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October 11, 2022

Mr. Jeramy Russell  
Planning and Zoning Administrator  
City of Deadwood  
108 Sherman Street  
Deadwood, SD 57732

*Re: Proposal for Planning Services  
City of Deadwood Parking Management Plan  
Deadwood, South Dakota*

Dear Mr. Russell:

Walker is pleased to submit this proposal for parking planning services to the City of Deadwood, South Dakota (Client) related to development of a parking management plan for the City. Included herein is our understanding of this project and our proposed scope of services, schedule, fee, and general conditions of agreement. We appreciate and thank you for the opportunity to propose on this assignment.

## Project Understanding

The City of Deadwood has approximately 1,600 off-street parking spaces across nine (9) surface parking lots and one (1) parking garage. Additionally, the City operates various types of on-street parking with varying policies and use rules. The City collects revenue from paid parking in some of these facilities and street locations, leveraging parking access/revenue control (PARCS) equipment for revenue collection and enforcement.

Deadwood experiences regular visitor traffic throughout the year, including larger festivals and events like the Days of 76 Festival, Kool Deadwood Nites, and the Sturgis Motorcycle Rally, which bring a significant number of visitors. Parking resources are constrained on busy days, and evidence suggests that vehicles sometimes spill over and park on neighborhood streets near Downtown Deadwood. Other issues include accommodating a significant number of trailers and oversize vehicles that come to Deadwood and want to park, balancing the access and parking needs of visitors with those of residents and employees, generating sustainable revenue, and planning for future growth in the City.

A preliminary occupancy study was completed in July and August 2022 which determined that the City has enough parking throughout its system and in the core area for most calendar days with visitors coming to the City. Analysis does suggest that real parking shortages do occur on the very busiest days. The City is interested in evaluating its current parking operations and management policies, programs, and procedures, and developing a parking management plan that establishes the city's vision, strategies, programs, and actions needed to manage

parking system over the next five years and beyond. It is the City's desire that the plan be one that promotes use efficiency of parking resources, fiscal stability, and a high-quality experience for all parking system users.

Based on this understanding, we propose the following scope of services:

## Scope of Services

### Project Management and Stakeholder Coordination (Ongoing)

The following work will be ongoing throughout all phases of the project:

1. Conduct weekly virtual coordination calls throughout the course of the project with appropriate Client and project personnel (either Client project manager(s) or formal steering or technical committee). These calls will be at a consistent day and time.
2. Conduct up to six (6) coordination calls/work sessions throughout the project with identified project steering or technical committees, identified in collaboration with the Client.
3. Conduct up to three (3) one-hour focus groups/listening sessions with up to five (5) stakeholder groups identified in collaboration with the City and project personnel. The focus group sessions will be facilitated small-group discussions related to parking conditions, regulations, needs, challenges, future conditions, opportunities and will inform understanding and a path forward. Focus groups are anticipated to include the following:
  - a. *Public officials / City staff*
  - b. *Major private owners or business leaders, and*
  - c. *The general public*

### Task 1: Current Conditions Assessment

1. Meet in-person with appropriate City representatives to kick-off the project and confirm study objectives, study area boundaries, project communications, parking opportunities and challenges, and project schedule and milestones. The study area is defined as the City of Deadwood along the U.S. 85 and U.S. 14A (Pioneer Way) corridors, including adjacent parcels and land uses.
2. Collect (via a request for information to City representatives and related project personnel) and review data and information. Data and information may include, but is not limited to:
  - a. Information on property ownership and private parking facilities;
  - b. Current and projected future land use data within the study area;
  - c. Information on current parking management, technology, equipment/technology, agreements, pricing, operations, and procedures;
  - d. Data and information on finances/budgeting related to parking operations;
  - e. Information on parking staffing, roles and responsibilities, and organizational structure;
  - f. Citation/parking enforcement data and information;
  - g. Ordinance and policy information; and
  - h. Data and information on current and forthcoming development projects and proposals.

3. Review, analyze, and summarize data and information supplied and identify key findings.
4. Develop project information for the City to incorporate onto the City's website and other City channels to announce the project and solicit participation.
5. Conduct a review of private parking assets in the study area, to supplement data collected on public parking assets. Inventory will include space counts, rates (if applicable), parking ownership/management, and restrictions (including visitor, employee, and residential delineations). With assistance from City staff, we will develop an accurate inventory of all public on-street and off-street parking facilities, including inventory counts of public parking facilities within the study area.
6. Based on review of private parking assets in the study area, identify existing shared-use arrangements within the study area as well as potential opportunities for shared parking through site observation and evaluation.
7. Review and evaluate current ordinances and policies related to parking, and the current operational and management parking procedures and practices, identifying deficiencies and opportunities for improvement.
8. Review City parking finances and budget to understand need, issues, opportunities, and potential constraints for modifying parking management practices and/or adding new parking supply. This will include a review of historical revenues, operating expenses, debt service obligations, parking rates and violation fine amounts, among other pieces of information.
9. Build a financial sensitivity model for future scenario evaluation. The model will include projections related to rates, operational approaches, use cases, and other items that may be considered for testing as part of potential future scenarios.
10. Develop one (1) online stakeholder survey with questions related to parking conditions, regulations, operations, needs, challenges, future conditions, and opportunities. The purpose of the survey will be to learn about existing challenges and opportunities. Leverage City channels to disseminate the surveys and garner input. Collect and summarize responses.
11. Summarize existing conditions in figures, tables, maps, and narratives in PowerPoint for project discussion and collaboration. Information and materials will be incorporated into future engagement and project deliverable materials. Special attention will be paid to identifying, displaying, and summarizing parking hotspots and space surplus and deficit within the area, and among user types, under current conditions.
12. Facilitate a virtual working meeting with City and project personnel to review findings from the first phase of our work, deficiencies, needs, and challenges, coordinate on future conditions, needs, and scenarios, and establish the project's path forward. This session will shape the understanding of project needs and potential strategic recommendations.

## Task 2: Future Scenario Planning

1. In collaboration with the City, confirm future downtown development scenarios to model in Task 2. This model assumes up to three (3) future development scenarios.
2. Create a parking demand model to make future parking needs projections under identified conditions. This model will be based on future economic development plans and any known changes to existing land use in the study area that will impact parking.
3. Project future parking needs over the five-ten years (planning horizon will be identified in collaboration with the Client) and determine the future surplus or shortfall within the study area based on future market conditions in identified “typical” and “peak” conditions/scenarios. Develop tabular and graphic illustrations of parking system adequacy. This work informs understanding of when and where parking improvements or potential supply additions need to be made.
4. Summarize findings in figures, tables, maps, and narratives in PowerPoint.
5. Facilitate a working meeting with City and project personnel to review findings from Tasks 1 and 2, identify deficiencies, needs, and challenges, coordinate on future conditions, needs, and scenarios, and establish the project’s path forward. This meeting will shape the understanding of project needs and potential strategic recommendations.

## Task 3: Site Alternatives Analysis

1. Obtain electronic (\*.dwg) copies of site plans and boundaries for up to (3) sites, anticipated to be the Miller Street, Welcome Center, and Sherman Street Lots.
2. Review parking geometric and landscaping standards within the local zoning ordinance.
3. Recommend parking Level of Service (LOS) geometric standards for enhanced user comfort.
4. Study each site and propose one efficient concept for a parking structure each site to increase parking capacity determined in Tasks 1 and 2.
5. Study potential pedestrian connections between parking structure and surrounding site and City’s preferred destinations.
6. Identify pros and cons of each parking alternative, including likely costs such as construction, soft costs, and potential land costs.
7. Compare alternatives to each other and recommend a program that provides the required capacity and meets users' needs.
8. Facilitate a meeting with City and project personnel to evaluate the alternatives and recommend timeline for construction.

#### Task 4: Financial Analysis and Recommendations

1. Recommend management, ordinance, and policy changes to manage parking demand and drive the use efficiency of current on-street and off-street parking assets.
2. Identify best practice-based regulations, enforcement, staffing, organizational structure, operational, technology, financial, and management policies, programs, and strategies to balance parking demand and optimize parking turnover for different user types and in different parts of the City of Deadwood.
3. Recommend opportunities to improve the efficiency of existing parking assets including determining whether any existing public lots or on-street supply can be expanded to meet area parking needs, and whether the number of spaces could be increased through restriping and efficiency improvements in existing facilities/lots.
4. Recommend opportunities for communication of parking availability to users, including consideration of signage, vehicle counting and display systems, and other technologies to inform users of type and availability of parking.
5. Recommend potential on- and off-street parking rate changes that will help manage user behavior and maximize the use of existing parking infrastructure.
6. Develop estimated sinking fund needs for future parking facility and technology repair, maintenance, and replacement projects.
7. Develop planning level revenue, operating expense, and capital expense/sinking fund projections for the parking system based on recommended system changes to determine the capacity of the system to self-fund future parking facility construction, technology purchases, and other initiatives.
8. At a high level, identify other potential sources of funding that could be used to supplement parking system net income if/when new parking infrastructure needs arise.

#### Task 5: Deliverables

1. Based on collaboration with the Client, develop a draft parking management plan in PDF format, including a 5-year implementation action plan. The plan will include a summary of the process, results, and key findings, as well as strategic recommendations. The implementation action plan will serve as a 5-year work plan for the City for parking operations and management.
2. Consider comments received from the Client and develop and issue the final report in PDF format.

## Schedule

Walker can commence work upon receiving a fully executed professional services agreement. Walker estimates that the proposed work and a draft report can be completed within ten (10) months of receiving requested information from the Client. Walker understands the Client's desires for an accelerated schedule and will make every effort to meet this schedule. Client satisfaction is our top priority. A final report can typically be provided within two weeks of receiving Client comments on draft report. Draft reports will be considered final reports if no Client comments are received within 30 days of draft report issuance date.

## Professional Fee

Walker proposes to perform the proposed Scope of Services described within this proposal for a lump sum fee illustrated in the table below:

Project Management	\$	19,370
Current Conditions Assessment	\$	32,040
Future Scenario Planning	\$	18,260
Site Alternatives Analysis	\$	31,110
Financial Analysis & Recommendations	\$	26,270
Deliverables	\$	7,450
<b>Subtotal, Fees</b>	<b>\$</b>	<b>134,500</b>

In addition, reasonable project-related reimbursable expenses consistent with the Scope of Services will be billed in addition to the lump sum fee at 1.15 times cost. Reimbursable expenses are anticipated to be in the range of \$12,000 - \$14,000.

Walker will invoice the Client monthly according to a percentage of the total proposed labor fee and incurred reimbursable expenses, with the percentage based on work complete of all services to be rendered.

The fees quoted herein shall remain firm for 30 days from receipt of this proposal. All services will be performed according to the terms and conditions of the attached General Conditions of Agreement for Consulting Services.

## Walker's Quality Policy

Walker is dedicated to providing you with professional services that fully meet project requirements. To meet this goal, we are available to review this proposal with you, at your convenience, and adapt the Scope of Services, as necessary.

Truly, thank you for the opportunity to assist you with this exciting project and look forward to providing you with the high level of responsiveness and professionalism expected from Walker.

Sincerely,

**WALKER CONSULTANTS**



Carl L. Schneeman, PE  
Principal, Director of Operations



Kevin White, AICP, CAPP  
Parking and Mobility Consultant

Enclosures      General Conditions of Agreement for Consulting Services

## Authorization

Trusting that this meets with your approval, we ask that you sign in the space below to acknowledge your acceptance of the terms contained herein, and to confirm your authorization for us to proceed. Please return one signed original of this agreement for our records.

City of Deadwood

Accepted by (Signature) \_\_\_\_\_

Printed Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

## General Conditions of Agreement for Consulting Services

### Services

Walker Consultants ("Walker") will provide the Client professional services that are limited to the work described in the attached letter ("the services"). Any additional services requested will be provided at our standard hourly rates or for a mutually agreed lump sum fee. The services are provided solely in accordance with written information and documents supplied by the Client and are limited to and furnished solely for the specific use disclosed to us in writing by the Client. No third-party beneficiary is contemplated. All documents prepared or provided by Walker are its instruments of service, and any use for modifications or extensions of this work, for new projects, or for completion of this project by others without Walker's specific written consent will be at Client's sole risk.

### Payment for Services

Reimbursable expenses will be billed at 1.15 times the cost of travel and living expenses, purchase or rental of specialized equipment, photographs and renderings, document reproduction, postage and delivery costs, communications charges, additional service consultants, and other project related expenses. Payment is due upon receipt of invoice. If for any reason the Client does not deliver payment to Walker within thirty (30) days of date of invoice, Walker may, at its option, suspend or withhold services. The Client agrees to pay Walker a monthly late charge of one and one-half percent (1.5%) per month of any unpaid balance of the invoice.

### Standard of Care

Walker will perform the services in accordance with generally accepted standards of the profession using applicable building codes in effect at time of execution of this Agreement. Walker's liability caused by its acts, errors or omissions shall be limited to the fee or \$10,000, whichever is greater.

Any estimates or projections provided by Walker will be premised in part upon assumptions provided by the Client. Walker will not independently investigate the accuracy of the assumptions. Because of the inherent uncertainty and probable variation of the assumptions, actual results will vary from estimated or projected results and such variations may be material. As such, Walker makes no warranty or representation, express or implied, as to the accuracy of the estimates or projections.

### Period of Service

Services shall be complete the earlier of (1) the date when final documents are accepted by the Client or (2) thirty (30) days after final documents are delivered to the Client.