

8.0 Operations, Management, Policy, and Physical Improvement Recommendations

8.1 Purpose of Recommendations

The recommendations which follow were developed by DESMAN, in consultation with the City, in order to address each of the issues identified throughout the course of this study. The recommended changes to the operations, management, policies, and physical assets which makeup the City's public parking system are intended to address the current needs of Downtown Topeka, as well as the anticipated needs of the area over the next 10 years. While none of the recommended changes will, by themselves, remedy all of the existing or future parking-related issues within the study area, the goal is to make incremental improvements in order to delay or eliminate the need for additional structured parking facilities, to improve the experience of parking users and to address the concerns raised by the city's stakeholders.

8.2 Recommendations

There are three policies assumed within the proposed recommendations:

1. Continuation of free, two-hour on-street parking along S. Kansas Avenue and associated side streets that currently have yellow hoods on meters. This approach assumes that the City will forgo meter revenue in these areas to support revitalization of downtown. Future updates to the plan could see this policy change. Continuing this policy would establish 550 spaces as free, two-hour parking on these streets. The free parking in these spaces represents lost revenue of more than \$280,000 annually. This solution will require an alternative source of funding to help support the parking system.
2. Implementation of demand management strategies to better utilize existing parking supply available on-street, as well as in garages and surface lots. These demand management strategies include changes to parking rates over time to help balance demand among facilities, increasing the number of permits sold in garages up to the practical capacity of each facility, changing meter rates and time limits to optimize convenience for parkers, combined with other actions to better utilize supply.
3. Development of additional funding strategies beyond existing fees from meters, leases and enforcement, to pay for plan recommendations and capital repair needs of parking facilities.

Along with the current operations of the parking system, the proposed recommendations are anticipated to result in expenses exceeding revenues by more than \$300,000-\$600,000 annually in the short-, medium- and long-term. If the recommendations are acceptable, City staff will evaluate potential funding mechanisms and bring the results back before City Council at a later date. If the parking system is going to continue to sustain itself as an enterprise fund, additional net revenue will be needed to fund capital and operating expenses.

These policy directions will need to be considered prior to implementing any of the recommendations presented in this report. The results of these decisions will affect the City's entire parking operation and will dictate the flow of subsequent recommendations. In addition, once implemented, certain of the

recommendations have the potential to reduce or eliminate the need for other, potentially costlier and more complicated changes to the parking operation.

8.2.1 Specific Recommendations

Once the major policy decisions have been made, a number of specific recommendations can and should be undertaken. DESMAN has formulated a matrix (**Table 8.1**) which compares the issues previously identified during the course of this study with recommendations aimed at addressing the issues. In addition, the matrix shows the relative financial impact each recommendation is expected to have on the overall financial performance of the parking system, as well as the anticipated timeframe for implementation. In terms of the implementation timeframe, short-term (ST) recommendations were assumed to occur in 1-2 years, medium-term (MT) in 3-5 years and long-term (LT) in 6+ years.

Following the matrix in Table 8.1 are detailed descriptions of the initial recommendations, along with the anticipated costs associated with each recommendation and the anticipated timeframe for implementation. Lastly, financial projections for the parking system over the next 10 years are presented in order to summarize the potential financial impact of all of the proposed recommendations.

Table 8.1 Parking Recommendations Matrix

		System Recommendations												Garage Recommendations				On-Street Recommendations						Lots
		Establish a funding mechanism	Acquire Out of State License Plate Lookup	Improve Wayfinding Signage	Establish Capital Repair Reserve Fund	Acquire Residential Parking Policy	Institute Regular Rate/Fine Increases	Utilize Private Parking in Off Hours	Implement TDM Strategies	Increase Oversell in Garages	Acquire Single PARC System for Garages	Add Electronic Counting and Signage to Garages	Balance Demand Among Parking Facilities	Eliminate Yellow Hoods	Evaluate Meter Locations	Increase On-street Parking Rates	Acquire LPR Enforcement System	Add Electronic Meters	Adjust Enforcement Hours	Evaluate Use of Surface Lots				
Issue #	Issue Description	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
1a.	Localized on-street parking shortages			X					X	X			X	X	X	X	X	X				X	X	
1b.	Future development will overwhelm supply	X			X	X			X	X	X			X								X	X	
1c.	In the long-term, city will need more downtown parking	X			X	X				X	X			X				X						
2a.	Current rates have not been increased since 2010	X						X						X				X						
2b.	Current revenue does not cover expenses plus capital repair needs	X	X					X			X			X		X	X	X	X		X			
2c.	Issue of yellow hooded meters should be resolved															X								
2d.	Little price differentiation between high and low occupancy spaces							X			X			X				X			X		X	
3a.	Enforcement is labor intensive	X																		X	X			
3b.	Back office processes are nearly all manually done	X					X					X								X	X			
3c.	There is no out of state license plate look-up	X	X																					
4a.	Free, 2-hour on-street parking invites abuse															X			X	X				
4b.	Decision is needed about free parking on/near Kansas Avenue	X														X					X			
4c.	Widespread abuse of ADA placards has been reported																			X				
5a.	Wayfinding is minimal	X		X																				
5b.	Drivers are unable to determine if spaces are available in garages	X											X											
6a.	Parking meters accept only coins	X															X	X			X			
6b.	Most administrative tasks require manual input	X					X					X								X				
6c.	There are continual issues with Full Court/SL software	X					X													X				
6d.	Garages use four different PARCS systems	X			X		X					X												
6e.	Enforcement handhelds are outdated	X																		X				
7a.	No capital reserve fund for repairs	X			X			X			X				X			X						
Relative Financial Impact		\$\$\$\$	(\$)	N/A	(\$\$\$\$)	N/A	(\$)	\$\$	N/A	(\$)	\$	(\$\$\$\$)	(\$\$)	\$	\$	(\$)	N/A	\$\$	\$	(\$)	(\$\$\$)	\$	N/A	
Implementation Timeline		ST	ST	ST	ST	ST	ST	MT	MT	LT	ST	ST	MT	MT	LT	ST	ST	ST	ST	ST	ST	MT	LT	

Relative Financial Impact of Recommendations: \$\$\$\$ = Significant Positive Impact on Net Revenue (\$\$\$\$) = Significant Negative Impact on Net Revenue

ST = Short-Term MT = Medium-Term LT = Long-Term

System-Wide Recommendations

- 1) Establish a funding mechanism to fund parking recommendations.** If all of these recommendations are implemented, the 10-year Parking Fund forecast shows expenses exceeding revenue by an average of approximately \$409,000 annually. The primary driver of this shortfall is the establishment of a capital reserve fund to replace and rehabilitate existing parking infrastructure and setting aside \$383,000/year for this purpose.

In lieu of increasing parking rates and fines, a funding mechanism such as a special service district or community improvement district could be used to fund the operations and capital needs of the Parking Division. This would spread the financial burden associated with operating and maintaining the system over the system's beneficiaries, not just parkers who use the system. In all likelihood, additional funds will be needed beyond user fees if the Parking Division is to be completely self-supporting.

Estimated Cost to implement: Nominal (funding mechanism would need to generate ~\$409,000/year)

Estimated timeframe: Needs to be in place no later than two years after implementation of recommendations

- 2) Out of State license plate lookup capability should be acquired.** At the present time, the Parking Division is only able to access the records associated with Kansas-registered vehicles. Consideration should be given to contracting for a national data base to facilitate out-of-state collections.

Estimated Cost to implement: Nominal

Estimated timeframe: Short-Term (6 Months)

- 3) Improve wayfinding signage from Kansas Avenue and major approaches to Downtown to the City's garages.** Additional signage is needed to direct drivers from Kansas Avenue to available spaces in City facilities both east and west of Kansas Avenue. Currently, drivers cruise S. Kansas Avenue looking for on-street parking, while garage spaces are typically readily available.

The City's recently-completed wayfinding program recommended a variety of signs, including more than 10 specific vehicular parking guidance signs, to be placed throughout the downtown. The recommended signs on Kansas Avenue and on key cross streets are intended more-effectively direct motorists to the City's parking garages. After these signs have been procured and installed, parking wayfinding signage should be reassessed in order to determine if additional signage is necessary.

Estimated Cost to Implement: Nominal

Estimated Timeframe: Short-Term (1 Year)

- 4) Establish a capital repair reserve fund for parking.** Parking garages, surface parking lots, parking meters, signage, and all of the various other physical assets that form a parking system and enable a parking operation to work have a cost associated with them and will require replacement at some point in the future. Building new parking spaces, maintaining existing spaces and replacing equipment can all require significant capital outlays which, at present, come from the revenues generated by the parking system or through debt financing. Due to the significant burden that these

large and irregular expenses can place on a city's finances, it is good practice to set aside money in a reserve fund to help offset these future costs.

Ideally, the City should be setting aside at least \$100/space per year for the 3,183 parking garage spaces and \$25/space per year for the surface lot and on-street spaces to be used for future capital repair and maintenance.

Estimated Cost to implement: ~\$383,000/year, based on existing parking inventory
Estimated Timeframe: Short-Term (Immediately)

- 5) Establish a policy regarding downtown residential parking.** Historically, downtown parking has been provided by the City. With the number of residential units in downtown expected to grow in the future, a conflict is developing between residential and office parking needs. Resident parking is most appropriate in off-street facilities where vehicles can be conveniently parked when not in use. However, this can create conflicts between the needs of residents and downtown office workers and commercial patrons.

To address this situation, consideration should be given to establishing a provision for downtown residential parking, either an absolute standard, such as a zoning requirement, fee in lieu or contracting for existing available parking. As development continues, this could also translate to the City requiring developers to provide residential parking as part of their projects or contributing to a parking fund to assist the City in building structured parking.

We recommend a multi-phased approach to residential parking. In the short-term, the City should continue to sell garage leases for 24-hour parking for residential users in City facilities. The Townsite Garage has the best potential to help accommodate the projected residential demand, given the existing and projected future utilization of this facility. Although there is substantial space available in the lots adjacent to the freeway along Madison and Monroe, they are not convenient to most of the proposed residential units.

In the mid-term, as residential demand increases to the point where there are capacity constraints with daytime users, parking rates can be adjusted to balance demand among the various City facilities, creating additional capacity to satisfy residential demand. As this situation develops, the City must decide whether to continue the current policy of providing all downtown parking (which could require an additional parking garage be developed) or require developers to provide residential parking.

Estimated Cost to Implement: Nominal (minimal staff time)
Estimated Timeframe: Short-Term (6 Months)

- 6) New integrated back office software should be acquired to link all facets of parking operations.** The existing JSI and the Lawson systems are cumbersome and difficult to use for the operation of the City's parking system. There are a number of effective software programs which can provide accounting support and integration with parking operations. All can accommodate data and reports from current garage operating systems. The linking of financial and operating data from the off-street facilities with on-street reporting and enforcement will simplify reporting and increase the City's understanding of their parking system.

Estimated Cost to implement: \$50,000
Estimated timeframe: Short-Term (1 – 2 Years)

- 7) **Institute regular rate increases.** One of the most difficult parts of managing a parking system is convincing the public and governing entities of the value of regularly increasing parking rates. Because increasing rates is often difficult politically, the decision to increase rates is generally deferred until financial need dictates. For this reason, it is recommended that regular rate increases be part of the City’s plan of operation in the future. Ideally, these increases should at least keep pace with normal cost escalation.

A 10% increase in parking rates and fine amounts every 3 – 4 years would provide a relatively painless way to keep the parking system solvent, as salaries and other costs increase. **Table 8.2** (below) presents a potential schedule for increasing parking rates when downtown parking demand dictates.

Table 8.2 Schedule of Current and Potential Future Parking Rates

Facility Name	EXISTING		FIRST INCREASE		SECOND INCREASE		THIRD INCREASE	
	Monthly Lease Rate (covered)	Hourly Parking Rate	Monthly Lease Rate (covered)	Hourly Parking Rate	Monthly Lease Rate (covered)	Hourly Parking Rate	Monthly Lease Rate (covered)	Hourly Parking Rate
512 Jackson Garage	\$67.75	\$1.00	\$75.00	\$1.00	\$83.00	\$1.00	\$91.00	\$1.25
Townsite Plaza Garage	\$67.75	\$1.00	\$75.00	\$1.00	\$83.00	\$1.00	\$91.00	\$1.25
Park-N-Shop Garage	\$67.75	\$1.00	\$75.00	\$1.00	\$83.00	\$1.00	\$91.00	\$1.25
Crosby Place Garage	\$67.75	\$1.00	\$75.00	\$1.00	\$83.00	\$1.00	\$91.00	\$1.25
Centre City Garage	\$67.75	\$1.00	\$75.00	\$1.00	\$83.00	\$1.00	\$91.00	\$1.25
Ninth Street Garage	\$47.43	\$1.00	\$52.00	\$1.00	\$57.00	\$1.00	\$63.00	\$1.25
Coronado Garage	\$67.75	N/A	\$75.00	N/A	\$83.00	N/A	\$91.00	N/A
5th & Jackson Lot	\$45.00	N/A	\$50.00	N/A	\$55.00	N/A	\$61.00	N/A
8th & Madison Lot	\$18.00	N/A	\$20.00	N/A	\$22.00	N/A	\$24.00	N/A
900 Monroe Lot	\$30.00	N/A	\$33.00	N/A	\$36.00	N/A	\$40.00	N/A
Water Tower Lot	\$18.00	N/A	\$20.00	N/A	\$22.00	N/A	\$24.00	N/A
1- or 2-Hour Meters	N/A	\$1.00	N/A	\$1.25	N/A	\$1.50	N/A	\$1.75
10-Hour Meters	N/A	\$0.50	N/A	\$0.75	N/A	\$1.00	N/A	\$1.25
10-Hour Permit	\$44.00	N/A	\$48.00	N/A	\$53.00	N/A	\$58.00	N/A
Hood (Daily)	\$6.00	N/A	\$7.00	N/A	\$8.00	N/A	\$9.00	N/A
Hood (Monthly)	\$67.75	N/A	\$75.00	N/A	\$83.00	N/A	\$91.00	N/A

In addition, as downtown development fills existing parking facilities, it will be important to manage the demand at individual facilities by adjusting prices. Greater variation in monthly rates between high and low occupancy parking facilities can shift demand to underutilized lots and garages. The provision of long-term leases at fixed prices with heavily discounted rates is detrimental to the ability to balance demand and fund future capital repair and maintenance projects. As much as possible, we recommend that leases be limited to a fixed price for one year, with a provision for increases above inflation for each year thereafter. Shorter-term leases enable the City to balance demand using price elasticity.

Estimated Cost to Implement: Nominal
Estimated Timeframe: Medium-Term (3 – 5 Years)

- 8) Work with the State and other property owners to utilize employee parking in off hours.** There are a large number of State of Kansas and corporately-owned parking facilities used for employee parking during the day (estimated at more than 5,500 spaces within the study area). These facilities often sit empty at night and on weekends. Shared parking should be encouraged to satisfy evening and weekend demand for theaters, restaurants and special events. These types of arrangements are an effective way to delay the need for the City to build additional structured parking.

Estimated Cost to Implement: Nominal
Estimated Timeframe: Medium-Term (3 – 5 Years)

- 9) Encourage demand management strategies.** Before investing in additional structured parking in the downtown, consideration should be given to continuing efforts to reduce parking demand for employees and residents. The City should continue to encourage the use of other modes of transportation including bicycles, carpooling and public transportation.

Additionally, when demand justifies, in an effort to provide a lower cost parking option and to better utilize the City's surface parking lots on the edges of downtown, such as the 8th and Madison Lot east of I-70, serious consideration should be given to developing a shuttle bus route running from this facility to the core of downtown.

Estimated Cost to Implement: \$200,000 annually
Estimated Timeframe: Long-Term (6+ Years)

Garage Recommendations

- 10) Increase oversell in garages.** Although the City currently has a policy of overselling permits in its garages, there are typically spaces available during peak demand periods. For this reason, it is recommended that the City begin to gradually increase the number of permits sold while monitoring the occupancy of the garages. Based on DESMAN's analysis, there is potential to sell more than 150 additional permits total between the 512 Jackson, Townsite Plaza, Ninth Street, and Crosby garages, without exceeding the practical capacity of those facilities.

Estimated Cost to Implement: Nominal (minimal staff time)
New Revenue: \$122,000 @ \$67.75 per permit
Estimated Timeframe: Short-Term (Immediately)

- 11) Garage revenue control systems should be consistent across all facilities.** Currently, the City's seven parking garages operate using four different operating systems. In addition, most of the software and hardware systems are approaching the end of their useful lives or are already beyond their useful lives. The use of several different access and revenue control systems puts a large burden on staff to manually integrate the financial and operating data from these facilities.

At present, only the Center City Garage has an up-to-date access and revenue control system. However, the use of the Coronado garage by the Cyrus Hotel valet operation will likely require new equipment and software as well. This provides a perfect opportunity to begin migrating to a unified system.

We recommend that one system be adopted to run all the City's parking garages and to manage financial data for the parking system. This should be implemented in conjunction with Recommendation 6, above.

Estimated Cost to implement: \$600,000
Estimated timeframe: Short-Term (1 – 2 Years)

- 12) Add electronic counting and signage on high occupancy off-street parking facilities.** As downtown parking facilities become more occupied, customer service can be improved by providing the number of available spaces in each garage prior to a patron entering the facility. Systems of this type typically include signs at the entrances to a garage indicating the number of available spaces, as well as making this information available online. Any of the revenue control systems that might be recommended in Recommendation 10 (above) would be compatible with electronic counting and signage systems. However, only the TIBA system currently in place in the Centre City garage could support a counting system without upgrade.

Estimated Cost to Implement: \$70,000
Estimated Timeframe: Medium-Term (3 – 5 Years)

- 13) Balance demand among parking facilities.** As peak occupancy levels raise above 90% on a regular basis, parking garage rates should be increased to help balance demand among garages and surface lots. Rates should be reviewed at least annually to determine if they should be adjusted.

Estimated Cost to Implement: Nominal (minimal staff time)
New Revenue: TBD
Estimated Timeframe: Medium-Term (3 – 5 Years)

- 14) Review lighting in all parking facilities and replace where appropriate with energy-efficient fixtures.** Energy-efficient lighting fixture prices have decreased significantly in recent years. Coupled with incentives from electric utilities, there is little reason to delay upgrading lighting in parking facilities, where those upgrades have not already been completed or are not already planned. Additionally, customer service and patron safety can be improved through lighting enhancements. For these reasons, it is recommended that all facilities be surveyed to determine the need for and cost to upgrade lighting systems.

Estimated Cost to Implement: TBD
Estimated Timeframe: Long-Term (6+ Years)

On-Street Recommendations

- 15) Eliminate yellow hooded meters.** Hooded meters are both unsightly and, in some instances, unnecessary. If the City wishes to provide free on-street parking with strict time limit enforcement, then meters and hoods should be removed, where they still exist. There are other local funding mechanisms available to support the parking functions and maintain the assets.

Estimated Cost to implement: Nominal
Estimated timeframe: Short-Term (1 Month)

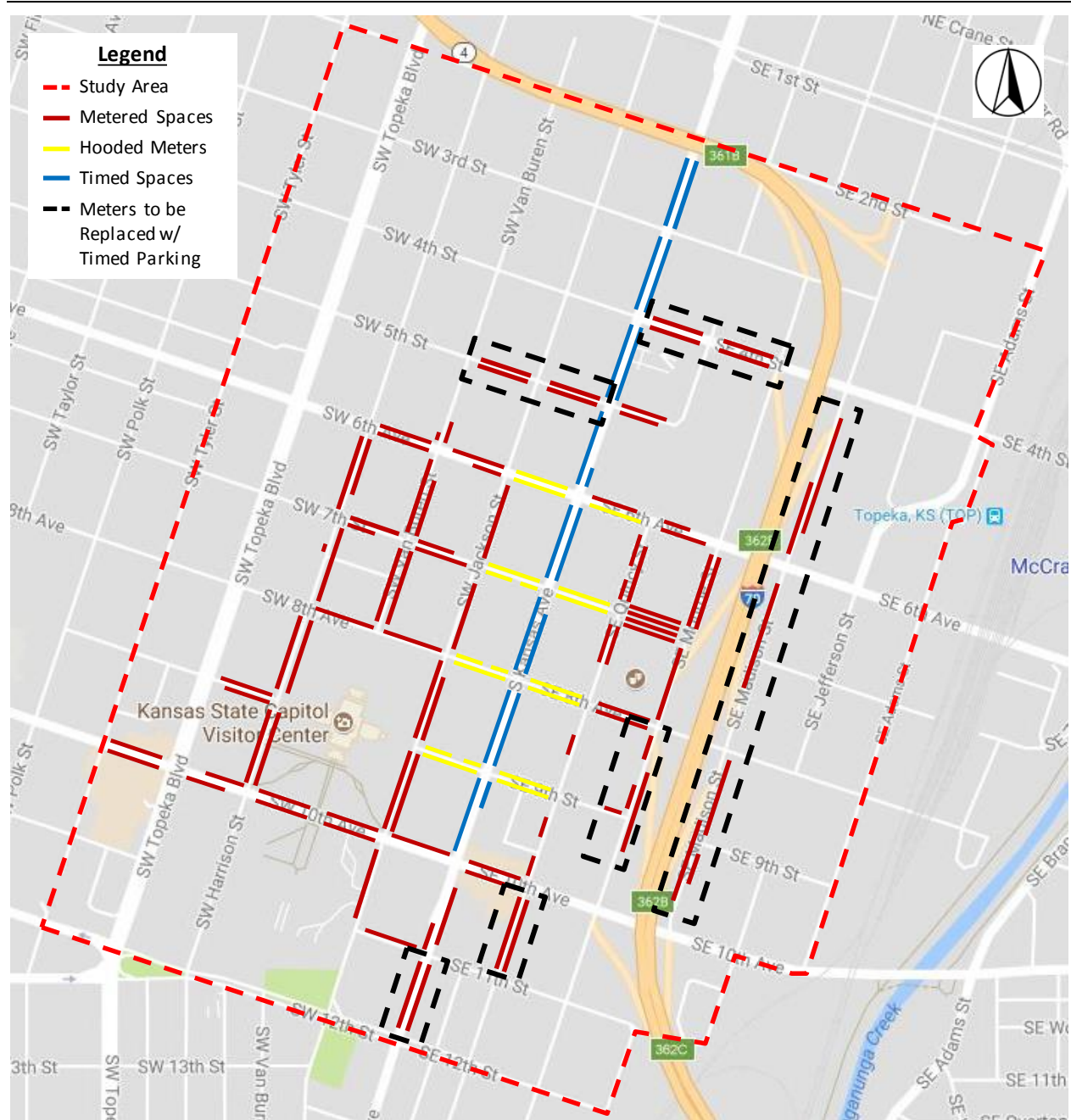
16) Evaluate meter locations. Since the occupancies of the meters vary significantly by block, the desirability of maintaining meters in all existing locations should be reviewed. In the short-term, we recommend that poorly-producing meters be removed and replaced with timed parking. In the mid-term, the occupancy of the remaining meters should be reviewed and a decision made to eliminate or upgrade to electronic meters. Long-term, as development increases on-street demand, new meter locations and/or elimination of additional meters should be considered.

As shown in the below figure, we have identified several locations where existing meters could potentially be removed and replaced with timed parking, with little to no impact on revenue or the availability of parking; the locations identified contain 405 existing meters. City staff who are intimately familiar with the parking activity patterns in downtown and the meter revenue generated on a street-by-street basis should make the final determination of meters for removal.

In addition, we recommend that 10-hour meters be relocated from areas of high demand to areas with lower demand. For instance, the 53 10-hour meters in the 800 block of SW Jackson Street could be relocated to SW 10th Avenue and replaced with 2-hour meters.

<i>Estimated Cost to Implement:</i>	Nominal (minimal staff time)
<i>Estimated New Revenue:</i>	Little revenue impact; minimal savings for maintenance and collection
<i>Estimated Timeframe:</i>	Short-Term (3 – 6 Months)

Potential Locations for Replacement of Meters w/ Timed Parking



17) Increase on-street parking rates in high demand areas. We recommend that meter rates be increased to \$1.25 per hour in the high occupancy areas adjacent to the State Capitol, particularly along SW Jackson Street, SW Van Buren Street and SE Harrison Street south of 7th Street, and on and 8th Avenue from Jackson to Harrison, as shown in the below figure. Increasing hourly parking rates in these areas would encourage parkers to disperse to less utilized meters and, by increasing the on-street hourly rate above that of the garages, would encourage use of off-street facilities. There is a total of 318 meters in the identified blocks.

- 18) Increase initial fines for metered/timed parking violations to \$10.00.** In the parking industry, it is a best practice to price overtime/non-payment of parking violations at 10 to 15 times the hourly cost of parking. This pricing structure is intended to encourage payment of the meters and compliance with time limit regulations. If the fine for a violation is too low, parkers are more likely to take their chances on receiving a violation, as opposed to paying for the time they are parked or moving their vehicles within the posted time limit. If the parking rate on Kansas Avenue is increased to \$1.25 per hour, as recommended, then the fine amount for overtime/non-payment violations should be increased in order to maintain the proper cost ratio.

<i>Estimated Cost to Implement:</i>	Nominal (minimal staff time)
<i>Estimated New Revenue:</i>	\$25,000
<i>Estimated Timeframe:</i>	Short-Term (6 Months)

- 19) Acquire updated enforcement capability for on-street parking.** The current enforcement practices are extremely effective, but very labor intensive. An investment in new technology, such as license plate recognition (LPR), integrated with on-street meters, would eliminate some of the manual effort by enforcement personnel and would improve capture rates. Our experience in other communities suggests that the productivity of personnel using LPR is significantly improved versus manual enforcement. Again, funds would be needed to acquire this technology, but those costs will be offset by increased capture of violators and a longer-term reduction in operating expenses.

We recommend that LPR hardware and software be acquired for two vehicles for use by the City's PCOs. The LPR equipment can be used to enforce time limits on-street and permit restrictions on-street and in the surface lots, as well as on-street meter parking for those parkers who pay via cell phone at a single-space meter.

<i>Estimated Cost to Implement:</i>	\$60,000
<i>Estimated New Revenue:</i>	\$20,000
<i>Estimated Timeframe:</i>	Short-Term (6 Months – 1 Year)

- 20) Replace on-street meters with technology that would permit use of credit cards and cell phone payments.** The single-space meters currently used downtown are manual meters which do not take credit cards and whose rates cannot be easily adjusted. There are two primary technology options to replace the existing meters, either of which can be coupled with a pay-by cell phone app: 1) electronic single-space meters (previously tested in Topeka) add to a traditional meter by accepting credit cards or 2) multi-space meters provide a kiosk to serve typically 8-10 parking spaces on a block.

There are advantages and disadvantages to each type of technology, principally higher capital costs and longer walking distances for multi-space meters, but lower operating costs, easier enforcement, fewer poles on the sidewalk. The primary advantages of single-space meters is the significantly-lower capital cost and a familiarity with the technology.

Despite the advantages of multi-space meters from an enforcement perspective, given Topeka's hourly on-street parking rates and the cost to procure multi-space meters, we recommend that the City procure and install credit card-enabled single-space meters to replace the existing mechanical meters.

Based on the existing on-street parking inventory within the study area, if the identified spaces on Kansas Avenue and the adjacent streets remain free and the 405 existing spaces identified in Recommendation 16 are changed to timed parking, there are approximately 1,100 remaining on-street metered parking spaces. In order to minimize the financial impact of this recommendation, we have devised a scheme for replacing the meters over time. Assuming that the free spaces remain on Kansas Avenue and the adjacent streets, it is estimated that 318 single-space meters would be needed to control the on-street metered parking spaces in the high occupancy on-street areas (identified in the graphic above).

Over the medium-term, outside of the high occupancy areas, the remaining 784 metered spaces should be evaluated to determine if the existing technology should be replaced with new single-space meters or with timed parking enforced by LPR technology.

<i>Estimated Cost (Short-Term):</i>	\$143,000 (318 meters @ \$450/meter)
<i>Estimated Timeframe:</i>	Short-Term (1 – 2 Years)
<i>Estimated Cost (Medium-Term):</i>	\$353,000 (784 meters @ \$450/meter)
<i>Estimated Timeframe:</i>	Medium-Term (3 – 5 Years)

- 21) Adjust Enforcement Hours.** Although the current enforcement hours are appropriate given existing activity levels downtown, as evening and weekend activity increases, consideration should be given to extending meter hours later in the evenings on weekdays and instituting paid parking on weekends. An annual review of evening/weekend activity should be conducted to identify major activity areas and inform the decision to extend on-street hours of enforcement.

<i>Estimated Cost to Implement:</i>	TBD
<i>Estimated New Revenue:</i>	TBD
<i>Estimated Timeframe:</i>	Medium-Term (3 – 5 Years)

Surface Lot Recommendations

- 22) Evaluate the use of the surface lots.** Despite the low lease rates charged at the surface parking lots, the lots remain underutilized compared to the garages. This low level of utilization reflects the locations of the surface lots on the periphery of downtown. Although there is little demand for remote parking today, as demand grows in the core, remote lots may become more desirable as a low-cost parking option. We recommend that the status quo be maintained until demand for remote parking and shuttle service increases.

<i>Estimated Cost to implement:</i>	N/A
<i>Estimated timeframe:</i>	Long-Term (6+ Years)

8.3 Timing of Recommendations

While the impacts of the recommended changes can be predicted to a certain extent, a number of the changes that are being proposed have the potential to impact the public parking system in unknown ways.

Due to the uncertainty around the impact that these recommendations will have on the current and future parking dynamics within the study area, the proposed implementation timetable has been designed to allow time for the impacts of the changes to be felt, before additional changes are made to the system. In our experience, this approach is more successful than attempting to implement all of the recommended changes at one time and dealing with any unintended consequences in a piecemeal way. Hopefully, this will allow changes to the parking system to be made in a methodical way, avoiding a situation where the City spends resources on recommendations that do not result in an improved parking operation or must walk back a change that had an unintended, negative consequence.

8.4 Anticipated Cost of Implementation

For each of the recommended changes or improvements, an anticipated cost has been provided for use in the City's budgeting process. While the actual costs of implementing the recommendations will likely vary somewhat from these figures, these planning level cost estimates are intended to provide the City with an idea of the financial commitment associated with each recommendation. That cost, along with the potential benefits of each recommendation, will allow for an objective comparison of the merits of each proposed recommendation. Similarly, some of the recommendations, such as rate increases, will generate revenue. We have also attempted to identify the magnitude of the revenue increases associated with these recommendations. Some recommendations are seen as low cost and more easily implementable, while others will require more significant capital outlays and/or more planning in order for implementation to be successful.

Table 8.3 (below) presents the projected financial performance of the parking system over the next 10 years, based upon the above recommendations and implementation timeframes.

Table 8.3 Projected Financial Performance of the City of Topeka Parking Division

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
ON-GOING FUND BALANCE	\$ 143,183	\$ (548,032)	\$ (790,972)	\$ (1,168,332)	\$ (1,511,188)	\$ (2,117,920)	\$ (2,689,816)	\$ (3,129,881)	\$ (3,620,880)	\$ (3,864,919)	\$ (4,125,068)
OPERATING RESERVE	\$ 759,652	\$ 330,235	\$ 330,235	\$ 330,235	\$ 332,205	\$ 356,896	\$ 356,896	\$ 356,896	\$ 358,866	\$ 385,532	\$ 385,532
Profit/Loss	\$ (616,469)	\$ (360,979)	\$ (242,941)	\$ (377,359)	\$ (340,886)	\$ (582,042)	\$ (571,895)	\$ (440,065)	\$ (489,028)	\$ (217,373)	\$ (260,150)
REVENUE¹	\$ 2,856,370	\$ 3,302,355	\$ 3,302,355	\$ 3,302,355	\$ 3,322,055	\$ 3,568,963	\$ 3,568,963	\$ 3,568,963	\$ 3,588,663	\$ 3,855,324	\$ 3,855,324
Fees for Service:	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083	\$ 2,654,083
Municipal Court	\$ 183,287	\$ 183,287	\$ 183,287	\$ 183,287	\$ 183,287	\$ 183,287	\$ 183,287	\$ 183,287	\$ 183,287	\$ 183,287	\$ 183,287
Miscellaneous	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000
Revenue from Recommendations	\$ -	\$ 445,984	\$ 445,984	\$ 445,984	\$ 465,684	\$ 712,592	\$ 712,592	\$ 712,592	\$ 732,292	\$ 998,954	\$ 998,954
EXPENSES²	\$ 3,472,840	\$ 3,663,334	\$ 3,545,295	\$ 3,679,714	\$ 3,662,941	\$ 4,151,005	\$ 4,140,858	\$ 4,009,028	\$ 4,077,691	\$ 4,072,697	\$ 4,115,474
Employee Compensation	\$ 652,426	\$ 668,737	\$ 685,455	\$ 702,592	\$ 720,157	\$ 738,160	\$ 756,614	\$ 775,530	\$ 794,918	\$ 814,791	\$ 835,161
Benefits	\$ 225,639	\$ 231,280	\$ 237,062	\$ 242,989	\$ 249,064	\$ 255,290	\$ 261,672	\$ 268,214	\$ 274,920	\$ 281,793	\$ 288,837
Utilities	\$ 284,777	\$ 291,896	\$ 299,194	\$ 306,674	\$ 314,341	\$ 322,199	\$ 330,254	\$ 338,510	\$ 346,973	\$ 355,647	\$ 364,539
Professional Services and Contractors	\$ 308,751	\$ 316,470	\$ 324,382	\$ 332,491	\$ 340,803	\$ 349,323	\$ 358,057	\$ 367,008	\$ 376,183	\$ 385,588	\$ 395,227
Miscellaneous	\$ 3,500	\$ 3,588	\$ 3,677	\$ 3,769	\$ 3,863	\$ 3,960	\$ 4,059	\$ 4,160	\$ 4,264	\$ 4,371	\$ 4,480
Insurance	\$ 64,103	\$ 65,706	\$ 67,349	\$ 69,032	\$ 70,758	\$ 72,527	\$ 74,340	\$ 76,199	\$ 78,104	\$ 80,056	\$ 82,058
Maintenance	\$ 83,655	\$ 85,747	\$ 87,890	\$ 90,088	\$ 92,340	\$ 94,648	\$ 97,015	\$ 99,440	\$ 101,926	\$ 104,474	\$ 107,086
Rent	\$ 1,800	\$ 1,845	\$ 1,891	\$ 1,938	\$ 1,987	\$ 2,037	\$ 2,087	\$ 2,140	\$ 2,193	\$ 2,248	\$ 2,304
Purchased Services	\$ 234,971	\$ 240,845	\$ 246,866	\$ 253,038	\$ 259,364	\$ 265,848	\$ 272,494	\$ 279,307	\$ 286,289	\$ 293,447	\$ 300,783
Supplies	\$ 129,100	\$ 132,328	\$ 135,636	\$ 139,027	\$ 142,502	\$ 146,065	\$ 149,716	\$ 153,459	\$ 157,296	\$ 161,228	\$ 165,259
Capital Outlay	\$ 261,528	\$ 268,066	\$ 274,768	\$ 281,637	\$ 288,678	\$ 295,895	\$ 303,292	\$ 310,875	\$ 318,646	\$ 326,613	\$ 334,778
Debt Service	\$ 822,588	\$ 784,526	\$ 718,825	\$ 688,839	\$ 681,484	\$ 907,452	\$ 833,656	\$ 636,587	\$ 638,378	\$ 564,841	\$ 537,361
Expenses from Recommendations	\$ 400,000	\$ 572,300	\$ 462,300	\$ 567,600	\$ 497,600	\$ 697,600	\$ 697,600	\$ 697,600	\$ 697,600	\$ 697,600	\$ 697,600

1) Regular parking rate increases were assumed in 2019, 2023 and 2027. These figures do not account for additional revenue from future demand growth.

2) Assumed annual expense growth of 2.5%, not including additional expenses associated with implementing recommendations.