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TECHNICAL MEMORANDUM

TO: Ms. Mary Brinegar
Dallas Arboretum and Botanical Society, Inc.

FROM: DeShazo, Tang & Associates, Inc.

DATE: December 23, 2008

RE: **Parking Master Plan for the Dallas Arboretum and Botanical Society, Inc;
DT&A No. 08204**

BACKGROUND

The Dallas Arboretum and Botanical Society, Inc. (DABS) attracts visitors throughout the year, with distinct peaks during several special events and festivals. The attendance records provided by DABS indicate that over 525,000 visitors attended the grounds during 2008, an increase of over 22% from 2007.

DeShazo, Tang & Associates, Inc. (DT&A) has been involved with numerous transportation related studies at DABS since the first Transportation Management Plan was developed in February 1988. With the planned development of the Children's Garden and Garden Education Center (GEC) at the north end of the property, parking remains an important element to be addressed.

The construction of the Children's Garden is scheduled for completion in 2012. During construction, several existing parking areas on the DABS grounds will not be available to utilize. Alternate parking arrangements will need to be secured to appropriately plan for the anticipated parking demands associated with the various festivals and special events held at DABS.

PURPOSE

The purpose of this memorandum is to evaluate the projected parking demands of DABS after completion of the expansions and during the construction phase associated with the Horticulture Center, Children's Garden and GEC. Recommendations to DABS

of the parking supply to provide as well as parking and transportation management plans (TMP) will be provided to assist DABS in vehicular and pedestrian transportation and circulation operations.

Elements of parking characteristics specific to the Dallas Arboretum have been validated in studies performed in 1998 and 2002. The results will be utilized to prepare a validated parking needs model in the TMP for future events at the Arboretum. Some parking related factors in the model will be modified to consider the predicted longer stay for visitors on the expanded campus as well as the increase in students arriving by bus.

As new gardens, facilities, and events develop at the Arboretum, the attendance patterns may change. These attendance and growth patterns should be monitored to properly secure a sufficient parking supply to meet the projected demands.

PARKING MANAGEMENT PLAN

Several factors are important in developing a parking demand model for specific uses and the Arboretum, with the numerous special events held each year, is no different. As previously stated DT&A has performed several traffic and parking studies for the Dallas Arboretum providing opportunities for validation of several of these parking factors. Attendance records, auto occupancy, parking accumulation, number of staff and volunteers and the amount of parking available on site are all factors used in this analysis. Future parking demand will be determined through analysis of attendance at previous events as well as the other parking demand factors.

Historical Attendance Growth

The Arboretum staff provided attendance records for the past several years in total number of attendance. **Exhibit 1** shows the annual attendance at the Arboretum for the past 10 years with an estimate included for December 2008. The annual total of attendees is shown in **Table 1** with the resulting growth rate between years.

Average annual growth over 10 years is 4.4%, however, the increase from 2007 to 2008 indicates a 22% growth rate. **Exhibit 2** provides a profile comparison between the daily attendance in 2007 and 2008 in order of highest to lowest attendance days of the year. The net difference illustrates over how many days this 22% annual growth occurred.

Dallas Arboretum Parking Demand: 2013

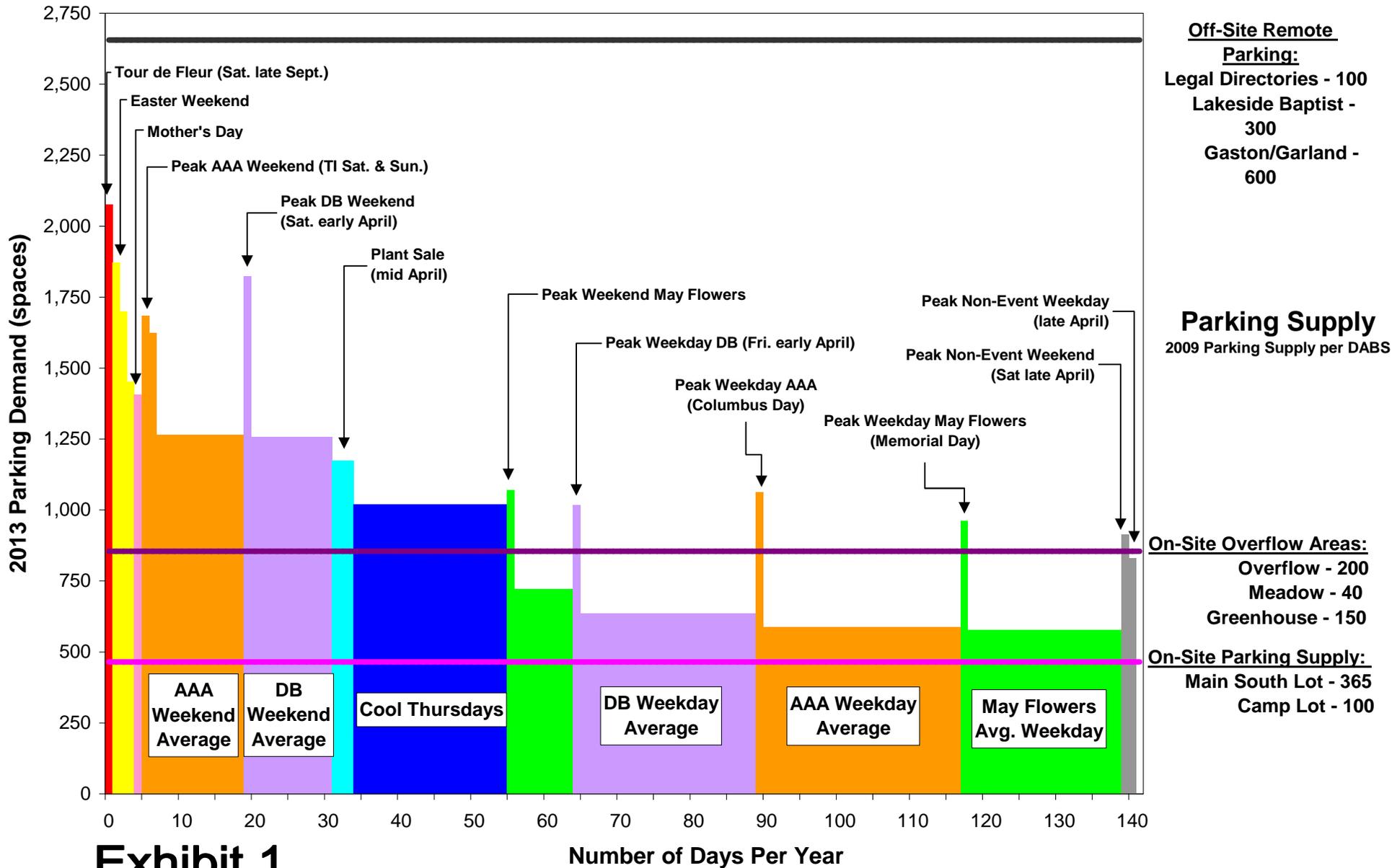


Exhibit 1

Table 1. Dallas Arboretum Historical Annual Attendance and Growth

Year	Attendance	Growth
1999	361,614	-
2000	301,198	(17%)
2001	363,785	21%
2002	283,278	(22%)
2003	310,337	10%
2004	360,995	16%
2005	369,481	2%
2006	409,495	11%
2007	437,154	7%
2008	533,567*	22%

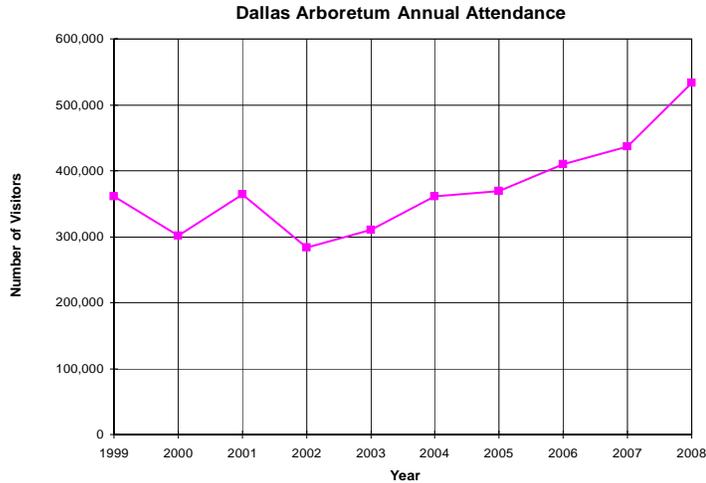


Exhibit 1. Historical Growth of Attendance

Overall annual growth **4.4%**

* Attendance estimated for December 2008

Major Special Events

The daily Arboretum attendance profile for 2008 is graphically color coded in **Exhibit 3** to identify the peaks in attendance associated with Special Events.

Dallas Blooms (DB) is an annual recurring festival at the Arboretum generally lasting from early, mid-March until mid-April. Many of the highest attended days of the year occur during this event, especially when **Easter weekend** falls within its bounds. Weekday attendance is characterized by strong school attendance and peak public visitors on weekends. Dallas Blooms has historically been the highest attended special event held at the Arboretum with shuttle busses required to provide transportation for visitors parking in remote locations.

Autumn at the Arboretum (AAA) is a festival generally running from late September until early November with the grounds in full fall color complete with pumpkins and chrysanthemums. Historically, weekend days have been highly attended, but not to the magnitude of the peak days that occur during Dallas Blooms. The 2008 attendance data illustrated in **Exhibit 3**, provides that there were several weekend days in October that met or exceeded some of the high attendance days for Dallas Blooms activity. Examination of October monthly attendance total during Autumn at the Arboretum indicates that the 2008 event attracted nearly 250% more visitors than in October 2007. Weather conditions have historically played a major factor in drawing high (or low) attendance as indicated by records which include temperature and precipitation; October 2008 is no exception with the mild temperatures and lack of rain.

Exhibit 2 - Dallas Arboretum 2008 vs. 2007 Daily Attendance: Ranked

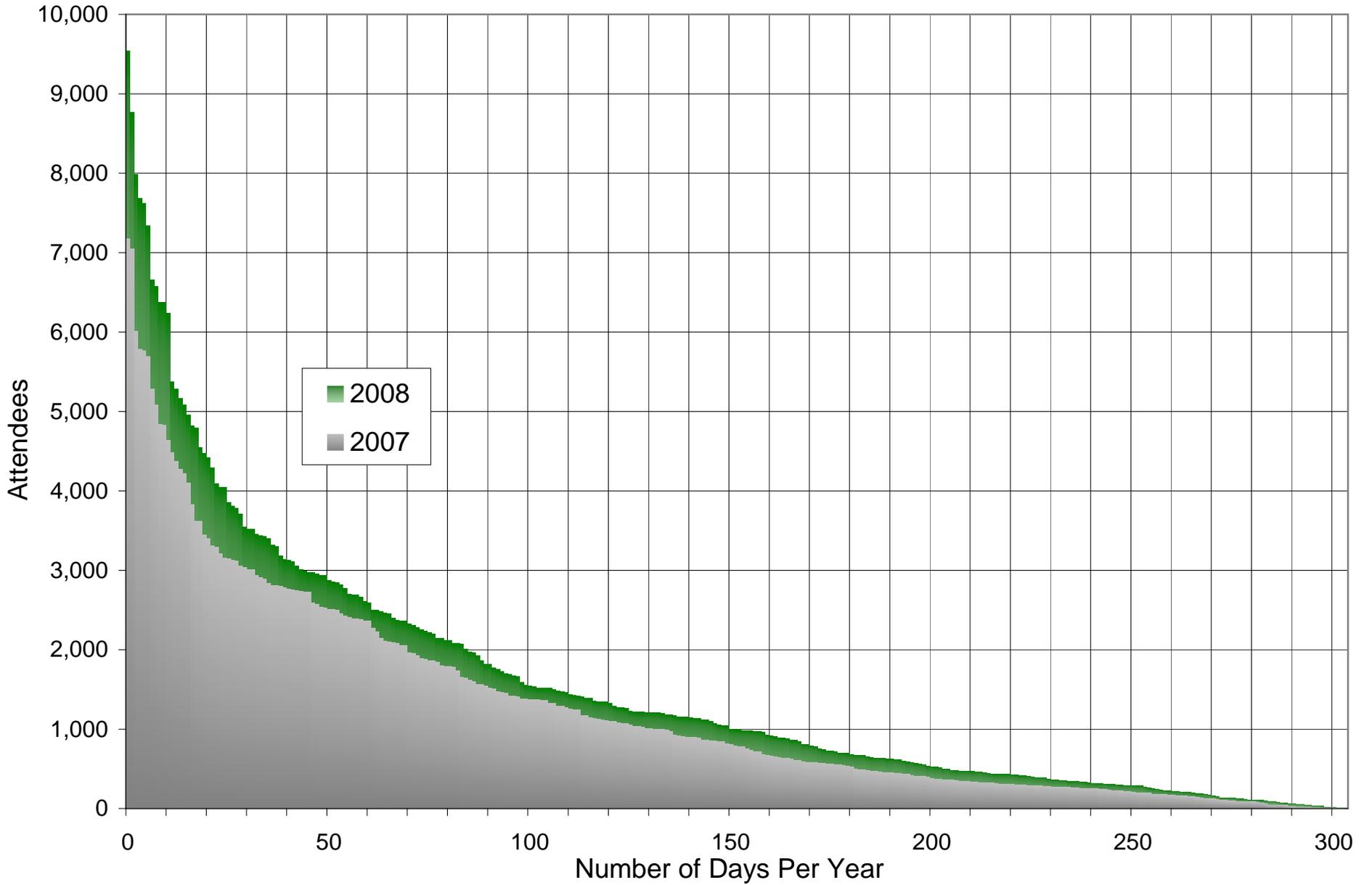
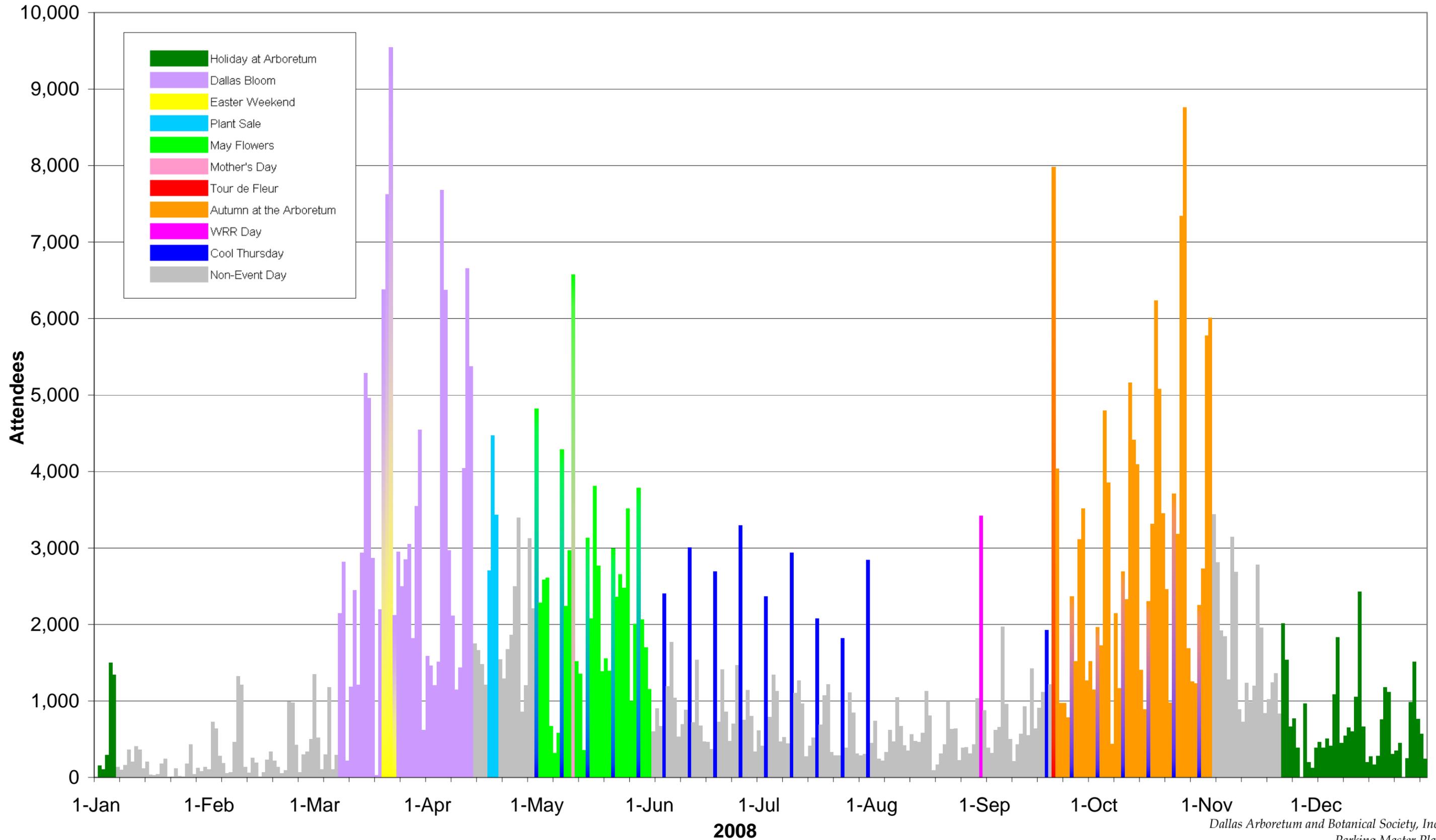


Exhibit 3 - Dallas Arboretum & Botanical Gardens 2008 Attendance



Cool Thursdays (CT) is the concert series that runs on Thursday evenings from May through mid-summer then again in late September and October. While these are not extremely high attendance days, CT evenings present a significant parking demand since all attendees are on site concurrently. Arboretum staff has indicated that the maximum number of tickets sold for Cool Thursdays is currently limited dependent upon the number of guests on the property for other functions. A total of 2,400 attendees is a targeted maximum due to the existing parking constraints.

Other events noted in 2008 attendance data in **Exhibit 3** include: **Plant Sale** – held on a Friday, Saturday and Sunday in late April, **May Flowers** - a spring event following Dallas Blooms, **Mother's Day**, **WRR Day** in September, **Tour de Fleur** also in September which this year coincided with *Artscape*, and **Holiday at the Arboretum**. The November and December 2008 attendance data was not yet available when these graphical representations were compiled. All other **non-event days** are indicated with grey.

The **85 highest** attendance days in 2008 at the Arboretum have been ranked and color coded for identification by Special Event/Festival or non-event as provided in **Table 2**. **Exhibit 4** graphically depicts this information of the total Arboretum attendance on the specific date and day of the week corresponding with each colored bar. It should be noted that 18 of the highest 21 attendance days occurred on weekends; the other three (3) peak days of these 21 were the Thursday and Friday preceding Easter during Dallas Blooms and the first Cool Thursday concert in May.

The 23rd highest attendance day is recorded as **Monday, October 12 - Columbus Day/Fair Day during AAA**. Several Dallas area schools observe a "Fair Day" Holiday in October which typically coincides with Columbus Day providing families the opportunity to visit the Arboretum on a weekday.

The data indicates that most of the peak attendance week days include a significant number of students arriving to the Arboretum by bus on school field trips. The highest attended **non-event weekday** recorded 3,126 total attendees on Tuesday, April 29. Several Dallas area schools schedule field trips for the lower grade levels on TAAKS Day – a testing day for the older students. The data recorded 2,177 attendees related to schools and Arboretum staff recalled that an estimated 60 buses transported students to/from the campus that day.

The attendance on the remaining days of the year (beyond the 85 depicted days) continues to diminish. The attendance data for November and December 2007 was utilized in **Exhibit 4** as the illustration was created prior to the November and December 2008 data availability.

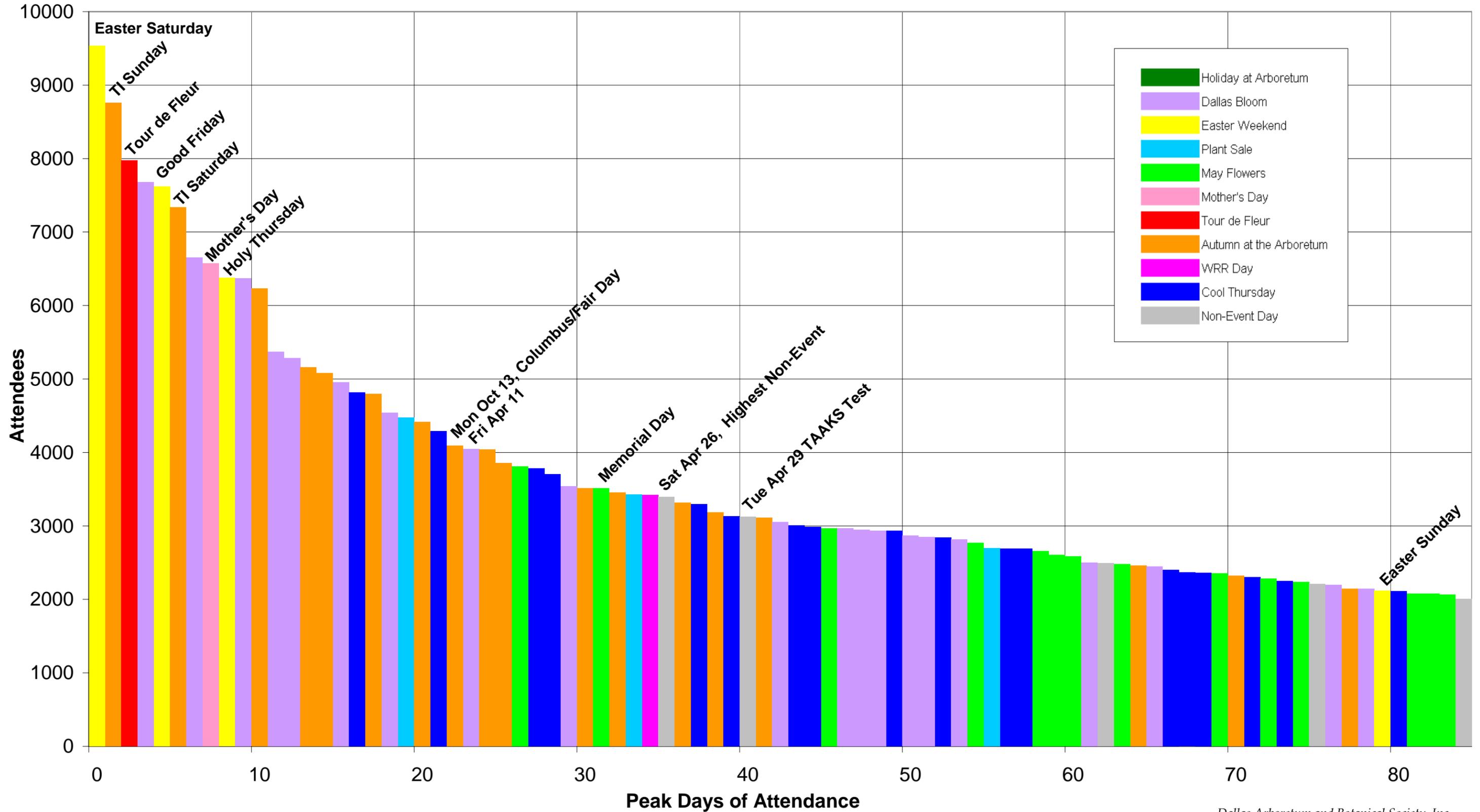
Table 2

Sat	22-Mar	9541	THU	12-Jun	3007
SUN	26-Oct	8,764	Thurs	22-May	2991
SAT	20-Sep	7980	Sat	10-May	2970
Sat	5-Apr	7681	Mon	7-Apr	2968
Fri	21-Mar	7622	Mon	24-Mar	2951
SAT	25-Oct	7,343	Fri	14-Mar	2937
Sat	12-Apr	6655	THU	10-Jul	2937
Sun	11-May	6575	Mon	17-Mar	2870
Thurs	20-Mar	6375	Wed	26-Mar	2852
Sun	6-Apr	6372	THUR	31-Jul	2842
SAT	18-Oct	6233	Sun	9-Mar	2817
Sun	13-Apr	5373	Sun	18-May	2769
Sat	15-Mar	5285	Fri	18-Apr	2703
SAT	11-Oct	5163	THU	19-Jun	2694
SUN	19-Oct	5079	THUR	9-Oct	2692
Sun	16-Mar	4959	Sat	24-May	2657
Thurs	1-May	4821	Sun	4-May	2609
SAT	4-Oct	4796	Sat	3-May	2587
Sun	30-Mar	4546	Tues	25-Mar	2499
Sat	19-Apr	4473	Fri	25-Apr	2496
SUN	12-Oct	4414	Sun	25-May	2478
Thurs	8-May	4290	TUE	21-Oct	2,462
MON	13-Oct	4094	Wed	12-Mar	2451
Fri	11-Apr	4046	THU	5-Jun	2402
SUN	21-Sep	4040	THU	3-Jul	2368
SUN	5-Oct	3856	THUR	25-Sep	2365
Sat	17-May	3810	Fri	23-May	2358
Thurs	29-May	3782	FRI	10-Oct	2325
THU	23-Oct	3,709	THUR	16-Oct	2303
Sat	29-Mar	3545	Fri	2-May	2283
SUN	28-Sep	3518	THU	30-Oct	2,249
Mon	26-May	3513	Fri	9-May	2240
MON	20-Oct	3,454	Wed	30-Apr	2212
Sun	20-Apr	3434	Wed	19-Mar	2197
SUN	31-Aug	3,424	TUE	7-Oct	2146
Sat	26-Apr	3397	Sat	8-Mar	2144
FRI	17-Oct	3317	Sun	23-Mar	2118
THUR	26-Jun	3297	Tues	8-Apr	2113
FRI	24-Oct	3,184	THU	17-Jul	2080
Thurs	15-May	3132	Fri	16-May	2079
Tues	29-Apr	3126	Fri	30-May	2066
SAT	27-Sep	3112	Wed	28-May	2006
Thurs	27-Mar	3054	SAT	6-Sep	1970

	Holiday at Arboretum
	Dallas Bloom
	Easter Weekend
	Plant Sale
	May Flowers
	Mother's Day
	Tour de Fleur
	Autumn at the Arboretum
	WRR Day
	Cool Thursday
	Non-Event Day

* Data from Dallas Arboretum 2008 attendance reports.

Exhibit 4 - Dallas Arboretum & Botanical Gardens 2008 Attendance: Overall Ranked



Parking Demand Model

The previous Dallas Arboretum Transportation Management Plan (TMP) was examined to assist in determining the estimated parking demands. **Equation 1** provides the parking demand equation applied to specific events to estimate the parking demand.

Equation 1. Visitor Parking Demand Projection

$$VP = \frac{A \times G \times I \times M}{O}$$

Where:

- VP = Visitor parking demand (spaces)
- A = Peak day attendance
- G = Growth rate
- I = Parking inefficiency factor
- M = Maximum parking accumulation
- O = Vehicle occupancy, persons per vehicle

The highest attended days during 2008 were examined to assist in determining the estimated future parking demand for similar events. Future parking demand is estimated through analysis of attendance at previous events. Attendance records, auto occupancy, parking accumulation, and the amount of parking available on site are all factors used in this analysis. Data collected at the Arboretum over the last decade including parking accumulation studies and vehicle occupancy has been utilized to “calibrate” the demand model.

Equation 2 illustrates the parking demand equation applied to these events to estimate the **total** parking demand including the spaces for Arboretum staff, administration and volunteers.

Equation 2. Total Parking Demand Projection

$$TP = VP + SV$$

Where:

- TP = Total parking demand (spaces)
- VP = Visitor parking demand (spaces)
- SV = Staff parking demand (spaces)

This study will incorporate the values of factors used for various types of events into the parking demand projections for the future arboretum campus. Definitions and explanations for these factors will be further explained.

The total parking needs including staff/administration and volunteer needs have been estimated to assess the on-site parking supply as well as remote parking supply and shuttle bus service for future years. The existing campus on-site parking supplies will be adjusting to coincide with different phases in the construction time-line of the Horticulture Center, the Children’s Garden and GEC.

Attendance – “A”

The attendance to the Arboretum on any certain day is a major factor in estimating the parking demand. As Dallas Blooms and Autumn at the Arboretum have illustrated to have the highest number of attendees, the attendance for these two Special Events have been further evaluated.

The attendance at both major 2008 Dallas Arboretum Special Events increased substantially from 2007 as indicated in **Table 3**. The very dry October weather provided excellent conditions leading to the significant growth. Another factor that may have contributed to higher attendance at the Arboretum in 2008 was the higher price of gasoline and the tendency of Dallas and surrounding residents to stay closer to home for weekend family centered activities (“Staycation”).

Table 3. Special Event Comparison: Total Attendance
Total Attendance during Special Events

Dallas Blooms	2007	2008	% Change
Overall	103,764	119,400	15%
Weekend	43,929	61,036	39%
Weekday	59,835	58,364	-2%
Autumn at the Arboretum	2007	2008	% Change
Overall	115,392	134,090	16%
Weekend	57,019	72,786	28%
Weekday	58,373	61,304	5%

It should be noted 2008 Dallas Blooms included a total of 37 days versus 35 days in 2007; the extra two (2) days being a Saturday and a Sunday. While the 2008 Autumn at the Arboretum (AAA) shows an overall 16% growth in attendance from 2007, there were actually 11 fewer days occurring in this 2008 Special Event. AAA 2007 was held from September 22 - November 15 (55 days) while AAA 2008 occurred from September 20 - November 2 (44 days). Monthly attendance—with nearly 98,000 attendees in October 2008—demonstrated a 250% increase from 2007 with fewer than 38,000.

As overall annual growth, peak day and Special Events attendance comparisons have been evaluated, **Table 4** provides the % change from 2008 to 2007 with respect to the average daily attendance during the two major Special Events.

Table 4. Special Event Comparison: Average Daily Attendance
Daily Average during Special Events

Dallas Blooms	2007	2008	% Change
Overall	2,965	3,227	9%
Weekend – Saturday & Sunday	4,393	5,086	16%
Weekday	2,393	2,335	-2%
Peak Day	7,052	9,541	35%
Autumn at the Arboretum	2007	2008	% Change
Overall	2,098	3,048	45%
Weekend – Saturday & Sunday	3,564	5,199	46%
Weekday	1,497	2,043	37%
Peak Day	7,174	8,764	22%

Comparing year to year for each event, the average for weekday attendance for Dallas Blooms remained fairly constant at 2,335 (a slight decrease of 2%) while AAA average weekday attendance grew dramatically by 37% to over 2,000 per day.

Both events realized significant growth in average weekend attendance. The average of 5,200 persons for AAA 2008 exceeded the average weekend daily attendance for Dallas Blooms 2008 of nearly 5,100 persons. The 2008 attendance profiles are indicating that on average, the popularity of AAA is approaching that of the more historical spring peak season event of Dallas Blooms.

The parking and transportation management plans will address not only operations during these two high profile Special Events, but also operations during other festivals/events and non-event days.

Maximum Parking Accumulation - M

The maximum parking accumulation represents the percent of vehicles parked during the peak hour of parking versus the total number of vehicles parked during the day. The previous validation studies have recommended maximum parking accumulation rates ranging from 0.45 to 0.40. As the attendance rates for 2008 special events provided 35% and 22% increased growth from 2007, it is recommended to apply the parking accumulation rate of 0.44 for Dallas Blooms parking demand.

A rate of 1.00 is recommended for future Cool Thursdays Concerts during the summer months when daily attendance may be low; however a factor of 0.70 is recommended during the spring and fall months when concerts are being held on days which attract a significant number of visitors during the day. The daily attendance previous to a Cool Thursday was evaluated to appropriately assess which portion of the attendance data for a Cool Thursday would be attributed to the evening concert. Interpretation of daily attendance versus evening attendance should be reviewed prior to applying either factor.

Parking demands provided in **Table 5** represent site estimates and observations from Saturday, October 25 (AAA-Texas Instruments). The actual number of vehicles parked at the remote parking lot at Gaston/Garland was recorded as counted; the on-site volumes were visually observed and estimated.

Table 5. Fall 2008 Parking Estimates and Observations (Vehicles)

Date	Time Of Day, PM	TOTAL Attendance	Location of Parking Supply					Total Number of Vehicles
			Main Lot	Camp Lot	Over Flow	Greenhouse Meadow	Gaston-Garland	
Oct. 25*	12:00	7,343	345	90	200	150	170	955
Oct. 25*	3:30	7,343	345	90	200	150	487	1,272

* Texas Instruments Weekend as well as a large private function that evening.

Vehicle Occupancy - O

Vehicle occupancy is a measure of the average number of persons riding in each vehicle arriving to the Arboretum. Previous data collection provided that for both Dallas Blooms and Cool Thursdays Concert, the overall observed passenger vehicle occupancy was 2.6 persons per vehicle. Specific data collection for the Easter weekend Dallas Blooms revealed 2.9 persons per vehicle.

Reducing Peak Parking Accumulation Opportunities

The parking demand factors previously described have direct impact to the peak parking characteristics for Arboretum visitors. Opportunities to assist in reducing the peak maximum accumulation of parked vehicles include but are not limited to:

- Aggressive public advertisements and increased communication to existing Dallas Arboretum visitors is encouraged to educate the general public of alternate modes of transportation available to reach the Arboretum.
- Incentives for alternate modes of transportation - Bicycles, Pedestrians
- Carpooling - incentive for voucher with 5 or more in vehicle
- Early Bird discount - arrival before 10:00 AM
- Late arrival discount - arrival after 3:00 PM

G = Growth rate

As previously provided, the historical annual growth rate has averaged at 1.045%. This annual growth rate has been applied to 2008 attendance data to predict future year demands.

I = Parking inefficiency factor

A parking inefficiency factor of 1.05 is included in all parking demand models. The parking inefficiency factor provides for additional spaces so that a parker does not have to search the entire parking supply to locate the last remaining parking space. The recommended parking factors to apply in the Dallas Arboretum Parking Demand Model are provided in **Table 6**.

Table 6. Dallas Arboretum Parking Demand Factors

Event	Maximum Accumulation Factor		Vehicle Occupancy Factor
	2009-2011	Children's Garden*	
Dallas Blooms Weekend	0.44	0.45	2.6
Easter Saturday/Sunday	0.44	0.45	2.9
Mother's Day	0.40	0.45	2.6
Cool Thursdays Concert	1.00	1.00	2.6
WRR's Picnic in the Park	1.00	1.00	2.6
Autumn at the Arboretum	0.40	0.45	2.8
Holiday at the Arboretum	0.40	0.45	2.2
Meetings, Seminars	1.00	1.00	**
Private Parties, etc.	1.00	1.00	2.0
Non-Event Weekend	0.40	0.45	2.4

* It is anticipated that visitors may lengthen their stay on the property after the Children's Garden initially opens. Any significant increase in the parking demand associated with the opening year of the Children's Garden is anticipated to stabilize after the initial year.

** To be determined based upon mode of transportation utilized. This factor will range from 1.00 for events involving local attendees to 40 when all visitors are transported by bus.

SV = Staff parking demand (spaces)

Dallas Arboretum staff provided estimated parking needs for staff, administration and volunteers for both Special Event/Festivals and non-event days of operation. The variation between weekend and weekday demands was also estimated by staff as provided below.

	Festival		Non-Festival	
	Weekend	Weekday	Weekend	Weekday
Volunteers	50	40	20	15
Staff	100	75	75	60
Parking	150	115	95	75

FUTURE PARKING DEMAND ESTIMATES

The results of applying the recommended parking factors into the parking demand model are summarized in **Table 7** to predict the near term (<2013) parking demands. Detailed calculations for each year and Special Event are provided in the **Appendix**. The 2008 attendance figures and special event schedule were obtained from the Dallas Arboretum and Botanical Garden.

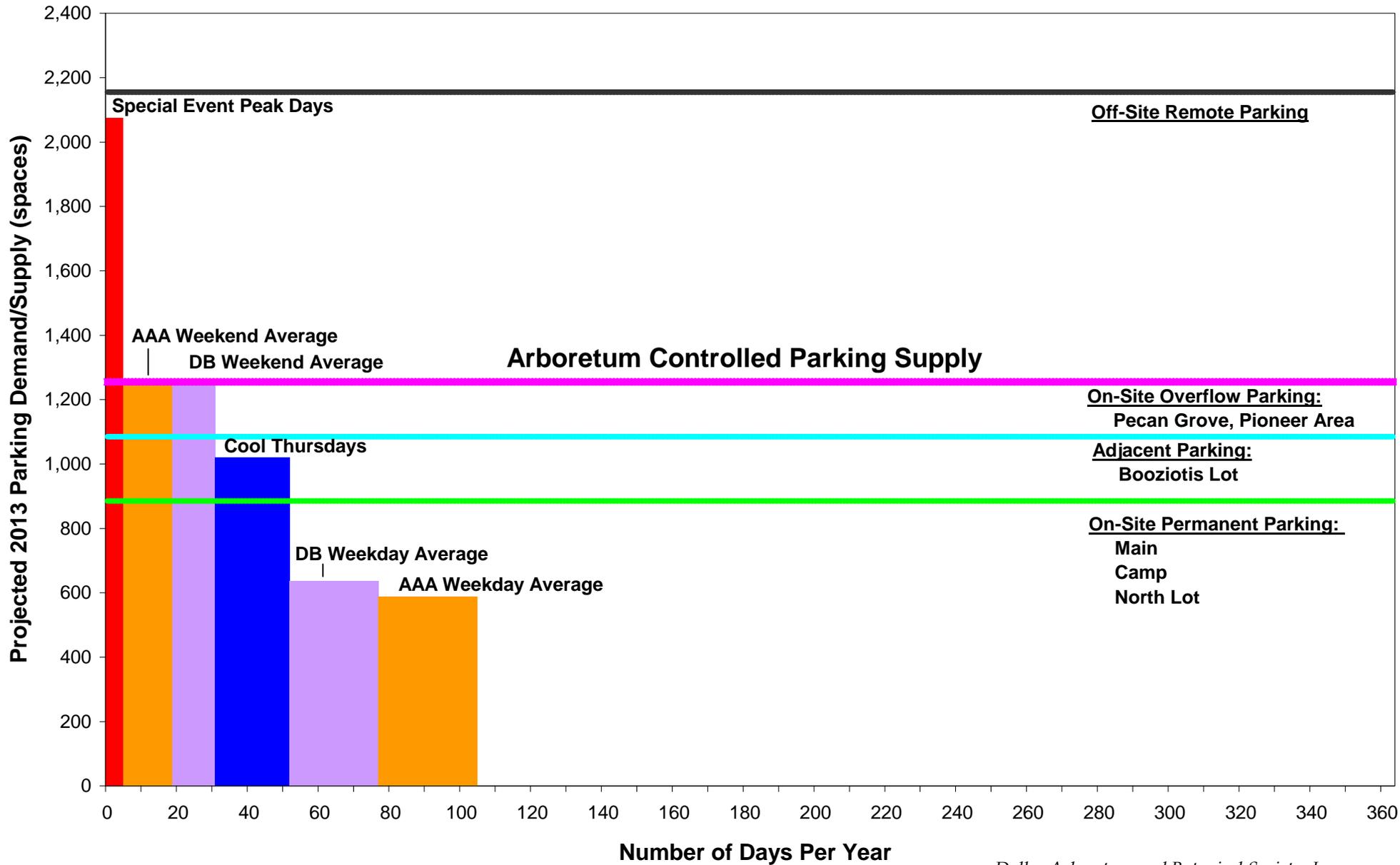
Exhibit 5 provides a graphical representation of the projected parking demands for the Year 2013 in Error! Not a valid bookmark self-reference. Opportunities for future Arboretum parking supplies have been included on **Exhibit 5** to illustrate the near term (2013) parking demand projection with a parking supply solution.

Table 7. Projected Special Event Parking Demands (Number of Spaces)

EVENT	YEAR 2009 Demand	Year 2010 Demand	YEAR 2011 Demand	YEAR 2012 Demand	YEAR 2013 Demand
<u>Major Special Events</u>					
Dallas Blooms Peak Weekend	1,576	1,638	1,699	1,761	1,822
Dallas Blooms Peak Weekday	883	916	950	983	1,016
Dallas Blooms Avg. Weekend	1,094	1,135	1,176	1,216	1,257
Dallas Blooms Avg. Weekday	558	578	597	616	635
Easter Saturday/Sunday *	1,738	1,807	1,875	1,944	2,012
Mother's Day	1,260	1,308	1,356	1,403	1,451
Cool Thursdays Concert	1,019	1,019	1,019	1,019	1,019
AAA Peak Weekend	1,684	1,684	1,684	1,684	1,684
AAA Columbus Day, Monday	924	958	993	1,028	1,063
AAA Average Weekend	1,101	1,142	1,183	1,224	1,265
AAA Average Weekday	519	536	553	571	588
<u>Plant Sale Weekend</u> - April	1,015	1,055	1,095	1,134	1,174
<u>May Flowers</u> - Peak weekend	934	968	1,001	1,035	1,069
<u>May Flowers</u> - Peek weekday (Monday, Memorial Day)	838	869	900	931	962
<u>Tour de Fleur</u> - September, Saturday	1,792	1,862	1,933	2,004	2,075
<u>Non-Event Peak Day</u> - April	794	824	854	884	914

**Assuming that Easter occurs during Dallas Blooms*

Exhibit 5 - Dallas Arboretum Parking Supply & Demand: Projected Year 2013



DT&A recommends that the Dallas Arboretum not provide a supply of on-site parking to meet the projected peak parking demands for *every* day of the year in the near term (<2013). While future capital improvements may create additional parking supply, it is predicted that *peak* parking demands for at least three (3) Arboretum Special Events will continue to warrant provision of shuttle bus service from off-site/remote parking supply(s).

Three (3) historically high attendance events predicted to necessitate remote parking supply(s) include:

- Peak weekends, Thursday and Friday preceding Easter during Dallas Blooms,
- Peak weekend days during Autumn at the Arboretum, and
- Tour De Fleur.

In addition to the Special Events, the Arboretum should prepare for increased attendance on Monday holidays (i.e., Memorial Day, Labor Day, and Columbus Day) and plan accordingly to meet the projected parking demands. Additionally, the previous attendance and resulting parking demand indicates that remote off-site parking may also be warranted for Mother's Day.

It is recommended that off-site parking supplies be established and secured through formal parking agreements with subject property owners to provide some stability of parking supply over time.

The 2009 calendar indicates that **ARTSCAPE 2009** will be held on March 21st and 22nd (during **Dallas Blooms**). Therefore it is predicted that the parking demand for the 2009 **Tour de Fleur** will be less than that experienced in 2008 when both the *Artscape* and **Tour de Fleur** event coincided in September.

The Autumn at the Arboretum peak weekend attendance (Sunday October 26, 2008) coincided with the Texas Instruments (TI) weekend where several thousand employees were provided with complimentary attendance for up to six (6) persons. Staff has indicated that the concentrated TI attendance will most likely be dispersed over a greater number of days than just three (3) as in 2008.

The next several years will become even more a parking challenge for the Arboretum as some of the existing overflow parking supplies will not be available due to construction of the Horticulture Center, The Children's Garden and the GEC. There are additionally predicted to be parking demands necessitating off-site/remote parking for more than the aforementioned identified events.

ARBORETUM PARKING SUPPLY

The estimated Arboretum parking supply opportunities are forecasted for the next five-years in **Table 8**. Comparison of estimated yearly *parking demands* in **Table 7** with the estimated *parking supplies* in **Table 8** will assist in identifying any anticipated parking supply shortfalls for specific Special Events. The estimated number of off-site remote

parking spaces to secure for predicted special event demands may also be determined to assist in preparing details of the parking management plan.

**Table 7. Dallas Arboretum Potential Parking Supply - Five Year Forecast
(Number of Estimated Spaces)**

LOCATION	Year					
	2008	2009	2010	2011	2012	2013
On Site - Permanent						
Main South Lot	365	365	365	365	365	365
Camp Lot	100	100	100	100	100	100
Horticulture Center	0	0	0	20	20	20
North Lot	0	0	0	400	400	400
On Site Permanent Total	465	465	465	885	885	885
Across Garland Road						
Booziotis - Surface *	0	200	200	200	200	200
Permanent Total	465	665	665	1,085	1,085	1,085
On Site - Overflow						
South Overflow	230	230	20	20	70	70
Greenhouse	150	150	0	0	0	0
Meadow	50	50	0	0	0	0
Pecan Grove	60	60	60	80	80	80
Pioneer Village (ad hoc)	0	0	0	0	0	50
On Site Overflow Total	490	490	80	80	170	170
Total Within Arboretum	955	1,155	745	1,185	1,235	1,285
Remote - Off Site						
Garland-Gaston**	500	500	500	0	0	0
Legal Directories	150	150	150	150	150	150
Lakeside Church***	350	350	350	350	350	350
Winfrey Point	200	200	200	200	200	200
Soccer Fields @ Lake Highland	100	100	100	100	100	100
Flagpole Hill @ NWH/Buckner	100	100	100	100	100	100
Off Site Total	1,400	1,400	1,400	900	900	900
TOTAL ON AND OFF SITE	2,355	2,555	2,145	2,085	2,135	2,185

* Booziotis structure would provide greater supply and require substantial increased cost.

** Remote parking supply not guaranteed in near future.

*** Church not available on Sundays; Easter Sunday, Mother's Day, Peak DB and AAA Sundays.

As **Table 8** indicates, the existing 2008 on-site parking supply is estimated at 955 spaces. With the construction of the Horticulture Center on the south end, a majority of the overflow parking area will no longer be available. Similarly, the parking areas of the

Greenhouse and Meadow are located where the Children's Garden and GEC construction will take place. These existing overflow parking areas will be very limited during construction and an estimated 745 parking spaces for Arboretum use will remain on-site during the estimated timeline of year 2010.

As **Exhibit 5** illustrates, a minimum of 1,250 parking spaces are predicted to satisfy the average peak weekend demands of the major events in the near term future (<2013). The potential parking supply of 1,250 spaces may be obtained within the control of the Arboretum properties including opportunities for temporary overflow capacities.

Future - Long Term Parking Opportunities

Building a parking structure on the Booziotis site remains an option for further/future needs. Decking the existing main lot on the south end of the Arboretum property remains another long-term future opportunity for additional parking supply on-site.

A grade-separated pedestrian walkway connecting the parking supply at the Booziotis site to the north end of the campus is an additional future cost to be considered with an increased parking supply at this location.

It is recommended that the Arboretum staff and Board members evaluate the frequency of peak projected parking demands in assessing the amount of parking to provide on-site.

REMOTE PARKING - FUTURE OPPORTUNITIES and SHUTTLE SERVICE

Shuttle Service from Off-site/Remote Parking areas

Existing Gaston/Garland - The availability of this location is not a long-term secured parking supply therefore alternate remote parking locations must be determined and advertised to begin to educate visitors to the arboretum of this alternate available shuttle service. The existing TMP requires that buses maintain a *Level-of-Service D* maximum headway of 19 minutes. Data collection and observation at the Gaston/Garland remote lot on Saturday October 25, 2008, revealed average headways were approximately 17 minutes.

Off-site - Winfrey Point - Lawther Drive adjacent to the Arboretum leads to Winfrey Point. This area has been used for parking during the Tour De Fleur Special event in the past. The City of Dallas has reserved much of the Winfrey Park area as a "Native Grasslands" area. It is recommended to work with the City of Dallas for provision for a consistent overflow parking area for Special Events - especially during the construction years ahead. Shuttle service should be provided from this area. Additionally, a **pedestrian entry off Lawther Drive** could serve those attendees who have parked vehicles at Winfrey Point as well as those who have arrived on bicycle.

DART - Rail line to Mockingbird Station and Bus Route #519 currently serves the Arboretum. Improve DART education to attending Dallas Blooms and Autumn at the Arboretum Patrons, - Limit Cool Thursdays or provide shuttle service to Winfrey Point DART currently serves SMU and NorthPark with contract with Buses by Bill.

TRANSPORTATION MANAGEMENT PLAN

Vehicular Operations- Circulation

As provided in the Parking Demand analysis, it is evident that during the majority of days of the year, "normal - average" operations at the Dallas Arboretum. In contrast, there are Special Events attracting thousands of attendees daily to the grounds which pose much different parking and traffic operations to consider.

The approach to address entry and exit, parking and circulation at the Dallas Arboretum must be divided between "Normal-average" days of operation and Special Event Peak attendance operations. One of the main factors affecting the traffic and parking operations is the number of attendees to the Arboretum property. Future conditions on the north end of the property with the Children's Garden will be addressed for "normal-average" operations as well as during Special Event Peak days of operation.

Arboretum Gates - Access

It is recommended by DT&A that the Arboretum have two public entry points for normal every day operations; one to serve the existing South end of the gardens, and another to serve the new Children's Garden and GEC. In addition to these two public entries, there are three other access points along Garland Road that can be utilized by staff/administration and, in special event operations by other visitors and/or bus access. The numbered gates described as follows begin at the south end of the property and move northward. The exhibits illustrating options for circulation and access are provided by Corgan Associates.

Gate 1 - South Main Lot - Secured Access

This gate is situated between St. Francis Avenue and Whittier Avenue on Garland Road. The driveway is approximately 30 feet wide and the existing key pad access is located on the left-hand side (most southern) of the driveway. There is no median opening on Garland road which prohibits left turns entering or exiting. Because of its proximity to other median openings, it is anticipated that a request to TxDOT for another opening would not be granted.

Gate 1 is proposed to remain as a secured entry for staff access to the south end of the Arboretum. When exiting on festival days, it is recommended that general public vehicles on the south end be allowed to also exit at **Gate 1**. Vehicles will be forced to turn right from **Gate 1** as there is no break in the median opening. Site observation on

Saturday October 25, 2008 revealed that the majority of exiting vehicles turning right out of the Arboretum, approached the St. Francis intersection at Garland Road and proceeded to make a U-turn to head northbound. Motorists that could not make the U-turn completely in one movement, either backed up on Garland Road to make a two-point turn or turned into St. Francis Drive. It is recommended that either the police officer stationed at Whittier provide for left-turn exiting traffic movements or for an officer to assist vehicles at St. Francis to turn back northbound.

Gate 2 - Whittier Drive - Public Access for Entry and Exit

Gate 2, or the current main public gate to the Arboretum, is located at the intersection of Garland Road and Whittier Avenue. The driveway provides two lanes of travel for both inbound and outbound directions divided by a median which contains the parking attendant structure. The median opening at Garland Road allows full turning movements. **Gate 2** is proposed to remain as the "main" gate for public access to the south end of the Arboretum. Police assistance will continue to be necessary during peak attendance days.

Gate 2A - shown at the current pathway to the north end of the property through the Pecan Grove area is recommended to remain restricted. The ability to open this roadway path for public vehicular access is optional during Special Event high attendance days when additional parking is necessary in the Pecan Grove area. Additionally, visitors could be routed on this path to the camp or north end parking supplies if there is available capacity.

Gate 2B is depicted to illustrate where valet operations could be processed during high attendance days or if/when demands warrant, during non-event days of operation as well.

Gate 3 - Lakeland Drive

The Arboretum currently provides another secured access gate at the signalized intersection of Lakeland Drive and Garland Road. **Gate 3** is the only signalized intersection adjacent to the Arboretum and contains a divided driveway. The signal provides to stop traffic on Garland Road, however the existing signal timing allows both sides of the intersection to operate simultaneously. Therefore, the signal does not provide for "protected" left-turn movements; a left-turn yield to oncoming traffic situation exists. Options for usage of **Gate 3** access are provided by Corgan for evaluation.

Gate 4 - Children's Garden

The small driveway opening that currently exists near the greenhouse is referenced as **Gate 4**. It is approximately 310 feet south of the northern edge of the Arboretum property and aligned with a median opening on Garland Road.

The existing median opening on Garland Road, which allows left turn movements to/from both directions of travel on Garland Road, and the proximity to the Children's Garden, GEC and potential north end parking area are two important factors. Additionally, containing the general public vehicular access to the area between **Gate 4** and the north end of the property eliminates the necessity to create a physical barrier along the Camp grounds as was discussed with Arboretum staff to keep "paid attendees" and/or member and staff separated from the general public who had not yet paid for admission to the facility.

Results of traffic analysis at the unsignalized location **Gate 4** revealed LOS E for left-turn outbound to the north during non-event days although the signalized intersection at Lakeland will provide gaps in the northbound traffic stream that may not be accounted for in the analysis. The results of unsignalized analysis do not always reflect field operations; the proposed intersection at **Gate 4** is predicted to operate in a similar manner or better than at Gate 2 - Whittier during non-event operations as this intersection would not have an opposing street as Whittier as Gate 2.

Police assistance would be recommended at **Gate 4** during Special Event Peak days as currently provided at **Gate 2-Whittier**.

Gate 5

Gate 5 is depicted approximately 50 feet from the northern edge of the Arboretum property. No curb cut exists at this location and there is no median opening at Garland Road. In order for the property to include access at the proposed **Gate 5** location, the current PD would need to be amended to include this provision. It is anticipated that there may be neighborhood opposition to achieve this access. Additionally, a right-turn lane may be warranted and therefore additional right-of-way would be needed for this provision. Potential auxiliary access at **Gate 5** could provide entry for southbound vehicles including but not limited to: school buses and shuttle buses during peak attendance operations.

Pedestrian Entry Gate from Lawther

It is also recommended to obtain the opportunity to provide pedestrian access gate at Lawther Drive. Access from Lawther will assist pedestrians who may park at Winfrey Point and bicyclists who arrive from the White Rock Lake area.

RECOMMENDATIONS

Parking demand analyses for several special events have indicated that a parking supply of 1,250 spaces within the Arboretum control. Several scenarios of combinations of parking supplies in different locations have been provided to the Arboretum staff for review and evaluation. An above grade structure for parking at the Camp Lot area was not provided in the options to preserve the historical view to/from Camp house.

In order to increase efficiency, safety, and improve the overall experience of patrons, each vehicle type may have different control measures and access points to the gardens. Because of the higher volume of vehicles experienced on days of higher attendance it is necessary to implement specific traffic control measures for these days. It is recommended that the TMP address traffic operations for all types of vehicles of those attending the Arboretum on both Special Event Peak days of operation and non-event days.

It is recommended by DT&A that the Arboretum limit public to two entry points for general non-special event days of operations; one to serve the existing south end of the gardens at **Gate 2 - Whittier Drive**, and another to serve the new Children's Garden and GEC at the north end. The pros and cons for access options presented by Corgan Associates should be evaluated by Arboretum staff and board members.

Internal circulation:

Between south end and north end – It is recommended to limit this access to special event and valet operations as currently this area is within the Arboretum boundaries of paid admissions. If a public connector roadway is provided for non-special events, then either an additional entry gate or fenced boundary for entire length of Garland Road boundary may be required.

Communication

A major part of the transportation management plan (TMP) is to educate the attendees to the Arboretum of the traffic, parking and circulation conditions PRIOR to the arrival to the campus. Several approaches may be utilized to provide this information. The Dallas Arboretum web site is the first major source that patrons will look for guidance. Keeping up-to-date information regarding traffic circulation, parking, shuttle bus opportunities, remote parking locations, is critical for implementing an effective TMP. Other sources to provide TMP information include the Dallas Weekend Guide, DART publications and DART web site.

In addition to providing advance TMP operations information with published sources, appropriate signage along Garland Road is critical during Special Event/Peak Days of operation. Changeable message signs located on Garland Road in advance of reaching an Arboretum gate are recommended for both directions of travel.

Other Site Recommendations include but are not limited to:

- Increase the bus storage on the south end to accommodate a minimum of 2 full size buses for special event off-site shuttle service,
- provide bicycle racks on both ends of the property,
- enhance/create the bicyclist path for entry into the Arboretum from both ends of the property,

- create a defined pedestrian crosswalk across Garland Road to the Children's Garden north end.

CONCLUSIONS

The 2008 attendance to the Dallas Arboretum far surpassed the presumed annual growth rate. The wonderful weather both during the Dallas Blooms and particularly Autumn at the Arboretum indicate a direct correlation with the increased attendance.

The parking demand observations during the 2002 Dallas Blooms (those in the current Transportation Management Plan for the Dallas Arboretum and Botanical Garden) were utilized for input in the Parking Demand Model to predict future parking needs for the Arboretum.

As **Table 5** indicates, there are several days during the upcoming five (5) years that the predicted parking demand will exceed the on-site parking supply. Therefore, implementation of the proposed parking management plan is critical to assist potential attendees an enjoyable visit to the Arboretum with minimal parking issues. An aggressive public service campaign should be implemented to educate the repeat attendees to the Arboretum of alternate modes of transportation and alternate parking sites to reach the Arboretum.

Off-site/remote parking facilities will continue to be necessary to meet the projected parking demands associated with peak weekends at both Dallas Blooms and Autumn at the Arboretum. Additionally, there may be Monday holidays (Memorial Day, Labor Day and Columbus Day) that peak attendance may warrant off-site parking supplies. Continued securing of the current off-site/remote parking supplies is recommended and investigation of alternate sites if/when the large remote supply at the Gaston/Garland location is no longer available. Winfrey Point is one of the targeted off-site parking locations maintained by the City of Dallas Parks Department.

It is recommended that the Arboretum staff and Board members evaluate the frequency of peak projected parking demands in assessing the amount of parking to provide on-site. A minimum of 1,250 parking spaces are predicted to satisfy the *average* peak weekend demands of the major events in the near term future (<2013). The potential parking supply of 1,250 spaces may be obtained within the control of the Arboretum properties including opportunities for temporary overflow capacities. As new gardens, facilities, and events develop at the Arboretum, the attendance patterns may change. These attendance and growth patterns should be monitored to properly secure a sufficient parking supply to meet future projected demands.

A TMP will be developed to coordinate with the gate access and circulation patterns as determined after options have been reviewed by the Arboretum staff and board members.

END

MEMORANDUM

To: Mary Brinegar Dallas Arboretum

From: DeShazo Group, Inc.

Date: April 26, 2011

Re: Traffic and Parking Studies for the Dallas Arboretum (*Project No. 11039*)

The Dallas Arboretum has demonstrated its commitment to its neighbors and the city by more than meeting the requirements set out in the 1988 Planned Development Ordinance by both monitoring the traffic and parking impacts of major events and by initiating measures to mitigate problems. The Arboretum is aggressively pursuing measures today to discourage its visitors from encroaching into the adjacent neighborhoods and to maintain a high level of traffic service along Garland Road. No other institution in the city has been subjected to the scrutiny that has been imposed upon the Arboretum nor has any institution been more concerned about meeting its responsibilities to its neighbors and the city.

The initial traffic study was commissioned by The Dallas Arboretum in 1987 as a part of the master planning process. Since that time, fourteen additional studies have been conducted. All have had as their common goal measures to minimize the traffic impact to its neighbors of special events and to optimize traffic access and parking for its visitors. These studies include:

- 1987 Traffic and Parking Elements of Master Plan for The Dallas Arboretum
- 1988 Traffic Management Plan
- 1988 Traffic Validation Study
- 1988 Road Improvement Study
- 1988 Off-Site Design of Improvements to Garland Road
- 1988 Evaluation of Traffic Access and Circulation for The Dallas Arboretum
- 1989 Traffic Management Plan Update
- 1991 Traffic Validation Study
- 1992 Traffic Management Plan Update and Traffic Validation Study
- 1994 Traffic Management Plan Update and Traffic Validation Study
- 1995 Traffic and Parking Planning and Analysis for Visitor's Center
- 2001 Study to Project Attendance and Parking for Dallas Arboretum
- 2008 Traffic Engineering Services for Garden Expansion

- 2009 Master Parking Plan for the Dallas Arboretum
- 2011 Schematic Design and Investigation of Access System to Accommodate Traffic and Parking Elements of Existing and Planned Developments of The Dallas Arboretum

The initial transportation management plan (TMP) for the Dallas Arboretum was prepared in February 1988 in response to a condition imposed by the City of Dallas in Ordinance No. 19904 that established the planned development district (PDD) for a public arboretum, a botanical regional park and support uses. The goal of the TMP was to present strategies and mechanisms the owner or agent must implement to ensure the fluidity of vehicle movement at the site and accommodate the transportation of visitors to and from remote parking locations in a safe and efficient manner while minimizing impacts on adjacent neighborhoods. The TMP and subsequent updates were required to contain a description of six (6) key transportation elements (as listed below) and a survey of parking demand and supply.

- 1) A schedule of special events and an estimate of the number of remote parking spaces required to accommodate visitors of the event.
- 2) A list and the location of remote parking sites for special event days, number of spaces needed for all uses on the property at each remote site, the consent of the owner of each remote site for its use, and the distance of each remote site from the property.
- 3) The method, type and quantity of vehicles to be used to transport visitors to and from the remote parking locations and their frequency and hours of operation.
- 4) The routes to be used by the transporting vehicles
- 5) Methods to be used to prevent visitor parking on neighborhood streets and to direct vehicles to remote parking sites from the property.
- 6) Promotional strategy outlining the educational and instructional material on remote parking availability and describing how this material will be conveyed to the visitor before coming to the property.

Comprehensive traffic studies were scheduled by the Dallas Arboretum in 1989, 1992, 1995, 1997, and 2001 to update the TMP. Each of the studies had a goal to accommodate the transportation needs of visitors while minimizing the impact on the adjacent neighborhoods.

The following traffic and parking studies are attached. They are representative of the range of effort undertaken by the Dallas Arboretum to address neighborhood and city concerns.

- Initial 1988 Traffic Management Study
- 2008 Master Parking Plan
- 2011 Proposed Garland Road Improvements
- Traffic Signal Warrant
- Traffic Signal Progression Study for Garland Road

Request for Proposals

Financial Feasibility Study

BLZ1237

I. GENERAL

A. Overview:

The City of Dallas is soliciting proposals for financial feasibility consulting services to the City of Dallas for the Dallas Arboretum botanical gardens parking facilities which includes constructing approximately 1,900 parking spaces located in 1) a parking structure located at 8726 Garland Road, 2) surface parking on properties owned by the Dallas Arboretum and Botanical Society located on Garland Road, and/or 3) surface parking located near Winfrey Point on property owned by the City of Dallas at White Rock Lake.

The proposals for financial feasibility consulting services are due Wednesday, May 2, 2012 at 2:00 PM, unless otherwise stated per addendum.

B. Objectives:

The purpose of this contract is to prepare a financial feasibility study for parking revenue to support the construction of a parking structure and/or surface parking to accommodate Dallas Arboretum attendees.

C. Scope of Work

PREPARATION AND EXAMINATION OF FORCAST FOR PARKING AT THE DALLAS ARBORETUM

Task 1 – Review of Prior Analyses, Historical Performance, Current Status of the Dallas Arboretum Attendance and Parking Capacity.

The objective of this task is to review all pertinent background documents in order to gain an understanding of the history and current performance of parking at the Dallas Arboretum. The background information to be provided and analyzed includes:

- 1.1 Attendance history
- 1.2 Parking history and receipts
- 1.3 Parking expenses
- 1.4 Operating revenues and expenses, other than parking
 - Gate revenue
 - Membership revenue
 - Concessions and catering revenue
 - Facility rental revenue
 - Other revenue

- All operating expenses
- 1.5 Non-operating revenues and expenses.
- Non-specific donations to the Dallas Arboretum and Botanical Society
 - Interest revenue
 - Miscellaneous income (loss)
 - Interest expense
 - Capital maintenance expenses
- 1.6 Key market demographic characteristics and trends
- 1.7 Any relevant pending legislation

Task 2 – Preparation of Financial Forecast for the Dallas Arboretum Additional Parking Facilities

The purpose of this task is to prepare the financial forecast for additional parking facilities for the Dallas Arboretum including determining the future market potential and attendance for the botanical gardens. The following activities will be completed in Task 2:

- 2.1** Conduct interviews of key interested and related parties. These interviews will include (as appropriate)
- Management and Board Members of the Dallas Arboretum and Botanical Society
 - City of Dallas officials
 - Current and potential users (Task 2.2)
- 2.2** Analyze information about current and prospective visitors
- Attendance trends of the Dallas Arboretum, include event attendance data
 - Forecast expected daily attendance with the opening of the Children’s Garden currently under construction (include event attendance)
 - Input as to expansion of existing facilities
 - Opinions on strengths and weaknesses of the Dallas Arboretum to continue to attract attendance
- 2.2** Review growth and development trends within the industry which will have an impact on the facility, as expanded.
- 2.3** Compare the Dallas Arboretum to other attractions. Compare and contrast key market factors and identify competitive advantages and disadvantages. Competitive analysis will include:
- Reviewing data internal to the management of the Dallas Arboretum.
 - Updating data on competitive facilities.
 - Identifying key strengths and weaknesses of the Dallas Arboretum compared to other facilities.
- 2.4** Forecast the expected daily parking totals for the Dallas Arboretum with opening of the Children’s Garden.

- 2.5 Forecast parking revenue for the fiscal years ending September 30, 2013 – 2023 including, assuming that 1,900 parking spaces are available to accommodate the attendees.
- 2.6 Forecast parking expenses for the fiscal years ending September 30, 2013 – 2023, assuming that 1,900 parking spaces are available to accommodate the attendees.
- 2.7 Forecast operating revenue for the fiscal years ending September 30, 2013-2023 including:
- Parking Revenue
 - Admission Revenue
 - Concessions and Catering
 - Facility Rentals
 - Other
- 2.8 Forecast operating costs for the fiscal years ending September 30, 2013 – 2023 including:
- Personnel and benefits
 - Operations and maintenance
 - Insurance
 - Utilities
 - Overhead
- 2.9 Forecast commitments on Dallas Arboretum revenues for the fiscal years ending September 30, 2013 – 2023

Task 3 – Preparation of Financial Forecast for Non-Operating Items

The objective of this task is to prepare the financial forecast for the Dallas Arboretum for non-specified donations, interest earned, interest expense, committed revenue, and miscellaneous revenues and expenses. The following activities will be completed in Task 3:

- 3.1 Analyze the current and prospective non-specific donation revenue data.
- 3.2 Forecast the other non-operating revenues and expenses including:
- Interest earned on investments
 - Interest expense
 - Miscellaneous revenues and expenses
 - Capital maintenance expenditures

Task 4 – Prepare Financial Forecast for the Dallas Arboretum additional parking facilities

The objective of this task is to combine the results of Tasks 1 through 3 together into one forecasted operating statement for the fiscal years ending September 30, 2013 – 2023. The forecasted operating statement generated in this task will represent operating and non-operating revenues which will support the repayment of a bond to build the parking structures to accommodate approximately 1,900 parking spaces.

Task 5 – Preparation of the Examination of Financial Forecast for the Dallas Arboretum additional parking facilities

Upon completion of tasks 1 through 4, prepare a Report of Financial Forecast for the Dallas Arboretum additional parking facilities. The Report shall be prepared as follows:

- Prepare draft Report of Financial Forecast for the Dallas Arboretum additional parking facilities in an appropriate format for inclusion in the Official Statement.
- Review draft Report with City of Dallas officials, Dallas Park and Recreation Department officials, Dallas Arboretum and Botanical Society management and Board members, financial advisors, investment bankers, bond counsel and other relevant parties.
- Revise draft Report as appropriate.
- Issue final Report on Financial Forecast of the Dallas Arboretum additional parking facilities.
- Participate in Bond Financing Rating Presentations, as needed.

D. Contents of Proposal

The proposal shall include each of the items specified in Section D. The proposal shall be arranged in the following format and sequence and will be evaluated using the factors and assigned values listed in Section D, Subsection IV. Proposals may be ranked without interviews; hence, applicants are encouraged to submit their proposals as comprehensively as possible. However, proposers are cautioned not to submit extraneous material.

I. The Firm: A brief history and general description of the firm should include:

- i. A description of the capabilities and resources of its principle office responsible for performing this work, its regional Texas offices, and a listing of its Texas office resident personnel by discipline who would be assigned to the City's work.
- ii. A synopsis of the firm's experience in providing market and financial feasibility studies, modeling and forecasting tools, demonstrated success in forecasting parking revenue for bond-financed parking facilities, and experience in rendering opinions and other analyses concerning parking revenue projections.
- iii. Experience with performing duties imposed on Feasibility Consultants for private bond financing, including presentations to rating companies and municipal bond insurers.
- iv. An abstract of the firm's quality assurance procedures and cost control measures.
- V. A comprehensive description of the procedures used by the firm to supervise the providing of market and financial feasibility study services in a timely and cost effective manner.
- VI. Summarize how the firm charges professional fees for the services described in this RFP and provide the firm's fee quote. It should include hourly billing rates for the lead consultant and all other personnel proposed to be employed in performing services for this engagement. The fee quote should include a lump sum proposal for the base scope of services and additional hourly billing rates if the Proposer is asked to undertake any additional phases of work. Such hourly billing rate shall be

inclusive of all costs, charges, overhead, and profit, and shall apply for the duration of the engagement without adjustment, except as provided in the contract. The proposer's lump sum fee quote shall include an estimate of the total level of effort (number of hours for lead consultant and all other proposed personnel) required to provide the services described in this RFP, with an appropriate breakdown to show the basis for the quote. If the proposer proposes to employ any sub-consultant(s), the fee quote shall include all information indicated above with respect to compensation to the sub-consultant(s).

Firm Organization, Staffing and Procedures:

- vii.** Provide an organizational chart identifying key project management and lead personnel for the firm. The relevant areas of project responsibility for lead personnel should be indicated. Designate the firm's principal office and officer to be directly responsible for potential City project. Provide in detail the identified personnel's experience with market and feasibility studies for bond-financed parking facilities.
- viii. The names and experience resumes of those key personnel named on the organizational chart who currently are full time employees of the firm and who would be assigned to the City's Project. Particular descriptive and historic emphasis should be given to the qualifications of personnel currently assigned to the firm's designated project office staff.
- ix.** Number of staff, broken into professional and sub-professional groupings, by specialty and by geographic location committed for availability.

II. Experience:

A listing of relevant projects, in tabular form, for which the respondent provided market and financial feasibility study services since January 1, 2006 shall include the following:

- i. Project name.
- ii.** Project location.
- iii. A brief description of the project and the work performed, including the date of Official Statement related to financing the project.
- iv. An explanation of whether project-related obligations were rated by bond rating agencies and, if so, the role the firm's work played in the ratings process.
- v. Name, address and telephone number of client contact.
- vi. A summary client list for the past five (5) years.
- vii.** A summary of those significant active projects expected to be underway in the firm's designated project office during the calendar years 2012 and 2013. The summary should indicate staff levels by discipline that the firm has pre-committed to such projects, in sufficient detail to establish the firm's availability to provide the level of staffing required for the City's high priority assignments.

- viii. A summary of all regulatory and legal proceedings initiated since January 1, 2006, in which the firm has been named as a claimant, plaintiff, respondent, or defendant, including the nature of the proceeding, the claims made, and resolution or current status thereof.
- ix. Any early termination of the firm's work or contract for services by any city or entity since January 1, 2006, including an explanation of the types of services and the reason for termination.

III. Work Plan

A proposed work plan (with work commencing upon execution of the contract for the services set forth in the Scope of Work which shall include at least the following:

- i. A clear, detailed description of all activities necessary to perform all tasks and sub-tasks in the Scope of Work, including an itemized list of tasks (sub-tasks) and an estimate of the hours required to complete each task and sub-task;
- ii. The staffing plan identifying the firm(s) and key person or persons responsible for completing each task and sub-task;
- iii. Milestones;
- iv. Schedule and timelines (sequence of work).

IV. Submission

Each firm proposal must be typed and submitted in accordance with Section D, Contents of Proposal. Each proposer must complete the feasibility study within 6 weeks and must submit proof of having met deadlines on previous projects. The proposer shall submit, in a sealed package, one (1) signed original and seven (7) copies of the proposal. Proposals shall be delivered to:

Business Development & Procurement Services
 Attn: Sandy Baxter
 1500 Marilla, 3FN
 Dallas, TX 75201

IV. Selection Criteria

The selection committee will be comprised of individuals with expertise in the particular proposal area, executives, financial advisors, and/or management from the Park and Recreation Department. The successful proposer shall be selected by a committee on the basis of demonstrated competence and qualifications under the following criteria:

- | | |
|--|-----------|
| 1. Experience completing similar studies | 20 points |
| 2. Cost of feasibility study | 30 points |
| 3. Methodology used in the revenue forecasting model | 25 points |

4. Timeline of activities to complete the study in 6 weeks 10 points
5. Qualifications of individuals assigned to the project 15 points

If it is necessary to conduct interviews, City of Dallas will choose the number to be interviewed and schedule them accordingly. Those selected will make in-person presentations to the selection committee.

V. Deliverable

The proposer must submit a Financial Feasibility Report for the Dallas Arboretum parking facility(ies) which includes a parking structure located at 8726 Garland Road, surface parking on properties owned by the Dallas Arboretum and Botanical Society located on Garland Road, and surface parking located near Winfrey Point on property owned by the City at White Rock Lake.

The full contract payment shall be made upon submission and acceptance of the final Financial Feasibility Report.

VI. Insurance

The successful bidder will be required to purchase and maintain, during the term of the contract, insurance as described in Attachment A.