

AGREEMENT

THIS AGREEMENT, made and entered into this ____ day of January, 2007 by and between

The CITY OF SALINA, KANSAS
hereinafter referred to as "Client"

and

RICH AND ASSOCIATES, INC., a Michigan Corporation,
hereinafter referred to as "Consultant".

RECITALS

- A. The Client desires to retain the Consultant for Professional Consulting Services to generate a parking master plan in accordance with the Request for Qualifications issued September 2006 by the Client (hereinafter referred to as Attachment "A").
- B. Consultant submitted a Statement of Qualifications Consulting Services for the City of Salina, Kansas Downtown Parking Master Plan dated September 29, 2006 to the Client (hereinafter referred to as "PROPOSAL") that contains certain facts about the consultant, services, key personnel, and sample scope, which are incorporated herein by reference.

NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:

1. **BASIC SERVICES OF CONSULTANT:** The basic services of the Consultant will consist of the project approach outlined in the Qualifications Consulting Services Downtown parking Master Plan submitted September 29, 2006. This project approach (Attachment "B") was prepared in response to the Client's Request for Proposals.
2. **CHANGE AND ADDITIONAL WORK:** The Client may request other additional work not contained in the basic services. If such changes cause an increase in the Consultant's cost of or time required for performance of any service under this agreement not already agreed upon, an equitable cost and/or completion time adjustment shall be made, and this agreement shall be modified in writing accordingly. The parties shall agree on a cost of the additional or changed scope to include professional fee and any reimbursed expenses that may be applicable.
3. **COMPENSATION:** Compensation for the services described on page 3 of the Client's Request for Qualifications for Consulting Services Downtown Parking Master Plan, Attachment "A" shall be paid to the Consultant by the Client as follows:
 - a) The total fee services to complete the scope of services as defined in Request for Qualifications shall be Twenty Five Thousand (\$25,000) dollars.
 - b) Included within the stated fees above are the estimated costs of reimbursed expenses incurred in travel, lodging, communications, shipping, printing, etc. The fee includes provisions for five (5) person trips to Salina, and five (5) copies each of the preliminary and final reports.
 - c) The professional services fee will be billed in installments as tasks are completed with no less than 50% of the total fee due following submittal of the preliminary report and 100% of the total fee due following submittal of the final report.

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- d) Payments are due and payable thirty (30) days from the date of the Consultant's invoice. Amounts unpaid thirty (30) days after the invoice date will bear interest rate of one and one half (1.5%) percent per month.
- 4. **SERVICES TO BE PROVIDED BY THE CLIENT:** The services or information to be provided by the Client shall include, but not necessarily be limited to the information contained in the "Go List" provided as Attachment "C". Additionally, the Client will be responsible for scheduling review meetings for the preliminary and final reports.
- 5. **TIME OF COMPLETION:** The Consultant shall complete the study within 120 days from the date of the Project Kick-Off meeting. The final schedule shall be agreed upon between the Consultant and the Client. Any schedule will be dependent on meeting date availability, timely production of requested documents from the Client and timely review by the Client of information provided by the Consultant. Attachment "D" is a detailed schedule including the anticipated meetings and tasks.
- 6. **ACCOUNTING RECORDS OF CONSULTANTS:** Project records of the Consultant's services and expenses, and records between the Client and the Consultant shall be kept on a generally recognized accounting basis and shall be available to the Client or its authorized representative at any mutually convenient time during the term of this Agreement and for one (1) year thereafter.
- 7. **TERMINATION OF AGREEMENT:**
 - a) This Agreement may be terminated with or without cause by the Client at any time. In the event of such termination, the Consultant shall be compensated for such services as are performed up to the point of termination.
 - b) This Agreement may be terminated by either the Client or the Consultant upon failure by the other to satisfactorily perform the terms and conditions of this Agreement, if either does not satisfactorily perform within ten (10) days of receipt of written notice from the other specifying the manner of failure. In the event of such termination, the Consultant shall not be entitled to further compensation from the Client for work performed or costs sustained following the date of such termination.
 - c) In the event that the Client should determine to suspend or abandon all or any part of the work described herein, it shall give written notice to the Consultant who shall immediately terminate all work affected. Within thirty (30) days of the date of abandonment, the Client shall pay the Consultant in full and final settlement for all services rendered in connection with the abandoned work, compensation at the rate set forth in Paragraph 3 for all of the Consultant's services performed prior to receipt of notice of abandonment. Upon making such payment, the Client shall have no further obligation to compensate the Consultant.
- 8. **ASSIGNMENT:** All services covered by this Agreement shall not be subcontracted or assigned to any other party.
- 9. **INDEPENDENT CONTRACTOR:** The parties intend that the Consultant shall be an independent contractor in performing the services provided by this Agreement. The Consultant is not to be considered an agent or employee of the Client for any purpose, and the officers, employees, and agents of the Consultant are not entitled to any of the benefits the Client provides for Client employees including, but not limited to, Worker's Compensation Insurance and withholdings for taxes. The Consultant shall fill out necessary IRS forms as may be necessary as an independent contractor.

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10. **NONWAIVER OF BREACH:** Any waiver by either party of a breach of a provision of this Agreement shall not operate or be construed as a waiver or any other breach of such provision or waiver of any breach of any provision of this Agreement.
11. **INDEMNIFICATION:** The Consultant agrees to indemnify and save harmless the City, its officials, agents, servants, officers, directors and employees from and against all claims, expenses, demands, judgments and causes of action for personal injury or death or damage to property where, and to the extent that, such claims, expenses, demands, judgments, or causes of action arise from the Consultant's negligent acts.
12. **INSURANCE:** The Consultant shall be solely responsible for acquiring and maintaining all insurance to properly protect itself, its employees, agents and third parties, including without limitation general liability insurance. Insurance shall include workers compensation, automobile (required minimum limits: \$500,000 each accident, combined single limits, bodily injury and property damage) and general liability insurance (\$500,000 minimum). No modifications to the policies will be made without at least 30 days prior notice to the Client. The Consultant shall provide the proof of insurance identifying the Client as the certificate holder.
13. **NONDISCRIMINATION:** In consideration of the signing of this Agreement, the parties hereto for themselves, their agents, officials, employees, and servants agree not to discriminate in any manner on the basis of race, sex, religion, age, color, national origin, ancestry or disability with reference to the performance of this Agreement and in conformance with *Salina Code* Chapter 13. Prior to any commencement of work under this Agreement, the Consultant shall submit to the Salina Director of Human Relations an acceptable written Affirmative Action Plan.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first above written.

APPROVED AS TO CONTENT: *City of Salina, Kansas (Client)*

By: _____

Its: _____

Rich and Associates, Inc. (Consultant)

By: _____

Its: _____



REQUEST FOR QUALIFICATIONS FOR CONSULTING SERVICES DOWNTOWN PARKING MASTER PLAN

Request for Qualifications- Downtown Parking Master Plan

The City of Salina ("City") is interested in requesting the qualifications from consulting companies to generate a downtown parking master plan. Background information and a general scope of service to be performed are included. Funding up to \$25,000 for the downtown parking master plan review is included in the City's 2006 budget.

In order for the City to determine which company is most qualified to perform the downtown parking master plan, we ask that each company provide the following information.

GENERAL INFORMATION

- 1) Name, address, and phone number of consulting company.
- 2) Geographic location of company's principal office(s).
- 3) The number of years such company has completed projects which are very similar to that requested herein.
- 4) The percentage of company's time spent or volume of total annual work performed on such studies/projects.
- 5) The number of projects conducted over last ten (10) years.
- 6) Size of company's total staff and size of firm's project staff utilized for services requested.
- 7) Vitae of company's employees who would be responsible for performing technical work or project management on this project (please do not include clerical, data entry, etc.).
- 8) Any other information related to company's background, experience, etc. that company may wish to include.

RELATED EXPERIENCE

- 1) Provide at least three (3) examples of projects similar in scope that your company has completed in Kansas or a nearby state.



REQUEST FOR QUALIFICATIONS FOR CONSULTING SERVICES DOWNTOWN PARKING MASTER PLAN

FOR EACH PROJECT PLEASE PROVIDE

- Overview and general description of project.
- Specific services provided by your company and time required to complete each service.
- Cost of project.
- Name of project customer for which your company performed work.
- Name, title and phone number of project customer representative that City may contact.

OTHER INFORMATION

- 1) Please provide a description of your conceptual approach and methodology for this type of project. A formal scope of services will be agreed upon following the selection of the most qualified consultant.

Please feel free to provide any additional information that you deem to be related to the project.

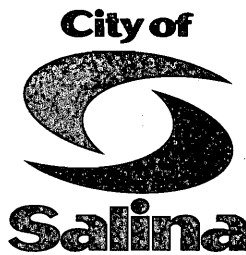
QUALIFICATION STATEMENT SUBMITTAL REQUIREMENTS

Submittal Deadline: September 29, 2006

Please send your information to the following address:

City of Salina
Attn: Cameron Gales, City Managers Office
P.O. Box 736
Salina, KS 67402-0736

Please feel free to contact me at (785) 309-5700 if you have any questions concerning the scope of services or qualifications.



REQUEST FOR QUALIFICATIONS FOR CONSULTING SERVICES DOWNTOWN PARKING MASTER PLAN

INTRODUCTION

City of Salina, Kansas is seeking qualification statements from professional consulting/management firms to perform a downtown parking master plan for its downtown business district. Inquiries relative to this proposal shall be directed to Cameron Gales City Managers Office.

BACKGROUND INFORMATION

The Salina city Commissioner has authorized a budget of \$25,000 for a downtown parking master plan. This request is in response to ongoing downtown parking needs and challenges as recommended in the 2002 Progressive Urban Management Associates Market-Based Downtown Plan. The results of a related community attitudes survey distributed to 5,476 Salina household illustrated that 31% of respondents indicated parking as a reason for avoiding the downtown and identified the need to focus on overall parking management, demand and supply.
www.salina-ks.gov/PublicInformation.htm

GENERAL OVERVIEW OF SERVICES TO BE PERFORMEND

The following is an overview of the services anticipated for this project. A final scope of services and project cost will be negotiated with the selected professional service provider.

- ❖ Detailed analysis of parking inventory and penalties
- ❖ Identification of parking strengths, weaknesses, opportunities and threats
- ❖ Provide detailed recommendations regarding parking operations, capacity, financing and future physical improvements both for today and in future years
- ❖ Work closely with city officials, Salina Downtown, Inc. representatives and downtown merchants to determine goals and objectives for downtown parking program



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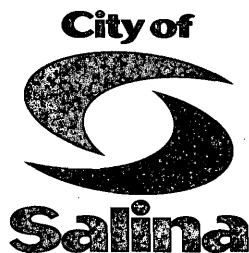
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Introduction

The study we would propose to undertake for the City of Salina would seek to gain an understanding of the economic development activities and opportunities downtown, and answer vital questions about the conditions and adequacy of the parking system. Some of the questions that we would seek to answer would be include but not be limited to the following:

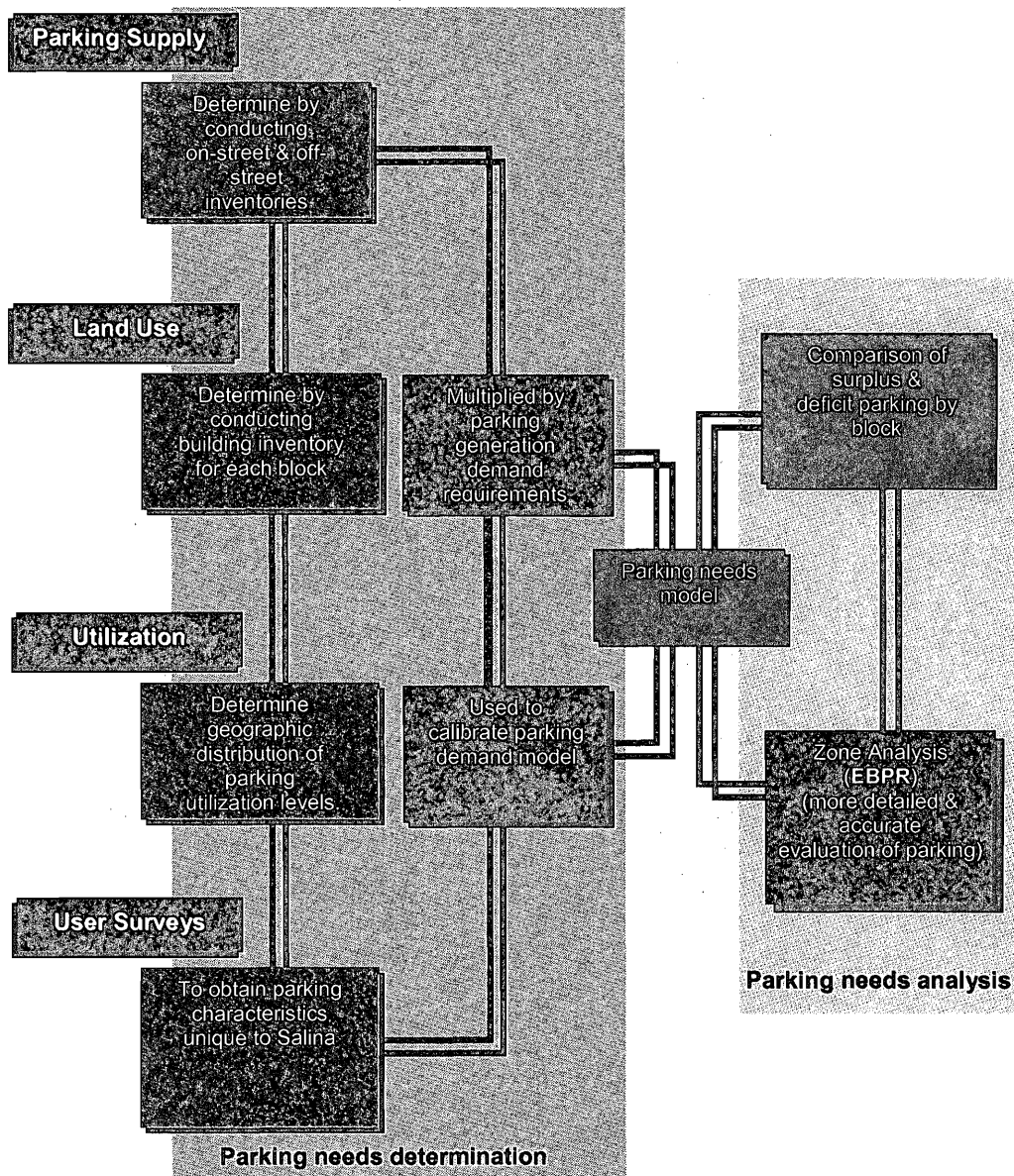
- *What is the nature and magnitude of the present parking situation downtown?*
- *What factors are influencing current parking trends (both positive and negative)?*
- *How will new development (mixed-use and residential) impact parking?*
- *In what areas is there insufficient capacity to satisfy peak needs?*
- *What changes in parking policies, regulations and requirements can positively influence new development/redevelopment opportunities?*
- *What impact, if any, will changes recommended to the total parking system have on the long-term conditions of the downtown?*
- *Is it possible to more effectively manage the supply of public and private parking downtown so that the needs of the different user groups are better accommodated?*
- *What parking generation ratios are appropriate for the types of development occurring downtown?*
- *What parking mitigation strategies can help better manage parking demand and how can alternative transportation play a key role? TOD's (Transit Oriented Development) be included in the planning?*
- *Are there parking rate structure strategies that can be implemented to more effectively manage the supply and demand for parking?*
- *How many spaces should be built in the form of surface and/or structured parking facilities?*
- *Are there sites for additional parking development that are properly located to meet the current and future needs of the CBD and that are consistent with the community's goals and objectives?*
- *Which sites offer the most convenience, can maximize revenue and attract private investment?*
- *What impact would the addition of more parking have on the parking operations and what changes are needed to effectively manage the expanded system?*
- *How can improvements, both capital and operational, be financed?*
- *Is the current parking rate structure sufficient to meet current and future operational and capital improvement needs?*
- *How may the implementation and timing of new parking impact redevelopment and new development?*

The goal of this study is to provide the City with answers to these and other questions and, in so doing, prepare for the City a long-term parking improvement program. We recognize that the models and strategies that we have developed successfully for other cities would not necessarily be successful in Salina. Long term recommendations and strategies must respond

to the unique characteristics of the City to be implemented successfully and to effect positive change.

Scope of Work

Phase 1 - Parking Demand Analysis involves quantifying and qualifying the parking needs in the study area.



Task 1 - Kick-Off Meeting

The goals and objectives of the study will be reviewed during a kick-off meeting. We will review the overall work program, discuss significant issues, and review the boundaries of the study area to insure that all major demand generators, development areas and supply providers are accounted for in our analysis.

During the kick-off meeting, our team will request specific information and documentation. This information was identified on page 1 of this section

Public Meeting

Throughout the study it is important for City officials to be kept apprised of the project status. At the conclusion of each task, our Project Manager will prepare and distribute a Progress Memorandum.

We recommend that a public (stakeholder) meeting be held at this point. During this meeting we will meet with members of the community and present to them the purpose and goals of the study, the study process, data collection tasks that we will be completing, and a preliminary schedule for completion of the study. The goal of this meeting is to introduce them to the parking study process and answer any questions that they may have. We find by doing this prior to the surveying and data collection tasks that we get better response rates on our surveys.

Task 2 - Field Research and Data Collection

In this task various inventories, counts and surveys will be completed to update current data the City may already have and/or data from previous studies. This information is vital to quantifying available parking and establishing characteristics unique to Salina. Our approach, collecting and using unique data gathered in the subject area has proven to be a more realistic and accurate means of projecting current and future parking demand.

A. Parking Space Inventory

Purpose

To update inventory of all public and private off-street parking and on-street parking in the study area.

Methodology

1. Review previous studies and current counts or inventories.
2. Complete an update to the inventory of all public and private spaces in the study area and categorize by:
 - on or off-street parking,
 - use restrictions (private or public) and hours of operation,
 - parking mix - long term vs. short term, residential, commuter, etc.
 - parking rate analysis,
 - availability of parking - waiting lists for monthly lease parking,
 - residential parking (on-street and off-street).

Results

1. Parking inventory shown on tables and maps, (refer to Table A)

2. Parking rate analysis.

Table A Off-Street Parking Inventory								
Block	Rsdtl	Mthly	Meter	Free	2Hr.	12Hr	Prvt	Total
1	123	0	158	213	0	118	232	844
2	27	102	110	98	312	133	151	933
3	0	54	0	77	0	0	63	194
4	0	151	0	0	88	156	20	395
5	0	0	0	567	21	133	18	739
6	0	81	0	0	55	232	70	438
Total	150	388	268	955	476	772	554	3,543

B. Land Use Review

Purpose

All of the land use in the study area will be analyzed. Land use not available in the information collected from the City or from previous studies will be gathered. To accurately assess both current and future parking needs, planned projects in the area will also be reviewed for their potential impact on the parking system.

Methodology

1. Update building inventory on each block face in the study area.
2. Identify each building, business type, vacancies & parking.
3. Analyze square footage from information provided by the City.
4. Identify residential uses, multi-family, commercial, educational, etc.
5. Quantify employment (daytime) in each building.

Results

1. Land use and parking by block, and total square footage.
2. Ratio of building use (*e.g. percentage office, retail, residential, etc.*)
3. Record of vacant building space and vacant or underutilized land.
4. Employment levels.
5. Land-use database.

C. Parking Utilization Analysis

Purpose

We will perform a utilization study of select on-street and off-street public and private parking spaces. We will coordinate with the City on the date and times for this analysis. This task provides the average hourly occupancy figures, which will support the demand projections and identify which, if any parking areas are currently underutilized. This information is also important in projecting the parking system revenue.

Methodology

1. Record vehicle's license plate number in each space once every one to two hours.
2. Completed on a typical weekday from 9:00 am to 8:00 pm.
3. At free spaces, note any violations and citations issued for overtime parking.

We will utilize the firm's specialized software to evaluate parking space usage patterns.

Results

1. Using computer software written by Rich and Associates, determine:
 - geographic distribution of usage among all public and private parking areas, (refer to Table B)
 - the occurrence of any vehicle space shifting to avoid time violation,
 - overtime violation and citations noted
2. Comparison with any existing occupancy data, and data from the previous studies.

Table B On-Street Parking Occupancy Distribution					
Zone	Less Than 50%	Between 50%-75%	Between 75%-90%	More Than 90%	Total # of Blocks
A (1)	1	4	1	6	12
B	4	2	2	0	8
C	0	5	3	4	12
D	1	1	3	1	6
E	8	16	8	11	43
F	3	2	6	5	16
Total	17	30	23	27	97

(1) Number of blocks in the respective zone, e.g. the parking on 1 block in Zone A was less than 50% occupied.

D. Manager Interviews / Employee Surveys

Purpose

The purpose of these surveys is to collect data specific to different land use types (*parking demand & trip generators*) in the study area. This information consists of parking characteristics of businesses and downtown employees to confirm or adjust parking generation requirements (zoning codes) by land use and modal split.

Methodology

1. Interview a sampling of owners/managers of different land uses (business types) in the study area, and distribute questionnaires to employees.
2. Questions to managers include:
 - type of business,
 - square footage of area,
 - number of full time and part time employees,
 - estimated number of visitors/customers during a typical and peak day, parking provided to the business,
 - future plans, etc.

Results

1. Establish parking generation requirements by land use
2. Determine the following characteristics for employees:
 - modal split by classification (drive and park),
 - origin and destination (location parked),
 - distance parked to work place,

- duration parked,
 - perception of downtown parking.
3. Use employee survey data with manager surveys to project long-term demand by land use.

E. Regional Surveys

Various municipalities will be contacted to gather regional information on parking suburban downtown standards. The municipalities will be chosen in consultation with City staff. The purpose of these surveys is to gather information on regional trends of parking standards in mixed-use environments for various types of land uses and downtown business districts. This information will be used to analyze the appropriate parking generation rates for Salina.

F. Stakeholders Interviews

We will develop a list of candidates for potential interviews. Interviews will be conducted with City officials, business interests, and other private parties. These interviews will be focused on identifying parking issues and needs, development and redevelopment plans and opportunities, and parking policies.

Task 3 – Parking Projections

The data collected during the fieldwork and surveys will be compiled and analyzed. The unique characteristics of the different user groups in Salina will be defined and charted for comparison. We will compare parking demand generation factors calculated from the study and gathered from the surveys to national standards, local zoning and past studies.

All of the data gathered from the study relative to parking demand generation factors will be taken into consideration and we will consult with the City on identifying ratios that are more appropriate to Salina. We do not want to rely solely on regional or national standards in establishing parking generation ratios. There are unique factors in every community that can influence the need for parking. These factors include parking pricing, convenience and accessibility, transit availability, land use density and mix, distance from commuter train station, etc. National standards or industry averages do not take these factors into consideration.

A computer analysis will be used at this point to review existing parking demand and supply within the study area. Future parking demand will then be factored into the analysis.

A. Current Demand

1. Summarize parking characteristics by land use and needs by block.
2. Project short term (ST), long term (LT) and residential parking needs for various times of the day such as 10:00 a.m., noon, 2:00 p.m., 5:00 p.m., 7:00 p.m., 9:00 p.m. and any seasonal demand.
3. Compare results of current demand projections for times noted in #2 above to utilization study results for those corresponding times to calibrate analysis.
4. Identify shared use parking impacts and opportunities.

5. In tabular and graphic form, show current parking supply and demand by block and block face.
6. Identify area of vacant parking spaces and how that availability impacts the surrounding blocks.
7. Where appropriate, divide the study area into zones, EBPR (Effective Block Parking Radius), *(the zones may include, transitional, residential, governmental areas, etc.)*.
8. Identify surplus or deficit conditions by block, block face and zone.

Table C Parking Demand Generation Factors					
	(1)	City	R&A	From	Factor
Land Use Type	ITE	Code	Model	Study	Used
Professional Svcs	4.11 spaces	6.67 spaces	4.00 spaces	3.30 spaces	3.32 spaces
Restaurant	9.08 spaces	6.67 spaces	6.87 spaces	6.27 spaces	5.65 spaces
Retail	3.07 spaces	6.67 spaces	2.99 spaces	2.75 spaces	2.41 spaces
Service	N/A	6.67 spaces	4.80 spaces	4.30 spaces	4.13 spaces
Office	4.11 spaces	3.33 spaces	3.50 spaces	3.30 spaces	3.10 spaces
Mixed-Use (2)	N/A	N/A	3.25 spaces	4.00 spaces	3.92 spaces
Hotel	.80 space room	1 space room	1 space room	N/A	1 space room

(1) parking spaces per 1,000 square feet of space
 (2) mixed-use is a combination of retail/office and service office

B. Future Parking Demand

1. Base future parking demand within the study area on the following;
 - re-occupancy of vacant space,
 - new buildings to be constructed and infill development on existing surface lots (commercial, residential, retail, etc.),
 - changes in land use and in traffic patterns,
 - alternative development scenarios from Task 1,
 - changes in parking operation (allocation, rates, time restrictions, enforcement), and
 - expansion of the existing parking system.
2. Complete future supply and demand projections by block face, block and zone.
3. Identify areas of parking surplus or deficit by block and zones.
4. Analyze different development/re-occupancy scenarios,
5. Forecast changes in parking demand on near term, mid term and long term basis.

C. Review of Current and Future Parking

Parking demand will be projected for periods covering 5, 10, and 20 years. We will review with the City blocks of current and future deficits or surpluses, and review issues such as additional parking, the related timing and costs, and how underutilized areas may be used more efficiently. From this, recommendations will be prepared and will include future parking needs and areas for future parking lot/garage locations.

Table D: Supply vs Demand (Zone Analysis) - Zone 1							
Block #	Parking Supply			Parking Demand			Surplus/ (Deficit)
	On-Street	Off-Street	Total	Lg Term	St Term	Total	
2	23	279	302	79	68	165	137
3	35	27	362	303	277	580	(218)
4	20	22	42	45	60	105	(63)
5	25	57	82	65	31	96	(14)
6	28	65	93	46	46	92	1
13	24	139	163	154	142	296	(133)
14	15	55	70	63	35	98	(28)
15	20	16	36	149	163	312	(276)
16	7	14	21	143	65	208	(187)
20	9	608	617	32	71	103	514
Total			1788			2055	(267)

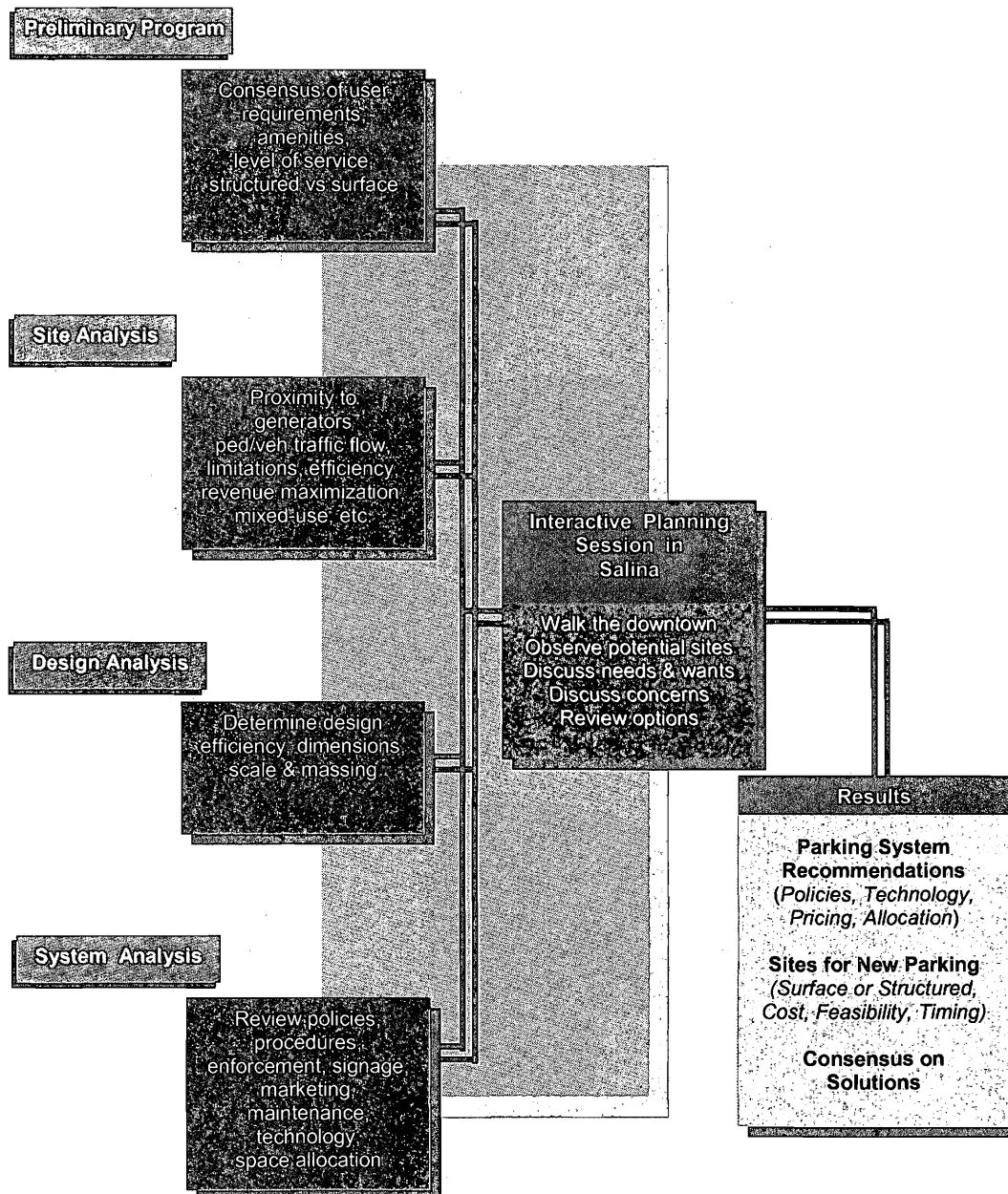
Task 4 - Preliminary Report/Meeting

At this point a meeting will be held with the City (*or Parking Study Committee if one is established*) to review the preliminary report. This report will contain the data compiled from the counts and surveys, analysis of the parking, current and future demand projections, an assessment of future City parking system needs, rate analysis and pro forma.

Based on the results of the preliminary report meeting, our analysis of the parking needs, and of the current financial conditions, we will begin the process of recommending improvements to insure the long-term economic vitality of the downtown and the parking system. The elements of this improvement program will address all aspects of the parking system including operational and management strategies, space allocation, wayfinding, financing and capital improvements in the form of new parking, equipment, etc.

Public Meeting: At this point we suggest that another public meeting is held to present to the community the fieldwork and the projected parking conditions. This will give us the opportunity to reach out to the citizens and gather their input on possible solutions. The purpose is to continue the consensus building process so that as difficult decisions need to be made by the City, the community understands many of the dynamics around the decision.

Phase Two - Parking Improvement Program is the preparation, recommendation and implementation of strategies for short and long term parking improvements that combine parking management improvements, with capital improvements.



Task 5 - Parking Operations / Management

An important part of a viable long-term parking improvement program are improvements to the parking system. Our scope of work includes an examination of the current parking operations including the following.

A. Review of Existing Organization

As part of this process we will review the organization or management structure overseeing the parking operations. The purpose of this review is to understand the roles and responsibilities of the person(s) involved in the daily management of the parking system, how assets are managed, policies are created or modified, and enforced.

B. Review of Existing Facilities

Each of the parking areas will be reviewed for current conditions. We will review conditions of parking control equipment, surface condition and maintenance. This is completed to project the maintenance costs of existing parking, and measure the attractiveness of each area, including lighting, security, cleanliness, signage and wayfinding, etc.

C. Parking Policy Review

In order to develop recommendations concerning parking operations and management a review of the parking policies will be necessary. This review will include policies related to long term and short term space allocation, parking rate increases, space turnover, in lieu parking payments, seasonal and special event parking, peripheral parking, parking meters and enforcement. Based on the review of the above policies, recommendations will be developed. In addition we will look at the existing fee in lieu of parking ordinances and benchmark that to other communities.

D. Marketing of Parking

An analysis will be made of any existing marketing procedures implemented for the parking under the control of the City. Such issues as security, wayfinding, and park and shop programs will be reviewed for their effectiveness...

Based on feedback from the various surveys completed in the beginning of the study process, we will analyze potential amenities and/or services that may be added to the operations to improve marketability, user friendliness, and generate goodwill and additional revenue.

E. Parking Signage and Wayfinding

As part of this task we will review the signage and wayfinding within each parking area, at the entrances and exits, and at the street level directing visitors to public parking. The purpose of this review is to assess the effectiveness of the signage at directing visitors to available parking, to the appropriate parking space, communication of policies and rates, and other pertinent information. Proper signage can improve people's perception that there is not sufficient parking downtown by making it easier for people to find parking and their destination.

F. Enforcement

The enforcement of policies will be reviewed along with the number of tickets written and the collection rate. We will also review current staffing, routes and methods of issuing tickets. Recommendations will be developed to enhance enforcement productivity and customer service.

We will update our current database of municipal parking rates in this region from recent studies we completed in similar Cities.

Task 6 - Rate Review Other Communities

As previously mentioned, a review of the historic rates and rate increases in Salina, including both public and private parking, will be completed. In addition, we will research parking rates in other communities surrounding Salina as well as benchmark communities of similar size in the region. This information gives credence to the rate projections and ultimately the revenue projections for both the existing and future parking system.

Task 7 - Existing Parking Analysis

Based on the parking needs and our previous review of existing parking areas, we will evaluate each surface parking lot. The purpose of this evaluation is to determine the feasibility of reconfiguring the areas to improve capacity and traffic flow. At the same time we will also evaluate the allocation of City owned parking.

Before re-allotment of current parking, the City should establish objectives and policy for the use of City-owned parking. Based on the City's objectives for parking a simple economic model will be developed to provide guidance in the re-allocation of City parking spaces. The model will use the parameters of land use, revenue, value and distance. The model will be developed in a manner that will allow the City to adjust the parameters.

Task 8 - New Parking Analysis (Preliminary Program)

Based on our analysis and projections of parking demand within the study area, we will complete a site analysis for the construction of new parking. Much of the information gathered in the previous tasks, particularly the demand projections by block, and the analysis of future developments, will be used in this analysis.

We will review with the City the parking needs of the study area and collectively develop a preliminary program for new parking alternatives. This preliminary program will serve as a basis for analyzing sites. The preliminary program may include an analysis of the following:

1. review of any downtown development strategies, master plans and/or design guidelines,
2. evaluate projected parking needs and relate to size of new parking area,
3. evaluate user requirements (*long versus short term needs*),
4. review any requirements/opportunities for potential mixed-use space,
5. evaluate opportunities for multi-modal options, ie intercity and intracity bus transportation,
6. review timing of needs and phasing options (future expandability),
7. develop evaluation criteria and decision matrix.
8. new buildings to be constructed, or changes to existing buildings (potential infill development on existing surface lots) in the District and Focus Areas.

We will review the parking needs on a block by block basis and by zone. We will discuss the factors that are impacting the parking in each zone and on each block. Special emphasis will

be placed on development/ redevelopment of vacant or underutilized land. Rich and Associates will prepare several scenarios projecting parking needs based on land use mix, building size and density, and how parking impacts or promotes development and how transit can be a part of the plan.

Again the purpose of this review is to make certain that all involved have a firm understanding of the parking needs downtown and the factors contributing to any deficit conditions. From this we can then begin the process of making recommendations to meet the near term and long term needs.

Task 9 - Site Analysis New Parking

Based on the preliminary program developed in Task 8, we will evaluate sites for new parking lots and/or structures. This will include an analysis of the following:

1. evaluate each site - dimensions, topography, utilities, etc.,
2. evaluate existing traffic flow and patterns to and from each site,
3. study pedestrian flows from each site to the various demand generators,
4. study access from surrounding streets and proposed entry/exit locations in potential lots and/or structures,
5. evaluate environmental and historic site impacts,
6. evaluate sites with respect to any demolition requirements,
7. evaluate sites with respect to property ownership and acquisition requirements,
8. identify sites that are existing parking lots and the resulting net add impact.

We would also suggest inviting the public to a portion of the Interactive Planning Process to discuss their issues, let them observe how sites are analyzed, and explain why certain sites are considered and others are not.

It has been our experience that including the public in this process will further help us gain consensus on a final improvement plan.

We propose that a two day Interactive Planning Session be held during the site analysis phase to involve the City and others or the Parking Study Committee if one is put in place. During the IPS we will confirm the program above, and validate sites for new parking. Prior to this process we anticipate that many of the valid sites will be reviewed among the consultant team and City project manager or study committee.

For each site alternative we will discuss the following:

1. design feasibility,
2. impact on surrounding businesses,
3. impact on relationship to existing & proposed transit operations,
4. impact on traffic circulation and accessibility,
5. ability of the adjacent streets to handle additional traffic volume,
6. relationship of the parking to areas of existing and future parking demand,
7. ability of parking to enhance future economic development,
8. general site accessibility,
9. location to current and potential demand generators,
10. projected land acquisition and relocation costs,
11. ability of site location to enhance feasibility of mixed-use opportunities,
12. existing parking lost to structure(s) (net add if site is existing lot).

Task 10 - Cost Analysis

For the parking improvements we will prepare preliminary cost estimates. These estimates will include both capital costs and operating costs.

For new parking facilities the project Costs will be less any additional funds that could be contributed to the project to offset the total project costs. These funds could come from reserves, state and/or federal sources, grants, revenue from the sale or lease of commercial space within the proposed structure(s), in lieu fee funds, etc.

The *Finance Costs* will also be prepared and include interest expenses, any interest income derived, bond counsel expenses as well as applicable financing fees. The resulting annual debt service amount will be based on the total amount of bonds at current market rate and an appropriate amortization.

Operating Costs will be based on our review of the current operations, and will include labor, materials, maintenance and debt service costs, plus annual capital improvements needs.

Task 11 - Pro Forma Analysis

This task encompasses the body of work necessary to measure the sufficiency of the current parking operations and rate structure to produce the amount of revenue needed to meet current and projected operating requirements and capital improvement investments. This task is broken down into three steps.

A. Operation Cost Analysis

Operating expenses will be projected based on historical increases and changes discussed with the City for the next 10 years. The operating expenses will also include routine maintenance, repair and replacement items. Any new parking areas or changes to the parking system will also be factored into the projected operating expenses.

B. Revenue Analysis and Projections

Preliminary revenue projections will be prepared based on current utilization of the City's parking areas and future projections of utilization based on changes in utilization, changes in the City's parking areas and changes in rates and fines.

C. Preliminary 10 Year Pro Forma Analysis

The 10-year pro forma will be completed. If deficits occur or debt obligations are not met at any given year, options will be evaluated for changes to meet system requirements.

Task 12 - Final Report / Meeting

A draft final report will be prepared and submitted to the City for review. Any modifications required as a result of this review will be made and the Final Report completed. We will make two formal presentation of the Final Report. The overall recommendations will form a Parking Improvement Program including, but not limited to:

A. Near-Term Recommendations

1. Improve perception of parking i.e. signage, security, maintenance, marketing and promotional activities.
2. Increase parking supply through improved efficiency in existing areas.
3. Parking generation rates for mixed-use & residential development.
4. Modify parking system space allocation.
5. Changes to parking ordinances, zoning, etc.
6. Expand existing parking lots or consider sites for new structure.
7. Parking system management / operations improvements, policies, regulations, procedures, enforcement, etc.
8. Parking mitigation strategies.
9. Implementation (timing, sources, costs, funding).

B. Mid-Term Improvements

1. Identify need for new parking based on needs and development activities.
2. Consider land banking - surface parking now - structured parking in the future.
3. Financial impact, financing alternatives.
4. Vehicle and pedestrian traffic concerns.
5. Implementation (timing, sources, costs, funding).
6. Changes to Fee in Lieu of program

C. Long-Term Improvements

1. Identify new parking to be implemented based on revised supply / demand analysis.
2. Demolition of existing structure and replace with new parking, commercial development or combined mixed-use structure.
3. Site concerns for surface and structured parking options.
4. Parking mitigation measures (shuttle remote parking, vanpool, etc.).
5. Financial impact, financing alternatives.
6. Implementation (timing, sources, costs, funding).

Rich and Associates has compiled the following list of desired data and information to help in early planning before commencing on the parking study.

1. **Publicize Study** - Once the dates for the fieldwork have been established, public notification of the study through newspapers or other media should be done to make the community aware that our staff will be conducting surveys and interviews.
2. **Listing of key individuals/organizations that should be met with during the study** - Please provide us with a list of the stakeholders along with contact names and phone numbers.
3. **Maps** – Most recent GIS mapping and associated layers and attributes.
4. **Aerial Photographs** - Most recent digital orthophotography.
5. **Building Inventory** – A printout or digital file of each building/business name and the building square footage, use and occupancy.
6. **Zoning information** - Current code (regarding parking).
7. **Assessment District or Fee In Lieu Of Parking** - Please provide any information that you may have regarding current assessment districts or in Lieu of fees, if applicable.
8. **Parking System Revenue/Expense information for the last two years.** - If possible, a meeting should be scheduled with the parking enforcement staff during the week of the fieldwork to discuss their observations. In addition to the information above, enforcement information such as:
 - Enforcement staff schedules, collection schedules, routes, number of tickets written by person or route if possible by month for the last 24 months should be provided. What is current fine schedule? Where does fine revenue go? How does enforcement work i.e. handhelds (type)?
 - Parking revenue for last two years by revenue type (hourly, meter, permit, fines etc.) and by location (individual lots, structures, on street etc). If this enforcement has been kept by month, please provide.
 - Date and amount of last two rate increases for meters, lots, structure and fines.
 - Expenses - A breakdown of parking system expenses for the last two (2) years (if possible).
 - Is there any outstanding debt related to parking, and if so what is the amortization schedule, are there bond covenants, and could we have a copy of any offering/official statements?
 - Where does the net parking revenue go, general fund?
9. **Parking Policy Framework Document** – If applicable, any statements or policy documents that you would like the study to adhere to.
10. **Downtown Development Plans** - Summary of planned downtown developments, including location, land use, status and timeframe of likely development.
11. **Planning Documents** –Community Master Plans, Sub-Area plans, and other studies relating to transportation, parking or community development.

SCHEDULE

- **Fieldwork begins the week of February 5, 2006 (duration-one week)**
 - Fieldwork includes
 - Turnover and Occupancy Study
 - Parking and building inventory
 - Distribute Manager and Employee surveys
 - Kick-Off Meeting with Project Committee
 - The goals and objectives of the study will be reviewed during this meeting. The process of the parking study and the overall work program will be discussed.
 - Individual Stakeholder meetings
 - These interviews will be focused on identifying parking issues and needs, development and redevelopment plans and opportunities, as well as parking policies.
 - First Public input/Focus Group session
 - This session will be focused on educating the public on the parking study process as well as reviewing the goals and objectives of the study. The goal of this meeting is to introduce the public to the parking study process and answer any questions they may have.
- **Preliminary Report April 9, 2006 (tentative)**
 - Deliverable: Prior to the Preliminary Report, Rich and Associates will forward electronically a copy of the preliminary report which will contain charts, tables and maps.
 - Meeting with Project Committee (This meeting will be scheduled as soon as the preliminary report has been reviewed)
 - A presentation of findings and a review of the preliminary report
 - Conduct Interactive Planning Session to review options and look at future parking recommendations
 - Public Meeting
 - A presentation of fieldwork findings and projected parking conditions. This session allows Rich and Associates the opportunity to reach out to the citizens and gather their input on possible solutions.
- **Final Report June 1, 2006 (tentative)**
 - Submit Draft Final Report for review (electronically) put in typical index. Include our implementation plan i.e. who should do it, costs, benefits etc.
 - The report will be provided to the City electronically such that it can be posted on the City's web site.

- Once the Final Report draft has been reviewed and modified we will schedule two formal presentations of the Final Report-
 - The overall recommendations will form a Parking Improvement Program. This report will be presented (Power Point) along with the recommendations to:
 - The Governing Body
 - Stakeholders