

## Project Approach and Outline of Services

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Rick Williams Consulting’s approach is grounded in a “Main Street” philosophy and a clear understanding of the economics of demand and access in emerging and revitalizing downtowns. From that foundation, we recognize and understand that the Willamette Falls Legacy Project’s anticipated system of access must be developed in a manner that serves the unique future demand variations affecting this area of Oregon City. While the Transportation Demand Management & parking industry maintains a large tool box of “best practices,” the tool box for this plan needs to be tailored to this project and City’s place in time (current environment) and future vision (growth and changing conditions).

### ❖ TASKS

Tasks outlined below are estimated to occur over an 18-month period; strategically coordinated with the broader Development Strategy team and Riverwalk design processes. Schedule/timelines provided below are only estimates that attempt to place work within the context of the project milestones described on page 7 of the RFP. RWC is committed to delivering tasks on time and on budget and also recognizes that the collaborative nature of this assignment will require flexibility to adjust schedules to the benefit of the project and other integrated project work conducted by other partners.

The overall project budget is \$61,175. This budget is grouped into two categories based on funding sources. These include:

- A. Development Strategy TDM and Parking Study - Tasks 1 – 5: \$49,190
- B. Urban Renewal 2009 Parking Study data update – Task 6 – 8: \$11,985

### Task 1: Project Kick-Off and Background Review

We will commence the study with a visit to Oregon City to meet with City staff, the Development Strategy Team, the Riverwalk Design Team, the Downtown Oregon City Association, Falls Legacy LLC and other interested stakeholders. During this trip we will finalize a work scope, schedule of deliverables, and data collection study area. We will also use this opportunity to tour the study area and collect any pertinent background materials needed to familiarize ourselves with relevant active transportation, parking and land use development plans.

Task 1 will complete the following work elements:

- a. Review background materials, plans (2009 Parking Study, TDM proposals), redevelopment plans, city code, statistical data, demographic patterns, social events, land use plans, and other information sources.
- b. Finalize work scope, deliverables and schedules.

Personnel Assigned:	Williams, Ronchelli, Collins and Doherty-Chapman
Timeframe:	3 weeks from notice to proceed (final scope and schedule)
Work Products:	Updated work scope and project schedule for deliverables.
Task 1 Budget:	\$2,900

## Tasks 2: TDM Plan

The TDM Plan will become a critical element within the broader Development Strategy. Ideally, the WFLP will result in a vital package of new uses, synergizing the riverfront site and the downtown with new development and visitor growth. The TDM Plan will ensure that trip growth is efficient, with parking “right sized” and shared to maximize this asset and integrally supported by reasonable, attractive and effective alternative mode options. The TDM Plan must truly “connect” the development site with downtown, promoting a park once approach for those that might drive; and linking users to the area externally (local and regional access to the site and downtown) and internally (moving users within and between the site and downtown). The TDM Plan will need to be developed as a multi-strategy tool kit that can be deployed over time; addressing rather than reacting to growth triggers that are pre-defined through the stakeholder input process. This allows for flexibility, phasing, strategic decision-making and integration of resources between areas (e.g., downtown, the McLoughlin Neighborhood).

Success in developing the TDM Plan will require strong input from affected stakeholders who are committed to establishing consensus goals, priorities and desired outcomes for a new multi-modal vision for the greater Oregon City downtown. The following tasks are recommended to provide this framework.

Task 2 will complete the following work elements:

- a. Develop a summary memo outlining TDM and Parking best practices as may be pertinent to this project and more fully developed through the TDM Plan development process. This technical memorandum is intended to initiate the TDM Plan conversation, briefly identify opportunities and challenges for TDM and Parking management, and to serve the design team to inform the Milestone 2 Deliverable of the Development Strategy. The Task 2A memo is a Development Strategy Milestone 2 deliverable.
- b. Public education and input: Up to 5 meetings to discuss TDM opportunities and establish a sense of existing conditions, opportunities/challenges, priorities and desired outcomes and initial strategy concepts. Meetings will be scheduled/coordinated through the City of Oregon City. Meetings would be intended to include (at minimum) the project partners and stakeholder groups and associations.
- c. Draft TDM Plan: First draft of TDM Plan and Framework. The draft Plan will incorporate input from public education/outreach efforts, TDM best practices refined to local need, parking demand estimations derived from Development Strategy and Riverwalk design processes, shared parking opportunities and implementation triggers. The Plan will be formatted to express near, mid and long term strategy implementation. It is assumed that the Draft TDM Plan will be incorporated into public outreach efforts described in Tasks 4 and 5 below. Through this process, reaction, comment and recommendations for improvement and revision will be derived. This will inform Task 2 d, below.
- d. Final TDM Plan: Based on input received from partner and public input, the draft TDM Plan will be refined/revised for submittal as a Final TDM Plan report. The Final Report will address all applicable conditions of approval form CP 14-02 (Framework Master Plan).

Personnel Assigned:

Williams, Collins and Doherty-Chapman

Timeframe:

- May 23, 2016 (Task 2 A Memorandum: TDM/Parking Best Practices)

	- July 15, 2016 (up to five workshops/outreach meetings as scheduled per City of Oregon City)
	- July 31, 2016 (Draft TDM Plan Report)
	- November 30, 2015 (Final TDM Plan Report)
Work Products:	Summary notes from stakeholder outreach sessions
	Draft TDM Plan Report
Task 2 Budget:	\$19,070

### **Task 3: Parking Structure Evaluation**

RWC will evaluate both siting and costing for the development of a potential public/private parking structure that can best serve the development site and the downtown. RWC has conducted numerous such studies and will provide both technical support information related to location, operational format, sharing opportunities and cost to develop and operate. RWC can also provide technical information related to funding options. RWC will serve in a support role to the design team.

Task 3 will complete the following work elements:

- a. Prepare technical findings and up to 3 revenue/expense proforma for development of structured parking. Findings will be prepared in coordination with the design team and include feasibility assessment, cost to develop/operate and funding options. This will be summarized into a Technical Memorandum for inclusion in overall project findings.

Personnel Assigned:	Williams, Roncheilli
Timeframe:	- August 15, 2016 or as necessary to design team schedule (Technical Memorandum: Parking Structure Feasibility)
Work Products:	Technical Memorandum: Parking Structure Feasibility
Task 3 Budget:	\$5,620

### **Task 4: Stakeholder Outreach Coordination**

RWC will be available to participate and assist in outreach efforts scheduled to be conducted by the project's Public Outreach Consultants. The RFP anticipates up to 10 meetings (3 stakeholder workshops, 5 work sessions/public hearings with City Commissions and 3 public Riverwalk events).

Task 4 will complete the following work elements:

- a. Attendance at up to 10 meetings as coordinated by the project's Public Outreach Consultants. RWC will be in attendance and prepared to present information related to both the parking and TDM elements of the larger development strategy.

Personnel Assigned:	Williams, Collins, Doherty-Chapman
Timeframe:	- As determined by Public Outreach Consultants
Work Products:	Materials preparation and presentation necessary to specific meetings.
Task 4 Budget:	\$11,000

### **Task 5: Additional Technical Support to Development Strategy Team (Contingency Hours)**

Task 5 provides for additional technical support to the Development Strategy Team as regards addressing issues related to access and demand that evolve over the course of the project. This task is adhoc, but allows for flexibility in additional task assignments, research, model refinements, expanded parking data collection (e.g., McLoughlin neighborhood and Promenade parking lot), etc. that would adjust either TDM or parking findings/recommendations derived from other more specific tasks. Task 5 also provides for a detailed parking demand analysis that will support discussion and decision-making regarding potential code and regulatory changes for new development to ensure right sized parking for the development site (as well as downtown).

Task 5 will complete the following work elements:

- a. Up to 45 hours of RWC staff time for additional technical support as requested by the Development Strategy Team.
- b. Parking Demand Analysis
- c. Code related recommendations

Personnel Assigned:	Williams, Ronchelli Collins, Doherty-Chapman
Timeframe:	- As determined by Public Outreach Consultants
Work Products:	Materials preparation, research and presentation necessary to specific requests. Technical Memorandum: Parking Demand and Implications Related to Requirements for Development.
Task 5 Budget:	\$10,600

### **Tasks 6 & 7: Parking Inventories & Data Collection (Downtown Parking Update)**

During Tasks 6 & 7, RWC will conduct a detailed inventory of the automobile parking supply in the Downtown Urban Renewal boundary, inventorying both on and off-street facilities. The inventory will be followed by a comprehensive occupancy and utilization survey, the timing of which will be coordinated with City staff, and applicable stakeholders. The Downtown Oregon City Association will be providing an additional \$3,445 in in-kind contributions to assist in compiling the parking inventory and in two days of data collection. It is assumed that these Tasks will be scheduled to occur between Milestones 3 and 4.

Tasks 6 & 7 will involve the following work elements:

- A thorough inventory of the on and off-street parking supply by stall type, time designation, and ownership/ management (public/private).
- Development of a detailed inventory data base that provides information by block face, number and type of parking stall.
- Two survey days (weekday/Saturday) - 10 hour survey days to include a 100% sample of all on-street parking and a selected representative sample of off-street parking in the proposed study zone.
- Hourly occupancy survey conducted concurrently with on-street system targeting a representative sample of surface and structured parking facilities. Off-street occupancies will be broken out by type of facility (e.g., garage/surface, public/private) and the study area will ensure size, type and geographic representation.

- Data entry.  
 Personnel Assigned: Ronchelli Collins, Vasbinder, J. Williams, Survey Crew  
 Timeframe: - No later than September 30, 2016  
 Work Products: Inventory Summary  
 Utilization/Occupancy/Demand Summary  
 Task 6 Budget: Inventory: \$1,450 (RWC), \$1,890 in-kind (DOCA)  
 Task 7 Budget: Data Collection: \$5,345 (RWC), \$1,555 (DOCA)

### **Task 8: Data Analysis and Summary Report**

Data analysis will look at all aspects of how the parking system is being utilized and will highlight indicators that illustrate where efficiencies can be made and help to demystify misperceptions of how the parking system operates.

Results from the data analyses and inventories will be presented in graphical (charts) and tabular form as well as being summarized into a written report. Comparative analysis will also be conducted to illustrate changes between the 2009 and 2016 studies. The report will provide an accurate and thorough quantification of all of these factors. These measurements will be used to evaluate and calibrate parking impacts associated with the Falls' parking needs. RWC prides itself in its ability to work with jurisdictions to develop parking management strategies that are grounded in sound, accurate data.

Task 8 elements include:

- RWC's proprietary models generate valuable information such as occupancies by hour of day, occupancies by stall type, average duration, total vehicle hours parked, etc. These indicators and others can be to evaluate how the system is being used.
- Summarize, display and explain data findings that are straightforward and easy to understand. These findings will telegraph what strategies and/or management practices should be used to make the highest and best use of the existing parking supply, as well as to inform next steps (future parking demand) and how to integrate with innovative TDM programs/practices.
- Work with City to update land use square footages for commercial properties in the downtown study area to provide a means to derive parking demand based on the findings of the data collection effort.
- Creation of GIS occupancy 'heat' maps that illustrate use by hour of day, by block face and by off-street facility as well as identification of areas of deficiencies and/or surpluses.
- Draft Summary Report of all findings and comparative analysis between 2009 and 2016 study years. Submitted for review by City and appropriate stakeholders.
- Final Summary Report, revised and refined based on input from review of draft report by City and appropriate stakeholders.

- Personnel Assigned: Ronchelli Collins, Vasbinder, J. Williams, J. Taylor, Survey Crew  
 Timeframe: - No later than September 30, 2016  
 Work Products: Draft Summary Report – Parking Occupancy/Utilization and Demand  
 Final Report – Parking Occupancy/Utilization and Demand  
 Utilization/Occupancy/Demand Summary  
 Task 8 Budget: \$5,190

## E. Estimated Budget

We propose a not to exceed budget of \$61,175 to cover all tasks associated with the task list provided above. The table below provides a detailed break-out of costs associated with each work task item.

	Williams	Ronchelli	Collins	Doherty- Chapman	Taylor	Vasbinder/ Williams	Field Surveyors / Data Entry	Total HRS	
	Project Lead	Senior Associate	Associate	Technical & Program Specialist	Editing & Report QC	Field Foremen	Data Collection		Amount per Deliverable
Rate	\$170	\$140	\$110	\$100	\$60	\$35	\$25		Total Task Cost
<b>Task 1: Project Kick-Off and Background Review</b>	8	5	4	4	-	-	-	21	\$ 2,900.00
<b>Task 2: TDM Plan</b>	50	8	41	41	14	0	0	154	\$ 19,070.00
<b>Task 3: Parking Structure Evaluation</b>	20	15	0	0	2	0	0	37	\$ 5,620.00
<b>Task 4: Stakeholder Outreach Coordination</b>	40	15	10	10	0	0	0	75	\$ 11,000.00
<b>Task 5: Additional Technical Support to Development Strategy Team (Contingency)</b>	23	21	20	12	0	10	0	86	\$ 10,600.00
<b>Task 6: Parking Inventory</b>	0	6	3	0	0	8	0	17	\$ 1,450.00
<b>Task 7: Data Collection</b>	0	12	12	0	0	32	49	105	\$ 5,345.00
<b>Task 8: Data Analysis and Summary Report</b>	6	18	4	2	4	22	0	56	\$ 5,190.00
<b>Total Hours</b>	<b>147</b>	<b>100</b>	<b>94</b>	<b>69</b>	<b>20</b>	<b>72</b>	<b>49</b>	<b>551</b>	
<b>Total Cost</b>	<b>\$24,990.00</b>	<b>\$14,000.00</b>	<b>\$10,340.00</b>	<b>\$6,900.00</b>	<b>\$1,200.00</b>	<b>\$2,520.00</b>	<b>\$1,225.00</b>		<b>\$ 61,175.00</b>
<b>Task 1: Project Kick-Off and Background Review</b>									
1.a Review background materials provided by City and Project Partners	2	2	2	2	0	0	0	8	\$ 1,040.00
1.b Hold Kick-Off Meeting with City staff and applicable stakeholders	4	2	2	2	0	0	0	10	\$ 1,380.00
1.c Finalize work scope and initial project schedule	2	1	0	0	0	0	0	3	\$ 480.00
<b>Subtotal Hours &amp; Costs</b>	<b>8</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21</b>	<b>\$ 2,900.00</b>
<b>Task 2: TDM Plan</b>									
2.a Technical Memorandum: TDM best practices (Milestone 2)	1	0	4	8	0	0	0	13	\$ 1,410.00
2.b Stakeholder outreach and TDM education	15	0	10	10	0	0	0	35	\$ 4,650.00
2.c Draft TDM Plan	10	5	16	15	6	0	0	52	\$ 6,020.00
2.d Final TDM Plan	24	3	11	8	8	0	0	54	\$ 6,990.00
<b>Subtotal Hours &amp; Cost</b>	<b>50</b>	<b>8</b>	<b>41</b>	<b>41</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>154</b>	<b>\$ 19,070.00</b>
<b>Task 3: Parking Structure Evaluation</b>									
3.a Technical Memorandum: Parking Structure Feasibility (up to 3 scenarios)	20	15	0	0	2	0	0	37	\$ 5,620.00
<b>Subtotal Hours &amp; Cost</b>	<b>20</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>\$ 5,620.00</b>
<b>Task 4: Stakeholder Outreach Coordination</b>									
4.a Up to 10 meetings/events/work sessions	40	15	10	10	0	0	0	75	\$ 11,000.00
<b>Subtotal Hours &amp; Cost</b>	<b>40</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>\$ 11,000.00</b>
<b>Task 5: Additional Technical Support to Development Strategy Team (Contingency)</b>									
5.a Contingency hours for technical support - adhoc	20	5	10	10	0	0	0	45	\$ 6,200.00
5.b Determine Parking Demand	0	8	8	0	0	0	0	16	\$ 2,000.00
5.c Present data analysis findings along with plan/code barriers and projections	3	8	2	2	0	10	0	25	\$ 2,400.00
<b>Subtotal Hours &amp; Cost</b>	<b>23</b>	<b>21</b>	<b>20</b>	<b>12</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>86</b>	<b>\$ 10,600.00</b>
<b>Task 6: Parking Inventory</b>									
6.a Finalize Study Area Boundary w/ client	0	1	0	0	0	0	0	1	\$ 140.00
6.b Assemble pre-inventory	0	0	0	0	0	0	0	0	\$ -
6.c Conduct on-site inventory (all on and off-street in study zone)	0	3	3	0	0	2	0	8	\$ 820.00
6.d Create inventory database	0	0	0	0	0	2	0	2	\$ 70.00
6.e Develop route templates for Task 7.	0	0	0	0	0	4	0	4	\$ 140.00
6.f Inventory Summary	0	2	0	0	0	0	0	2	\$ 280.00
<b>Subtotal Hours &amp; Cost</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>17</b>	<b>\$ 1,450.00</b>
<b>Task 7: Data Collection</b>									
7.a Conduct Parking Usage Study (2 days/10 hour survey day)	0	12	12	0	0	24	34	82	\$ 4,690.00
7.b Data entry (on/off-street)	0	0	0	0	0	8	15	23	\$ 655.00
7.c. Occupancy/Utilization Summary	2	4	0	0	0	8	0	14	\$ 1,180.00
<b>Subtotal Hours &amp; Cost</b>	<b>0</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>49</b>	<b>105</b>	<b>\$ 5,345.00</b>
<b>Task 8: Data Analysis and Summary Report</b>									
8.a Data Analysis	0	7	2	2	0	10	0	21	\$ 1,750.00
8.b. Parking Demand Analysis	0	0	0	0	0	0	0	0	\$ -
8.c. GIS Heat maps	0	4	0	0	0	12	0	16	\$ 980.00
8.d. Draft Report: Occupancy, Utilization and Demand	2	5	1	0	2	0	0	10	\$ 1,270.00
8.e Final Report: Occupancy, Utilization and Demand	4	2	1	0	2	0	0	9	\$ 1,190.00
<b>Subtotal Hours &amp; Cost</b>	<b>6</b>	<b>18</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>22</b>	<b>0</b>	<b>21</b>	<b>\$ 5,190.00</b>

## **F. Additional Requests**

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If the City requests services outside the agreed-upon scope of work during the project RWC would bill using the following standard rates for professional services:

- Rick Williams, \$170/hr.
- Owen Ronchelli, \$140/hr.
- Pete Collins, \$110/hr.
- Kathryn Doherty-Chapman, \$100/hr.
- Jennifer Taylor, \$60/hr.
- Survey Supervisor, \$35/hr.
- Surveyor/Data Entry, \$25/hr.