Proposal

Downtown Parking Analysis

City of Manitowoc, Wisconsin
Community Development Department

WISCONSIN
manitowoc

Economic Development
Project No: ED 010-01-10-21-000-000-531570

RICH & ASSOCIATES
Parking Consultants - Planners
www.richassoc.com

RICH & ASSOCIATES
PARKING CONSULTANTS

March 8, 2017

Mr. Nicolas Sparacio
City of Manitowoc
900 Quay Street
Manitowoc, WI. 54220

RE: Downtown Parking Analysis Proposal (RA# 8317p)

Dear Mr. Sparacio;

Rich & Associates, Inc. is honored and excited to have the opportunity to submit our proposal to provide expert parking consulting services to complete the Downtown Parking Analysis. Our firm, and more importantly our key parking professionals, have completed hundreds of similar parking studies throughout the country and the State of Wisconsin including similar recent projects for the Cities of Hudson, Monroe, Lake Geneva, Kenosha, La Crosse.

Rich & Associates will serve as the prime consultant providing parking consulting planning services. We will be responsible to the City for all aspects of the parking study. We are pleased to be associating with James Considine with **Considine and Associates**, a regional City Planning consulting firm. Jim will be working with our team throughout the study process assisting with data collection, participating in the public meetings, review of codes and planning recommendations.

We have had the pleasure working with Jim Considine over the past 15 years during his career with T.Y. Lin International. Together we completed numerous similar downtown parking studies including studies for the City of Des Plaines, IL, Evanston, IL, and Wilmette, IL.

The following is our comprehensive proposal that details our team's relevant qualifications and expertise, the key professionals within our firm that you will be working with on a daily basis, and a project approach that will result in accurate projections of the near term and long term parking needs of downtown Manitowoc. Accuracy in the projection of the parking downtown is critical to developing a viable long term parking improvement plan.

The key personnel that we have assigned to your project represent the best within our firm. These tenured parking professionals have experience in all aspects of downtown parking systems. Annaka L. Norris, Parking Planner with Rich & Associates, Inc. will serve as the overall Project Manager. Annaka will be directly involved in all aspects of the study and will be your main point of contact throughout the process. Annaka is uniquely suited to serve in this role

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PARKING CONSULTANTS

with more than 11 years of experience with the firm and her recent experience with the completion of similar studies.
Mr. Nicolas Sparacio
March 8, 2017

The City can be assured that the issues will be carefully and thoroughly investigated so that you can make informed decisions that are in the best interest of the Manitowoc community

We look forward to discussing our qualifications and approach with you in more detail. Thank you for your time and consideration. If you have any questions, please call me at 248.353.5080.

Sincerely,

Rich & Associates, Inc.
Parking Consultants

David N. Rich
Project Development Director

ATTACHMENT A

CONTENTS

BACKGROUND

Rich & Associates, Inc.
Parking Consultants - Planners

Rich & Associates is a full service parking consultant design firm providing customized solutions to every type of parking need. Since 1963 we have developed innovative facilities designed to meet the specific challenges of public and private owners.

We take a practical approach to parking based on our experience with more than ***3,000 parking projects*** worldwide and our experience in the private development and management of parking. With expertise in every stage of creating successful parking – from planning, to financing to design and operation, our experts have a real-world understanding to develop parking solutions that bring long term value to your community, development, or campus.

Our experience includes studying the interrelationship between different modes of transportation and how people travel to and from areas of interest; leading to the analysis of how much parking is needed. We look for methods to operate and locate parking to maximize transportation mode options for individuals. This can expand the parking service area, maximizing its use and resulting revenue to the system.

We have experience in the development and implementation of marketing and public relation programs for downtown parking systems including: upgrades to signage, improving accessibility to parking areas, park and shop programs, and upgrades to existing facilities to make them more user friendly. This experience facilitates our analysis of marketing parking systems. In addition, we have a great deal of experience in the operational assessment of existing parking systems through our experience in more than 300 cities and our hands-on experience operating municipal parking systems.

Our staff are exceptionally qualifiied to provide the following parking related services:

- assessing current parking needs
- analyzing current and future development plans
- projecting future demands,
- parking access and revenue control system analysis
- examining management and organizational aspects of the parking system to seek opportunities to maximize resources
- signage and wayfinding
- studying shared-use strategies and zoning code modifications
- developing programs for long-term parking improvements.

- financing strategies for new parking, including public / private partnerships
- site analysis and conceptual design studies
- traffic flow/functional design
- architecture and engineering
- planning, designing/engineering multi-use, mixed-use and multi-modal parking facilities

Rich & Associates' studies result in highly accurate long-term projections for all user groups. The customized approach we developed bases required projections on parking and user characteristics unique to the study area, and not on national or industry standards. We understand first hand the need to better manage supply and demand in order to meet needs first before merely building more supply. We know how important it is to develop alliances with private parking owners as part of the stategic plan so that the system as a whole (including both public and private resources) can better serve the community and provide for future redevelopment opportunities. Using the existing system to the fullest extent possible can take advantage of the currently available parking while ensuring that private business owners have the parking necessary to support their business and needs.

As the only company involved in the financing, development and management of parking, we know exactly what goes into creating successful parking. Through this experience we have a clear understanding of how our planning recommendations and designs will function and operate over time. We are at the forefront of designing state of the art, durable, sustainable and attractive parking for all types of land-uses for downtowns, retail and mixed-use developments, hospitals, colleges and universities, and transit.

Over the past six years our key parking professionals have completed similar municipal parking studies for the following cities:

City	State	Date	City	State	Date
City of Elon	NC	current	City of Jefferson City*	MO	current
City of Hudson	WI	current	City of Walker	MI	current
City of Monroe	WI	2016	Mid-Town Detroit*	MI	current
City of La Crosse*	WI	2014	City of South Bend	IN	2016
City of Longview/Gregg County	TX	2014	City of Brighton*	MI	2015
City of Lake Geneva	WI	2013	City of El Paso	TX	2015
City of Joliet	IL	2014	City of Hagerstown	MD	2012
City of Detroit *	MI	2015-	City of Dublin	OH	2011
City of Ada	MI	2015	City of Grand Forks*	ND	2012
City of Plymouth*	MI	2009/2016	Village of Wilmette	IL	2011
City of Downers Grove	IL	2011	City of Bristol	VA	2011
City of Ithaca	NY	2011	City of Coeur d'Alene*	ID	2016
City of Mt. Lebanon*	PA	2011	City of Loveland	CO	2012
City of Coralville*	IA	2011/15	City of Des Moines*	IA	2015
City of Lake Bluff*	IL	2014	City of Williston	ND	2014
City of Fort Dodge	IA	2014	City of Champaign*	IL	2011
City of Ft. Lauderdale*	FL	2011			

*repeat clients - performed several assignments

EXPERIENCE

City of Hudson, Wisconsin

Contact: Dennis Darnold, Community Dev.Dir
Phone: (715) 386-4776
Email: ddarnold@ci.hudson.wi.us

Rich & Associates is currently working with the City of Hudson on a comprehensive parking study. The City commissioned the study to understand the needs of the parking system which supports not only summer tourism but facilitates the downtown functioning as a central gathering place and shopping district for the community. With a number of fine restaurants which attract dining patrons from an extended service area, Rich & Associates witnessed the very high utilization of downtown parking, particularly during the evening hours even on a weeknight.

With an extended time-frame for data collection in order to provide multiple reviews of parking utilization as requested by the City, Rich has quantified and qualified the available parking supply and detailed land use data. Initial parking utilization statistics were collected during the summer tourism season, with additional counts scheduled for the fall (post tourism) season and holiday shopping period.

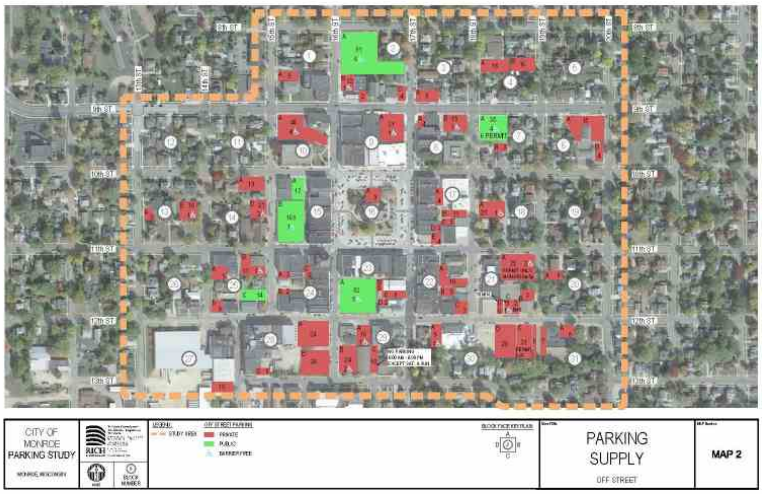
Rich & Associates recently presented the findings from the parking study draft final report to the Common Council of the City of Hudson, WI. While the study determined there is an existing and future deficit of parking within core blocks, more immediate solutions include recommending converting existing free spaces to paid parking spaces within the system. One key finding was that just 31% of the public parking downtown requires payment at either an on or off-street parking meter or use of a city issued permit. Converting more of the currently free spaces to paid parking would help provide needed revenues to support the parking system. Other recommended changes related to permit rates, the City zoning ordinance regarding the fee-in-lieu policy and enforcement policies and procedures.

City of Monroe, Wisconsin

Contact: Martin Shanks,
Assistant City Administrator
Phone: (608) 329-2521
Email: mshanks@cityofmonroe.org

The City of Monroe Wisconsin commissioned Rich & Associates to complete a comprehensive analysis of its downtown parking needs, particularly the area surrounding its Historic Downtown Square. All on-street parking on the Square is free and un-timed. Nearby was the City's only parking structure that was showing its age and in need of significant repair with many spaces marked as unavailable due to the structural condition of the garage. The City also controlled several surface lots. All on-street and municipally controlled off-street parking throughout the downtown was free.

An additional impetus for the analysis was that the City had received interest from developers for projects on existing city-owned lots. The City was therefore interested in understanding its options for the existing garage as to whether it should be repaired, replaced or torn down and what the impact would be on the downtown parking needs. Rich quantified the existing and projected future parking needs assuming the re-occupancy of various proportions of existing vacant space in conjunction with new development options. The study also evaluated the amount of surface parking that could be developed if certain buildings (as specified by the City) were demolished due to their existing poor condition as well as replacing the structure with a surface lot. The study also made recommendations for addressing parking management deficiencies in terms of the time limits and enforcement requirements for on-street parking that was allowing employees to utilize convenient on-street parking to the detriment of customers and visitors. Other recommendations were also made regarding parking maintenance, signage and marketing.



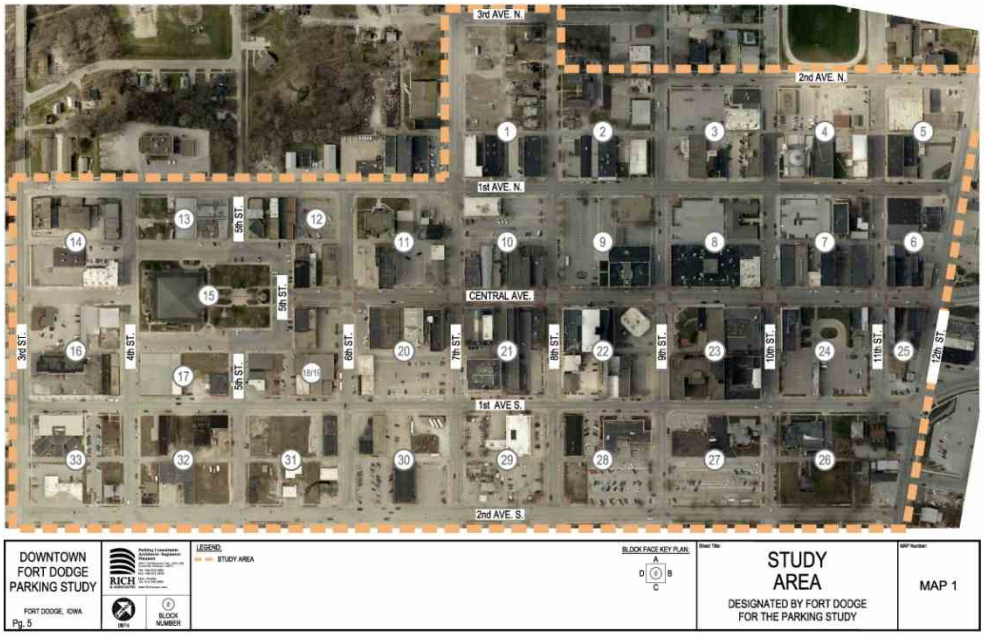
City of Fort Dodge, Iowa

Contact: Carissa Harvey, *Senior Planner*
Phone: (515)573-8321
Email: bacg@fortdodgeiowa.org

Rich & Associates was contracted to complete a parking study in the downtown historic district of Fort Dodge Iowa. Fort Dodge is in a rebuilding phase with redevelopment and re-occupancy of vacant space changing the downtown parking needs.

The goal of the study was to evaluate the use of existing parking supply and determine if the supply was adequate to meet current and future parking demand. RA was tasked with completing a turnover and occupancy study, a parking demand analysis and looking for new areas for parking and determine the best forms of parking (surface vs. structured) to be provided. Future changes and the potential impacts to the parking system were considered as part of the overall analysis. This included a proposed change to the downtown street system including a main arterial roadway that will bring more traffic through the downtown was assessed in how it would change the parking situation. RA found that there was currently enough parking for the existing uses in the downtown. As development continues and as parking lots are used for new developments the parking conditions will quickly change making it important to plan ahead for new parking.

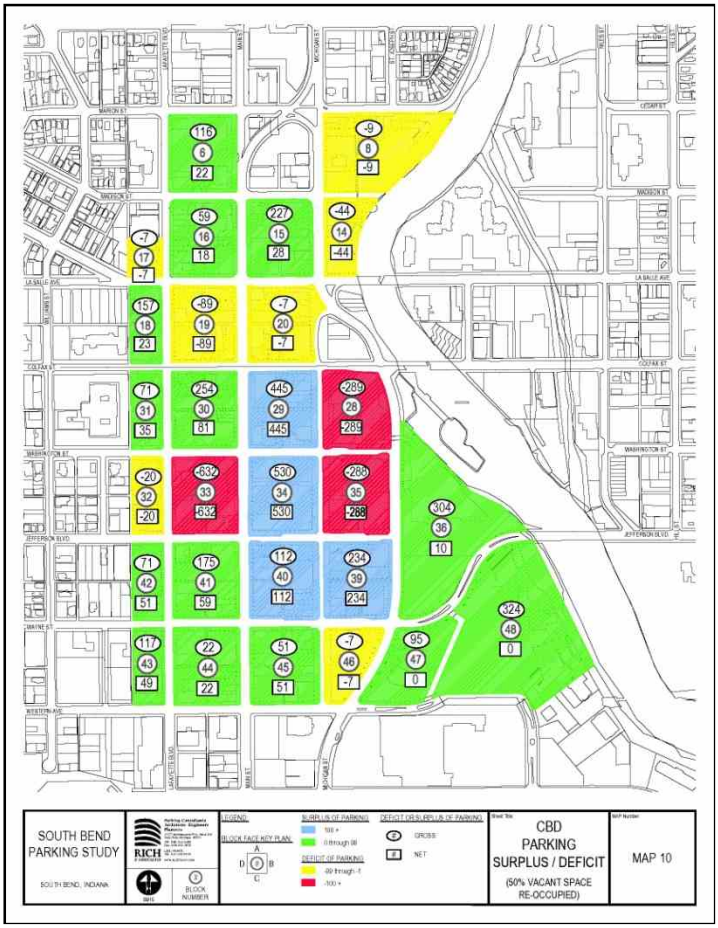
Rich & Associates provided recommendations, cost estimates and an implementation plan of improvements to operations and management, marketing, existing parking lots and future construction of new parking. The parking demand matrix was provided in GIS format to allow City staff to keep track of the parking demand as changes occur in the downtown.



City of South Bend, Indiana

Contact: David Relos
Phone: (574) 235-5836
Email: drelos@southbendin.gov

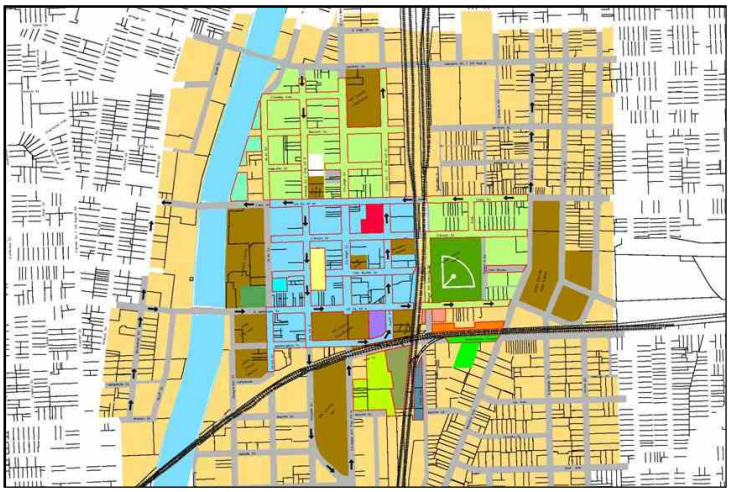
Downtown South Bend is planning and undergoing several exciting changes that will bring new housing and retail developments both to the core CBD district (west of the River) as well as several housing and commercial projects planned for the East Bank District. The City also envisions additional opportunities in the area of Four Wind's Field, which is the City's minor league ballpark. In order to understand the impact of the development projects on downtown parking and to address identified deficiencies, the City commissioned Rich & Associates to complete a comprehensive parking study.



This study is to quantify and qualify all current and future parking supply within the study area as well as quantify and qualify existing and future parking needs. This parking study is also intended to help the City understand the impact on downtown parking from conversion of the City's one-way streets to two-way traffic. This information can then be used to help the City determine where additional parking should be located, and what may be the appropriate size of a new parking facility to replace one of the City's aging parking structures, which is expected to need replacement within the next five years.

City of Joliet, Illinois

Contact: Tom Schwerha, Parking Supervisor
Phone: (815)724-4214
Email: tschwerha@jolietcity.org



Downtown Joliet is a diverse mix of uses As the county seat of Will County, County offices and services (particularly the courthouse) have a major impact on the downtown. In addition, such destinations as Union Station, the Joliet Area Historical Museum, Harrah's Casino and Hotel, the Rialto Theater, City Library, Joliet Junior College and Silver Cross Field (in the summer months) all have major impacts in drawing people to the downtown. With parking such a necessary and critical element in supporting these various uses, Rich & Associates was retained by the City to evaluate the management and operation of the City's parking system. Many of the commercial and public entities do not have their own parking or insufficient amounts of their own parking to meet the parking needs of their customers and visitors. For them, the city parking supply provides the parking that they need.

The primary data collection involved a series of stakeholder interviews in conjunction with data provided by the City regarding on-street and off-street parking capacity of the various City owned parking assets as well as the revenues and expenses of the parking system for these same spaces. Additionally, Rich & Associates developed a series of surveys directed to downtown stakeholders, customers and visitors to the various offices downtown, employees of these offices and businesses and commuter patrons of Metra and Amtrak.

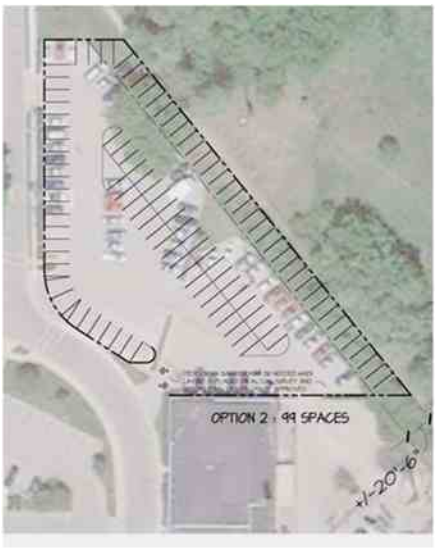
Based on the collected data, Rich developed a series of recommendations to address various identified deficiencies in the management and operation of the parking including rate and costs adjustments designed to improve the financial situation of the parking system. Additional recommendations were made to address deficiencies with parking control equipment and on street meters, maintenance, staffing, compensation rates, signage improvements, permits and cash handling. Additionally, Rich & Associates prepared an assessment for the City comparing implementing the improvements and continuing to manage the parking themselves versus outsourcing the operation of the parking system to an independent firm. Rich & Associates provided an implementation schedule of the various recommended improvements, assuming that the City continued to operate the parking system and recognizing that it would be unaffordable to try to implement the changes all at once.

City of Lake Geneva, Wisconsin

The downtown Lake Geneva Parking Assessment and Recommendations is a comprehensive examination of parking needs. The goal of the study was to evaluate the use of existing parking supply and determine if the parking supply is adequate to meet current and future parking demand. Lake Geneva is a resort community that has a population that more than doubles in the summer making it necessary to determine the demand of the parking in peak season and non peak season.

Rich & Associates was tasked to review the management of parking as well as looking to determine the best location for a future parking structure. The management review studied the location, allocation, and existing use of the current parking system. Additionally it was necessary to look into enforcement staff hours, collection routes, methods of enforcement and collection.

The recommendations provided represent a combination of best practices tailored to the parking situation in Lake Geneva and are intended to enhance the existing supply of parking through operational, management, configuration, parking pricing and allocation changes. While aimed primarily at increasing the efficiency of the parking system, the recommendations are comprehensive and provide a holistic approach to improving parking in the downtown today and provide a plan for future growth.



During peak season periods the parking system is reaching full capacity. This causes parking patrons to spill over into spaces in the residential areas. Even with the addition of spaces in the school parking lots that are available for use when school is not in session, the entire parking system is full and parking begins to spill into residential parking beyond the parking study boundaries. During peak season weekdays the parking system is operating near capacity and on the weekends the parking system is operating beyond capacity.

Considine and Associates

Considine and Associates is a city and regional planning consulting firm that specializes in assisting government agencies with planning studies and policy making. We focus on aviation, environmental, infrastructure and transportation plans, projects and programs. The planning projects involve public and stakeholder engagement to establish goals and objectives and the development of projects and programs.

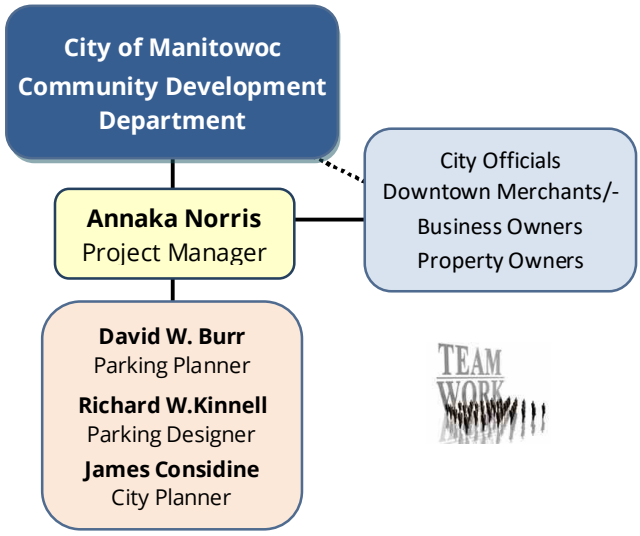
Representative Agencies and Projects

- Chicago Metropolitan Agency for Planning: Public Engagement for the 2030 Regional Transportation Plan Update
- City of Chicago Department of Aviation: Managed the following projects involving O'Hare Airport:
  - Short- and Long-Term Parking Structures Expansion Plans
  - Airport Transit System expansion
  - Facility Inspection to Identify Capital Improvement Projects
  - Cargo Through-the-Fence Impact Fee Study
  - Roadway Capacity Expansion Study for Super-Tugs
  - I-190 Vehicle Tolling Study
- City of Chicago Department of Transportation:
  - Complete Streets Policy Implementation
  - Pedestrian Safety Awareness Campaign
  - Bicycle Program Management – planning, engineering design and construction observation for bicycle facility improvements
- City of Des Plaines: Downtown Parking and Traffic Study ***(in association with Rich & Associates)***
- City of Evanston: Multimodal Transportation Plan ***(in association with Rich & Associates)***
- Cleveland-Hopkins International Airport: Ground Transportation Element of Master Plan
- Gary IN Public Transportation Corporation: Livable Broadway Corridor Bus Rapid Transit and Land Use Study
- Kane and McHenry Counties: IL 47 Corridor Land Use and Transportation Plan
- Regional Transportation Authority:

  - Chicago Transit Authority Blue Line Rosemont Station Transit Center Redesign and Transit Oriented Development Study
  - Pace Express Bus Barrington Road Station Feeder Bus and Transit Oriented Development Study
  - Pace Woodridge Park-n-Ride for I-55 Bus on Shoulder Service
  - Pace Waukegan Green Bay Road Bus Route 573 Flexible Transit Service Study
- Rockford Metropolitan Agency for Planning:
  - Bicycle and Pedestrian Plan
  - Long-Range Year 2035 Transportation Plan
  - Greenways and Environmental Strategic Action Plan
- Southeast Chicago Commission: Hyde Park Transportation and Parking Study
- Village of Fox Lake IL: Bicycle Plan
- Village of Homer Glen IL: Transportation Plan
- Prepared infrastructure and transportation components for comprehensive plans for the municipalities of: Green Bay WI, Kenosha WI , LaSalle IL, Yorkville IL, Moline IL, Cicero IL, Pryor Creek OK and Louisburg KS.

QUALIFICATION SUMMARY OF PROJECT TEAM

Our team is comprised of dynamic and tenured professionals committed to excellence in the planning and design of state of the art parking systems. They bring to this parking planning effort more than 35 years of combined experience in the field of parking planning and urban design.



We have organized our team to maximize our responsiveness to the City throughout the study and planning process. The key personnel that are assigned to your project represent the some of the nation's best parking planning professionals. Individual members have experience in all aspects of parking planning, management, operations, design and financing. You can be assured that your issues will be carefully and thoroughly investigated so that you can make informed decisions that are in the best interest of your community.

Annaka L. Norris – Project Manager
Annaka will serve Project Manager. She will be directly responsible to for the day to day management of the study process and communications with the City. Some of the specialties that Annaka brings to various projects include parking mitigation strategies, alternative modes of transportation, community stakeholder involvement, and surveying techniques. Annaka has developed strong skills in assessing multiple forms of circulation and access in effective downtowns including pedestrian, biking and bike share programs and car share programs.

Dave W. Burr – Principal Parking Planner
Dave will serve as Principal Parking Planner. He brings more than 38 years of parking experience, successfully implementing long term parking management improvements in downtowns across the Country. Dave has strong parking analytical and qualitative skills that result in accurate projections and analysis of parking needs and shared-use parking modeling. His economic modeling skills will contribute greatly to the financial impacts of recommended parking strategies.

Richard W. Kinnell, AIA – Principal Parking Consultant

Rick Kinnell has been specializing in the planning and design of parking since joining *Rich & Associates* in 1981. His experience includes the planning and design of a variety of parking projects including mixed-use and multi-modal centers. As Principal Parking Consultant, Rick will collaborate with planning team on the review and concept development of new parking solutions.

James Considine, AICP, PTP – City Planner

James had forty years of city and regional planning, project management and business development experience including25 years in the public sector and 15years in consulting to the public sector. Jim will assist the team in data collection and review, code and ordinance review and planning and participate in public meetings.

Detailed Qualifications of Project Team

Annaka L. Norris
Rich & Associates, Inc.
Project Manager

Education: *Bachelor of Science, Urban/Regional Planning & History, Eastern Michigan University, Ypsilanti, MI*

Experience: *11 years*

Annaka has been a Parking Planner with Rich & Associates since joining the firm in 2005. Some of the specialties that Annaka brings to various projects include parking mitigation strategies, TDM, alternative modes of transportation, bicycling/ bike programs, community stakeholder involvement, surveying techniques and pedestrian activity. Annaka oversees assignments as a project manager and also assists other project mangers on a variety of parking planning.

Annaka has developed meaningful, long-term relationships with clients and brings a great deal of success to her projects through personal service and a genuine interest in the success of each project. Her recent similar municipal parking study experience includes the following:

City of Lake Geneva, WI
City of La Crosse, WI
Amway Corp, Ada, MI
Village of Westmont, IL
Village of Winnetka, IL
City of Champaign, IL
City of Des Plaines, IL
City of Coeur d'Alene, ID
City of Brighton, MI
Town of Davidson, NC
City of Waterloo, IA
City of Mandan, ND
City of Bay City, MI
City of Salina, KS
City of El Paso, TX
City of Brunswick, GA
City of Timmins, Ontario
Town of Cary, NC
City of Williston, ND
City of Lake Bluff, IL
City of Fort Dodge, IA
City of Berwyn, IL
City of Crystal Lake, IL
City of Highland Park, IL
Village of Libertyville, IL
City of Kenosha, WI
City of Woodstock, IL
City of Loveland, CO
City of Des Moines (*East Village*), IA
City of Grand Forks, ND
Town of Chapel Hill, NC
City of Royal Oak, MI
City of Plymouth, MI
City of Detroit, MI
City of Chula Vista, CA
City of Flint, MI

Articles & Publications

Parking Can be The Path to Promoting Bicycle Use
Parking Professional

Improving Urban Life Through Transportation Linkage
Parking Professional

Dave W. Burr
Rich & Associates, Inc.
Parking Planner

Education: *Bachelors of Arts - Michigan State University, East Lansing, MI*
Experience: *38 years*

Dave joined Rich & Associates in 1979. As Senior Parking Planner, he has been responsible for the completion of 300 parking projects and served as project manager on nearly 200 parking planning studies. Dave has developed many innovative methods of relating parking demand and analysis to the observed conditions. He serves as a project manager for municipal, hospital and university parking studies and has developed long-term relationships with a number of past clients who turn to Rich & Associates to address periodic or particularly critical parking issues.

Dave has developed many of the computerized tools used in the tabulation and analysis of parking study data, these include finance models, as well as, the firm's proprietary parking demand models. Some of the most recent municipal parking planning studies Dave has been involved in include:

City Hudson, WI
City of Lake Geneva, WI
City of South Bend, IN
City of La Crosse, WI
City of Mt. Prospect, IL
Village of Downers Grove, IL
City of Charlotte, NC
City of Ft. Lauderdale, FL
City of Appleton, WI
City of Cedar Rapids, IA
City of Dublin, OH
City of Detroit, MI
City of Grosse Pointe, MI
City of Fort Pierce, FL
City of Sault St. Marie, MI
City of Rochester, MI
City of Parkersburg, WV
City of Monroe, WI
City of Joliet, IL
City of Hagerstown, MD
Village of Arlington Heights, IL
City of Davenport, IA
City of Libertyville, IL
City of Wilmington, NC
City of Gainesville, FL
City of Des Moines - East Village, IA
City of Monroe, MI
City of Jefferson City, MO
City of Des Moines – Downtown, IA
City of Hollywood, FL.
City of Sarasota, FL
City of Brunswick, GA
City of Royal Oak, MI
City of Novi, MI

Richard W. Kinnell, AIA, NCARB
Rich & Associates, Inc.
Principal Parking Consultant

Education: *Bachelor of Science – Architecture - Lawrence Technological University, Southfield, Michigan*

Experience: *36 years*

Rick is a Principal of Rich & Associates. As Senior Parking Consultant, Rick works closely with our parking planners involved in downtown parking studies. He assists in the review of parking alternatives including improvements to existing parking assests or the analysis of new parking options. Rick is one of the firm's most experienced functional parking designers having been involved in the functional design of over 350 parking garages since joining the firm in 1981. His experience includes the design of parking structures ranging in size from 150 spaces to 11,500 spaces. Rick's relevant experience includes the following parking garage projects:

- Village of Wilmette Post Office Garage Feasibility Study, IL – 290 spaces
- City of Crystal Lake Parking Feasibility Study, IL - 350 spaces
- City of Belleville Parking Garage Feasibility Study, IL – 300 spaces
- City of Traverse City RiverWest Garage Feasibility Study, MI – 350 spaces
- City of Royal Oak Parking Garage, MI – 520 spaces
- City of Ames Intermodal ParkingGarage, IA – 294 spaces
- City of Coralville Intermodal Parking Garage, IA – 750 spaces
- Cityof Dubuque Intermodal Parking Garage, IA – 500 spaces
- City of Terre Haute Transit Garage, Indiana – 626 spaces
- City of Ottumwa Downtown Parking Garage, IA – 200 spaces
- City of Davenport River Drive Deck, IA – 455 spaces
- City of Davenport Second Street Deck, IA – 623 spaces
- City of Coralville Iowa River Landing Parking Garage, IA – 770 spaces
- City of Iowa City Iowa Avenue Parking Garage, IA – 566 spaces
- City of Grosse Pointe Kercheval Place Garage, MI - 220 spaces
- City of Billings Empire Parking Garage, Billings, Montana – 540 spaces
- City of Traverse City Old Town Parking Garage, MI. - 510 spaces
- City of Orlando Jefferson Street Garage, FL. – 900 spaces
- City of Orlando Courthouse Garage, FL. – 750 spaces
- City of Sault Ste Marie Parking Garage, MI. – 500 spaces
- City of Hunstville Lincoln Holmes Deck, AL – 450 spaces

Articles / Publications

A Concrete Challenge (design & maintenance of concrete parking structures)
CAM Magazine

A Concrete Challenge (design & maintenance of concrete parking structures)
Parking Magazine

Slipping Into The Future* (new parking technologies)
Parking Professional

Evergreen Parking (green parking design)
Parking Magazine

Not Your Father's Parking Structure (evolving parking design)
The Parker

Designed To Provide Flexibility: Huntsville Hospital's Rather Unique Parking Deck (Huntsville Hospital Case Study)
Health Facilities Management

Maintenance Free Parking (parking design & maintenance)
Parking Magazine

Trends In Parking Design (design trends)
Urban Land

The 'Green' Revolution Has Reached The Parking Industry (sustainability and parking)
APWA Reporter

James M. Considine, AICP, PTP

Considine and Associates
City Planner

Education:

- *Master of Business Administration in Economics - DePaul University, Chicago, IL*
- *Master of City and Regional Planning - Southern Illinois University, Edwardsville , IL*
- *Bachelor of Arts in Geography and Environmental Studies - Augustana College, Rock Island , IL*

Professional History:

2017 **Self-Employed City Planner**

2004 to 2016 **T.Y. Lin International**
Chief Planner/Associate Vice-President- Managed a staff of 5-10 urban planners and transportation engineers. I was responsible for business development and project implementation. Projects involved aviation, transportation and municipal planning.

1994 to 2004 **Chicago Department of Aviation**
Environmental Manager - Managed environmental compliance programs at O'Hare, Midway and Merrill C. Meigs Airports

1993 to 1994 **U.S. Federal Emergency Management Agency**
Senior Mitigation Specialist - Provided support to local and state government officials in upper Midwest in developing hazard mitigation projects

1991 to 1993 **RMT Engineering and Environmental Management**
Senior Project Manager - Managed environmental compliance projects for clients.

1985 to 1991 **Metra (Commuter Railroad)**
Section Chief - Responsible for planning and programming capital improvements for rehabilitating and building commuter stations and parking facilities.

1982 to 1985 **Northeastern Illinois Planning Commission**
Senior Planner - Worked with local government agencies to advise and assist them in conforming to State of Illinois floodplain regulations.

1976 to 1982 **Village of Palatine, IL**
Planning and Zoning Administrator

INTRODUCTION

The Rich & Associates' team has developed the following scope of services to conduct the Downtown Parking Analysis. Our base approach or scope of work discussed in this section relies on using key data and statistics unique to Manitowoc as a basis for projections. The data required of the City includes current parking inventories, land-use square footage by block, utilization data of downtown parking area, etc.

PROJECT MANAGEMENT

Rich & Associates uses a specific project management approach. A project manager is assigned to each project. For your project we have assigned **Annaka Norris**, a Parking Planner with more than 12 years of parking planning experience with the firm.

Annaka will be responsible for coordinating all aspects of the project, including our consultants. She will report directly to the project manager, prepare bi-weekly project status reports (via email) and attend all meetings. **Dave W. Burr**, Director of Parking Planning with the firm, will serve as Principal-in-Charge. Dave will be directly involved in all aspects of the project.

Throughout the study it is important for the City to be kept appraised of the project status. At the conclusion of each task, a Progress Memorandum will be prepared and distributed by our project manager.

A cloud based data exchange site will be established and accessible to all team members and City staff. Participants will be able to review status reports and work products on this site. This process will enable Rich & Associates and the client to communicate in an effective manner and to ensure that everyone has access to information.

In addition, we use ***"Go To Meetings"*** to facilitate meetings with the client and committee to review material and present data when everyone can't be in the same location at the same time.

SCOPE OF WORK

The following is a detailed description of our approach and scope of work to successfully completing the Downtown Parking Analysis.

Task 1 – Initial Meetings

1.1 Kick-Off Meeting

The goals and objectives of the study will be reviewed during a kick-off meeting. During the kick-off meeting we will review the overall work program, discuss significant issues, review the boundaries of the study area to ensure that all major demand generators and supply providers are accounted for in our analysis. Prior to the kick-off meeting our team will request specific information and documentation. This information will include, but would not be limited to:

- Past planning, parking, and/or traffic studies & counts.
- Existing parking inventory counts.
- Land use square footage by block.
- Parking system operational data and utilization statistics for the past five years.
- Parking system revenue and expense information for the last five years.
- Legal information pertaining to financing, special assessment, TIF, etc.
- Current/future development and expansion plans.
- Current zoning information.
- A list of appropriate individuals (stakeholders) to contact during the study.

In addition to analyzing the parking supply and demand, our team will also develop strategies to improve the downtown parking system and support continued economic development. During the kick-off meeting we will discuss

- "Park once" strategy and if there is one in place how is it currently working in the City?
- Have public/private partnerships regarding parking ever been considered?
- What plans/projects are currently in place to support economic development, multi-modal forms of transportation?
- Is the City considering any non-driving options?
- What is the City's view regarding the future of SOV form of transportation relative to advancements in autonomous technologies.

Our team will review the City's plans, studies, and other supporting materials to gain sufficient background knowledge on the City's long term plans for economic development and transportation.

Task 2 - Data Collection and Review

In this task Rich & Associates will collect and review critical data provided by the City.

2.1 Parking Supply

We will review previous studies and current counts and inventories provided by the City. The current parking will need to be categorized by:

- on or off-street parking, ownership of parking and if leased by whom,
- use restrictions and hours of operation,
- parking mix - long term vs. short term, residential, commuter, etc.,
- for on-street - the loading zones,
- availability of parking - waiting lists for permit parking,
- parking rates, payment options and history of rate increases if available,

We will review the parking inventory data provided by the City and present it in tables and on maps.

2.2 Land Use Review

Rich & Associates will review the land-use data received from the City. The data required includes square footage and use by block. 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. This will include an inventory of vacant space in existing buildings. This data is important as it forms the basis for projecting current and future demand on each block in the study area.

2.3 Parking Utilization Analysis

The utilization analysis is used to determine how on and off-street parking is operating. This task provides the average hourly occupancy figures and turnover rates in selected areas. This data supports the demand projections and identifies which, if any, parking areas are underutilized, at peak utilization and where parking allocation may need to be changed. We will coordinate this data collection work with the City. This includes identifying key on-street and off-street areas to be studied, the routes to be followed, the timing or cycle of counts and the day or days of collection. Because this data is a vital component to the overall demand analysis our project manager will be in town during at least one of the count days to oversee the process

2.4 Community Surveys

The purpose of these surveys is to collect data specific to Manitowoc and different land use types (*parking demand generators*). The information consists of parking and modal characteristics of pedestrians, businesses and employees. This data is used to develop a parking demand model and parking generation requirements specific to Manitowoc for comparison with City codes and national/industry standards. Surveying will be conducted

through different means including personal interviews and web-based survey tools. Our goal is to conduct sample surveys of various populations including people shopping / conducting business, business owners/managers, and employees of downtown businesses.

2.5 Stakeholders Interviews

We will develop with the City a list of candidates for potential interviews. These could include but not be limited to key stakeholder groups such as the Chamber of Commerce, residents, business groups, City staff and business leaders. These interviews will focus on identifying parking issues and needs, development and redevelopment plans and opportunities, and transportation strategies. The information from the stakeholder meetings is vital as it gives us a true sense of the parking and transportation.

Task 3–Operation / Systems Analysis

Properly planning for the parking needs of the City goes beyond the numbers developed as part of the demand analysis. In order to properly provide for the parking, an examination of the existing parking organization and policies related to how parking is located, allocated, controlled and enforced is critical to addressing any parking "deficiencies". Downtown employees parking improperly may result in a perceived deficit in certain areas that can be addressed by having them park where directed.

Enforcement, particularly in a community dependent on tourists, must be firm enough to discourage such habitual abuse by employees of the parking regulations but not so strict that minor and innocent violations of the time limits by visitors are instantly penalized. The real intent of enforcement should be to encourage voluntary compliance with the parking regulations for the benefit of all.

3.1 Existing Organization

As part of this process, a review will be conducted of 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, how policies are created and enforced, etc.

3.2 Parking Policy

In order to develop recommendations concerning operations and management, a review of the policies is necessary. This includes a review of policies related to long term and short term space allocation, permits, space turnover, in lieu parking payments if any, seasonal and special event parking, peripheral parking, and enforcement.

3.3 Zoning Requirements

Zoning requirements for parking can play a critical role in the viability and perceptions of the parking system. Rich has experienced cities where the required parking far exceeded the actual need. Zoning requirements can also have the effect of overbuilt parking that is single use

and not shared among different users resulting in too many parking lots and a gap-toothed appearance of the downtown hindering the walkability of the downtown. We will examine the existing requirements in the context of the available parking supply and make necessary recommendations to address the provision of parking downtown.

3.4 Parking Signage and Wayfinding

We will review signage and wayfinding around the study area. The purpose is to assess the effectiveness of the signage at directing visitors to available parking, to the appropriate parking space, communication of policies and other pertinent information.

3.5 Enforcement

Enforcement will be reviewed along with the number of tickets written and the collection rate. The ticket history for the past five years will be requested for use in this analysis. We will also review current staffing, routes and methods of issuing tickets. If necessary, recommendations will be developed to enhance enforcement productivity and customer service. Enforcement policies that consider the likelihood of habitual offenders getting caught together with the fine structure and permit fees will also be evaluated.

3.6 Controls

Our team will evaluate the use of parking technologies and revenue systems in use at public off-street parking areas and on-street spaces. We will evaluate the system's ability to support long-term goals of the City, provide for the necessary level of revenue integrity and customer service objectives. The systems in place will be benchmarked with other similar communities.

3.7 Marketing of Parking

Any existing marketing program, materials and any multi-media tools used to market parking in the downtown will be reviewed. We will analyze potential amenities and/or services that could be added to improve marketability, user friendliness, and generate goodwill.

3.8 Special Use Policies

In order to function effectively, the system should be able to consistently apply policies regarding special needs by businesses. One manifestation of this type of consideration is short-term spaces that a business such as a coffee shop, dry cleaner, pizza restaurant etc. may need. Consistently providing short-term spaces such as one or two on the ends of blocks can limit the need to place them in front of every such type of business. We will help the City develop the necessary policies for consistent application to accommodate special needs.

Task 4–Benchmarking

We will conduct a benchmarking analysis of communities similar to the Manitowoc. We will work with the City to identify the appropriate benchmark communities and topics, such as;

- parking rate strategies and demand pricing,
- allocation strategies, daily, nightly, seasonal, etc.
- parking technology applications,
- park once strategies,
- residential parking permit programs,
- enforcement.

Task 5 - Parking Demand Projections

The data collected from the City in Task 2 will be compiled and analyzed. We will compare parking demand generation factors calculated from the study to the Institute of Transportation Engineers (ITE) and City code. A computer analysis and parking demand model will be used at this point to review existing demand and supply. Future parking demand will then be factored into the analysis.

The resulting parking model will be provided to the City at the end of the study as a tool for the City to periodically update the needs projections as conditions change, such as increases in demand resulting from new development, changes in parking supply, etc.

5.1 Current Demand

- Summarize parking characteristics by land use and needs by block.
- Project short term (ST), long term (LT) and any residential parking needs for both day and night.
- Compare demand projections to parking operations data provided by the City to calibrate the analysis.
- Identify shared use parking impacts and opportunities.
- In tabular and graphic form, show current parking supply and demand by block and block face.
- Identify area of vacant parking spaces and how that availability impacts the surrounding blocks.
- Where appropriate, divide the study area into blocks, neighborhoods or zones.
- Identify surplus or deficit conditions by block, block face and zone.

5.2 Future Parking Demand

Future parking demand will be based on re-occupancy and infill of vacant space, changes in land use and in traffic patterns, and changes in parking operation. We will project future supply and demand by block, block face. From this an analysis can be conducted determining areas of parking surplus or deficits by block.

Next we will analyze different development/re-occupancy scenarios and forecast changes in parking demand on near term, midterm and long term basis. The results will compare and contrast the demand by block and study area or zone as compared to the available supply for

the same blocks or zones. Parking needs will be separated into short-term or customer based and long-term or employee based needs using each of the various generation factors.

5.3 Review of Current and Future Parking

Parking demand will be projected for periods covering the short term (six months to 18 months), near term (18 months to five years), midterm (five to 10 years), and finally long term (10 to 15 years). We will review this information with the City identifying blocks of current and future deficits or surpluses, as well as issues such as the need for additional parking, and how any underutilized supply may be used more efficiently.

Task 6 - Preliminary Report Meeting

At this point a meeting will be held with the City to review the preliminary report. Based on the results of the preliminary report meeting we will begin the process of recommending the necessary improvements to contribute to the long-term economic vitality of the downtown.

6.1 Additional Stakeholder Meeting

Rich & Associates recommends additional separate meetings or conversations be held with key stakeholders to discuss the results of the Parking Demand Analysis. The purpose is to discuss the projections and continue the dialogue regarding parking and economic development, and joint development opportunities.

Task 7 - Parking System Recommendations

Task 8 is the preparation of preliminary recommendations and implementation strategies for short and long term improvements combining transportation demand management strategies, parking system and management improvements, with capital improvements. The recommendations will provide a "tool box" of actions that can be used not only to improve management and operations but to address conditions as they change in the area.

7.1 Parking Management Strategies

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 the necessary parking improvements to contribute to the long-term economic vitality of the downtown. The elements of this parking improvement program will address all aspects of the parking system including;

- Allocation and regulation strategies
- Alternative parking strategies including valet service, off-site parking options, etc.
- Pricing strategies (*zone and time of day pricing strategies to manage supply and demand*)
- Advanced parking technologies
- Public / private arrangements to incorporate private parking to increase shared use potential
- Public / private opportunities for development of new parking

7.2 Use of Existing Parking Assets

Based on the parking needs and our previous review of existing parking lots, we will evaluate each public lot to determine the feasibility of reconfiguring the parking to improve access and circulation, and increase capacity. Often time's parking lots are perceived as being full or are underutilized if they are poorly configured, difficult to circulate through or difficult to access. This will include the following;

7.3 Parking Zoning Requirements

Recommendations will be based on our review of existing zoning regulations. This will include how minimum parking requirements may be updated or modified to ensure that parking is both encouraging new development and investment downtown with a goal to "right-size" the amount of parking being developed. Recommendations will be made relative to;

- Parking minimums and maximums
- Shared-use or mixed-use parking regulations
- Development review standards
- Parking stall design requirements / standards
- Bicycle parking standards

7.4 Technology Considerations

Advancing technologies present many opportunities to improve parking management in cities. Smart parking technology placed in parking garages and outdoor parking spaces inform drivers of the number of available spaces, while simultaneously implementing on-demand or surge pricing. The ability to price a space as it coincides with supply and demand can be a tool in behavior change by raising parking prices during peak periods. Surge pricing can also encourage ridesharing – saving money if discounted rates for carpools are offered or simply by sharing the parking cost across multiple people. The increased parking cost is supportive of the "park once" initiative by discouraging drivers to relocate to another space or garage due to varied pricing or their accessibility of information regarding limited parking availability. Our team will incorporate smart parking technology strategies into the overall recommendations.

Additionally, as self-driving vehicles become readily available on the market, both the demand and the design of parking will be impacted. As is the case for a new development in Somerville, Massachusetts, self-driving cars will be able to valet park on the edge of town and not use local parking spaces that can be left for residents, employees, or other visitors. Another advantage results from self-driving cars being empty when parking, they require less space because there is no need for additional surface area that would allow the opening of doors. Our team will provide a qualitative assessment of how driverless vehicles can impact Manitowoc's parking needs in the future.

Task 8–New Parking Analysis

Based on our analysis and projections of parking demand within the study area, we will identify sites for the implementation of new parking as required. This may include new surface or structured parking facilities. 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.

- site proximity to generators and potential to maximize shared-use opportunities,
- sites that promote or attract new development, public/private partnerships, and support "park-once" strategies,
- existing traffic flow and patterns to and from site,
- pedestrian flows from site to the various demand generators,

Parking development will be coordinated with demand to ensure that as new buildings are built and/or proposed the City will have the ability to decide if the next new parking is needed. A development threshold model is a planning tool for the City to use when considering the timing for new parking. Rich & Associates will prepare a model that identifies what events will trigger the need for additional parking.

8.1 Preliminary Program Considerations

The next step in the process is to review with the group a preliminary program for the proposed parking facility. This preliminary program will serve as a basis for analyzing site and design options. The preliminary program may include an analysis of the following:

- downtown development strategies, plans and/or design guidelines,
- projected parking needs to relate to size of proposed facility,
- user requirements (long versus short term needs, reserved spaces, shared-use, etc),
- requirements/opportunities for potential mixed-use space,
- mixed-use opportunities including ground floor occupied, air rights development, etc.,
- community amenities such as bicycle parking, bike share and car sharing programs, EV charging, etc.
- sustainable design approaches and goals,
- timing and phasing options,
- utility issues on or adjacent to the site,
- pedestrian flows, vehicle traffic issues and connectivity,
- delivery access, trash removal access, snow removal,
- code requirements for height, layout etc.,
- lighting, noise, safety and security, and parking operations,
- effects of construction on the surrounding area, and
- temporary parking during construction.

8.2 Site Analysis

The next step involves an analysis of sites for structured or surface parking solutions. Much of the site analysis will be based on information provided to us by the City including any existing survey data of each site, existing conditions such as utility information, environmental conditions, etc.

- evaluate existing traffic flow and patterns to and from each site,
- evaluate dimensions of each site,
- overview of site conditions,
- visual analysis/site inspection,
- study access from the surrounding streets to each site and potential entry and exit locations in a parking structure or lot taking into consideration pedestrian flows to adjacent destinations and area businesses,
- determine what utilities exist either on or in the vicinity of the site to support the proposed facilities.

8.3 Concept Studies

This sub-task involves the preparation of design concepts for each site based on the demand assessment, programming and site analysis completed in the previous tasks. Following the initial programming session and site analysis our team will develop alternate schemes on two preferred sites. Based on site information data gathered, and input from the City, we will study:

- alternative footprints and structural grid,
- different ramp types and placement,
- layout including stall dimensions and angle,
- site traffic flow and circulation,
- internal traffic flow and circulation,
- phasing and construction staging alternatives,
- integration of mixed-use space, multi-modal functions and community amenities,
- alternatives for connections to adjacent developments and existing buildings,
- scale and massing,
- location of vertical transportation cores, and
- pedestrian flow at grade.

During this process we will share preliminary concepts with the City via Webex or other online / web-based platforms.

A ***Cost Model*** will be created illustrating all of the project cost components and will serve as a basis for confirming and or/amending the budget. This cost model will serve as a guide during the refinement and final analysis of concept plans, and in preparation of a business plan.

8.4 Feasibility Analysis

For the selected sites and schemes we will prepare a business plan and implementation strategy. This business plan will provide the City with an analysis of capital and operating costs, revenue projections based on review of parking study data, management and operation strategies.

An important part of the feasibility analysis is a proposed parking structure or lot will be operated and how it is to integrate with the existing system. We will discuss with the group the means and methods of operations, including space allocation priorities (the targeted users). We will discuss different methods of operating the structure to ensure proper function (or level of service), revenue maximization, operational cost containment, and customer satisfaction.

The team will review parking equipment options depending on proposed operations and management strategies. We will review how the proposed system works with the proposed functional design of the parking structure.

Funding strategies will be investigated based on decisions made regarding ownership, management of operations and use. These strategies will be discussed throughout the process. A variety of approaches will be reviewed including public / private partnerships, leasing options, revised parking rate schedule, a public parking system revenue model, public grants and low cost funding mechanisms.

Based on preferred funding strategy we will prepare a project finance cost schedule that will include all applicable cost to finance. Any resulting annual debt service amount be used in the Revenue and Expense Pro forma that we will prepare.

Revenue projections will be prepared based on the type of parking and revenue control, projected mix of short-term and long-term parking, current rate structure, projected utilization, etc. The revenue projections will take into consideration timing of the parking project. Any additional revenue sources will be identified and projected if available. This may include an analysis of potential ground floor commercial development and possible air-rights development above a parking structure.

A 10-year pro forma will be completed. We will prepare a sensitivity analysis to determine net revenue available for debt service, deposits to sinking fund, and any applicable debt service coverage requirements. If deficits occur or debt obligations are not met at any given year, options will be evaluated for changes to meet system requirements.

Task 9–Final Report

The final report will be prepared containing study results and appropriate maps, charts, and narratives to fully document the project work effort and results. The final report will include recommendations with implementation schedules, costs and benefits.

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. Modify parking system space allocation.
4. Changes to parking ordinances, zoning, etc.
5. Consider new sites for parking.
6. Parking system management / operations improvements, policies, regulations, enforcement, etc.
7. Parking mitigation strategies.
8. Implementation (timing, sources, costs, funding).

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).

Long-Term Improvements

1. Identify new parking to be implemented based on revised supply / demand analysis.
2. Site concerns for surface and structured parking options.
3. Parking mitigation measures (shuttle remote parking, vanpool, etc.).
4. Financial impact, financing alternatives.
5. Implementation (timing, sources, costs, funding

Maximum Fee Not to Exceed

Our total cost to complete the Downtown Parking Analysis is Forty Nine Thousand Five Hundred Forty Five Dollars (**$49,545**). This cost proposal is based on our understanding of the goals and objectives of the City, our experience in completing similar studies and our proposed approach which is detailed in *Section 3* of our proposal. The following is a summary of our Cost Proposal broken down by tasks.

Professional Fee Detail

Task	**Cost**
1. Kick-Off Meeting	$ 1,519
2. Data Collection & Review	$ 4,708
3. Operations / System Analysis	$ 2,410
4. Benchmarking	$ 1,582
5. Demand Projections	$ 6,568
6. Preliminary Report / Meetings	$ 4,173
7. Parking Recommendations	$ 4,960
8. New Parking Analysis	$11,540
9. Final Report	$ 5,880

Total Professional Fees **$43,340**

Reimbursable Expenses ..... **$ 6,205**

Reimbursable expenses estimate include travel related expenses, printing and reproduction of preliminary and final reports, communications, shipping, etc. The travel related expenses include a total of four (4) person trips during the course of the study

Printing expenses include the cost of printing and reproducing five (5) copies of the preliminary report and five (5) copies of the final report. An electronic copy in PDF format will also be provided to the City.

Total Maximum Fee Not To Exceed **$49,545**