:00 AM	15	14	4.0	1	15.0	62	
4:00 AM	5:00 AM	15	14	4.0	2	7.5	123	
5:00 AM	6:00 AM	15	14	4.0	2	7.5	123	
6:00 AM	7:00 AM	15	14	4.0	2	7.5	123	
7:00 AM	8:00 AM	15	14	4.0	2	7.5	123	
8:00 AM	9:00 AM	15	14	4.0	2	7.5	123	
9:00 AM	10:00 AM	15	14	4.0	1	15.0	62	
10:00 AM	11:00 AM	15	14	4.0	1	15.0	62	
11:00 AM	12:00 PM	15	14	4.0	1	15.0	62	
12:00 PM	1:00 PM	15	14	4.0	2	7.5	123	
1:00 PM	2:00 PM	15	14	4.0	2	7.5	123	
2:00 PM	3:00 PM	15	14	4.0	2	7.5	123	
3:00 PM	4:00 PM	15	14	4.0	2	7.5	123	
4:00 PM	5:00 PM	15	14	4.0	2	7.5	123	
5:00 PM	6:00 PM	15	14	4.0	2	7.5	123	
6:00 PM	7:00 PM	15	14	4.0	2	7.5	123	
7:00 PM	8:00 PM	15	14	4.0	2	7.5	123	
8:00 PM	9:00 PM	15	14	4.0	2	7.5	123	
9:00 PM	10:00 PM	15	14	4.0	1	15.0	62	
10:00 PM	11:00 PM	15	14	4.0	1	15.0	62	
11:00 PM	12:00 AM	15	14	4.0	1	15.0	62	
Results:								
Passenger Peak Hour		123 Passengers						
Travel Time		8.0 Minutes						
Average Vehicle Speed for Route		15.8 MPH						
Stops/Dwell Time		7.0 Minutes						
Total Route Travel Time		15.0 Minutes						
Shuttle Buses Required for a				8 Min. Headway =		2 Veh		
				15 Min. Headway =		1 Veh		
Daily Cost		\$2,470						
Annual Cost for		365 days of Operation		\$901,550				

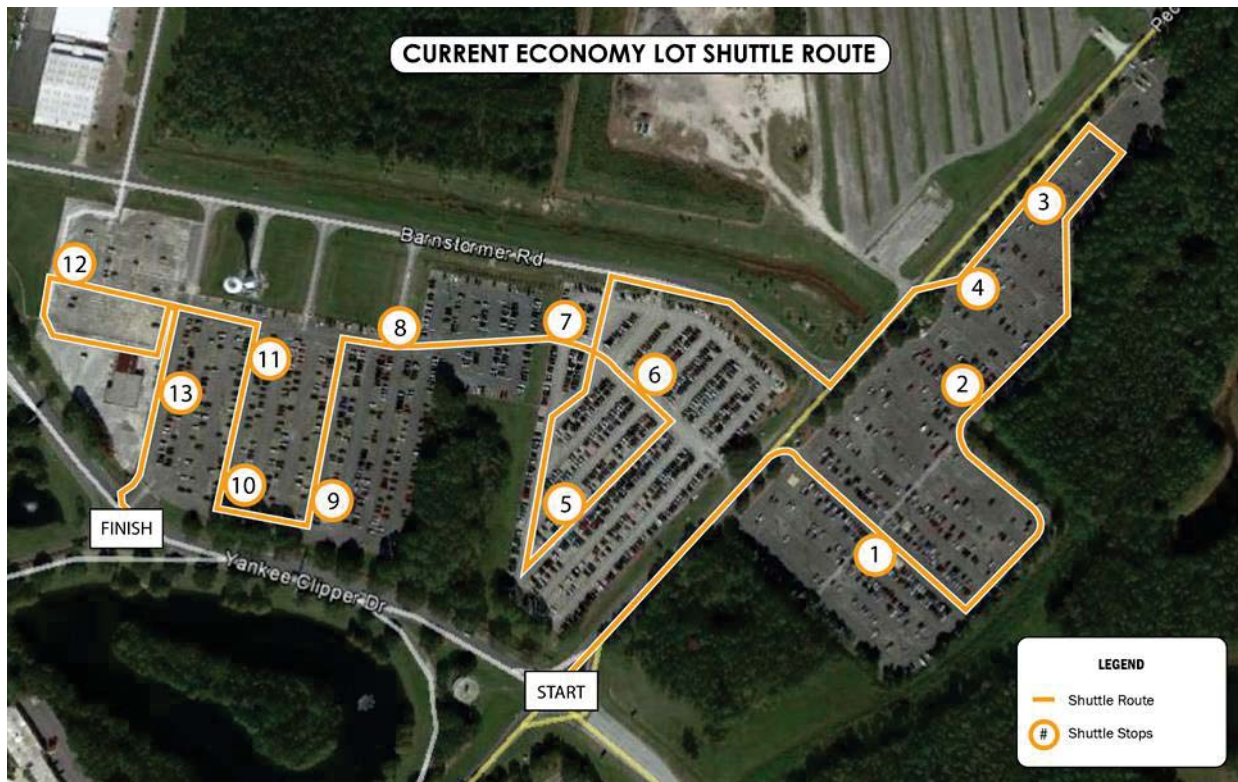
\*Shuttle costs are an estimate and may vary dependent on the Airports actual costs.

To achieve the proposed shuttle schedule and demand of the employees, JAX will likely need to acquire one to two additional shuttles. The shuttles could be similar in size to the existing fleet, as the trip to and from the terminal is relatively short and employees are likely comfortable standing in the event shuttles become full during peak hours. The above analysis assumes JAX obtains 14 passenger shuttles and the current passenger shuttle size for employees. However, to increase capacity during the peak hour, Walker recommends JAX acquire larger shuttles with significant standing room, to accommodate even more employees.

JAX may have an opportunity to repurpose existing Economy Lot shuttles for Employee Lot use if the headway schedule for customer pick up is adjusted, although this is likely only an option during off-peak hours, days and seasons. Walker’s Phase 1 report details an average length between shuttle pickups of 4 to 6 minutes. Adjusting the customer pickup headway to 10 to 14 minutes would decrease the number of shuttles needed in service at one time, therefore possibly allowing for some of the existing resources to be utilized for the employee parking program.

Additionally, consideration to closing the Annex gate in Economy Lot 1 may develop further shuttle efficiencies. In the following figure (Figure 11), stop 12 could be closed when the Annex gate is closed to reduce the total number of stops during periods when the Annex parking is not needed. Economy Lot 1 is equipped with a gate separating the main lot from the Annex, if the gate is closed vehicles will consolidate in one area of the lot ultimately reducing the number of stops and total trip time of the customer shuttles, which may allow for further resources to be applied to the Employee Lot shuttle program.

Figure 11: Current Passenger Shuttle Route



Source: Walker Consultants, 2018



Lastly, we recommend at least the Employee Lot shuttle shelters be equipped with monitors detailing the pickup schedule and timeliness of the shuttle, so employees may prepare appropriately to arrive on-time for their shift. Not included in our financial analysis, but something that may be of benefit to JAX, would be to also equip the Economy Lot shelters with these monitors so customer expectations can be set.

### EMPLOYEE LOT COMMUNICATIONS PLAN

Implementing the relocation of employees to Economy Lot 3 will be a sensitive and, potentially, contentious topic amongst employees and contractors. Although the recommended lot is the best fit for employee parking, allowing for customer parking nearest to the terminal, the lot is more remote than the existing supply, therefore travel between the terminal and lot is likely to add additional time to the employee's commute.

In order to address concerns, Walker recommends executing a detailed communications plan. The following communications plan outlines the details of our recommended timeline:

- **6 months prior to “Go Live Date”** – Identify “Go Live Date” internally. Review contractor and vendor contracts to determine any conflicts and/or Union grievances that may occur, if any.
- **3-4 months prior** – Notify management of contractor and vendors of the move.
- **2 months prior** - In cooperation with contractors/department heads, release notification to all airport employees.
  - Notification to include new shuttle schedules, directions for accessing the lot and using the PARCS equipment, contact information for concerns/inquiries, and an “Open House” date for employees to hear more about the reason for the move and coordination.
  - Key communication should be to allow for customers to find parking and to set up JAX for future growth. Employees will have access to an employee only shuttle transporting them directly to and from the airport terminals for their shifts.
- **1 month prior** – JAX to release email reminders of “Go Live Date” and supporting materials including shuttle schedule. JAX to update employee website.
- **2 weeks prior** – Post reminder signage in all existing employee lots (flyers, A-frames). Parking staff to perform dry runs of future operations (shuttle routes, badging in/out, etc.).
- **1 week prior** – Circulate more reminder flyers and emails. Increase parking staff throughout existing employee parking lots to address questions. Begin to allow badge access into the new lot for employees to test – though no parking as no shuttle service will be in place.
- **Go live!** – Provide extra staff in all lots and have extra shuttles on hand to address scheduling concerns. Provide posted contact information for feedback on shuttle schedules.
- **1-week post “Go Live Date”** – Eliminate badge access to all other lots.
- **1-month post** – Schedule an optional meeting to check in with contractors and department heads for feedback on the move.
- **3 to 6 months post** - Review the shuttle schedule and volumes to adjust to needs of operation.

The communication plan is designed to allow for employees to have some feedback in the change, as it impacts their daily work routine. Designating an email for feedback and comments, as well as hosting an open house will allow for the group to have a voice and for JAX to improve the employee parking operation based on feedback.



## EMPLOYEE LOT AND VENDOR LOT RELOCATION

There are two parking areas adjacent to, and on either side of, the terminal – the South Vendor Lot and the Pre-Arranged Lot. The South Vendor parking lot (44 spaces) is a mixed-use lot consisting of vendors, TSA, Ambassadors, and JAX employees. The Pre-Arranged Lot consists of approximately 50 parking spaces reserved for Premier Parking Program members and for pre-arranged vehicles (excluding TNCs).



Premier Parking Lot

**Premier Parking** – Walker recommends moving the Premier Program parkers from the Pre-Arranged Lot to the either the new proposed Customer Self-Park lot (what is now Employee Lot) or to the new Valet Parking area, whichever JAX deems to be more appropriate for the Premier Program parkers. Both parking areas would still provide a high level of service to the Premier Program parkers and both options could allow for an increase in program participants (at the time of this report a Premier Parking Program waiting list exists). The existing Pre-Arranged Lot that the Premier Program parkers are currently using would continue to host pre-arranged vehicles and would also now be used for TNCs (refer to Section 5, TNCs, for further information).

The relocation of Premier Parkers:

- Allows for expansion of the Premier Parking Program – currently, the program is limited due to limited space and there is a waiting list. Moving to the new Valet Lot and/or Customer Self-Park area would allow for program expansion and possible increased revenue.
- Allows for the TNC pick up area to be relocated. Currently, the TNC pick up area is located on the southern end of the Arrivals Level Roadway where the new entry to the Valet Lot and Customer Self-park Lot will be located, and the cross-traffic and congestion cannot be absorbed into the already busy TNC pick up area.
- Some possible challenges of the relocation of the Premier parkers include:
  - Disengagement by the user if required to valet or parking a slightly further distance to the terminal access door
  - Required capital improvements

**South Vendor Lot/Employee Lot/Daily Surface Valet Parking** – The current location of the Valet Stand and Valet Parking Lot is not ideal, as discussed in Walker’s Phase I report. The current valet parking program is located on the Departures Level, where the third-party operator (SP+) stages three lanes of parked vehicles – this is a limited staging area and when the staging area fills, the Valet Parking is closed. This area can also create congestion on the Departures Level Roadway. Additionally, the valet staff runs across four busy lanes of airport traffic to their Valet Parking Lot located in the Daily Surface Lot, potentially creating a serious conflict between valet staff and traffic. The remoteness of the Valet Lot also adds to retrieval times and potential liability issues.



South Vendor Parking Lot



To address the previously identified issues, we recommend designating the current South Vendor Lot as the Valet Stand and Valet Staging area.

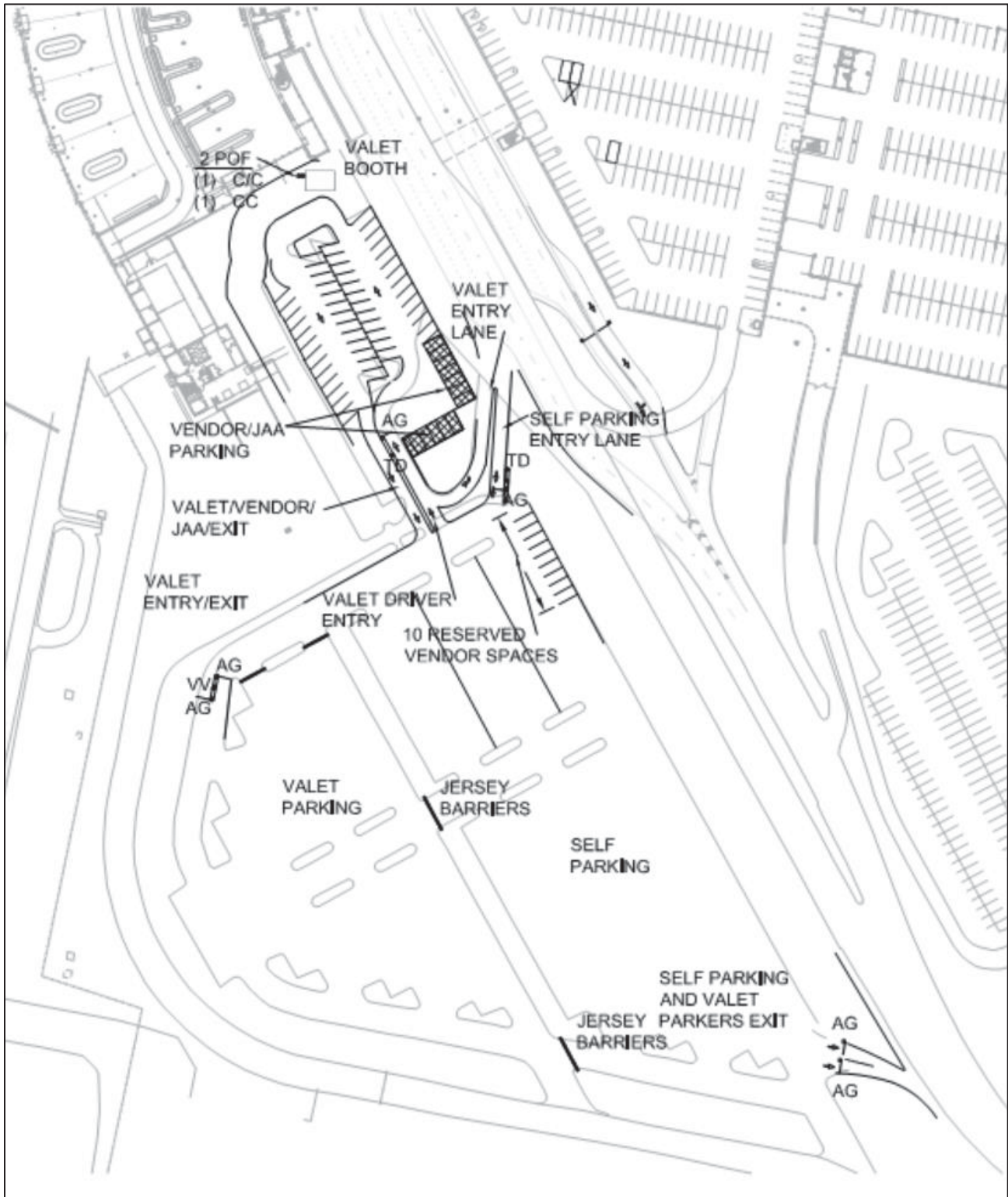
The relocation of the Valet Stand and Valet Staging Area to the South Vendor lot:

- Allows for a Valet Stand that is easy to find, with a Porte Cochere (the term used to refer to the valet podium where pick up and drop off occur) located at an attractive entry point to the terminal that provides front door service for customers.
- As we are recommending that the current Employee Lot be reallocated, this allows for turning half of the existing Employee Lot into a Valet Parking Lot and returning the current 199± space valet parking area in the Daily Surface Lot back in to customer parking.
- SP+ recently renegotiated a 3 to 5-year concession contract with JAX to operate the valet. Although JAX is not responsible for any revenue or expense associated with the valet operation, Walker recommends a discussion between JAX and SP+ to determine the current and future operating methodology. Walker’s proposed valet operating plan, inclusive of PARCS equipment, is advantageous to SP+ as it would improve efficiency of the current operation and, we believe may increase usage and thereby revenue. Walker recommends JAX consider renegotiating and/or seeking alternative contract terms (e.g. management, revenue share) at the end of the SP+ existing contract. In the event SP+ purchased the proposed PARCS equipment recommended to operate the valet operation in the South Vendor Lot, JAX may buyout the remaining payments and acquire the equipment from SP+. Looking forward, regardless of which party owns and operates the valet operation, the operating methodology is expected to increase productivity and volume, improve customer service, and eliminate the handling of transactions by valet staff.
- Allows for the remaining half of the current Employee Lot to become Daily (and/or Hourly) Customer Self-Parking (we recommend a parking rate that is around or higher than the Hourly Garage in an effort to manage demand) and parking for the Premier Parking Program members. The Customer Self-Park lot would also contain approximately 10 reserved vendor parking spaces, nearest the terminal, for those vendors that can no longer use the South Vendor Lot.
- Currently, a variety of vendors utilize the South Vendor Lot including those delivering bags, those carrying tools and equipment, those delivering items such as packages, newspapers, or flowers, and those at the terminal for meetings (these are just a few examples). Some vendors with larger deliveries, such as bags or equipment, should be redirected to the loading dock for loading and unloading of their goods. Most other vendors should be directed to utilize the designated vendor spaces in the new Valet Staging Area or those in the Customer Self-Park Lot. JAX should provide access to lots based on the vendor and their needs. Walker recommends reviewing the current vendor list and providing access based on their actual needs on a case-by-case basis in an effort to:
  - Determine what actual parking needs are in relation to their business needs when parking at the terminal - providing the best parking fit for each vendor (is this the dock, the valet lot spaces, or the self-park spaces)
  - Review the current vendor list and reduce the number of vendors receiving these free parking privileges when possible

Figure 12 summarizes Walker’s recommendations for the proposed Valet, Vendor, and Daily (or Hourly) Customer Parking:



Figure 12: Proposed Valet, Vendor and Customer Lot Plan



Source: Walker Consultants, 2018



Briefly, the operations described above will work as follows (more details are provided in the following sections):

- Customers seeking Valet Parking enter the Valet Area through an entry that will be located where the current motorcycle parking is located (from the Arrivals Level Roadway).
- The customer pulls up to the Valet Parking entry gate, receives a ticket, then pulls through the gate and pulls up to the Valet Stand near the entry to the terminal.
- Customer drops off their vehicle with the valet and enters the terminal through the glass doors at the entrance area to the terminal, riding the escalator to the security checkpoint.
- When customer returns, they take the escalator back down to the Valet Stand to retrieve their vehicle.
- The customer pays for their parking at a pay machine in the terminal, then hands their claim ticket to the valet.
- The valet retrieves the customer vehicle from the nearby Valet Parking Lot.
- The customer gets in their vehicle, uses their valet ticket to exit the Valet Staging Area, enter the Customer Self-Park area, then exits through the exit gates just off of Dixie Clipper Drive.

The proposed Valet Plan has the following opportunities and possible challenges:

**Opportunities:**

- Larger staging area, increasing the capacity of vehicle intake at one time. Valet would no longer need to close due to no staging room.
- Increased customer service due to reduced customer wait time for vehicle returns as valet vehicle parking area is closer.
- Valet Parking Lot is adjacent to the Valet Staging Area, reducing length of travel and transportation times significantly which could increase service and reduce damage claims.
- Valet Parking Lot would initially have a total of 200± actual parking spaces, plus room to stack vehicles in the aisles. This space count could be expanded or reduced based on needs as barriers separating Valet Parking Lot and Customer Self-Parking will be moveable. The additional Valet Staging Area spaces in what is now the South Vendor Lot adds 51± spaces to the total space count, an increase over the current ± 199 valet space allocation.
- Removal of the Valet Stand from Departures Level Roadway provides an easier flow of traffic in that already congested area.
- Valet Parking Lot will be adjacent to the Valet Stand therefore the valet employees will not be crossing over four lanes of traffic on foot.
- Eliminates additional vehicular movements/traffic throughout the airport by valet staff as valet operation becomes self-contained.
- TNC pick up area will need to relocate from the southern end of the Arrival Level Roadway to the Pre-Arranged Lot. This will assist with current congestion issues occurring in that area.
- Moving Premium Parking Program to Valet and/or Customer Self-Park allows for expansion of program. Currently, there is a waiting list.

**Possible Challenges:**

- Additional capital costs and expenses associated with lot modifications, PARCS equipment, etc., needed.
- Some vendors will need to park in reserved spaces in the Valet Staging Area and/or Customer Self-Park Lot and spaces are slightly further from terminal than currently (though change in distance is minimal and reasonable). Some vendors may need to utilize loading dock, which JAX has stated can be congested.
- Vendors and the public will park in the same lot. Many times, these user groups are not parked in the same lot.
- Should JAX choose to relocate Premier Parking, a loss of Premier Parking volume may occur as they may now have to park further away or use valet operation, which may not be desirable to some users.
- JAX and SP+ will need to agree to the operating methodology and subsequent equipment purchases/ownership of equipment.
- JAX should consider re-negotiating their contract with SP+ to realize increase in revenue due to expected increase in customers using valet (and possibly including moving Premier Parking Program members). Will also need to account for potential increase in expenses due to increased usage.
- The City Bus will need to relocate from the Arrival Level Roadway to the Departures Level Roadway so there will not be congestion near the new Valet/Customer Self-Park entrances.
- TNC pickup area will need to relocate from the southern end of the Arrival Level Roadway to the Pre-Arranged Lot so there will not be congestions near the new Valet/Customer Self-Park entrances.

The following section details the key activities to achieve Walker’s recommendations:

**VALET AND CUSTOMER SELF PARKING LOT THEORY OF OPERATION**

Customers seeking Valet will drive through the Arrivals Level Roadway, entering Valet Parking via the driveway that is currently being used as motorcycle parking (see inset picture). The customer will proceed through the entry lane to a valet ticket entry device and take a three-part valet ticket. This new entry device will be equipped to be part of a new Valet Management System by AVPS Technologies, as this technology integrates with the existing TIBA equipment currently being installed by JAX. Cost, purchase, and ownership of the valet equipment will need to be discussed between JAX and SP Plus (these potential costs are included in our Financials Section). The valet entry lane would also have cameras that will scan the vehicle on entry to note any pre-existing damage which can help minimize JAX’s liability and claims exposure.



The customer will proceed to the Valet Stand located near the terminal glass doors and be greeted by the valet attendant. The valet attendant will assist the guest with unloading their baggage, take the customer's three-part valet ticket and issue one part of the ticket back to the customer for claim check purposes. At this point, the customer will proceed to the terminal, taking the escalator up to the ticketing level and proceeding on their trip. The valet will fill out the vehicle information on the remaining parts of the valet ticket, then drive the vehicle out the Valet Staging Lot exit gate and park the vehicle in the Valet Parking Lot. The valet will be equipped with a badge to access the entry and exit gates for the Valet Parking Lot (accessible only to the valet staff) and also scan



the valet ticket to log the vehicle in and out of the Valet Parking Lot. The valet will use the last part of the three-part ticket to attach to the customers' keys which will be stored in a locked key box.

Once the customer returns and is ready to pick-up their vehicle, they will pay at the Pay On Foot (POF) machine located in the terminal. The machine will report Valet Lot Parking and all other parking revenue separately to differentiate between JAX and SP+ revenue (or at least between self-park and valet revenue). There will be a grace period built in to the system that allows for the customer to retrieve their vehicle from the valet and exit without charge (usually this is a 20-30-minute grace period). After making their payment, the customer will provide their claim check to the valet to retrieve their vehicle. The valet will go to the Valet Parking Lot and retrieve the vehicle by exiting through the Valet Staging Lot exit and entering the Valet Staging Lot through the valet entrance terminal and driving to the Valet Stand area where the customer is waiting. The customer will retrieve their vehicle from the valet and the valet will give them a receipt ticket that will allow them to exit the Valet Staging Lot exit as well as the Customer Self-Park exit plaza at no charge. The exit plaza is currently in place, but not in use, and would be modified to be the exit area for both valet and self-park customers.

The Valet Parking Lot will have moveable jersey barriers separating the Valet Parking Lot and the Customer Self-Park Lot. In the event valet demand increases or decreases, JAX may relocate the jersey barriers to adjust space allocation accordingly between the two lots. Permanent barriers should not be put in to place until the Valet Parking Lot usage and Customer Self-Park Lot usage can be better determined, if at all.

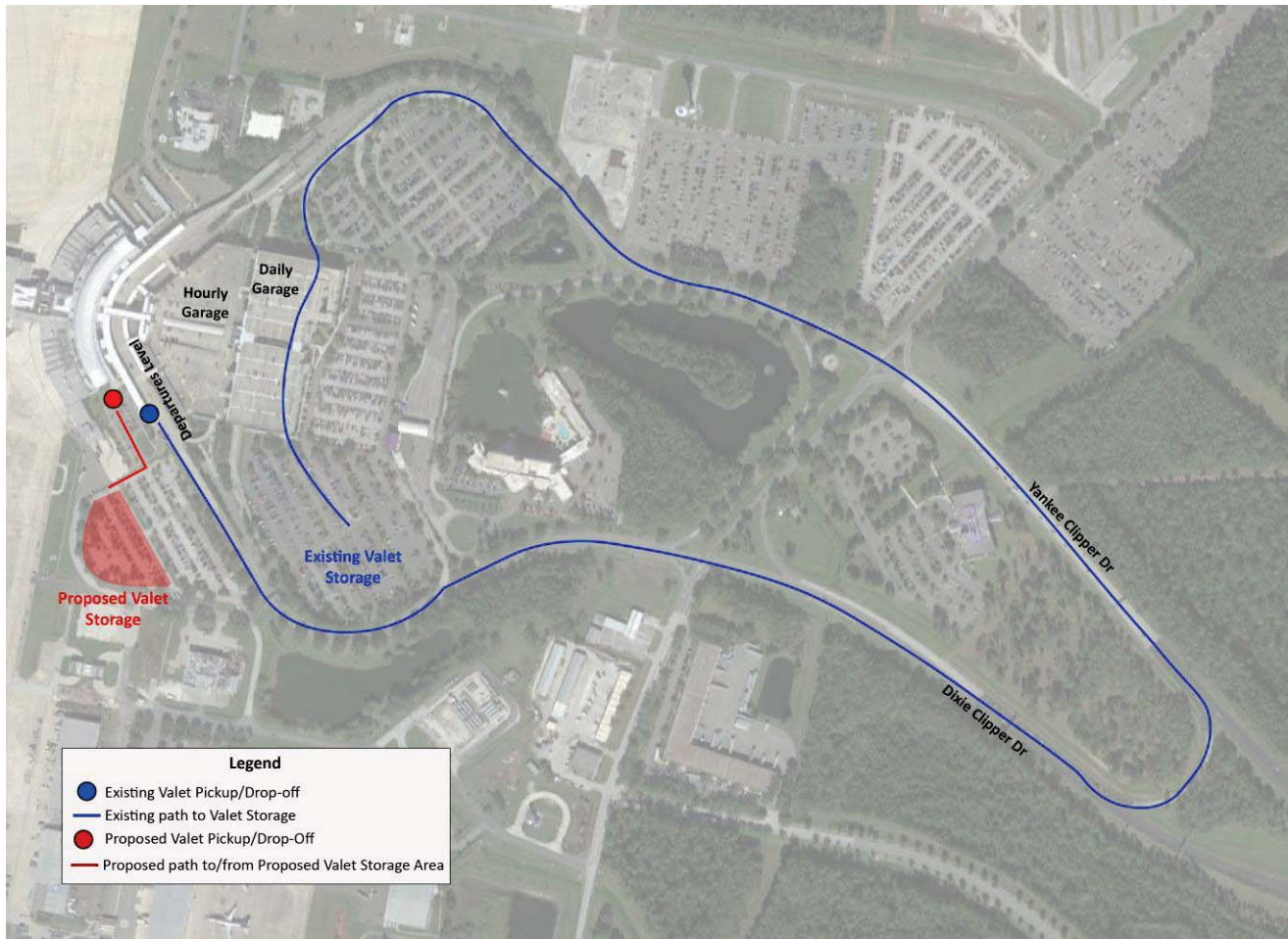
For those that wish to use the Daily (and/or Hourly) Customer Self-Park lot, entry for the lot would be through an entry lane next to the valet entry lane, just off of the Arrivals Level Roadway. The self-parkers would stay left and enter through a regular TIBA ticket entry device, receive a ticket, and proceed to park in the Customer Self-Park Lot. Upon return to their vehicle, the self-parker may pay for their parking via the POF in the terminal or pay at the exit plaza located at the southern tip of the Customer Self-Park Lot.

Premier Parking Program parkers would be accommodated in either the Valet Staging Lot or the Customer Self-Park lot (as per decision by JAX). Additionally, the Valet Staging Lot would be equipped with approximately 10 spaces for use by vendors by using access credentials to enter through the valet entry and parking in reserved spaces in the lot (JAX would determine who received access to these spaces). The spaces would be located on the far east of the lot, out of the way of the valet operation.

Figure 13 shows graphically a comparison of the current driving path to the Valet Parking Lot and the proposed driving path to the Valet Parking Lot:



Figure 13: Valet Circulation – Current and Proposed



Source: Base Image via *Google Earth*, 2018; *Walker Consultants*, 2018

### VALET AND CUSTOMER SELF-PARKING MODIFICATIONS

The proposed Valet Staging Lot will need modifications to meet Walker’s recommendations. Upon entry, the landscaping and curbing to the right of the driveway must be removed and developed into parking spaces (however, JAX will need to verify minimum landscape requirements and any other requirements and codes before considering implementation). Additionally, demolition of the existing PARCS island and creation of three new PARCS islands must occur. Finally, a sidewalk wide enough for a golf cart must be developed from the southernmost point of the Customer Self-Park Lot leading to the terminal. In the event JAX decides there is a demand for shuttle service in the Customer Self-Park Lot, a golf cart could use that sidewalk to transport customers to and from their vehicles.

The proposed plan includes two entry lanes (one valet, one Customer Self-Park) off of the Arrivals Level Roadway driveway that would need to be installed. Additionally, one entry is needed for valets from the Valet Parking Lot into the Valet Staging Lot and one exit lane for valet drivers and customers exiting the Valet Staging Lot. For the Valet Parking Lot, one entry and one exit will be needed in the northwest corner of the lot to control access into the Valet Parking Lot. Cameras will also need to be installed at the entry lanes into the Valet Staging Lot. Finally,

the existing exit plaza will remain in the same location as it is today but will need to be modified and PARCS equipment added.

The following capital improvements must be achieved to enact Walker’s recommendations:

- Removal of landscaping and curbing
- Repaving of lot and entry areas (and possibly sidewalk area)
- Addition of entry and exit lanes/areas
- Addition of barriers in lot
- Re-striping of Valet Staging Lot and entry and exit areas
- Review of drainage system
- Addition of emergency call boxes in the Customer Self-Park Lot
- Addition of PARCS equipment
- Movement of Valet Booth and removal of any current signage and denotation as Valet Area
- A full signage package at, and leading to, the new Valet Operation and Customer Self-Park Lot

Financial information can be found under the Financials in Section 6. With implementation of all the proposed changes, the updated parking allocation would add 708± public parking spaces (including spaces gained from employee parking in all lots and spaces gained from South Vendor Lot, not including valet vehicle stacking capabilities in Valet Operation) and changes Employee Parking space available from 667± reserved employee spaces to 1,300± spaces if Economy 3 Lot is partially built out (or 1,800 spaces if fully built out) as shown in Table 12:

Table 12: Proposed Reallocation Parking Supply, Allocation, Users, and Access Credentials

Lot	Total Spaces	Designated Spaces					Users	Distributed Access Cards
		Employee Spaces	Public Spaces	Valet	Reserved	Other		
Valet Parking/Premier/Customer Self-Park/Vendor	471	-	261	200	10	-	Public, Vendors	-
Hourly Garage	1,133	-	1,133	-	-	-	Public	-
Daily Garage	1,949	-	1,949	-	-	-	Public	-
Daily Surface Lot	1,722	-	1,722	-	-	-	Public	-
Economy Lot 1	1,935	-	1,935	-	-	-	Public	-
Economy Lot 2	1,276	-	1,276	-	-	-	Public	-
Pre-Arranged Lot/TNC Lot	51	-	-	-	51	-	Pre-arranged, TNC	-
Valet Pickup and Drop-Off/Staging/Vendor Lot	61	-	-	51	10	-	Valet, Vendors	-
Employee Lot	1,300	1,300	-	-	-	-	Employees	2,277
<b>Total</b>	<b>9,898</b>	<b>1,300</b>	<b>8,276</b>	<b>251</b>	<b>71</b>	<b>-</b>		<b>2,277</b>

Source: Walker Consultants, 2018