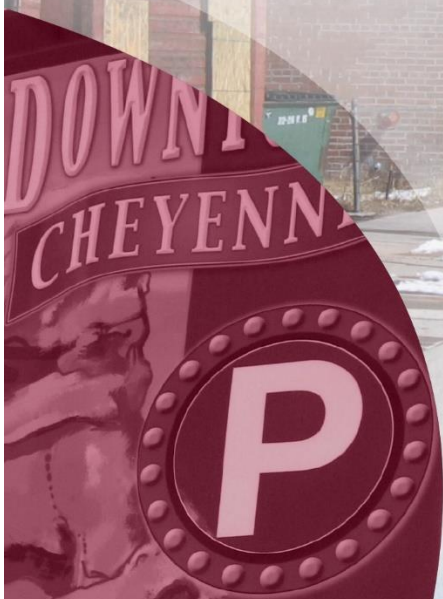


DOWNTOWN

STRATEGIC PARKING PLAN

Final Report



April 2017

Kimley»Horn

Expect More. Experience Better.



DOWNTOWN STRATEGIC PARKING PLAN



DISCLAIMER

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City of Cheyenne Downtown Strategic Parking Plan

FINAL REPORT – April 2017

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1. EXECUTIVE SUMMARY

Introduction

In the Spring of 2016, the Cheyenne MPO (MPO) engaged Kimley-Horn and Associates (Kimley-Horn) to develop a Strategic Parking Management Plan for Downtown Cheyenne, Wyoming. This plan includes a limited parking supply/demand assessment and identifies both short and long-term goals for the development of a forward-thinking and holistically-managed public parking system that will support the City's larger economic and community development goals, today and in the future.

Project Objectives

The primary goal of this Strategic Parking Management Plan is to be a guide for decision makers on topics such as governance, technology, enforcement, as well as facility and parking asset management. Specific project objectives include providing strategies and tools to:

- ▲ Identify governance and management structures that will work best for Downtown Cheyenne and will contribute to the successful implementation of other recommendations.
- ▲ Improve public perceptions of Downtown parking, especially related to perceptions about a lack of parking, especially as it relates to encouraging new development and potential redevelopment projects. Issues related to on-street parking management policies were also identified.
- ▲ Begin positioning parking as a contributor to continued Downtown redevelopment and economic expansion.
- ▲ Provide recommendations on establishing a positive parking system brand and marketing platform and a defined plan for enhanced program communications and improved customer outreach.
- ▲ Explore a range of parking management strategies that can be used by City staff to encourage on-street parking turnover and promote increased Downtown vitality without unduly penalizing infrequent violators.
- ▲ Identify management strategies and technology that can improve customer convenience, while also controlling operating costs and enhancing program revenues.
- ▲ Position parking management within the larger "access management" context in a way that promotes a balanced system of parking and transportation alternatives.
- ▲ Understand the opportunities, challenges and potential synergies between the City of Cheyenne and State, County and other community institutions as they relate to parking and transportation issues.



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Report Organization

This Strategic Parking Management Plan is organized as follows:

- ▲ Executive Summary
- ▲ Planning Context
- ▲ Data Collection/Analysis & Limited Parking Supply/Demand Assessment
 - Data Collection Area
 - Inventory
 - Occupancy
 - Turnover
 - Current Parking Adequacy
 - New Development/ Projected Parking Needs
 - Summary
- ▲ Community Engagement
 - Introduction and Task Goals
 - Summary of Online Questionnaire Results
 - Stakeholder Conversation Summary
 - "Closing the Communication Loop"
 - Strategic Communications Plan
- ▲ Issues Identification & Analysis
 - Current Conditions Overview/Current Program Assessment
 - 20 Characteristics of Effective Parking Management Programs
 - Peer City Review
 - High Priority Issues
 - Parking System Organization and Management
 - Funding Strategies
- ▲ New Parking Program Goals and Objectives
 - "Charting the Right Course"
 - Vision
 - Mission
 - Guiding Principles
- ▲ Recommended Parking Program Action Items
 - Primary Action Items
 - Secondary Action Items
 - Program Management & Policy Action Plan
- ▲ Appendices & Parking Management Toolbox



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Key Findings

What the program currently needs most are nine key elements:

1. A more comprehensive and strategic program action plan relative to parking and transportation policy – this strategic plan should provide that missing element.
2. Enhanced parking management expertise – issuing an RFP to engage a professional parking management firm is recommended as an important initial step to creating a more effective and financially sustainable parking management program.
3. Establish parking as a separate “enterprise fund” and dedicate all parking related revenue streams to support the enterprise fund.
4. A strong customer service orientation – one of the key leadership elements for any program is a strong customer service focus. This does not mean to imply that this is a “missing element” (we believe the current parking team understands this and does a good job in their interactions with their customers). However, this is a core principle that needs to be constantly reinforced and enhanced. This applies not only to staff training but also to policy development, facilities maintenance and investments in new technologies. Parking can play a key role in improving the perception and the experience of Downtown overall. Collaboration and partnerships with Downtown Development Authority, and other Downtown agencies, institutions and businesses will continue to be an important component of this initiative.
5. A Focus on “Mastering the Fundamentals” of Parking Management – While related to the enhancing parking management expertise and training/staff development, this focus area is about gaining an in-depth understanding of the many complex and challenging aspects that are somewhat unique to parking. Chapter 7 of this report (Characteristics of Effective Parking Management Programs) provides a strong framework built around 20 specific program categories that can form the basis for a comprehensive program development approach. Between this chapter and the wealth of tools provided in the appendices, there are numerous program elements, both short and long term that can transform the Cheyenne parking program into one of the best municipal programs in the country over time.
6. Investment in New Technology – Leveraging new technology will be a critical element in achieving many of the stated goals of this project including:
 - a. Enhanced customer friendly programs and services
 - b. Improved operational efficiency
 - c. Enhanced system financial performance
 - d. Improved system data and management
7. While the current program has done a good job with facility maintenance, there are several areas for improvement especially as the facilities continue to age. Development of a strong parking maintenance program with regularly scheduled facility condition appraisals, the creation of parking facility maintenance reserves and a prioritized facility restoration and maintenance program tops this list.



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8. Development of an on-going and collaborative relationships with the MPO, the State, the County and other local institutions (Union Pacific Railroad, The Depot, Cheyenne Civic Center, etc.) to enhance overall community parking and access management strategies in terms of collaboration and coordination of resources. The parking program should become the “central clearing house” for all things parking as well as becoming a community educational resource for parking issues.
9. Over time, expand the parking program's mission to adopt a broader more “access management” oriented perspective (integration or at least coordination of parking, transit, transportation alternatives, active transportation, shared mobility services, etc.).
10. Work closely with City Planning and the MPO to integrate parking planning into larger community planning initiatives such as the West Edge Plan, future downtown master planning efforts, transportation plans, wayfinding plans, etc. Specific planning related issues identified in this report include on-going monitoring of parking supply/demand conditions, developing strategies to address future parking supply needs, addressing parking requirements (zoning code) and ADA parking issues.

Primary Action Items

Beginning on page 131 there is a list of recommended “Primary Action Items”. Below is summary listing of these key recommendations:

Primary Action Item #1: Adopt new program vision and mission statements and recommended parking program guiding principles. Issue an RFP for a professional parking management firm and implement parking management best practices.

Primary Action Item # 2: Enhance parking program management prior to evaluating the addition of new parking supply. If development activity is seen as real and leveraging new parking supply development as a tool to catalyze new downtown development is seen as a financially viable option, review Appendix 12 for specific strategies to pursue this option.

Primary Action Item # 3: Begin a process to evaluate investment in new on-street and off-street parking technology. While there are several compelling reasons and some stakeholder support to consider moving paid on-street parking, it is the consultant's opinion that this move may be premature at this time. It is recommended that the community proceed with the hiring of the professional parking management firm as noted in Primary Action Item # 1 and then reevaluate the question of paid-on-street parking in 2018.

Primary Action Item # 4: Leverage parking as a community and economic development strategy and develop a comprehensive parking planning function. This would include on-going monitoring of parking supply and demand conditions and the potential investment in new parking supply to support new downtown investment.

Primary Action Item # 5: Develop a proactive facility maintenance program including regular facility condition appraisals, prioritized facility rehabilitation plans and the creation of parking facility maintenance reserves.

Primary Action Item #6: Develop a new parking program brand and marketing program including significant on-going community outreach strategies. (See marketing strategy implementation matrix.)



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Primary Action Item # 7: Invest in program reorganizational recommendations and training/staff development with a goal of mastering the fundamentals of parking system management and operations.

Primary Action Item # 8: Expand the scope of the parking program over time to be more supportive of alternative modes of transportation and embrace more of a “mobility management philosophy”.

Primary Action Item # 9: Critically assess the current parking enforcement program using the tools provided to better define and enhance the current parking enforcement program. Investment in LPR technology to improve parking enforcement consistency, efficiency and effectiveness.

Primary Action Item # 10: Define principles for addressing abuse of accessible parking placards and establish policies that allow those with placards or cannot reasonably use public transit or an existing garage to more readily utilize meters and permitted parking.

Primary Action Item # 11: Establish the parking program as a separate enterprise fund and combine revenue streams into this fund to facilitate the goal of becoming a self-supporting operation.

In Summary

The development of a strategic vision and a strong, well defined action plan is a critical first step in creating a comprehensive and financially sustainable public parking program for the City of Cheyenne. We applaud the community's recognition of this fact and for making the important investment in this strategic parking plan.

Parking can be a significant partner and contributor to advancing the community's economic development goals as well helping to improve the overall experience of accessing Cheyenne's Downtown business district. We are confident with the strong team of City leaders, an engaged and supportive Mayor and City Council, a strong MPO and Downtown Development Authority and new investments in parking program development that the future of Downtown Cheyenne will be bright. Now the real work on parking program improvement begins!





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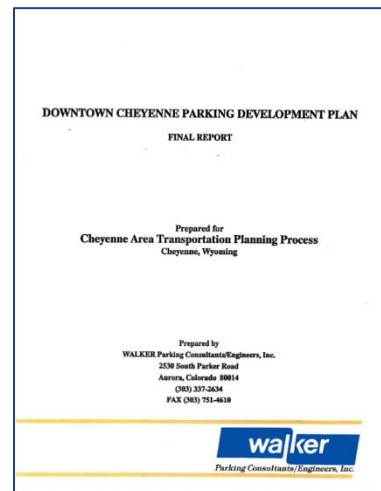
2. PLANNING CONTEXT

As part of our initial project request for information, we requested copies of previous studies and planning projects to better understand the planning context in which this analysis effort would be conducted.

We were provided with several recent planning documents that provided important context for the creation of a Strategic Parking Management Plan. Some of these documents are briefly summarized below.

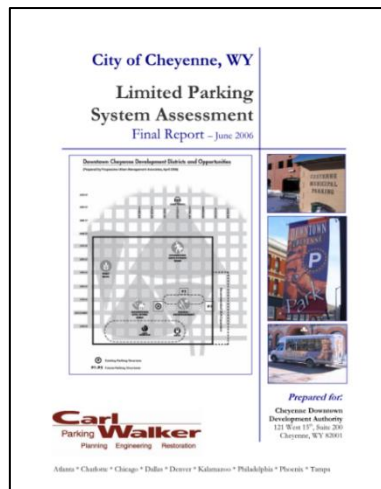
▲ **Downtown Cheyenne Parking Development Plan** (January 1991)

- ▲ This report is a basic parking supply/demand assessment.
- ▲ Report contents include:
 - Parking Conditions 1990
 - Parking Supply
 - Parking Utilization
 - Parking Rates
 - Parking Demand
 - Future Parking Conditions
 - Parking System Analysis



▲ **Limited Parking System Assessment** (June 2006)

- ▲ This limited parking assessment was sponsored by the Cheyenne Downtown Development Authority, the City of Cheyenne and Progressive Urban Management Associates (PUMA) as a piece of their overall Downtown planning process.
- ▲ The parking review utilized community outreach efforts performed in conjunction with larger planning related surveys as well as some specific parking surveys directed toward the “Downtown Taskforce members” who were engaged as part of the larger study.
- ▲ This report also provides a limited parking system overview as well as a range of primary and secondary recommendations. Primary recommendations were in the following categories:
 - Parking Enforcement Technology
 - Parking Subsidies and Economic Development Policies
 - Parking Supply and Demand Analysis
 - On-Street Meters and Meter Revenue Reinvestment
 - Parking Signage and Wayfinding
 - Parking Signage and Graphics
 - Development of a Comprehensive Parking Management Plan
 - Enhanced Parking Website
 - Parking Rate Assessments and Policies
 - Parking Branding and Marketing
 - Elimination of Off-Street Time Limits
 - Review of Parking Fine Structures
 - Quarterly Parking Utilization Analyses
 - Enhanced Parking Customer Service Programs



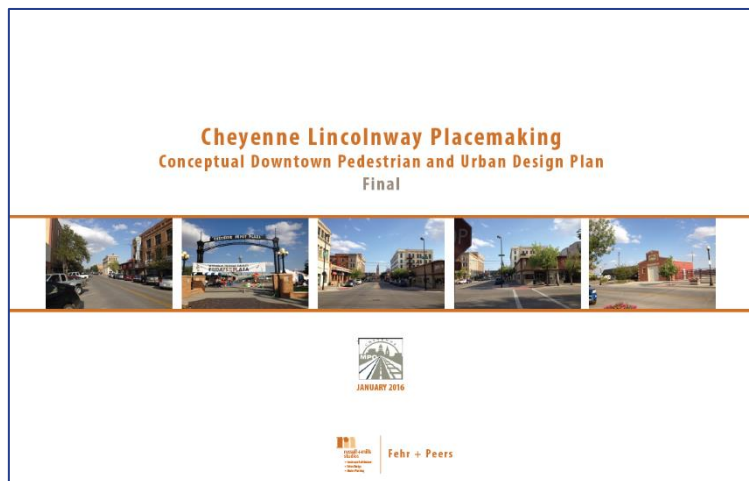


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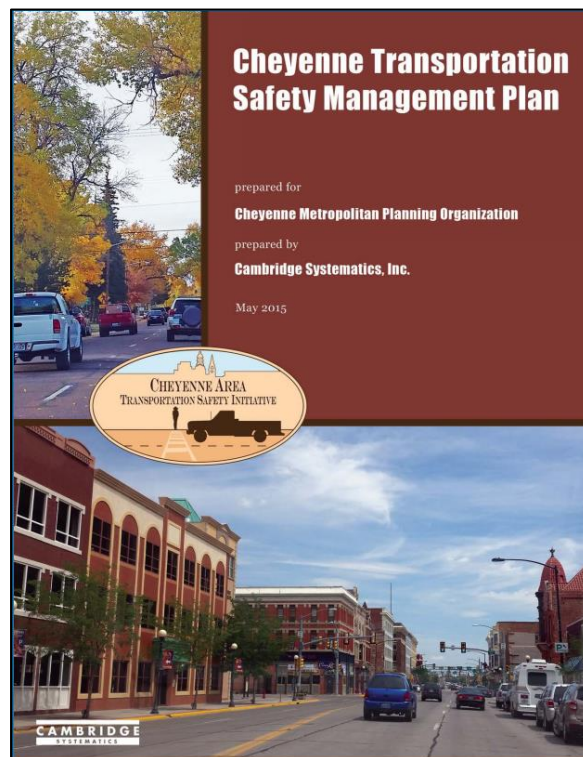
▲ Cheyenne Lincolnway Placemaking (January, 2016)

- ▲ Study aimed to identify means of elevating the pedestrian experience to promote development of the Downtown Corridor with engaging and inviting first floors.
- ▲ Provided three and five-lane road diet recommendations, over four phases that widened sidewalks and provided for medians along Lincolnway, among other recommendations that included areas of the Downtown Core to the north of Lincolnway.



▲ Cheyenne Transportation Safety Management Plan (May, 2015)

- ▲ This report was developed in response to Federal transportation bill "Moving Ahead for Progress in the 21st Century" requiring metropolitan planning organizations to establish goals and metrics to reduce the number of fatal and injury crashes.
- ▲ This plan sets a long term goal of zero fatalities with a short term goal of reducing the average annual fatalities to 6 by the year 2020.



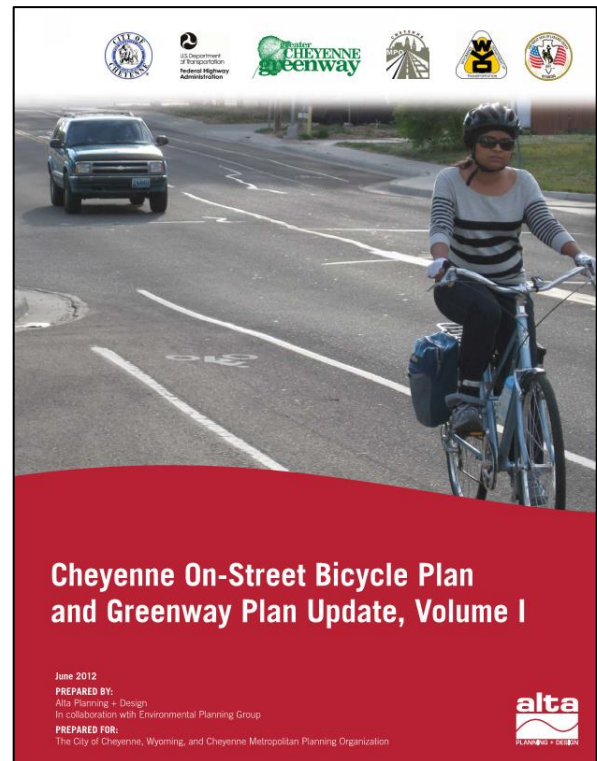


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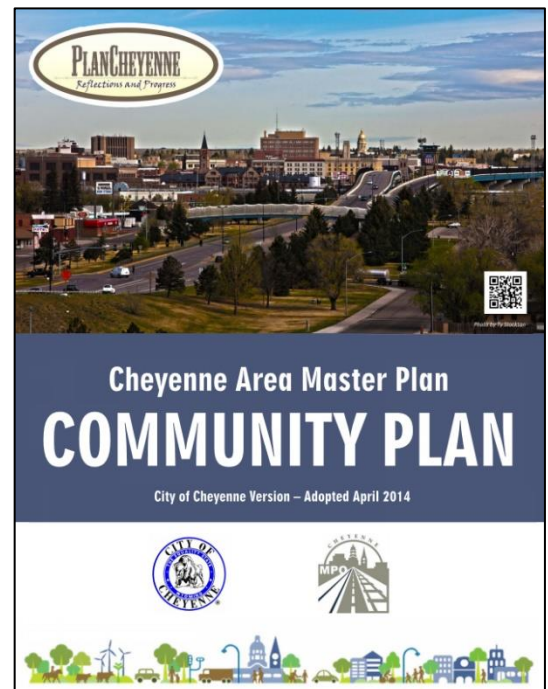
▲ Cheyenne On-Street Bicycle Plan and Greenway Plan Update, Volumes I, II & III (2012)

- ▲ This Bicycle plan recommends a range of implementation strategies and technical information for a proposed 280 miles of new bicycle network infrastructure.
- ▲ Plan is consistent with and supportive of the Cheyenne Transportation Plan
- ▲ Survey respondents identified a marginal preference for off-street paths to on-street bike paths, with a high level of responses identifying Downtown and/or their place of work as their cycling destination.



▲ Cheyenne Area Master Plan: Community Plan (April, 2014)

- ▲ Update to 2006 Community Plan
- ▲ Focuses on land use, transportation, and green space within the planning area boundaries, which include all of Cheyenne and unincorporated Laramie County.
- ▲ Stresses the need to infill more urban areas and create pedestrian friendly, walkable communities
- ▲ Identifies the areas bordering the city as the fastest growing residential areas with the planning area boundary.



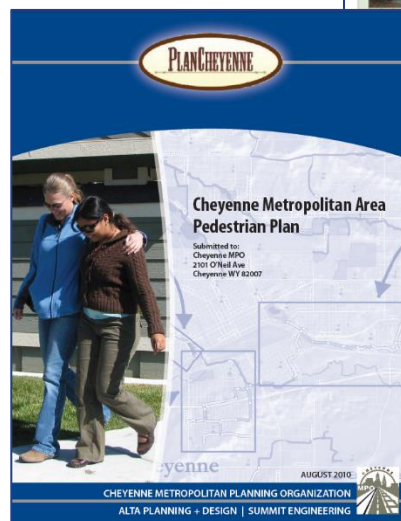
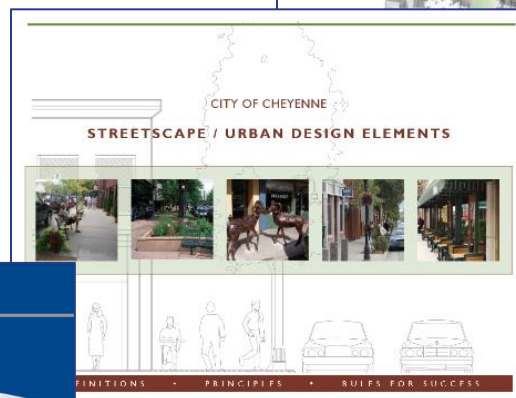
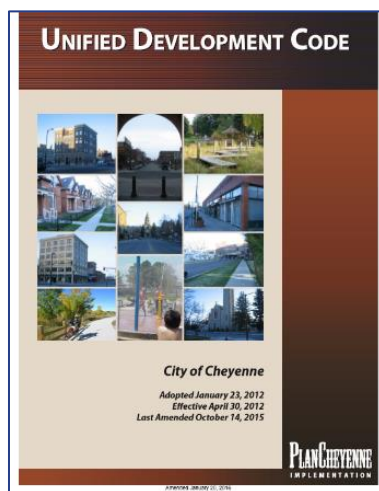
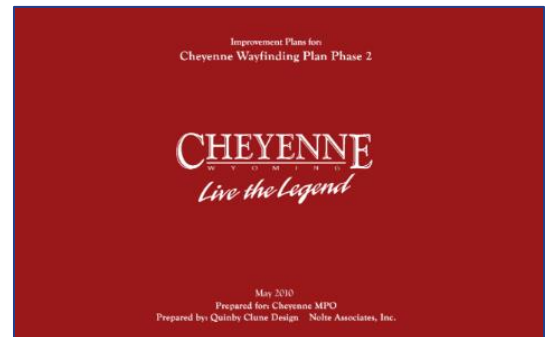


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Additional plans reviewed include:

- ▲ Cheyenne Wayfinding Plan
- ▲ Cheyenne Pedestrian Plan
- ▲ Downtown Placemaking Plan
- ▲ Cheyenne Area Street Enhancement Toolbox
- ▲ Cheyenne Unified Development Code
- ▲ City Streetscape Handbook





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3. DATA ANALYSIS & LIMITED PARKING SUPPLY/DEMAND ASSESSMENT

Methodology

Kimley-Horn utilized License Plate Recognition (LPR) technology to capture parking occupancy and behavioral data for the Downtown Cheyenne Strategic Parking Plan. This section describes the process for collecting data with the LPR system.

The mobile LPR equipment uses a dual camera configuration, placed on the roof of the data collection vehicle. The vehicle drives continuous loops through each collection area, counting the number of vehicles parked on-street. The intent of this effort is to count the number of parked vehicles in the area in order to inform the parking study. For this analysis, the data was collected in the study area to understand the current parking environment on a typical weekday, as well as on a Friday night during a special event, such as Fridays on the Plaza. The dates of collection were Wednesday, June 29 and Friday, July 8, 2016. On July 29, data was collected during morning, early afternoon, and late afternoon peak hours. Data was collected during early evening and late evening peak hours on July 8.

For the purposes of this analysis, LPR technology was used to take reads on license plates along curb faces to determine occupancy and parking duration behavior. The data that received from the LPR unit was limited to a license plate number, the time stamp, and a GPS location. The license plate number was used to create a unique identifier for each vehicle observed, which was assigned to each documented vehicle, replacing the license plate number. Neither Kimley-Horn, the Cheyenne MPO nor the City of Cheyenne retains any license plate information.

The photos below show examples of the LPR equipment setup for the data collection efforts.

Figure 1. Mobile LPR Equipment





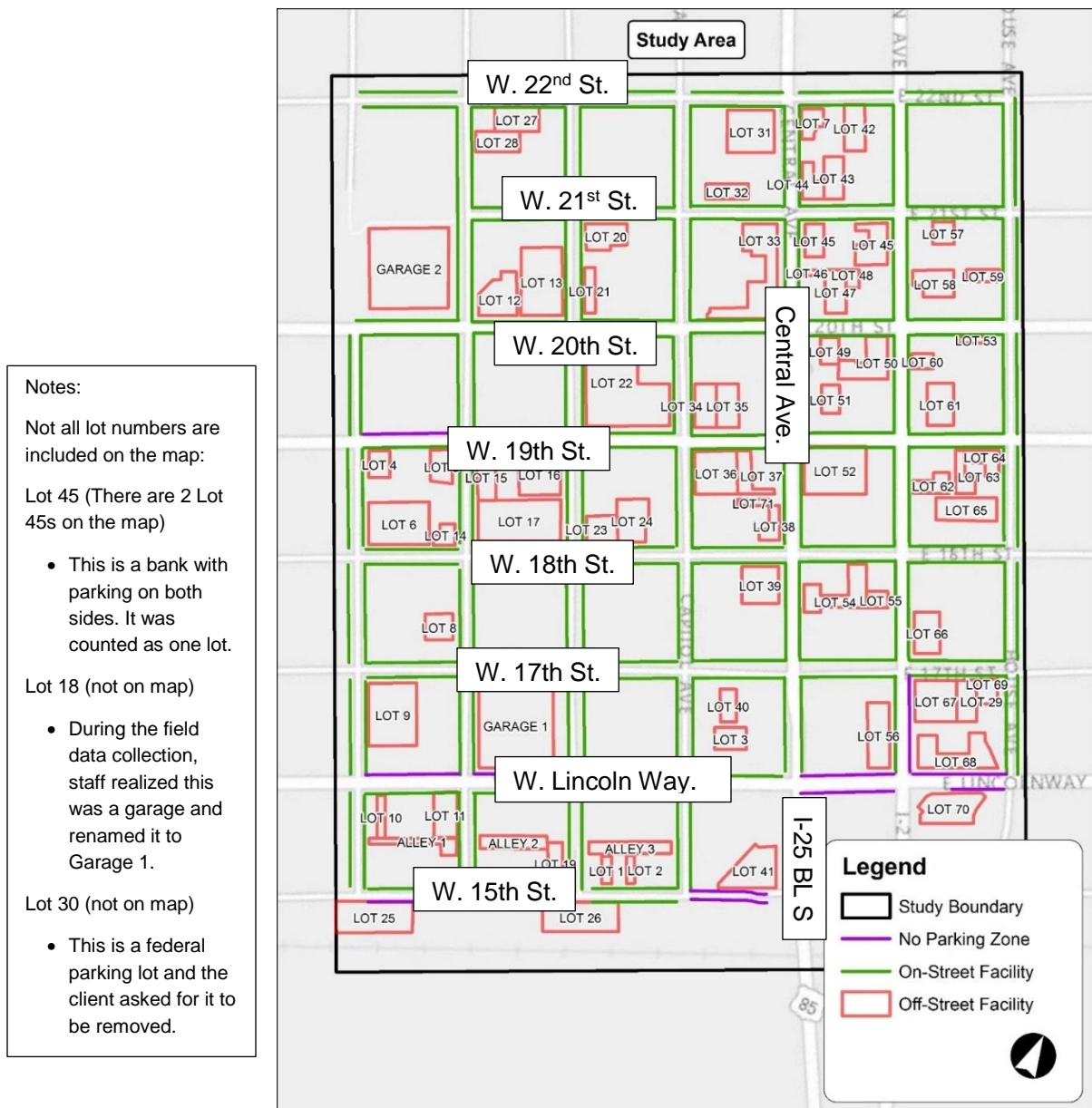
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Data Collection Area

To understand existing parking assets, usage patterns, and overall parking demand needs for Cheyenne's Downtown area, Kimley-Horn coordinated with the MPO, City of Cheyenne and Downtown Development Authority (DDA) to identify the area of focus for the data collection efforts. Inventory and occupancy data re: on-street parking and off-street parking facilities, which include parking lots, parking garages and alleys, was collected in the study area. These facilities are shown in Figure 2 below and included 2 parking garages, 71 parking lots and 3 alleyways.

Figure 2. Study Area





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Inventory

The existing inventory by facility type in the Study Area is as follows:

- ▲ On-Street: 1,524
- ▲ Parking Lot: 2,361
- ▲ Parking Garage: 1,265

Total: 5,150 spaces

Occupancy

When analyzing parking occupancy, it is important to understand that the primary industry accepted threshold for identifying demand constraints for a system is when occupancies reach 85-90% consistently (a concept sometimes referred to as “effective supply”). When occupancies for a parking system reach this level of occupancy, parking efficiency starts to deteriorate and changes need to be implemented to maintain efficiency of the system. The 10-15% remaining capacity accounts for those vehicles leaving a space and the few spaces that are scattered throughout the system or a facility that one might have to circle to find.

However, it is important to note that this level of occupancy does not necessarily have to happen across the entire system for users to experience frustrations. When facilities with the highest demand are consistently full, the perception of parking can deteriorate throughout the entire study area. This deterioration is often the cause of poor public perception of the parking system and/or patron frustration.

Using this industry standard, the parking occupancy within the study area was evaluated for on-street and off-street facilities for the two dates on which data was collected. Occupancy data was collected by area and summarized at the block face level. For this analysis, each location was collected in the morning, early afternoon, and late day periods on Wednesday, June 29, 2016 to determine the fluctuations in occupancy as residents depart for work and employees and visitors enter the study area. Additionally, data was collected during early evening and late evening peak hours to understand conditions on a night when a “typical” event is taking place in the Downtown core (as opposed to a large event such as “Frontier Days”).

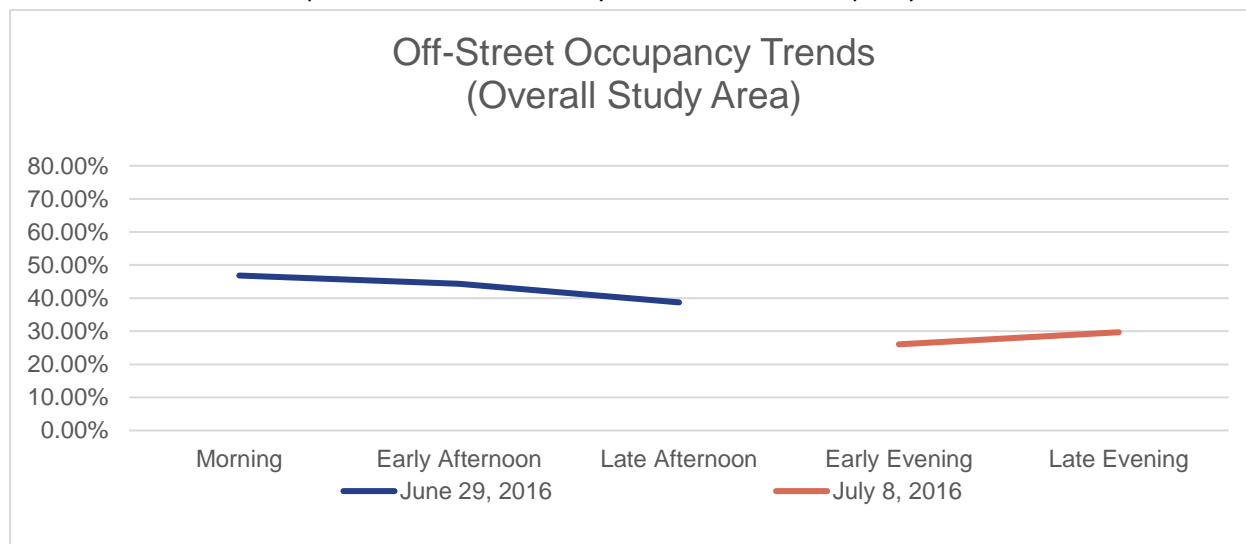
The following graphs and tables present the parking occupancies within the study areas. The graphs below compare the overall occupancy of off-street and on-street parking in the study area on the collection dates by time periods.



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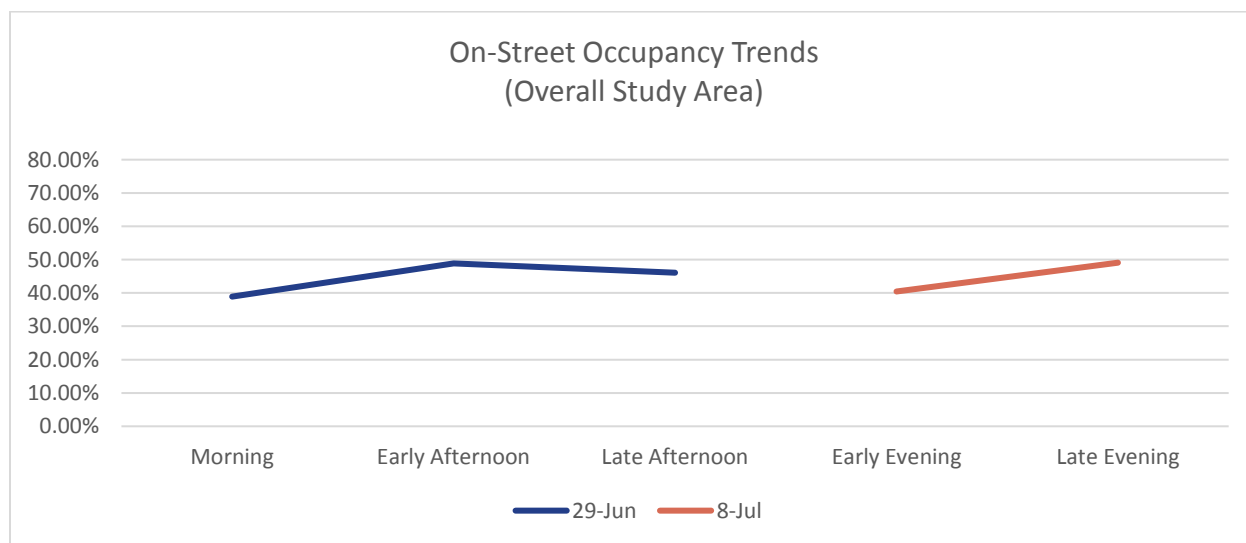


Graph 1. Overall Study Area Off-Street Occupancy Trends



Note: For off-street parking (both public and private supplies) the peak parking demand overall occurred during the morning hours with approximately 48% of off-street parking being utilized (52% available).

Graph 2. Overall Study Area On-Street Occupancy Trends



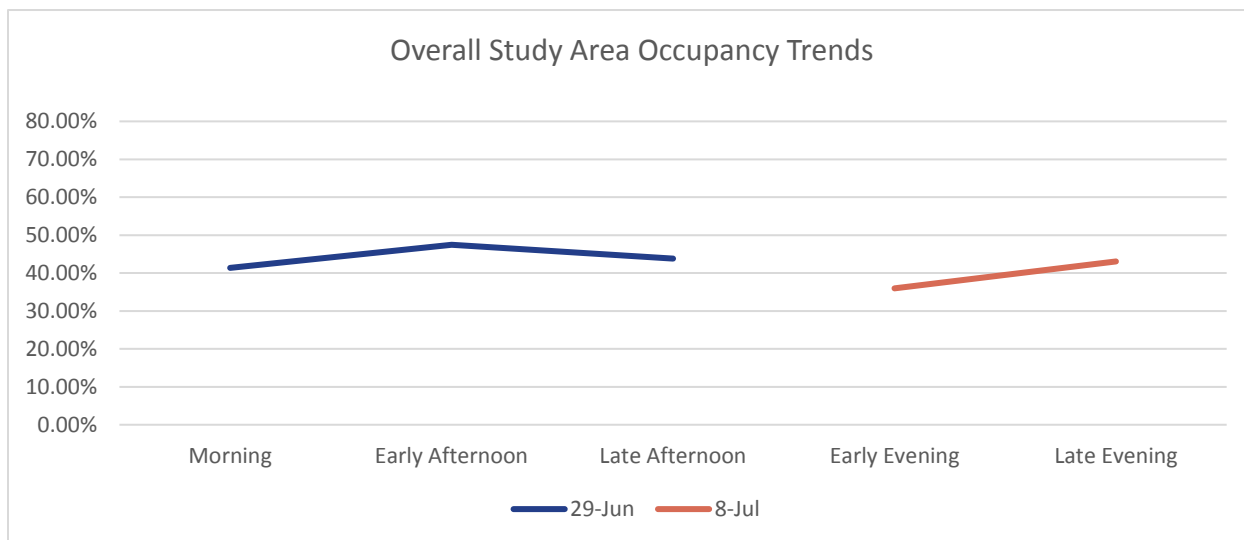
Note: For on-street parking, utilization peaked at approximately 50% in both the early afternoon timeframe as well as the late evening time period.



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Graph 3. Overall Study Area Off- and On-Street Combined Occupancy Trends



The data indicates that on a typical weekday, the study area experiences peak demand during early afternoon (11:15am – 2:00pm), however, off-street facilities experience peak demand during the morning (8:15am – 11:00am). Weekday occupancies are consistent with land uses the Downtown environment, showing the steady influx of employee parkers entering the study area to park off-street in longer term spaces at a higher rate than visitors who increase steadily throughout the morning, utilizing shorter term on-street spaces. During the Friday, July 8 “special event” data collection period, the data indicates that as the night goes on, occupancies in both on-street and off-street facilities increase. This is consistent with the nature of the area/events. Area employees most likely have left, or are in the process of leaving the study area during the early evening peak hour, while those traveling from outside the study area are entering and finding parking as the night goes on. This pattern is again reflected in the table below.



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Table 1. Occupancy Per Collection Period by Type

	Wednesday June 29, 2016		Friday July 8, 2016	
	Off-Street	On-Street	Off-Street	On-Street
<i>Morning</i> 8:15 AM – 11:00 AM	46.83%	38.91%		
<i>Early Afternoon</i> 11:15 AM – 2:00 PM	44.35%	48.87%		
<i>Late Afternoon</i> 2:45 PM – 5:00 PM	38.72%	46.11%		
<i>Early Evening</i> 4:00 PM – 6:30 PM			26.04%	40.45%
<i>Late Evening</i> 6:30 PM – 9:00 PM			29.69%	49.09%

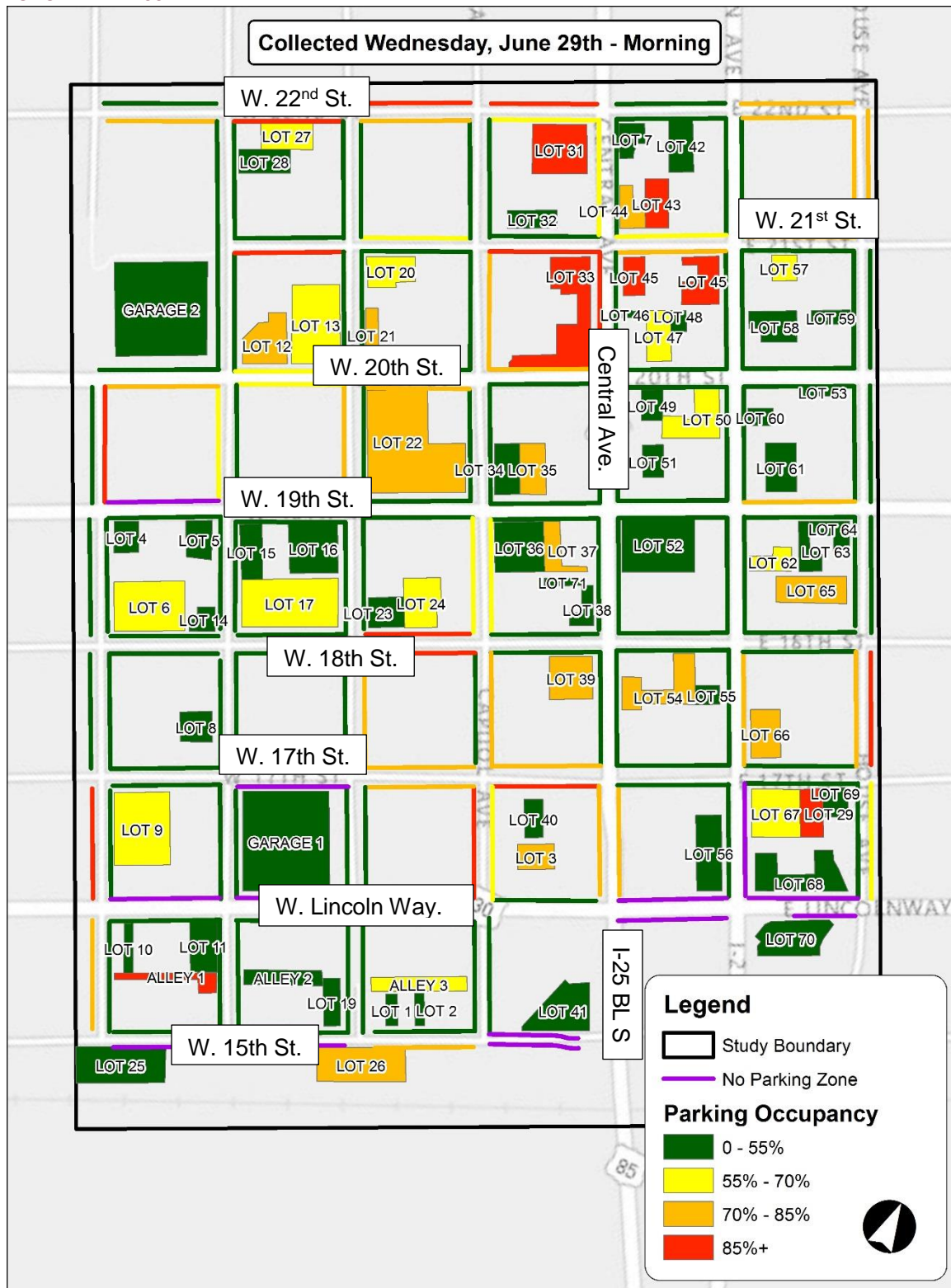
Occupancy heat maps for each of the time periods collected can be seen in the maps below.



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Figure 3. Occupancy Map for Wednesday, June 29, 2016
8:15 AM – 11:00 AM



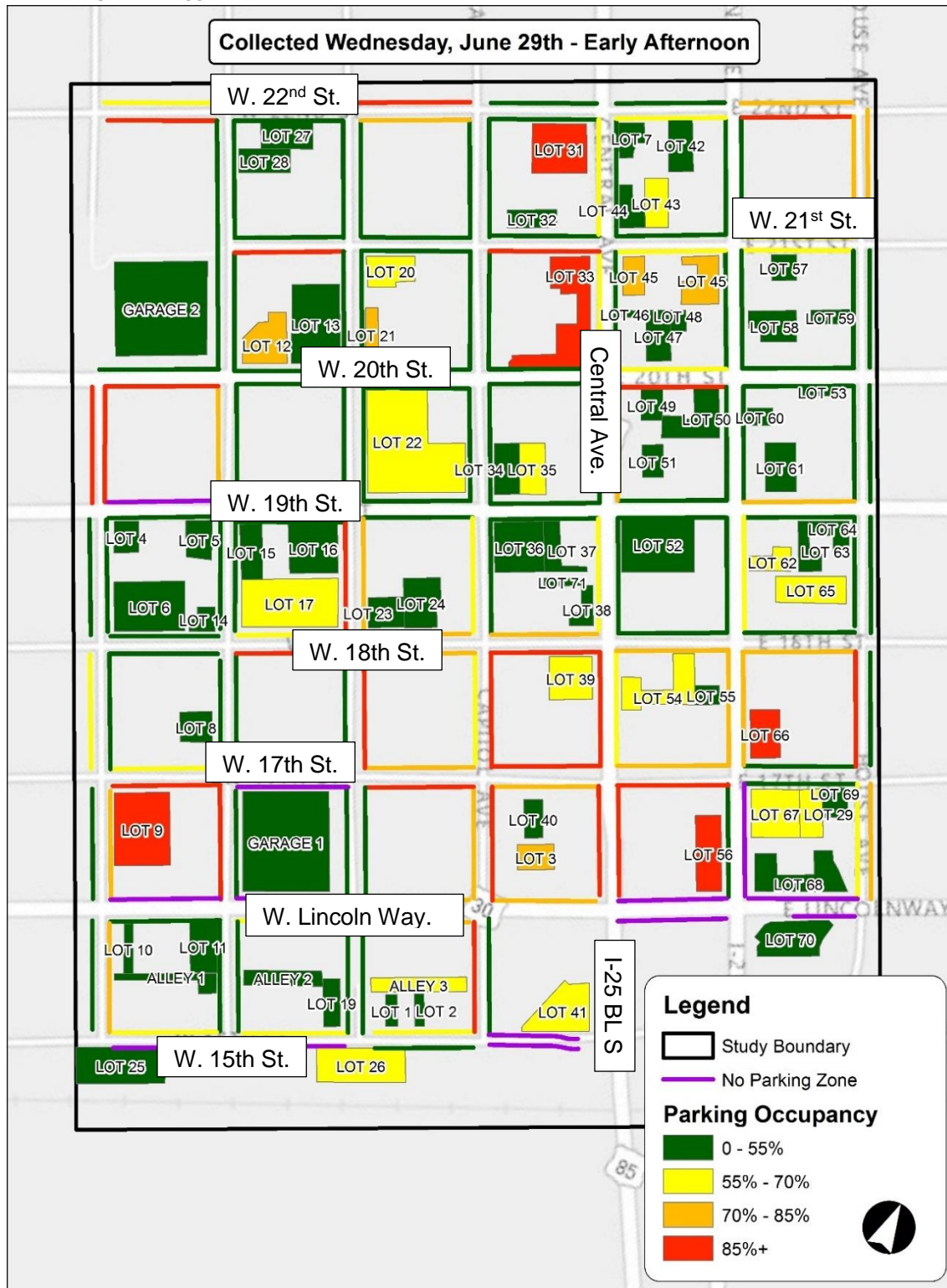


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Occupancy Map for Wednesday, June 29, 2016

11:15 AM – 2:00 PM

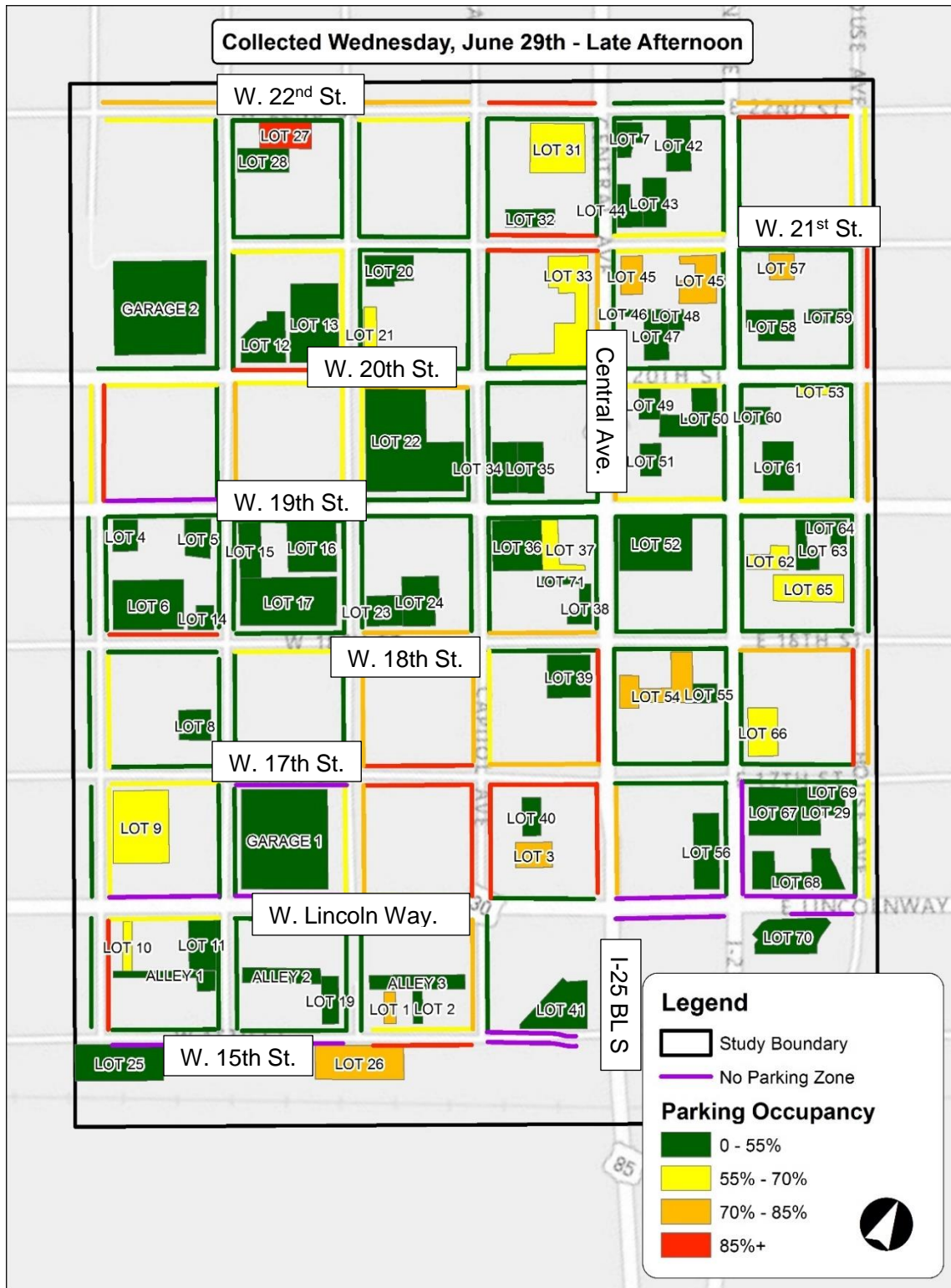




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Figure 4. Occupancy Map for Wednesday, June 29, 2016
2:45 PM – 5:00 PM



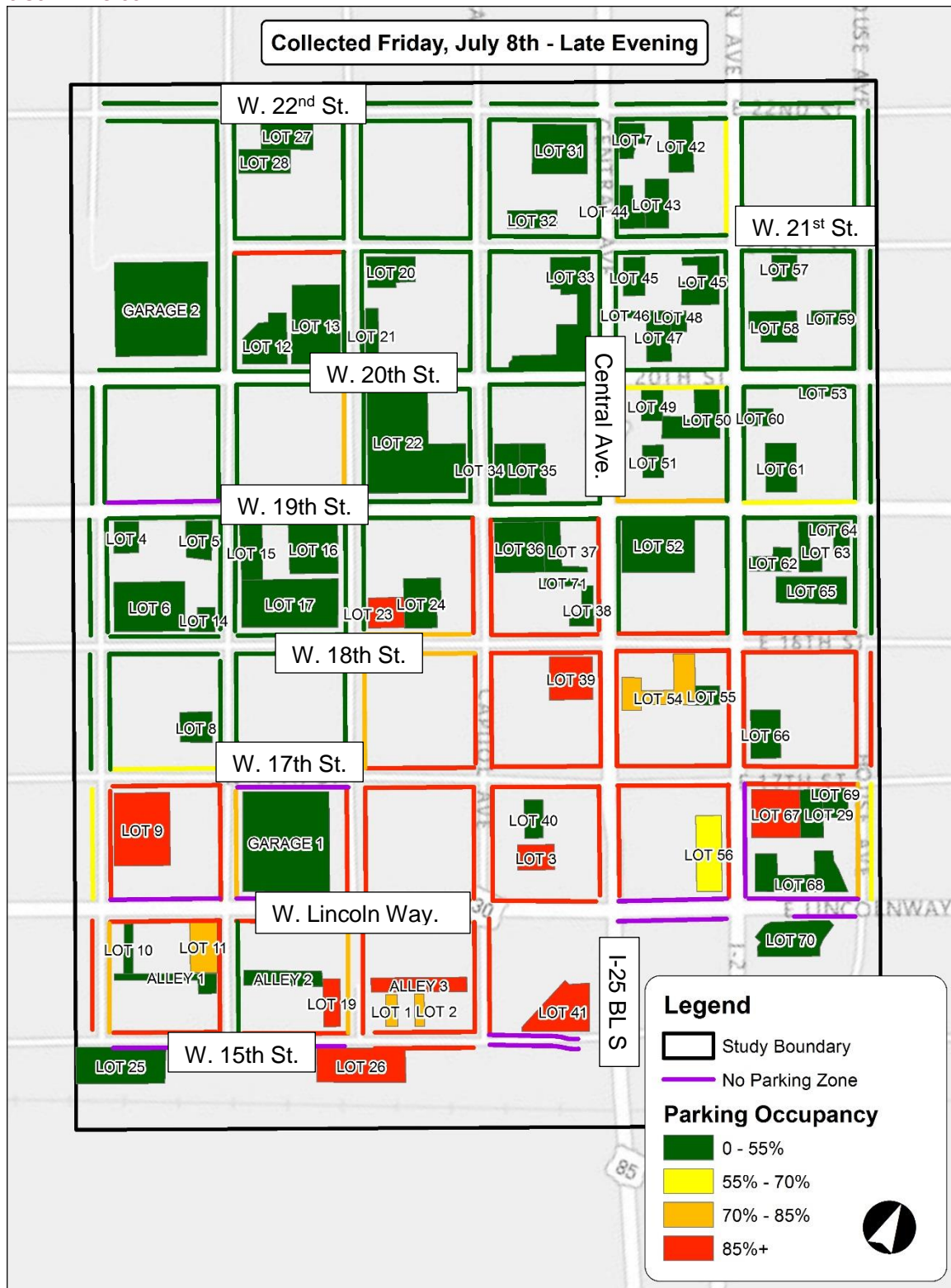




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Figure 6. Occupancy Map for Friday, July 8, 2016
6:30 PM – 9:00 PM



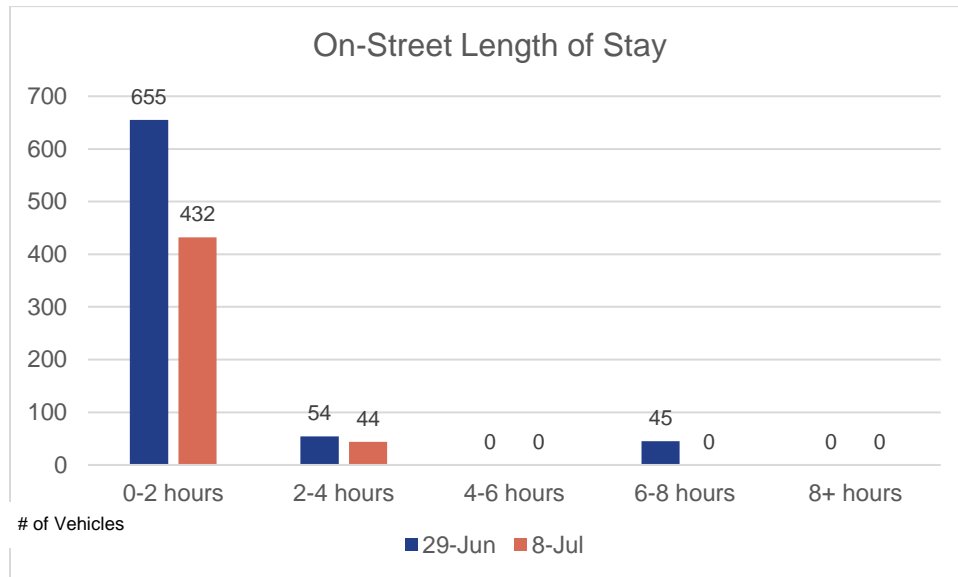


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Duration

In addition to occupancy data, the LPR technology allows for analysis of how long vehicles tend to park in the study area. The length of stay information was analyzed for on-street parking facilities. Higher rates of turnover are typically encouraged for on-street parking to improve access to businesses, whereas long-term parkers are encouraged to use off-street facilities. The graph below illustrates length of stay data throughout the study area for on-street facilities.



Turnover

Parking turnover counts were collected on June 29 and July 8, 2016 for the study area. These counts were completed for all on-street parking, and collected approximately every 180 minutes from 8:00 a.m. to 5:00 p.m. on Wednesday, June 29th, and approximately every 150 minutes from 4:00pm to 9:00pm on Friday, July 8th. Appendix 1 provides a summary of the turnover data with totals show below.

	Inventory	Number of Parked Vehicles by Length of Stay									Total Vehicles	Total Duration (hours)	Average Turnover	Average Duration (hours)	Number of Time Violations	Violation Hours
		0-1 hours	1-2 hours	2-3 hours	3-4 hours	4-5 hours	5-6 hours	6-7 hours	7-8 hours	8+ hours						
TOTAL	1,545	1,081	19	64	20	0	0	44	1	0	1,229	1,707	0.80	1.39	64	179

The highest on-street space turnover documented was 2.17. The space turnover refers to the number of times per day that a parking space “turns-over”. Low turnover generally indicates that employee parking or a lack of enforcement. 2.17 is very low. Ideally this number should be in 4 – 6 range. Vehicles parking on-street stayed an average of 1.37 hours (1.39 hours for the overall study area), falling well within the posted restriction of 2-hour parking. However, there were 64 time violations representing 179 violation hours in the Downtown area on during the periods of which the turnover counts were collected.



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This lack of parker compliance with posted time limits is significant and indicates a relatively low level of enforcement, and/or need to reevaluate parking restrictions for the intended user groups. Effective utilization of time-restricted parking is dependent upon active enforcement that achieves the intended level of turnover. The level of turnover reflects how effectively those spaces are being utilized. Since on-street parking is the most convenient parking within the system, effective utilization of these spaces is important to the health of Downtown businesses that depend on customer and visitor convenience.

Union Pacific Lots Counts

Additional counts were taken on Wednesday, October 26 and Friday, October 28, 2016 of the private facilities on the Union Pacific property located along the southeastern boundary of the study area in the vicinity of E 15th Street between Central Avenue and House Avenue . Counts were taken hourly with four performed between 11:00 am and 2:00 pm on Wednesday and two performed on Friday at 4:30 pm and 5:30pm. The peak occupancy for this lot, based on these collections was observed on Friday during the 4:30 pm collection at 81.6%. The lot is comprised of approximately 360 spaces. A summary of this facility's collection is shown in the table below.

Table 2. Occupancy Per Collection Period at Union Pacific facility

	Inventory	Occupancy (Count)					
		11:00 am	12:00 pm	1:00 pm	2:00 pm	4:30 pm	5:30 pm
Wednesday, October 26, 2016	346	42.2% (146)	42.5% (147)	44.8% (155)	46.5% (161)		
Friday, October 28, 2016	346					51.2% (177)	48.3% (167)





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Data Collection Summary

The following are key findings from collection of parking occupancy, utilization, and turnover data collected within the Study Area.

Overall

Downtown Cheyenne has adequate parking to meet current demands. In general, peak parking demand overall never exceeded 50% in the study area on the days surveyed. Note: a lot of the off street supply is private parking and thus inaccessible currently for public parking. As documented in the parking occupancy “heat maps”, there are certain lots/areas that exceed 85% and there are areas that could benefit from more supply (especially in the area along Lincolnway near the Hynds Building, Plains Hotel and the Depot). A more detailed summary by data collection days is provided below.

Wednesday, June 29

- ▲ On-Street
 - ▲ Highest occupancies were observed in the early afternoon (48.87%)
 - ▲ Facilities along Capitol Avenue between W. 15th Street and W. 19th Street remained at or near capacity throughout the day
 - ▲ 91% of vehicles were parked for 2 hours or less
- ▲ Off-Street
 - ▲ Highest occupancies were observed in the morning (46.83%)
 - ▲ During the peak period, facilities in the northernmost section of the study area were observed at or near capacity (85%+)

Friday, July 8

- ▲ On-Street
 - ▲ Highest occupancies were observed in the late evening (49.09%)
 - ▲ Southern half of study area experienced greatest occupancies (85%+), with the greatest concentration seen at the intersection Capitol Avenue and W. 17th Street
 - ▲ As the night went on, most facilities south of W.18th Street were at or near capacity
 - ▲ 91% of vehicles were parked for 2 hours or less
- ▲ Off-Street
 - ▲ Highest occupancies were observed in the late evening (29.69%)
 - ▲ Facilities in the southernmost section of the Study Area, near the intersection of Capitol Avenue and W. 15th Street, remained at or near capacity throughout the night.



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Better Utilization of Existing Resources

- ▲ If it were possible to negotiate a deal to lease under-utilized spaces in the existing parking lot owned by the Union Pacific Railroad, much of this problem could be alleviated without the construction of additional structured parking. See the image of this lot below. Note: If this option is pursued, it will need to be supplemented with pedestrian crossing improvements and enhancements at Central and Lincolnway to make it easier for people to park and cross the street.

Cheyenne, WY
Union Pacific Parking Lot



- ▲ Changes in parking management policies regarding the existing parking structures, including consideration of "shared parking" strategies and valet parking (especially related to hotel uses) could also provide some solutions.

Future Parking Demand Projections

Several planned and proposed Downtown development projects have been identified and the City has asked Kimley-Horn and Associates, Inc. to review the impact of these development activities on the current parking supply and demand. These projects and their potential impacts are described below, with a summary table demonstrating each project's estimated impact.

The completion of the Hilton Garden Hotel project will increase demand by approximately 298 spaces on a weekday and approximately 275 spaces on a weekend. During its peak hour, estimated to be 9:00pm, the demand for the hotel on the system is estimated at 247 spaces. Given the nature of the project's customers, time limited and/or on-street facilities will not efficiently meet this demand.

With potential remodels of the Hynds Building and the property at 222 East 18th Street, assuming approximately two-thirds of the first floors are retail and one-third is casual dining, with the upper floors of



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each entirely office space, these projects would add a demand of approximately 486 spaces on a weekday and 320 spaces on a weekend. The peak demand hour for these projects is estimated to be during the 2:00pm hour and generate a need for approximately 424 spaces.

Properties that represent less definitive land uses or are a bit further on the horizon, or otherwise yet unknown, include the former City Police and “Z’s Building.” Assuming the former police building is minimally remodeled and used for office space, the demand generated would be approximately 128 spaces each day during the week and 13 each day on the weekend. Z’s Building, a former big box store has considerable potential for a new retail shopping location, would add demand for approximately 52 weekday spaces and 58 weekend spaces.

Table 3. Anticipated Weekday New Development Parking Impact

Project	Peak Hour Parking Ratios				Estimated Parking Demand		
	Weekday		Weekend		Customer	Employee	Total
	Visitor	Employee	Visitor	Employee			
Hilton Garden Hotel 130 rooms 1,500 sq ft restaurant/lounge 4,000 sq ft conference space	1.00 10.00 30.00	0.25	0.90 10.00 30.00	0.18	130 15 120	33	298
Hynds Building 5,808 sq ft retail 2,904 sq ft casual dining restaurant 34,848 sq ft office	2.90 15.25 0.27	0.70 2.75 3.30	3.20 17.00 0.03	0.80 3.00 0.33	17 44 10	4 8 120	203
222 East 18 th Street 15,488 sq ft retail 7,744 sq ft casual dining restaurant 23,232 sq ft office	2.90 15.25 0.27	0.70 2.75 3.30	3.20 17.00 0.03	0.80 3.00 0.33	45 118 7	11 21 81	283
Former City Police Building 34,034 sq ft office	0.27	3.30	0.03	0.33	10	118	128
Z’s Building 14,520 sq ft retail	2.90	0.70	3.20	0.80	42	10	52

The listed projects are estimated to generate demand for 964 parking spaces approximately 68% of which is expected to be long-term parking demand (employee parking - 656 spaces).

As this project is a “strategic plan” and not a “full supply/demand study” this analysis is somewhat limited. Kimley-Horn has developed an innovative parking demand modeling tool that we refer to as “Park+”. This tool could be very valuable to the City of Cheyenne in terms of defining future parking needs for specific projects as they begin to emerge. The Park+ tool would migrate all the parking inventory and utilization information developed for this study along with City provided land-use data into an ARC-GIS database and provide the City with the ability to keep parking supply and demand data up to date and, by leveraging the embedded and customized parking demand ratios within the model, run an unlimited number of parking

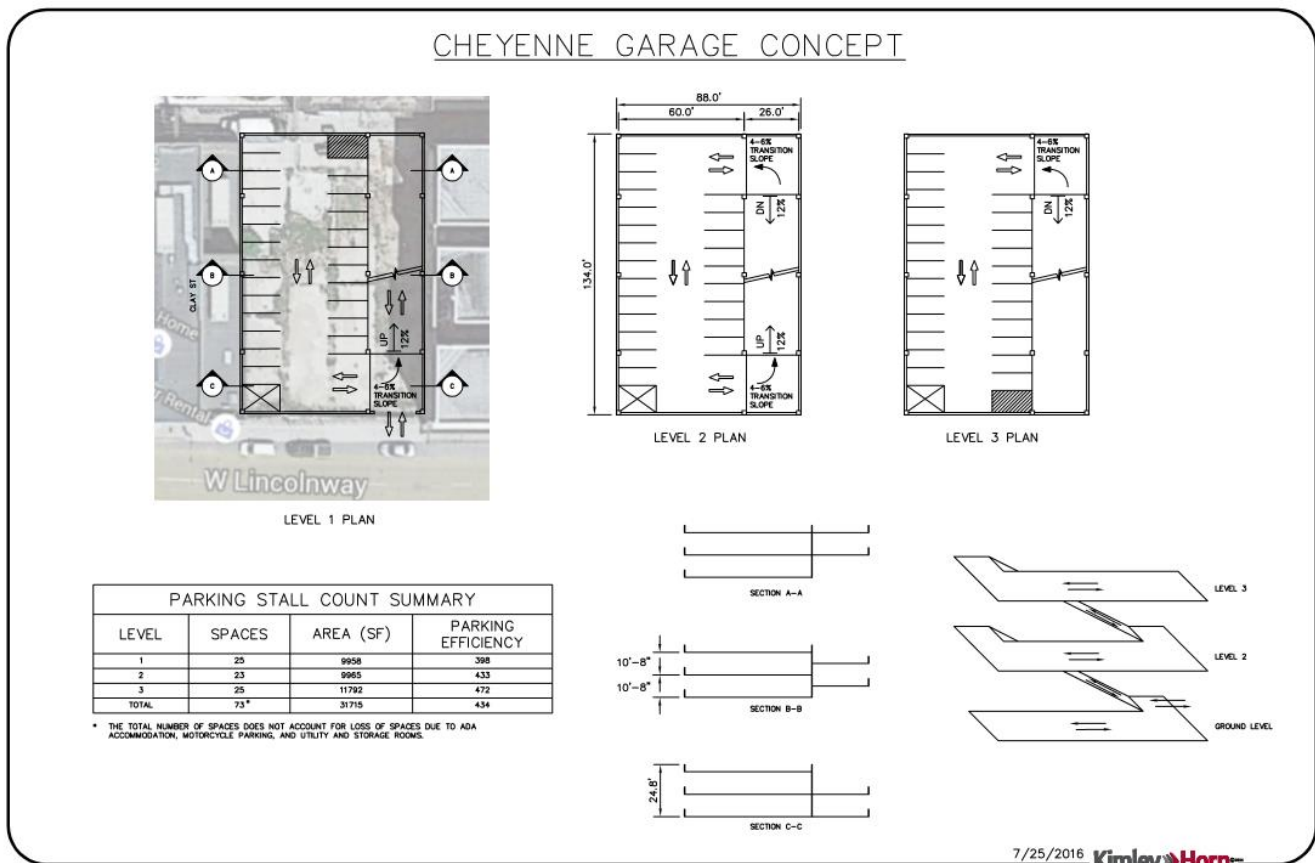


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demand projections based on future proposed development projects. Should the City desire to pursue the Park+ model as an additional service, Kimley-Horn will provide this tool at a reduced cost based on the availability of the base data that was collected as part of this project. The Park+ model is also a valuable tool to support economic development, special event parking planning and the tracking of transportation mode split data on an on-going basis.

One other option that was considered once the decision to change the site of the Children's Museum was to evaluate the potential of this site for structured parking. The site is better suited for another use, but a small parking garage could be squeezed into this site creating approximately 70 parking spaces. See illustration below.



Note: It should be noted that this concept has several functional and logistical limitations, especially with access and circulation. It is not considered by the consultant to be the optimal use for this site.



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4. COMMUNITY ENGAGEMENT

Introduction and Task Goals

A critical element of developing a successful parking plan is clear and concise communication with various user groups, coupled with proactive and authentic stakeholder engagement. For the City of Cheyenne Strategic Parking Plan, intentional and targeted outreach to the Cheyenne community was designed to provide both City of Cheyenne staff and the consultant team with valuable insights into the real and perceived parking and transportation challenges that residents and visitors face when visiting Downtown Cheyenne.

The following chapter outlines the community engagement activities that were conducted as part of the Strategic Parking Plan.

Stakeholder Engagement Process

In May 2016, a Stakeholder Engagement Strategy was developed to support the City of Cheyenne's Strategic Parking Plan. This engagement strategy included:

- ▲ Introducing the project to community leaders, stakeholders, and the public
- ▲ Placing parking, transportation, and access management into the larger context of economic and community development
- ▲ Listening to and documenting the stakeholder feedback, concerns, and suggestions

The Cheyenne community was given multiple opportunities and formats to provide their feedback, including:

- ▲ Appointment of and frequent communication with a Study Steering Committee
- ▲ Online Questionnaire
 - ▲ Open from July to September 15, 2016
 - ▲ Widely promoted
- ▲ Public Meetings
 - ▲ June 6 - 8, 2016
 - ▲ September 7, 2016
- ▲ Individual calls and emails with stakeholders
- ▲ Cheyenne Metropolitan Planning Organization staff updates
- ▲ Interview with City teams/departments

The main goal of the stakeholder engagement process was to provide community members with an opportunity to share their experiences, perceptions, ideas and concerns related to parking in and around the Downtown area.

Collection Personal Experience and Preferences

Kimley-Horn also conducted an online questionnaire to capture data related to parking experiences and preferences for the City of Cheyenne Strategic Parking Plan. This section describes the process for collecting user behavior and preferences data.



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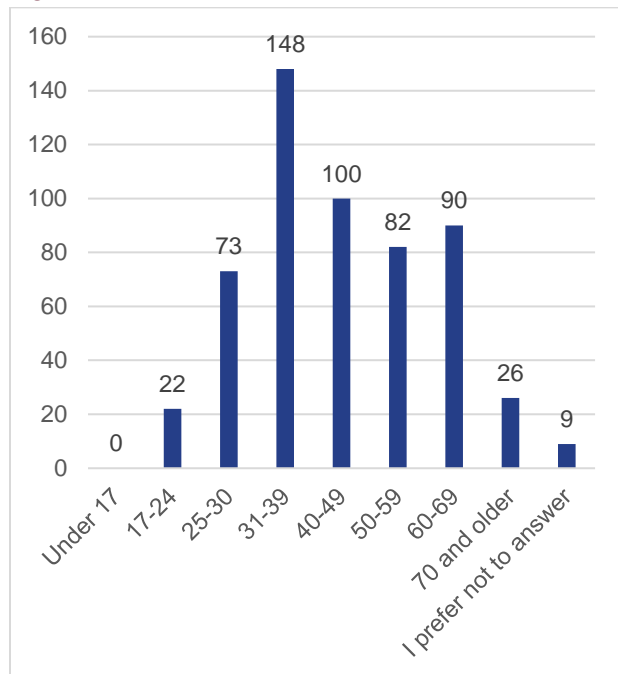


Summary of Online Questionnaire Results

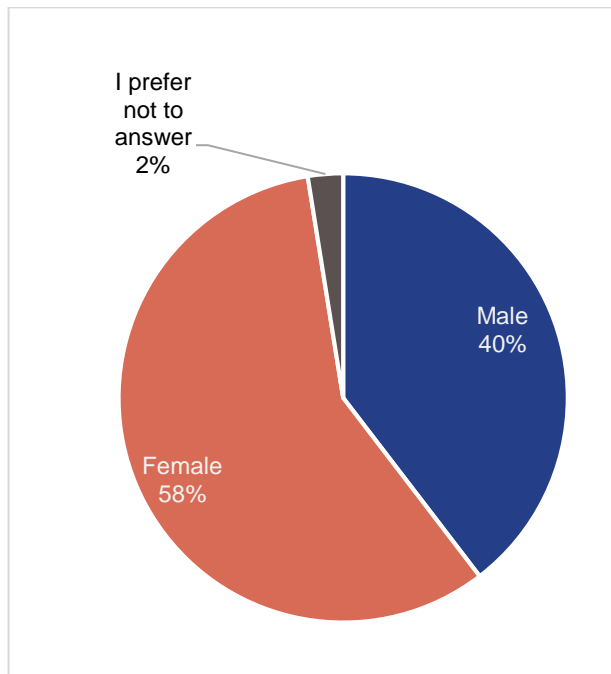
Online questionnaires can be valuable tools in collecting respondent perceptions and behaviors. Sample sizes tend to run higher than alternative methods of behavioral or preference collection as participants can respond at a time that is convenient for them. Additionally, online questionnaires tend to provide a more accurate depiction of the population's feelings for the overall program as the respondents can more thoroughly contemplate their responses than other methods that capture experiences in the moment when respondents may be rushed or otherwise distracted. For conditions, like those found in the City of Cheyenne, where a population has strong feelings about current supply and accessibility, Internet based survey platforms provide an easily accessible tool to efficiently collect feedback from a diverse population. In the City of Cheyenne, the online questionnaire was widely promoted from July to September 15, 2016. A complete reporting of the questionnaire results is available in Appendix 2. Below is a brief summary of the survey findings:

Questionnaire Findings – Demographics

Age



Gender





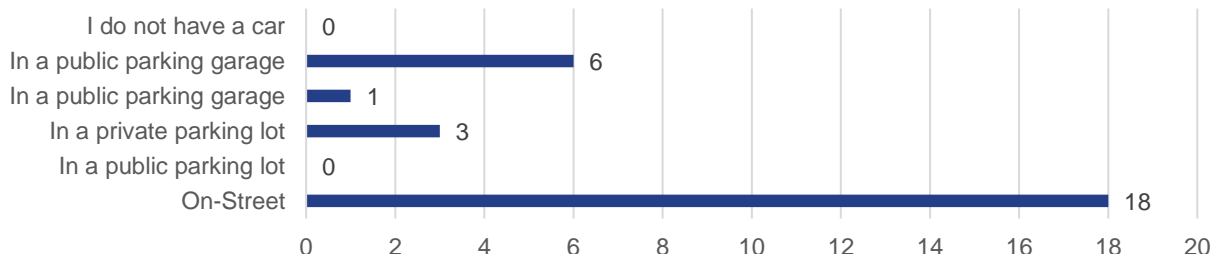
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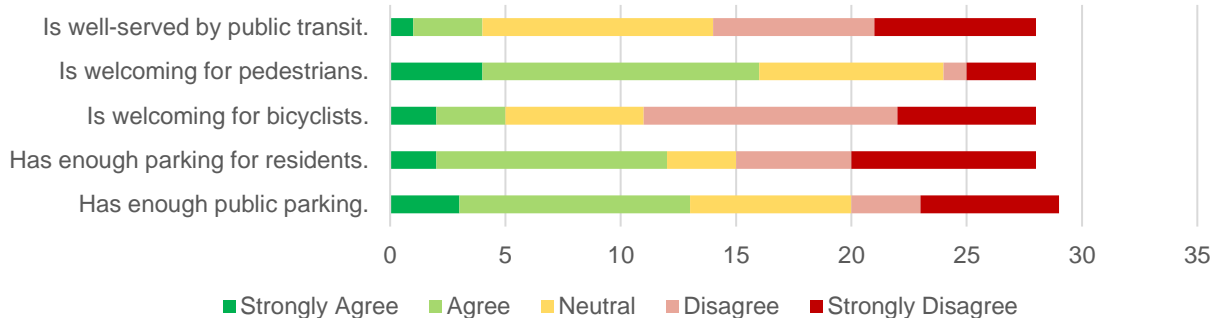
Questionnaire Findings – Behaviors

Residents

As a resident, where do you typically park overnight?

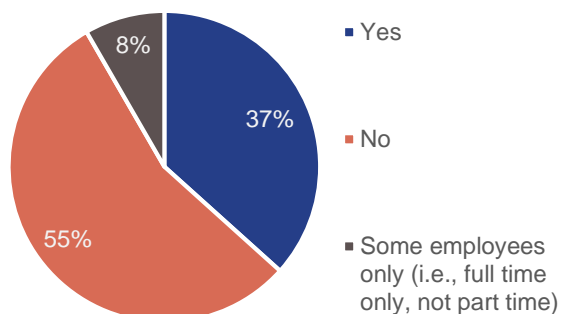


How do you feel about the following statements? My neighborhood...

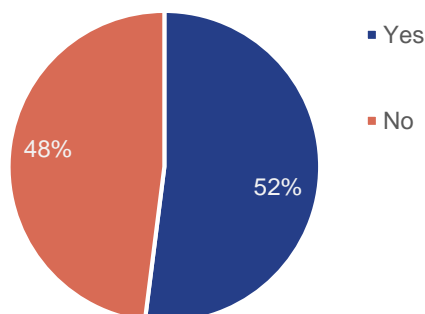


Business Owners / Managers

Do you provide parking for your employees?



Do you tell your employees where to park?

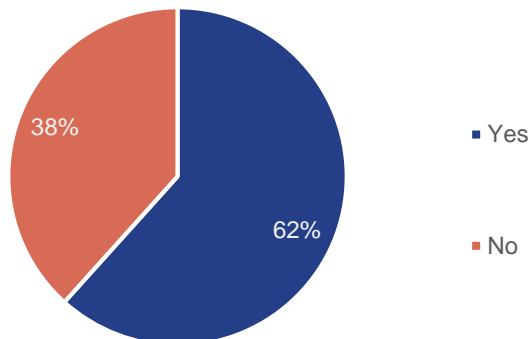




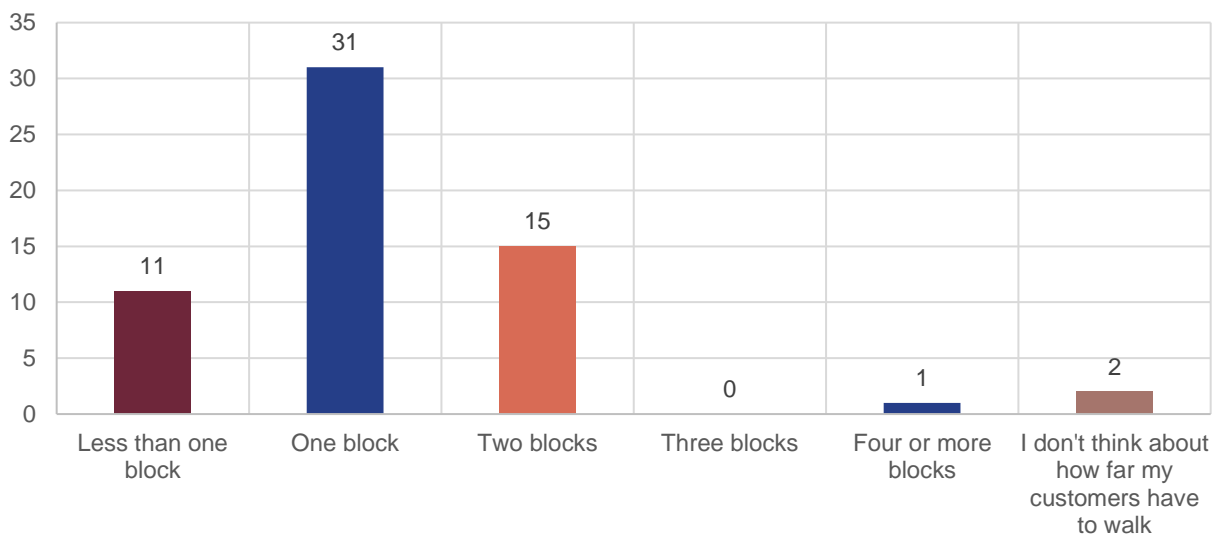
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Do you think there is typically enough parking for your customers within a reasonable distance of your business?

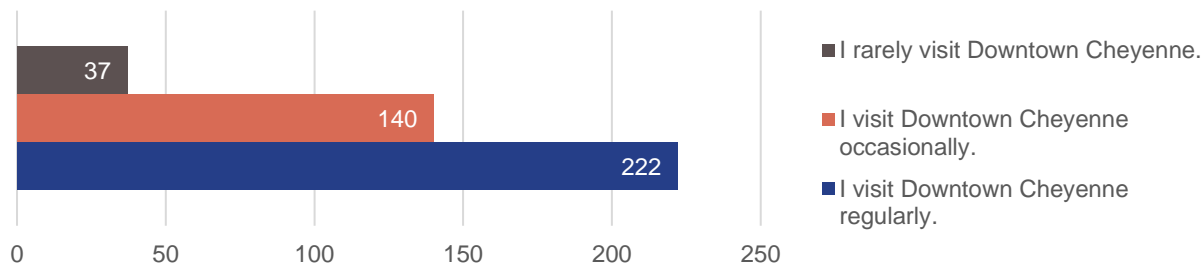


What do you consider a reasonable distance for your customers to walk from their car to your business?



Visitors

How often do you visit Downtown Cheyenne?

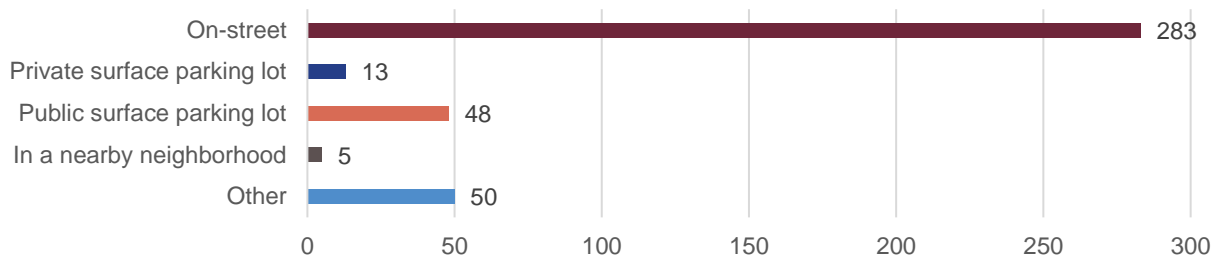




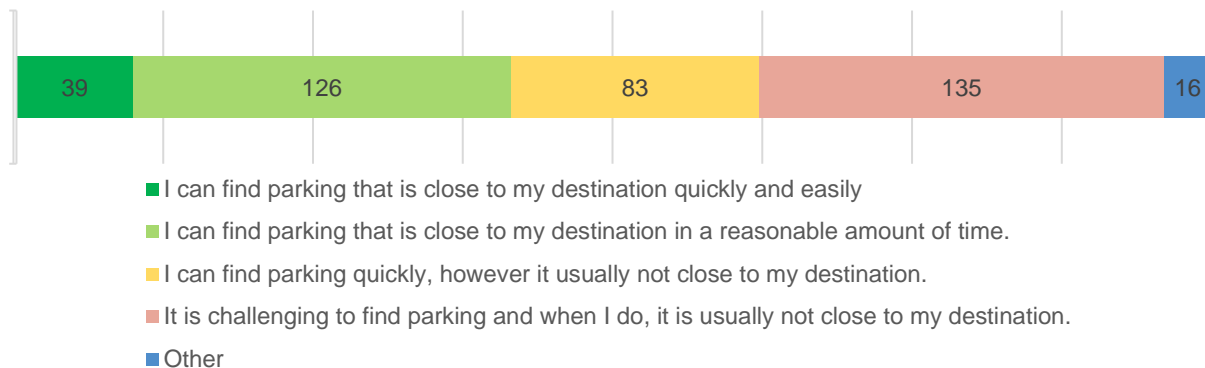
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When driving to the downtown, where do you typically park?

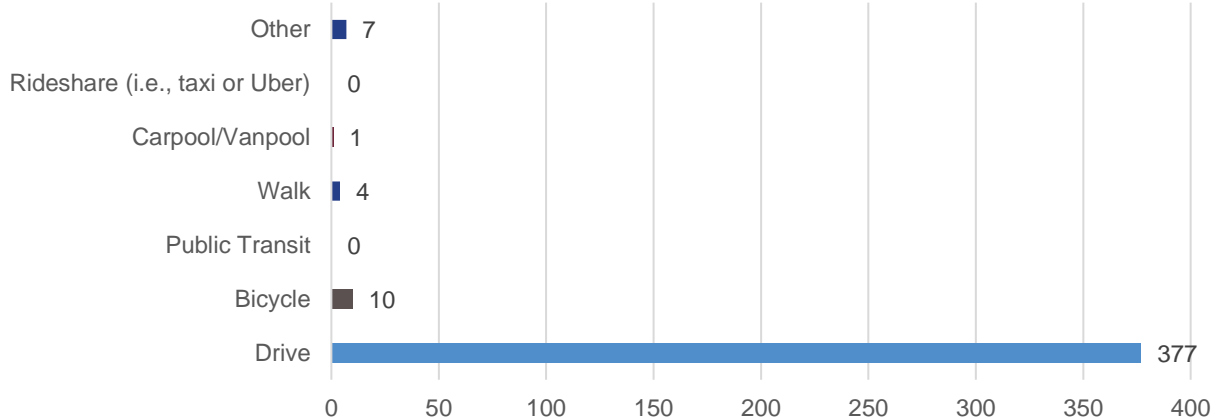


Which of the following most accurately describes your typical parking experience in Downtown Cheyenne?



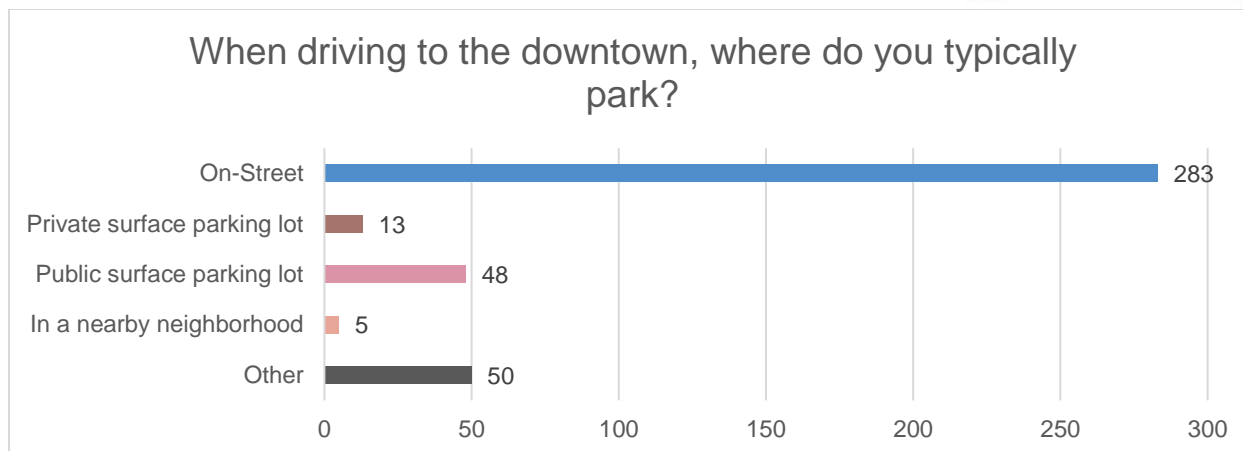
Questionnaire Findings – Preferred Alternatives

How do you typically travel to Downtown Cheyenne?





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Stakeholder Conversation Summary

In addition to the online questionnaire, detailed notes were taken during individual in-person meetings with stakeholders, phone calls, and at public meetings. The following outlines key themes, challenges and comments that were heard frequently in conversations with members of the Cheyenne community that participated in outreach efforts for the Strategic Parking Plan.

▲ Security in parking garages

- ▲ “Better safety for the Spiker Garage. I park there, but it's creepy and I don't like it. I don't generally park there when I come to shop; only when I work all day.”
- ▲ “Make parking in the parking structures more inviting. Little unnerving at times with all the people that hang out in front of the parking garage on 17th. Way too many confrontations there during busy times.”
- ▲ “I don't feel safe parking there if I'm alone.”
- ▲ “While the parking Downtown, such as in the main garage often has spaces available, the garage is not safe. I have seen people sleeping in the stairwells, and have been yelled at by people who are obviously homeless. Having the bus stop and the transitional center at the same location as the garage does not make parking in the garage inviting.”
- ▲ “Need to do something about the transient problem. It can be frightening when they beg and follow you.”

▲ Handicap parking is limited

- ▲ Considerably more comments concerning ADA parking than other studies reviewed, regardless of population size.
- ▲ “During the farmer's market there is even less handicapped parking available. A shuttle might be helpful.”
- ▲ “It would also be nice to have spots that are handicap/stroller accessible with in the block, rather just at the corners. That way (people) don't have to walk in the street ... to get to the crosswalk to get on the side walk.”



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- ▲ “More spots for handicap vans with ramp that need 10 feet of clearance for the wheelchair to get out and signs that say handicap vans only plus more additional handicap spots as well”
 - ▲ “Not enough accessible parking spaces...”
 - ▲ “My husband has Parkinson's and handicapped parking is limited. We have tried to attend Friday night concerts and other activities but had to leave because no available parking.”
- ▲ There is considerable unrest concerning time limited spaces and accommodating employees and guests requiring longer term parking.
 - ▲ These are the individuals who should not be parking on street, ideally.
 - ▲ The above listed security concerns factor considerably into their hesitation to park in garages or lots
 - ▲ “Biggest problem - 2 hour limits everywhere. Fixes: Digital metered parking on streets, and parking garage needs to have automatic ticket dispersal and payments like any other Downtown garage in the modern world.”
 - ▲ “There needs to be available permits for service related vehicle to park and leave at their convenience. My techs come and go all day long and cannot park in front of my building more than once a day even if it is for 5 minutes at a time. This is not an efficient system.”
 - ▲ “I think Downtown business and nightlife could be supported by more strategic parking options. While Cheyenne is not a large city, we could benefit from more surface parking lots that are not timed or are paid. As a Downtown worker, timed parking is difficult to manage when you are busy during the day so dedicated worker parking would free up on-street parking for business patrons.”
 - ▲ “Consideration for the employees who work in areas with only on street parking having to move cars becomes difficult. Construction and poor weather makes it worse when on street parking loses spots due to plowed snow!!”
- ▲ There is a significant group that feels there is no parking problem, but rather a walking problem.
 - ▲ “Parking Downtown is slightly more difficult than parking at target. Slightly.”
 - ▲ “There IS plenty of parking in the Downtown parking garage. Point blank. It's the people that need to change their frame of thinking and learn how to be patient and walk from one destination to another.”
 - ▲ “The parking concern is not about parking at all. There is too much scarcity in Downtown. People complain about parking because it seems like an easier solution than bringing businesses and entertainment to the Downtown core. If we look to other capital cities in the region they all have some type of paid parking system that forces people to move their cars or creates some type of revenue for the facility or city. People will pay to park if there is something worth parking for. And people will be willing to walk if there is something worth walking for.”
 - ▲ “I worked on a study in Laramie and a few other communities that showed that the average person will walk more through the Wal-Mart parking lot than they will Downtown. We need to shift the mindset. However, if people really want these lots, make them 24-hour, free lots so



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that people are encouraged to hang around. Leave the parking on the street as time-limited so that there are opportunities for people to pop in and out of businesses. Opportunities to share parking with bank/church/private lots when they're closed, etc.?"

- ▲ "Parking in Downtown Cheyenne is relatively abundant. There is probably too much surface, off-street parking to the point that it detracts from the effectiveness of Downtown as a symbiotic destination. It is difficult to determine which off-street parking is available to the public. The biggest parking problem that I perceive Downtown is that people are unwilling to walk a block or two. However, Downtown success depends on pedestrian traffic walking from one place to the next."

"Closing the Communication Loop"

The City of Cheyenne and Cheyenne Metropolitan Planning Organization should be commended for their commitment to including the community in the creation of the Strategic Parking Plan process. What these organizations rightly realize is that stakeholder engagement is a vital part of developing a successful parking and access management plan that supports the community's larger vision and development goals. Public involvement, while not without its challenges and varied opinions, provides important insight into the real and perceived parking challenges regularly faced by merchants, property owners, employees, residents of and visitors to Cheyenne.

Public involvement efforts can also play an important role in strengthening and promoting a shared vision for the future of a community. Creating a balanced engagement strategy that both identifies the current parking and mobility landscape – in the opinion of those who participate – and starts to build a shared vision for the future, is vital to success of any planning effort long-term. A plan without a vision or shared community narrative is less likely to be successfully adopted, championed and ultimately implemented.

In many communities that undertake a planning or study process like this one, communication with stakeholders about how their feedback was used to develop study or plan recommendations is often missing. After spending hours of time attending public meetings, taking surveys and engaging in discussion, stakeholders often feel disenchanting with the process because they can't see their "fingerprints" when it comes time for recommendations on policies and programming to be made. In many communities, engagement grinds to a halt when the study is complete or the consultant leaves City, and stakeholders don't hear from their cities again until it is time for a new round of public meetings.

In Cheyenne, where public engagement is a foundational element, this is critical to the success of any new policy or program. It is important to continue communication and education throughout implementation process, giving the stakeholders and public an avenue to give feedback that could help refine the implementation process. As such, it is strongly recommended that this report be made available to the public using a variety of formats, including social media and through presentations to community groups.

Strategic Communications Plan

Throughout the development of the Strategic Parking Plan for Cheyenne, several conversations were held with key internal (i.e., City) and external (i.e., Visit Cheyenne, DDA, business owners, etc.) about the current state of the public parking system in Downtown Cheyenne. Very early on in those conversations, a common communication and public outreach goal began to emerge: Any operational improvements, technology



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investments and/or update in front-line staff training for the public parking program would need to be accompanied by a strong communications and marketing effort to ensure that the parking public was aware of the investments being made by the City of Cheyenne to strengthen the system. The key goal (and main challenge) of an investment in program branding and communications will be to begin shifting public perception of parking in Downtown Cheyenne from a liability to a valued service representative of a world class Downtown.

Regardless of whether a parking program is budgeting for dollars, staff time and/or scarce resources, strategic investment in branding, marketing and public education often slides to the bottom of the list. However, thinking strategically about the ways in which a parking program is (or is not) communicating with its customers can support (or detract from!) every other aspect of a parking program's operations.

The following chapter outlines key branding, marketing and communication strategies that Cheyenne can utilize to collaboratively support implementation of the Strategic Plan's recommendations. It also identifies target audiences for marketing, messaging and media relations strategies that support Cheyenne's ultimate goal of increasing ease of use and customer understanding of Downtown's parking and mobility offerings. The chapter concludes with a short-, mid- and long-term implementation matrix that details type of activity, responsible party and budgeting recommendations.

I. Program Branding

This section highlights three key areas of opportunity for Cheyenne to consider as it works to implement the Parking Strategic Plan:

Program Brand Development, Messaging and Key Audiences:

Ways to build connection, pride and ownership among staff and users.

Media and Public Relations: Guidance on how and when to reach out and engage the local media.

Communication Tools and Platforms: Strategies to build the parking program's narrative via consistent and creative communication, utilizing effective and budget-minded tools.

KEY DEFINITIONS

- ▲ **Brand Position:** A brand position is a simple statement that conveys the essence of an organization and provides a promise to both customers and partners about the type of environment that can be expected. It also sets the tone for the development of the actual brand, which will only resonate with patrons and investors if it reflects the true character of the organization it represents.
- ▲ **Messaging:** A messaging strategy is the foundation for all of an organization's marketing efforts. Put simply, a messaging strategy tells the audience that you are trying to convey why they should visit your organization, what they will find when they do, and why they should care. For a brand to resonate with its customers and partners, the messaging strategy needs to inspire confidence that the organization understands its patron and partner needs, and has something relevant and unique to offer.
- ▲ **Vision:** This statement should be very aspirational and speak to the organization's ultimate point of success.
- ▲ **Mission:** This statement defines what an organization is, why it exists, and its reason for being.



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A. PROGRAM BRAND DEVELOPMENT, MESSAGING AND KEY AUDIENCES

Intentional promotion and positioning of Downtown Cheyenne's parking and mobility service offerings will provide opportunities for increased user recognition and engagement, as well as increased understanding about existing and future service areas.

1. Organizational Brand

An organizational brand goes beyond an organization's name, logo and visual identity. A brand represents an unspoken promise, or commitment – of quality, value, professionalism and financial stewardship – about the consistent experience patrons can expect when interacting with the public parking system in Downtown Cheyenne. Over time, a brand becomes synonymous with an organization. When patrons see an organization's signage, communication pieces or uniforms, an emotional connection is created that evokes the memories and feelings that a person associates with a particular organization. The City has developed a new parking logo and while this is a good first step, a more comprehensive branding and marketing program development plan is recommended,

Branding creates value and starts with truth. It identifies shared values and areas of expertise; for example, what community needs **are** and **are not** being met by the organization? What story is your current brand telling about the organization? What story do you want to tell? Your organizational brand provides the foundation for the creation of content and tone for marketing efforts, customer relations efforts and organizational culture.

It is worth noting that while this chapter does not specifically cover signage and wayfinding, both are critical elements in creating a consistent identity that provides parking patrons with easy-to-identify visual cues about where public parking is available and what level of service they can expect upon arrival at a City-managed parking facility.

2. Messaging

Messaging provides the foundation for creating content and tone for marketing and customer education efforts.

The three key elements to effective messaging include:

1. **Consistency:** Keeping similar tone/feeling when communicating to your audience.
2. **Frequency:** The driving force – keeping the message in front of the audience as often as possible – and not just focusing on providing “must have” information about construction, special events and programs, but updates that reinforce the goals of the organization and remind users of the bigger picture.
3. **Anchoring:** Messaging that provides a compelling call to action. Memorable, high impact language and visual presentation that talks **to** the patron, not **at** the patron.

Messaging for Cheyenne's public parking system should focus heavily on how the program will work to align parking and mobility policies and activities with the community's strategic development and growth goals. Additionally, the following key themes were mentioned during conversation with stakeholders as possible building blocks for creating a successful outreach and messaging strategy for the public parking system:



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- ▲ Connect with locals who view Cheyenne as a “small big City”
- ▲ Understand the diverse mix of customers that visit Downtown Cheyenne; some that travel from rural areas that don’t have managed parking or have the latest parking management technology
- ▲ Promote the fact that the public parking system can offer a more affordable parking choice than other Downtown options, specifically off-street

When crafting key messaging for public education and communication about the parking system’s operational and customer service enhancements, it will be vitally important to carefully consider the tone of their messaging and how various messages will be perceived by the public. In an arena as technical and complicated as parking management, it is often easy to get caught up in creating messages that try to convey too much information, often in a way that is full of jargon or technical instructions. As a municipal organization, Cheyenne has a proven track record of communicating effectively with its stakeholders. Therefore, what could potentially be seen as a challenge for the City as it works to identify the best way to communicate with customers, can be reframed as an opportunity for increased collaboration and partnership with the Cheyenne Metropolitan Planning Organization. MPO is an excellent resource to utilize as a “sounding board” to ensure that any messaging that goes out to the public is both informative and supportive of the City’s broader value proposition.

3. Target Audiences

A successful communication strategy starts with identification of audience(s). While every unique communication effort doesn’t have to be tailored to meet a specific audiences’ needs, it is important to keep in mind that communication – especially during tense or challenging times – isn’t a “one size fits all” solution. Audience identification can help Cheyenne know when additional communication or explanation of a situation might be needed. It also helps prevent overwhelming customers with irrelevant or too much communication, and can assist with making choices about communication tools will be most effective for a particular audience.

The following list provides a preliminary set of primary and secondary audience segments for Downtown Cheyenne’s public parking system.

PRIMARY AUDIENCES

- ▲ **Frequent Patrons:** This audience includes daily commuters and regular patrons of businesses, organizations and entities that will interact with Cheyenne’s public parking system at least once per week. These customers are more informed about parking policies and regulation than the average parker, however they may be more resistant to future changes because they have an established routine.
- ▲ **Visitors, New and Future Patrons:** This audience includes moderate to infrequent users and potential future users. This audience also includes suburban and rural residents who travel “to the city” for special events or meetings. A significant item of note heard throughout stakeholder discussions, and especially relevant to this audience, is the lack of clear wayfinding and signage within the parking system. This is a more challenging group to reach because of their infrequent use of the system, however they are also likely to complain the loudest when they have a negative parking experience.



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- ▲ **Business Owners and Merchants:** This audience segment is highly engaged, which can provide both a challenge and an opportunity. On one hand, they are very knowledgeable and are connected to larger groups of stakeholders or customers. Additionally, they can act as “peer champions” to help spread the word about improvements to the parking system. On the other hand, these groups often lack knowledge about professional parking management policies and can become quickly frustrated at the slow pace of the public sector. Cheyenne has an active, engaged and professional partner in MPO. Leveraging this relationship will be key as the City of Cheyenne works to get the word out about the new vision for management of public parking facilities.
- ▲ **Property Owners & Development Community:** Stakeholder conversations revealed that some Downtown property owners have a deep-held belief that a lack of accessible parking and time restrictions are driving customers and, ultimately, businesses out of Downtown. The developers that the consulting team spoke with as part of this project consistently indicated that it was up to them (the private sector) to provide parking for customers and future tenants as needed. While several developers reported that parking was “part of everything we do”, there didn’t seem to be a tremendous amount of concern about how public parking system changes would impact them. As there likely is an opportunity to work collaboratively with the development community to achieve more efficiency with existing parking assets, the development community will continue to be a key customer to consider when developing parking and mobility related messaging.
- ▲ **Downtown Residents:** Following national trends, an increased interest in Downtown living is leading to concerns among existing and potential residents regarding current supplies and parking options. As this customer base begins to grow, it will be important to proactively plan for the types of programs and policies that will be needed to support a 24/7 Downtown like a Downtown Residential Permit Program, loading/unloading zones and enhanced security. Due to the privacy afforded by many Downtown housing typologies (i.e., condos), Downtown residents are typically a bit slower to organize than traditional neighborhoods so it will be important to identify other channels through which to engage this key group as it begins to grow. Such avenues may include the realtor community, developers and through Downtown employers.

Secondary audiences include:

- ▲ Private parking operators
- ▲ Media
- ▲ Neighborhoods and commercial districts immediately adjacent to Downtown

4. Name

When supported by thoughtful marketing, advertising and public relations strategies, a name helps create a memorable connection between people and the organizations they patronize and support. Great names are short and sweet, have personalities of their own and are easy to remember, repeat and represent the true character of a particular place.

To develop an effective brand and marketing strategy for Cheyenne’s public parking system, it is recommended that consideration is given to developing a new and unique name to build excitement for the



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parking system's next chapter. Parking organizations around the country are using short, catchy and identifiable names to connect with patrons and elevate the image of their professional and the high-quality services that they provide. Some examples of top parking and mobility names and brands include:

- ▲ SFPark
- ▲ SmartPark
- ▲ ParkHouston
- ▲ Park n' Go
- ▲ EasyPark
- ▲ GoBoulder
- ▲ LexPark

5. Tagline

A tagline is a short, memorable and often catchy phrase that sums up your brand. The tagline teases you – it tells you more about what the organization has to offer and about the type of experience a patron may have when visiting the organization. It builds “buzz” and encourages current and future patrons to learn more.

A tagline can also serve to further define and explain the purpose of the organization. The key questions to ask when considering the selection of an organizational tagline include:

- ▲ Is it action driven?
- ▲ Does it speak to the audience and representatives of the organization?
- ▲ Does it re-enforce the organization's focus?
- ▲ Is it forward-thinking in nature?
- ▲ Does it tease and build excitement?

Developing a name and tagline are important first steps to developing a new brand for Cheyenne's public parking system. The decision to invest in a new brand could include engagement with an outside vendor to guide the brand and visual identity development process. Suggestions for process, timing and budgeting for development of a new brand are outlined in the “Roadmap to Implementation” section.

B. Media and Public Relations

The importance of a thoughtful public relations plan cannot be overstated. In the absence of information, the public will make up their own answers and/or rumors will be given more “legs” than when an organization is proactively pushing out their desired message.

Communicating about parking requires both technical savvy and an understanding of the often-intense emotions that are experienced when dealing with parking concerns and issues. Relationship and trust building can be slow, however there are a few strategic first steps that can be taken to begin developing productive relationships with the public and the media:



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- ▲ **Develop a Media Relations Plan:** Strategies should be built on a foundation of trust, reciprocity and transparency. At a minimum, this strategy should:
 - ▲ Include a comprehensive list of local, regional and national media contacts that is reviewed for accuracy at least quarterly.
 - ▲ Include specific sub-sections outlining approved policies and procedures for addressing re-occurring annual, seasonal, campaign and event specific communications functions (i.e., special events, service disruption, construction).
 - ▲ Align with the City of Cheyenne's overall strategic goals and integrate with the City's larger communication and media engagement policies.
 - ▲ Identify one or more designated spokespeople who have specific experience and/or have received training on how to communicate effectively with the media.
- ▲ **Form strong, reciprocal relationships with local media:** This is especially important during times of crisis and should include local and regional media outlets. Outreach to media organizations should be done in advance of a "crisis." Introductory meetings with local news directors can help build a relationship in advance of a story and can serve the dual role of familiarizing news organizations with their best point of contact for parking-related stories.
- ▲ **Be out in front of stories:** City of Cheyenne staff should meet regularly to discuss potential public relations issues and make a joint and informed decision about what communication is needed and the best angle to take.
- ▲ **Develop a crisis communication plan:** It is absolutely critical to have a written Crisis Communication plan in place and to know the chain of command protocols for addressing the issue publicly before control of messaging is lost. Please note that any plan should be vetted by and complement the City's overall Crisis Management Plan. (See Appendix 3 for a Sample Crisis Communication Plan Outline)
- ▲ **Feed information to media:** This may run counter to the operating norm for many parking programs who try to fly under the media's radar, but it is particularly effective when a crisis hits and you want to be one of the first calls the media makes.
- ▲ **Ramp up communication during times of transition:** People and organizations often stop communicating during times of transition (i.e., construction, program building, introduction of new technologies) because they feel that they "aren't there yet" and need to have everything completed before bringing their constituencies along. This is exactly the opposite of what should be done; parking and transportation changes and/or "inconveniences" can lead to intense frustration and fuel complaint volumes. During times of transition, communication should be:
 - ▲ Clear and understandable
 - ▲ Tailored to your key audiences
 - ▲ Repetitive and simple

The next section will provide an overview of some media tools that Cheyenne and MPO should strongly consider adding and/or enhancing as part of their targeted stakeholder outreach and communication strategy.



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C. COMMUNICATION TOOLS AND PLATFORMS

It is important to identify and utilize a variety of mediums when communicating with current and future parking customers. Whether the message is informational (i.e., details on construction efforts or the installation of a new parking technology or app), the key is to communicate early, often and in ways in which your information will resonate.

When identifying the communication tools and platforms that will work best for promotion of Downtown Cheyenne's public parking system, the following items should be considered:

1. Web Presence. The MPO should be commended for their effective use of social media to facilitate the continued interaction with the public concerning parking and planning issues. On the City's website, within the parking information section, the use of icons would be a helpful way to present more information in a more visually-concise way. The website, otherwise, appears easy to navigate and does a good job of covering much of the key information that the parking public might look for online. The following outlines some suggestions and best practices that emerged during review of the City's web pages:

- ▲ Web content should be frequently so that content is kept fresh and new. Users returning to the site and finding nothing new are likely to stop utilizing it as a resource.
- ▲ The program's mission, vision, core values and how the organization is working to achieve its goals should be highlighted.
- ▲ While the main web page is compact, concise and laid out nicely, it and the secondary pages accessed via links along the left navigation pane tend to become very text heavy. Due to the large amount of (often technical) information that parking programs want to share, parking websites often tend to have a lot of regulatory text with little imagery, videos or other multi-media content. As the website continues to evolve, it will be important to continuing updating the site so that it is a resource that can provide quick and visual assistance using a variety of mediums (and in way that looks good on a mobile device!).
- ▲ 24/7 emergency contact information should be prominently displayed.
- ▲ The page should be reviewed to ensure accessibility for those with visual impairments.
- ▲ The pages should be mobile-optimized to allow easy access from mobile devices like cell phones and tablets.
- ▲ As Cheyenne continues to invest in additional technology amenities, and new technologies are introduced, an investment in brief instructional videos is recommended. While text explanations can be useful, an aging population may benefit from a more demonstrational instruction in the use of new technologies.
- ▲ Consider using Google Analytics (or a similar tool) to track where the website is receiving the most traffic and move actively move those items to the home page (this will be discussed later in the Metrics section).

A few examples of parking programs that have a clean, well-branded and user-friendly website include: EasyPark, Vancouver, BC (www.easypark.ca), LexPark, Lexington, VA (www.lexpark.org) and Park Cedar Rapids (www.parkcedarrapids.com).

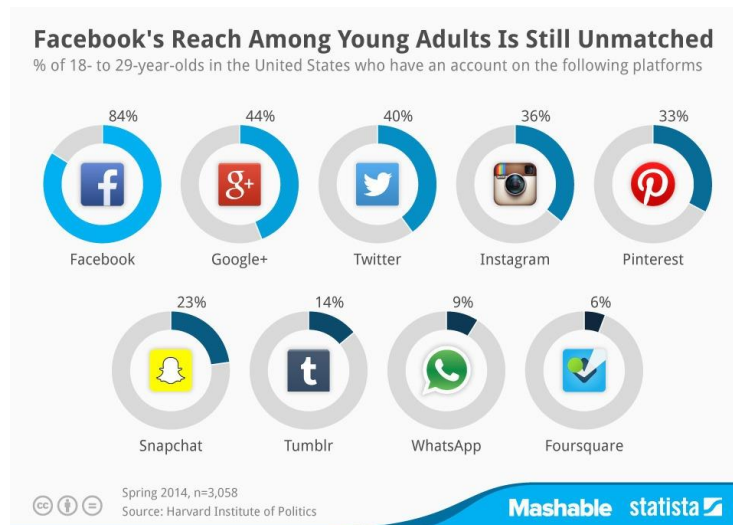


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2. Social/New Media Tools. Social media has changed the way people communicate, how stories are told and how information gets distributed. However, as many industries are noticing, social/new media strategies are only as effective as the consistency of the staff, intern or volunteer time that is spent to maintain them. The effective use of social media means making a commitment to keeping it updated and fresh with content. The most successful parking programs and organizations using social media are creative in their messaging and approach, using the site not just for information, but for contests, and fun interactions as well. Social media gives the brand a personable and down to earth accessibility that gives a user a continuous reason to keep coming back.

According to a 2014 study of Americans aged 18-24¹, “more than half of Millennials said they would consider moving to another city if it had more and better options for getting around, while 66% said that access to high quality transportation was one of the top three criteria they [weighed] when deciding where to live”. These audiences are likely already on social media and will come to expect that they’ll be able to follow, tweet, post or tag a picture as part of their basic customer service interaction with the public parking system.



Social media provides another opportunity for Cheyenne to leverage MPO’s communication savvy. The MPO has a strong following on Facebook considering the page appears to be less than six months old. Consideration should be given to additional social / new media tools like Twitter, YouTube and Snapchat.

- ▲ **YouTube:** YouTube is a video-sharing site in which users can create, upload and share videos. Organizations can create ‘channels’ that users can subscribe to. This channel could be utilized for guerrilla marketing...videos taken at events, instructional videos for existing and new technologies, etc.
- ▲ **Snapchat:** Snapchat allows brands, companies and individuals to connect with each other via brief, curated video shorts. With over eight (8) *billion* videos shared on Snapchat daily, and the strongest

¹ The Rockefeller Group and Transportation for America Study, released on April 22, 2014. Study conducted by Global Strategy Group. www.rockefellerfoundation.org/newsroom/access-public-transportation-top.



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customer base between 18-34, Snapchat is effectively and increasingly reaching an attractive demographic for Downtowns.

3. Staff Resources. The important role that staff play in representing and promoting an organization's brand cannot be overstated. While management-level employees have a highly visible and public-facing role, it is the front-line staff – enforcement officers (Parking Ambassadors), maintenance and customer service/administrative professionals – that will have the most frequent, and likely most impactful interactions with customers.

Every staff / customer interaction presents a chance to begin shifting the perception about the experience that one can expect when utilizing the public parking facilities in Downtown Cheyenne. All employees – from management to front-line staff – should be thoroughly trained to “sound”, “act” and “look” like ambassadors for a state capital. Just as it is very important staff receive the necessary conflict resolution and customer service training to effectively communicate and serve parking patrons, the importance of non-verbal and secondary messages should also be considered. These can include, but are not limited, to:

- ▲ **Uniforms:** Traditionally, enforcement officers have worn uniforms that resembled those of law enforcement, with badges and other equipment that can create a more intimidating look for an employee. Those organizations that are looking to follow best practice are putting enforcement staff – or “Parking Ambassadors” – in more casual, yet professional, attire with neat, well-branded polo shirts and slacks or shorts. Additionally, the Ambassadors are given backpacks or shoulder bags with maps, umbrellas, coupons and other customer-friendly items. Ambassador training is an important first step in transitioning front-line parking staff from “enforcers” to a value-added part of the larger Downtown experience.
- ▲ **A Positive Presence “On the Street”:** While it isn't always possible (depending on the size of the area that an employee covers or for specific job functions like maintenance) it is often helpful to remove Parking Ambassadors from their vehicles, putting them on foot or bike so that they can more easily interact with parking patrons and answer questions.
- ▲ **Office Layout:** Similar to the law enforcement approach to uniforms, many parking offices are set up with no waiting or seating area, bars or thick glass on windows and no décor, which can unintentionally create a combative environment that can put a parking patron on edge. It is important to balance the understandable need to protect the safety of staff members with the environment that is being created for patrons who are looking for help, support and answers to questions.

4. Additional Outreach Channels and Tools. In addition to an updated website and active engagement with social/new media strategies, the following communication tools can be very useful for sharing information and engaging diverse user groups:



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▲ **Educational & Informational Resources**

- ▲ *Annual Report:* It is important to not only share news and information with user groups but to document progress. An Annual Report provides programs with an opportunity to document and share progress made over the course of a year. Some basic items to include in the report: annual achievements, budget information, marketing and outreach efforts, priorities for the coming year and statistics on customers served. The Annual Report can also include results from benchmarking and customer service surveys. A popular trend in Annual Reports is the creation of online only reports that are designed as infographics instead of the traditional text report. This can cut down on cost, provide additional transparency and be more digestible for stakeholders.
- ▲ *Commuter Information:* As San Antonio works to promote the use of other modes, it will be important to track the percentage of customers using those various modes. This information can be folded into an Annual Report or presented as a stand-alone enterprise marketing piece.

▲ **Explore free Smart Phone applications** that can help provide information without a significant capital investment

- ▲ Applications like “ParkMe” are free to consumers and use algorithms, rather than expensive real time data, to help customers find a space using their mobile device.

▲ **Continue user focus groups and targeted stakeholder engagement**

- ▲ The “Women’s Walking Tour” is an excellent example of an innovative and interactive way for staff to reach out to an important customer base and it should be more than a one-time investment of staff time.

▲ **Explore innovative patron engagement campaigns**

- ▲ *PARK(ing) Day:* PARK(ing) Day is an annual worldwide event where artists, designers and citizens transform metered parking spots into temporary public parks (www.parkingday.com). This would be a great campaign for Cheyenne and CMPO to do in partnership.
- ▲ *Bike to Work Day:* Partnering with the very active Bicycle and Pedestrian Advocacy group in this effort could be a positive way to encourage increased use of alternative modes.

In addition to using these proven channels, the following additional strategies are recommended for consideration:

- ▲ **Utility Bill Survey:** The utility bill is a powerful tool because it is likely to reach a far larger audience than can be reached by other, often online-only, tools. Utility Bill inserts can provide website information, and can list other ways that residents can provide feedback (i.e., upcoming meeting dates, phone number or email information).
- ▲ **Opt-in Text Message System:** For those community members who are faced with “email overload” or who choose not to have a smart phone, offering an opt-in text messaging system is a good option. A text message number would be provided to community members interested in receiving text messages about upcoming meetings, construction updates or programs that might impact their neighborhood. This system can be relatively inexpensive and easy to manage. Normal text messaging rates for those who opt-in do still apply.



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- ▲ **Educational Videos:** Videos can be a powerful instructional and informational tool, especially when trying to convey often technical information about new parking technology. Videos are also a great way to include customers or other community leaders, like Council members, in the development of educational materials, videos and other media campaign (i.e., customers/community leaders can be used to demonstrate technology in educational videos, replace stock photos on your website and can be trained as citizen peer advocates for a particular stakeholder group)
- ▲ **“Industry/Block Captains”:** One of the most powerful tools that can be leveraged is the sharing of information and advocacy of an idea by peer groups. The Parking Program Manager should make one of his/her first tasks to reach out to key thought leaders in the business, residential and community development sectors and work on getting their buy-in to act as citizen ambassadors for the new enterprise. These “Industry Captains” can then help broaden the reach of key messages and often their voices can carry more weight and gain more trust with peer groups than messages coming straight from the City or another public source.

Recommendations for finding the right balance and combination of communication tools is outlined in the next section, Roadmap to Implementation.



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II. Roadmap to Implementation

The following implementation matrix aims to provide guidance on short-, mid- and long-term implementation recommendations for strategic communications, marketing and stakeholder engagement efforts to support a reimagined, reinvigorated and customer-focused public parking system in Downtown Cheyenne.

Strategies correspond with categories listed in the previous sections and are coded for ease of reference as follows:

- ▲ Web Presence (Web)
- ▲ Social/New Media Tools (Social)
- ▲ Additional Tools and Tactics (Tools)
- ▲ Public Relations (PR)
- ▲ Staffing and Staff Development (Staff)
- ▲ Annual Communications, Marketing and Stakeholder Engagement (Engage)
- ▲ Media Relations (Media)
- ▲ Visual Identity (Identity)
- ▲ Metrics (Metrics)

SHORT-TERM STRATEGIES (12-18 MONTHS)			
	MARKETING STRATEGY RECOMMENDATION:	RESPONSIBLE:	BUDGET CONSIDERATIONS:
Identity	Create and release an RFP for Brand & Visual Identity Development: <ul style="list-style-type: none"> • Vision, Mission, Values • Logo • Brand Identity standards • Templates for collateral • Uniform redesign • Annual Report template/design (could be paper or online infographic) • Website updates 	Cheyenne and MPO should work in close partnership on this effort. As MPO is a natural fit to lead this type of project, the final product should reflect the organizational values of both entities. A good example of how a process like this was done effectively is Boise, ID recent parking system rebranding work.	<ul style="list-style-type: none"> • Brand development: \$50,000 (for design firm) • Annual Report: \$10,000 - \$15,000 for infographic; staff time for more traditional version. • Website upgrades: Staff time (or if seeking outside vendor support: \$25,000)
Social	<ul style="list-style-type: none"> • Explore use of various social media tools to help promote parking information, 	Cheyenne in partnership with MPO; this could also	No cost beyond staff time, unless small investments are made in Facebook ads



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	<p>specifically Twitter, YouTube and Snapchat</p> <ul style="list-style-type: none"> Develop a social media policy 	<p>be something that MPO “owns”</p>	<p>which can be a cost-effective and highly visible marketing tool. Targeted Facebook ads can be tested for approximately \$50/day in very specific ways. For instance, you can set up a Facebook ad that asks for women, aged 40-45, who have two kids and live in a certain area of Cheyenne.</p>
Media	<p>Build (or thoroughly update) a comprehensive media contact list</p>	<p>Cheyenne in partnership with MPO; this could also be something that MPO “owns”</p>	<p>No cost beyond staff time</p>
Media	<p>Schedule in person meetings with key news directors (include print, television and digital media)</p>	<p>Cheyenne management level staff and/or designated communications and public engagement staff liaison</p>	<p>\$200 for creating updated press packets</p>
Media	<p>Designate and train a media spokesperson</p>	<p>Cheyenne and MPO</p>	<p>\$500 - \$1,000 for training</p>
Staffing	<p>Develop job description duties specific to communications and public engagement</p> <ul style="list-style-type: none"> Ideally this will be an FTE that specifically supports the public parking program, however in year one, it could be an opportunity for existing staff promotion and training Also, explore collaborative opportunities with organizations like the MPO or DDA for cost/staff sharing opportunities 	<p>Cheyenne; the position could also very successfully be housed within MPO</p>	<p>No impact in FY2016; Budget \$30,000 - \$40,000 for future FTE salary (does not include benefits)</p>



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	<ul style="list-style-type: none"> Explore opportunities for intern support of marketing, communications and social media tasks 		
Engage	<p>Develop an Annual Communications & Stakeholder Engagement Plan</p> <ul style="list-style-type: none"> Typically, this is done around the same time each fall (Aug/Sept) Includes development of a specific communications and stakeholder engagement budget The Marketing and Communications section of the Accredited Parking Organization matrix (detailed in the following chapter) outlines a very specific process for annual communications planning. 	Cheyenne in close partnership with MPO	<p>A good “rule of thumb” is to set aside \$8 for every parking space in a program. Currently, this would be an approximately \$25,600 budget based on 3,200 parking spaces. Includes funding for various campaigns and outreach efforts, with the majority of “year one” (2017) funding going towards development of the organization’s rebranding and communication efforts.</p>
Identity	<p>Begin developing the timeline and strategy for launching the new brand (in consultation with selected vendor). Depending on the timing of visual identity creation, the brand launch could happen in 3rd or 4th quarter 2017.</p>	Cheyenne and MPO	No investment beyond staff time
METRICS	<ul style="list-style-type: none"> Establish data benchmarks that create accountability to both internal stakeholders (i.e., Cheyenne and MPO leadership) and external stakeholders (i.e., patrons, partners). Develop a patron and partner survey that is administered annually and that tracks similar items to begin building patterns and provides data on program trends. 	Cheyenne and MPO	<p>\$500 - \$750 for online tool like SurveyMonkey or SurveyGizmo (if the City does not already have a preferred survey program); assumes premium membership at \$50/month. Less expensive options are available.</p>



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	<ul style="list-style-type: none"> See the next section, “Metrics to Measure Success” for additional detail 		
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MID-TERM STRATEGIES (18-24 MONTHS)			
MARKETING STRATEGY RECOMMENDATION:		RESPONSIBLE:	BUDGET CONSIDERATIONS:
Identity	Launch New Brand: <ul style="list-style-type: none"> Selected vendor for visual identity development should work with staff to outline brand launch timeline, strategy, goals Continued website upgrades Public education campaign 	Cheyenne in partnership with MPO; this could also be something that MPO “owns”	This amount depends on what was accomplished in 2017, however a reasonable budget estimate is \$25,000 - \$35,000. Includes signage, collateral materials, launch party staff apparel and other key marketing pieces.
Social	<ul style="list-style-type: none"> Continue actively curating selected social media sites Monitor patron and partner engagement with sites to ensure ROI for staff time and effectiveness of each tool Leverage partnerships with partnering organizations (i.e., DDA, Chamber, Tourism entities) to expand social media outreach efforts 	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	\$500 for staff training classes on latest social media engagement strategies.
Tools	Produce 2017 Annual Report	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	Depends on vendor and quantity, however a reasonable estimate is: \$15,000 - \$20,000 for design and printing of an infographic; \$5,000 for a more traditional written report
Tools	Identify no/low cost smart phone applications that increase customer service offerings, i.e., ParkMe	Cheyenne	No cost beyond staff time and training



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Media	Continue active relationship building with local media, including annual meetings with news Managers	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	\$1,000 for updating press packets with new brand.
Media/PR	Begin building local and regional recognition for new brand via outreach efforts in partnership with local organizations: <ul style="list-style-type: none"> • Participate in PARK(ing) Day 2017 • Launch "Bike to Work Day" • Participate as a vendor/sponsor at popular local festivals/events 	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	Budget \$5,000 for new programs and possible sponsorship opportunities
Staffing	Establish at least a half time (preferably a FTE position) to handle communications, customer engagement and public relations for the public parking system	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	\$30,000-\$40,000 for an FTE (does not include benefits)
Staffing	Develop performance measures for communications staff person that are tied to the goals outlined in the Annual Communication and Stakeholder Engagement Plan.	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	No cost beyond staff time
PR	Develop a Crisis Communication Plan (see Appendix 3 for an example)	Cheyenne	No cost beyond staff time
Engage	Create 2018 Annual Communications & Stakeholder Engagement Plan by early 4 th quarter 2017 <ul style="list-style-type: none"> • Review effectiveness of 2017 efforts (see Metrics section for additional detail) • Create communications and marketing budget for 2018 to complement 	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	\$28,160 total communications budget for 2108. Includes funding for new outreach and signage implementation costs. Also includes funds for outreach efforts related to possible



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	program communication and marketing priorities		selection of new smart meter technology.
METRICS	<ul style="list-style-type: none"> Use data benchmarks and make adjustments to build 2018 Annual Marketing Plan and budget priorities, i.e., media impressions and Google Analytics Administer patron and partner survey. 	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	\$500 - \$700 for in-house execution; \$5,000 - \$7,500 for outsourced survey execution.

LONGER-TERM STRATEGIES (24 – 36 MONTHS)			
MARKETING STRATEGY RECOMMENDATION:		RESPONSIBLE:	BUDGET CONSIDERATIONS:
Identity	Continue Brand implementations activities as outlined in the 2018 organizational budget	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	This amount depends on what was accomplished in 2017, however a reasonable budget estimate is \$10,000 - \$20,000
Social	<ul style="list-style-type: none"> Continue actively curating all social media sites Monitor patron and partner engagement with sites to ensure ROI for staff time and effectiveness of tool 	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	No cost beyond staff time
Tools	Produce 2017 Annual Report	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	Assuming a similar look and feel from 2017 and outsourced vendor, around \$7,500; \$3,000 for a more traditional written report
Tools	Implement no/low cost smart phone applications that increase customer service offerings <ul style="list-style-type: none"> Includes educational campaign, marketing and signage 	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	\$2,000-\$3,000 for public education, marketing and signage, if applicable



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Media	Continue active relationship building with local media, including annual meetings with news directors	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	No cost beyond staff time
Staffing	Continue staff development and training, including a review of staffing levels to support communications and stakeholder outreach activities <ul style="list-style-type: none"> Consider developing a permanent intern program to support this position 	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	\$300-\$500/week for staff training and possible paid intern
PR	Revisit Crisis Communication Plan for accuracy and update as needed	Cheyenne	No cost beyond staff time
Engage	Create 2019 Annual Communications & Stakeholder Engagement Plan by early 4 th quarter 2018 <ul style="list-style-type: none"> Review effectiveness of 2017 efforts (see Metrics section for additional detail) Create communications and marketing budget for 2018 to complement program communication and marketing priorities 	Cheyenne in partnership with MPO; breakdown of roles and responsibilities for each organization TBD in 2017	\$30,000 total communications budget for 2018
METRICS	<ul style="list-style-type: none"> Use data benchmarks and make adjustments to build 2019 Annual Marketing Plan and budget priorities, i.e., media impressions and Google Analytics Administer patron and partner survey. By the third year, there should be enough data to complete a trend analysis and make adjustments to budgeting per survey results. 		\$500 - \$700 for in-house execution; \$5,000 - \$7,500 for outsourced execution.



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III. Metrics to Measure Success

Metrics and benchmarks are an important aspect of instituting any program and for each initiative embarked upon, specific metrics should be established. A strategic and proactive communications and stakeholder engagement plan can lead to tremendous progress, but how does an organization truly know which tactics and campaigns are making the difference and when they have achieved “success”? Cheyenne’s public parking program should consider investing in one or several of the following tools and strategies for measuring both the success of outreach campaigns and customer satisfaction:

- ▲ **Surveys:** Surveys are by far the most commonly used tool for organizations looking to track consumer and investor perceptions towards an organization or initiatives. Surveys should probe how well the organization is serving its constituents and identify what improvements and/or additional services they’d like to see. The prevalence of online survey tools like SurveyMonkey or Survey Gizmo make it easy to bring some of the evaluation processes in house at significant cost savings for the parking program. However, when the program has a significant campaign, is looking to introduce a new technology and/or would like to ensure statistical significance for survey results, outsourcing survey distribution and analysis to an established market research firm is recommended. Several types of surveys can be conducted, including but not limited to:
 - ▲ *Business Owner/Operator:* Determines perceptions, attitudes and preferences related to parking, mobility and its impacts on business operations and viability.
 - ▲ *Customer Survey:* Determines the parking needs and concerns of a consumer or visitor.
 - ▲ *Resident Survey:* Determines specific neighborhood and overflow parking concerns within the community.
- ▲ **Establish Data Benchmarks:** Benchmarking data is an excellent way to measure the success of both annual and project/initiative-specific strategic planning efforts. We recommend that the following data and indicators be benchmarked and tracked as the communications and stakeholder outreach strategy is implemented:
- ▲ **Media Impressions:** Number of news clips in newspaper, magazine, television and radio. Using advertising costs, average the value of free mentions from public relations efforts.
- ▲ **Social Media Metrics:** Tracking social media analytics can be time-consuming, expensive and/or seem like an exercise in futility but there are a few free tools that can be used to track your growing social media presence:
 - ▲ *Hootsuite:* Hootsuite is often used by organizations to manage all of their social media accounts on one platform, however its recent partnership with Brandwatch has added the extra benefit of analytics.
 - ▲ *Twitter Analytics:* Twitter Analytics allows users to track impressions, retweets, profile visits, mentions and increases or decreases in followers. And best of all, it’s completely free.
 - ▲ *Facebook Page Insights:* This free tool allows page managers to “view the page’s performance, learn which posts have the most engagement and see data about when your target audiences are on Facebook” (Facebook.com; General Page Metrics)
- ▲ **Google Analytics:** Google Analytics is a free tool provided by Google that is constantly being updated and improved. It will not only show you valuable data about your website visitors, how they got there (Google search keywords, referral or direct entry), and their location, but you can also monitor and view reports on their experience on the site – where they stayed the longest, what they



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were looking for, where they left, etc. This tool allows you to produce a variety of reports that can be measured upon for specific online campaigns, for overall usage over periods of time, and to help provide a basis for further improvements and/or to fix functions that may not be working as intended for the end users.

IV. Final Note: Identifying a Champion

Probably the most important element of creating a successful organizational identity is designation of a dedicated program “champion” or point person responsible for “sharing the good news” about parking program enhancements. It is the opinion of the Kimley-Horn team that the Cheyenne Metropolitan Planning Organization, as a well-respected community partner of the City of Cheyenne, has the political savvy and organizational expertise to successfully step into the role of parking program champion. It was very clear throughout the creation of this Parking Strategic Plan that Cheyenne and MPO share a common goal: to transform the public parking system in Downtown Cheyenne into a world class service that supports a world class Downtown. While improving public perception is an important piece of this effort, both Cheyenne and MPO rightly realize that it is going to take a coordinated and professional effort to not only improve parking operations but also to share news about system enhancements in a way that “tells the story” of how investment in improving the parking experience can support the larger Downtown experience as well. Another likely candidate for this role might be the DDA.



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5. CURRENT CONDITIONS OVERVIEW

Current Program Overview

The Cheyenne Metropolitan Planning Organization (MPO) and the City of Cheyenne entered a contract with Kimley-Horn to conduct Downtown Strategic Parking Plan for downtown Cheyenne. Dennis Burns, Project Manager and his colleague, Vanessa Solesbee have led the comprehensive process to develop this Strategic Parking Plan.

Two of the key elements of the process were to engage in a robust community engagement process and to assess the current parking program. This was scheduled from September 7-9, 2016. During this three-day period, there were numerous meetings with various stakeholders, the Steering Committee, the employees of the City of Cheyenne Special Events & Service Department that includes the Parking Division and a well-attended Public Meeting to update the community on the progress of the Strategic Parking Plan.

As part of our initial request for information, the project team requested an overview of current departmental operations. We were provided a document describing the current program prior to our site visit in September. This overview was quite limited though it provided some insight into the need for a comprehensive parking strategic plan.

One of the tools that Kimley-Horn uses to evaluate a parking program is a set of “20 Characteristics” that form the basis for an effective parking program. This concept was developed by Dennis Burns in a chapter on urban parking management in the book “Making Business Districts Work”. This evaluation framework can be utilized to identify areas of strengths and weaknesses and can aid in the identification of issues to be addressed.

The City staff used the “20 Characteristics” evaluation framework as a program “self-assessment tool”. Both the “self-assessment” and the “consultant assessment” are provided later in this chapter.

Current Program Overview

▲ Jurisdiction:

The City of Cheyenne’s main parking district is a fairly large geographic area (approximately 80 blocks) that is bordered by 15th Street on the south to 26th Street on the North and from Bent Ave. on the west to Evans Ave. on the east. It includes on-street and off-street public parking and two large parking structures.

▲ Organization:

The City’s parking operation is located within the City of Cheyenne’s Special Events & Services Department. This Department oversees all the downtown events throughout the year and has oversight of the Depot Building. The parking operation represents approximately half of the overall Department’s FTEs and resources. The 2016 annual budget for the Special Events & Services Department is \$698,471. A significant expense is personnel – 5.5 FTEs. This includes the Director, 1 Office Manager/Special Events Coordinator, 1 Office Technician (75% for parking and 25% for events, 2 Parking Enforcement Officers, 4 custodial/maintenance positions and 1 part-time maintenance. None of these positions are union.



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Parking has 2.75 FTEs assigned to its operations. The parking revenues are sent to the general fund to be managed by the Finance Department. No organizational chart was available

Decisions about funding for the Special Events and Services Department is handled by the City Council which is made up of nine Council members and the Mayor. Day to day decisions including making policies decisions are made by the Director with input from the staff. No policy or standard operating procedure manuals were provided.

▲ **Management:**

The operational management of the Special Events and Services Department has recently changed. The previous Director was in charge for nearly two decades and managed the operations independently without much oversight. Approximately fifteen years ago, there used to be a Parking Advisory Committee but it was disbanded.

Less than a year ago, the previous Director retired and the current Director was hired from within the City's organization. The current Director has some experience working with the department, but lacks an in-depth knowledge of parking and access management..

It is important for the Director to become the “face” of the parking division not only for the public but for the other downtown agencies and institutions as well. Involvement in the community and specifically in the downtown is an important aspect of being a municipal parking manager. It creates opportunities to update the community on parking policies, programs and projects. These relationships can also be valuable in soliciting support when needed.

▲ **Purpose:**

To be effective, a parking program needs a clear vision and well-defined mission statements. They should be straightforward and easily communicated. The Special Events and Services Department could not provide either a vision or mission statement. Such statements would go a long way to defining their purpose and role in the overall City organization.

▲ **Operations:**

In general, the parking operation is very focused on enforcement and facility maintenance with little resources dedicated to other functional aspects of a comprehensive parking program (as defined in the “20 Characteristics” document). Staffing is very limited for the size of community/program. The program currently has only two Parking Enforcement Officers with each one covering a 40-block area on their daily shift presents a significant challenge to maintaining effective presence and coverage of their area of responsibility. This becomes an even greater issue with absenteeism resulting in inconsistent enforcement and at times no enforcement at all. This lack of resources contributes to a lack of enforcement consistency, lower revenue production, and lower than desired on-street parking space “turnover”.

Operations is very short staffed (.75 FTE) leaving no time to devote to other responsibilities typically included in a more complete parking program. Most of the office staff time is dedicated to ticket management. The current office staff have been with the parking division for decades and well



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understand their tasks and job responsibilities. The lack of well-defined written policies and standard operating procedure manuals is an issue that should be addressed.

One of the most surprising elements of the parking operation was to learn that the City had invested in the “T2” parking management system. This is a comprehensive web-based parking management software system that has many capabilities beyond the management of tickets. This robust parking management platform can be built upon going forward. Additional staff training on the system’s capabilities could enhance the overall program and provide valuable information for management when making strategic decisions for the parking division.

▲ **On-street and Off-street Parking:**

On-street:

Downtown Cheyenne does not have meters though it did at one time. The meters were removed in 1985. Today, the parking is controlled by time zones which are mostly two 2-hour parking with one hour and half hour parking mixed into it. There does not seem to be a logical method to the system as to why and where the timed zones are located. We heard from several of the Stakeholders that this system is especially confusing to out of town visitors and local folks who are not familiar with downtown parking. This also promotes the misperception that there is not an adequate supply of available parking.

There is an established Residential Permit Parking Program (RPPP) adjacent to the Downtown but it is no longer enforced.

Off-street:

Downtown Cheyenne is fortunate to have two parking structures. In general, they are conveniently located and well maintained. They are a tremendous asset to Downtown Cheyenne and can provide valuable short-term parking for visitors and long-term parking for employees. The rate schedule appears confusing and does not take advantage of potential opportunities to increase the revenue. There is free two-hour parking but if someone wants to park for a longer period of time, the process is very user unfriendly requiring the individual to leave the structure, go to the parking division office and get a permit for the additional time. The signage for this is inadequate which also leads to greater frustration.

The Steering Committee shared with us that there is a need for more employee parking and suggested that spaces in the structure could be dedicated to City staff. Representatives from the disabled community found the structures be challenging for special needs users and suggested that the overall parking program be more service oriented. There was also concern about safety in the structures but were pleased to learn that lighting had been recently upgraded and that security cameras will soon be installed. In addition, they would like a dedicated downtown police officer to patrol the structures and help manage the transients.

▲ **Transportation Demand Management (TDM):**

It is a well-known fact that the development of structured parking is very expensive (ranging from \$20,000 - \$40,000 per space for above grade parking structures and more for below grade facilities). Because of this, managing the “demand side” of parking equation is an important consideration.



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Transportation demand management (TDM) strategies promote the use of transportation alternatives and shared mobility options to reduce the number of single occupant vehicles (and thus parking demand) in a more cost effective manner than building ever more parking supply. Traditional TDM strategies include such options as: remote park and ride lots, preferential parking for car and van pools, guaranteed ride home programs, etc. More advanced programs offer options such as providing free bus passes to downtown employees (paid for by parking revenues) and support for car and bike share programs. These strategies help to mitigate the parking demand and help to educate the public about their role in providing access. This strategy is not a top priority for Cheyenne now, but it should be developed over time.

The following section provides a more detailed program assessment based on the “20 Characteristics of Effective Parking Programs” approach mentioned above.



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20 Characteristics of Effective Parking Management Programs – Program Assessment

An Introduction to the “20 Characteristics”

Based on Kimley-Horn’s extensive experience evaluating municipal parking systems of various sizes and complexity across the country and abroad, Kimley-Horn has identified a set of “20 Characteristics”, that when combined into an integrated approach to parking and access management, can provide the basis for a sound and well-managed operation that is positioned to best serve the city today and into the future.

THE 20 CHARACTERISTICS INCLUDE:

A transportation and parking system that has all twenty of these characteristics is well on its way to being in a class apart from most parking programs. The goal of the System Evaluation process is to identify an easy-to-understand set of criteria that, when used to guide program development and management, can support Parking's continued investment to be an active contributor to improving the overall experience of traveling to, and around, Downtown Cheyenne.

System Evaluation Process

The following provides a guide to Kimley-Horn’s parking system evaluation process, with each category organized as follows:



- Characteristic Overview: A brief description of what is being evaluated within the criteria, including the importance of that characteristic in the creation of parking and transportation program excellence.
- Discussion Questions: Study Steering Committee members who participate in the process are asked a series of questions about their operation; some are “yes/no” and others are more open- ended.
- Key concepts for City staff to consider.



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- **Assessment Rating:** Using a scale of 1 through 10, where 1 = “poor” and 10 = “excellent”, we asked the program leader to rank current Cheyenne program for each of 20 assessment categories. For each category, the consultant team also provide their assessment.

The rating scale is pictured below:

1

1	2	3	4	5	6	7	8	9	10
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 10

Self-Assessment Rating =

1

1	2	3	4	5	6	7	8	9	10
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 10

Consultant Assessment Rating =

1. Vision/Mission

Characteristic Overview



Truly effective transportation and parking systems have a clear vision and well-defined mission. The development of vision and mission statements should have one overriding goal: to see that the transportation and parking system’s purpose and direction are tied to and supportive of the community’s larger strategic master (vision) and development plan(s). The development or periodic reassessment of the system vision/mission statements should be undertaken as an open and inclusive process involving a wide range of stakeholders.

There are a variety of ways that effective transportation and parking management can support the health, vitality and sustainability of a city or downtown district. Having a professionally managed parking and transportation program that presents clean, safe, attractive and well-maintained facilities is perhaps the most visible dimension. Other attributes include providing an adequate supply of parking overall and the appropriate allocation and management of those resources to best support the various uses of a downtown district that depend on these resources for their success.

The transportation and parking system should play a key role in providing educational support to downtown business owners and community leaders about the importance of parking and the role(s) parking can play (and cannot play) in meeting district objectives. Staying abreast of the latest technological developments related to parking systems can broaden the options available to improve parking system management effectiveness and efficiency. The use of new technology to support the mission and vision can have a profound impact on the perception of the parking system and how it contributes to achieving the goals of the community it serves.

In effective systems, the financial responsibilities of the transportation and parking system are well-defined and understood. This is a critical component of the vision/mission, as it directly impacts the perception of whether the parking system is meeting its financial obligations and expectations. Part of this important discussion relates to whether the parking system is expected to be subsidized by the City’s general fund, or whether parking is expected to cover its own operating and maintenance costs, but not debt service. Or, is parking expected to cover all costs and generate additional revenue.

Discussion Points

Q: Does the Transportation & Parking System have a clear vision and well-defined mission statement?

Q: Is Transportation & Parking’s mission integrated into and supportive of the community’s larger master planning efforts?

Q: Are the System’s financial responsibilities well defined and understood?



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Q: Is the parking System meeting its financial obligations and expectations?

Does City staff provide educational support to community leaders about the role(s) Transportation & Parking can (and cannot) play in meeting community objectives?

1	1	2	3	4	5	6	7	8	9	10
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10

Self-Assessment Rating =

1	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

10

Consultant Assessment Rating =

City Comments:

The city does have a clearly defined mission statement and a policy document that addresses procedures and training. Financial obligations and expectations are not clearly defined.

Consultant Comments:

We agree with the City's comments and general assessment. While there is a defined mission statement, it has not been updated in some time. Additional staff training and expertise development is needed.



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2. Parking Philosophy

Characteristic Overview

A succinct statement or statements reflecting your philosophical approach to parking can provide valuable tools for communicating to patrons, stakeholders and staff. Some examples of “parking philosophy” are noted below along with a brief commentary:

1. **Parking Isn’t About Cars . . . It’s About People.**

This statement reflects an understanding that parking is not simply the act of temporarily storing cars, but it is in fact more about addressing “people” needs at the transition from the vehicular to the pedestrian experience. Under this philosophy, issues such as facility cleanliness, safety, lighting, way-finding and customer service move to the forefront. Functional design elements that directly impact user comfort such as stall widths, turn radii, walking distances, etc. also take on special importance.

2. **People Don’t Come to Downtown to Park.**

This concept reinforces the reality that parking, while an important support function and critical infrastructure element, is not the reason people visit Downtown Cheyenne. Even the most well-run transportation and parking system with well-designed facilities will not “attract” people to come to downtown, however, poorly run operations or dysfunctional facilities can definitely be excuses for people not to visit downtown at all. The fundamental principle behind this philosophy is three-fold: 1.) The role of parking is to support downtown’s various activities. 2.) Eliminate parking as a “reason not to come downtown” and 3.) Recognize what parking is not, i.e., an attraction.

3. **Parking Should Be a Positive Experience.**

For years, those in the parking industry promoted the idea that “parking should be a non-event”. This notion has undergone a qualitative evolution to make parking not just a “non-event,” but actually a “positive experience.” In their book “The Experience Economy,” Joseph Pine and James Gilmore address the concept that, especially in America, what customers are actually purchasing is “positive experiences.”

4. **Parking Is the First and Last Experience.**

Building on the concept above is an appreciation of the fact that most of our customer’s first and last impressions of any venue really begins and ends with their parking experience. You might enjoy a fun shopping experience followed by an elegant dinner, but if you have to wait for what feels like hours to exit the parking lot or almost get run over walking back to your vehicle, this will taint your whole experience.

5. **Parking Should be Friendly, Not Free.**

There is no such thing as “free parking”; someone, somewhere is paying for it. One of the ongoing challenges that downtown’s face when it comes to parking is cost. Because of land values, densities and walking distance issues, parking structures are here to stay in the downtown environment and with them is the need to charge for parking in one form or fashion. Even if you promote “free parking” as a marketing concept, someone is paying for that parking. This philosophy recognizes this reality and focuses instead on providing a friendly, well managed parking experience.



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6. Parking is a Component of the Larger Transportation System.

It is surprising how often parking gets divorced in people's minds from being a component of the larger transportation system. Structured parking, because of its cost, is often the reason that development projects "don't pencil". As is well-represented in Transportation & Parking's current structure, by considering parking in the larger context of a broad range of transit and transportation alternatives, demand management strategies (including shared parking policies) can be developed that help reduce the amount of parking required, especially in urban areas where good bus transit, taxi service and increasingly in-town residential developments can be found. Developing programs that integrate complementary parking and transportation strategies is a hallmark of this philosophy.

Discussion Points

The following program Guiding Principles will encourage the use of parking and other transportation resources to support and facilitate priority downtown development goals and serve prioritized user groups. They will also serve as a foundation for near and long-term decision-making relating to transportation and parking management and development downtown.

Guiding Principles include:

- Access: Provide adequate and safe access for all who need to come downtown.
- Sustainability: Encourage sustainable multimodal transportation options for all users of the system.
- Master Plan: Support the City's Master Plan by coordinating transportation and parking needs with the land use, open space and programmatic objectives of the physical master plan.
- Operations: Transportation and parking operations will remain solely self-funded and receipt supported.

Key Ideas

Key Idea The key characteristics of Transportation & Parking's guiding philosophy are important foundational elements that can be used in the development of future messaging and communication for departmental programs and policies.

Key Idea The new Guiding Principles should be incorporated into every aspect of the Transportation & Parking operation, and should serve as a key foundational element in all aspects of the department's business. Staff of all levels—from management to front line, full time to temporary—should be briefed on the Guiding Principles and organizational philosophy as part of their onboarding process and during regular staff trainings.

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =



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City Comments:

The city's parking philosophy is sound, in that the city understands the needs of the stakeholders (businesses and residents of downtown, visitors to downtown, folks who work downtown), and takes seriously its role in providing parking options to meet the needs of stakeholders.

Consultant Comments:

We agree that the City parking staff have a good understanding of the needs and issues of the downtown stakeholders, however we saw little evidence of a comprehensive and defined program philosophy that guides day to day management decisions.



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3. Strong Planning

Characteristic Overview

One consistent characteristic of well-managed and forward thinking transportation and parking programs is strong planning. The first step in developing a well-managed parking planning function is to have a solid understanding of existing transportation and parking resources. Documenting the basics is fundamental.



One of the key planning tools that parking departments often overlook or don't understand is land-use data. Successful transportation and parking systems develop relationships with business improvement districts, city/town or regional planning agencies so that valuable land-use data, information on proposed developments, planning maps, etc. can be obtained and used in crafting transportation and parking planning strategies.

Discussion Points

As part of this characteristic, City staff should walk through the following line of questioning:

Q: Is planning information well-developed and up to date?

Q: Is the parking inventory complete and up-to-date?

Q: Are parking inventories sub-divided by type/use of space?

Q: Is parking utilization, by type of spaces known and trends tracked?

Q: Are periodic parking supply-demand studies completed?

Q: Are quality parking maps available?

Q: Is land use data available and up-to-date?

Q: Are changes in utilization tracked?

Q: Is planning for the next parking developments "on-the-drawing board"?

Q: Is parking represented and participating in other types of community studies?

Q: Are strategically located parking development sites identified?

Q: Are future development sites "land banked"?

Q: Are potential sites assembled with adequate footprint size to develop an efficient parking structure?

Q: Are parking lot and structure design guidelines well-defined and developed?

Key Ideas:

Here are some basic downtown transportation and parking planning tenants that should be considered:

- Parking inventory is complete and up-to-date (includes both public and private parking).
- Parking inventories are sub-divided by type and use of space.
- Parking utilization, by type of spaces is known and trends tracked.



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- Changes in supply are documented.
- Changes in utilization are tracked and understood. Periodic supply-demand studies are completed.
- Quality parking maps are available and up-to-date.
- Is land use data readily available and up-to-date?
- Is historical parking development well documented?
- Is planning for the next parking development “on-the-drawing board”?
- Is Parking represented and participating in other types of city studies e.g., district master plans?
- Have strategically located potential parking development sites been identified?
- Are future parking development sites “land banked”?
- Are potential sites assembled to achieve an adequate footprint size to develop efficient parking structures (300-325 sq. ft. per stall)?
- Have parking lot and structure design guidelines been developed?

1 1 2 3 4 5 6 7 8 9 10

10

Self-Assessment Rating =

1 1 2 3 4 5 6 7 8 9 10

10

Consultant Assessment Rating =

City Comments:

From a planning perspective, the City's Parking Division does not have a strong planning system in place – on street parking space inventories are not currently kept and studied. The division has in the past developed plans, but has not had the resources to implement said plans.

Consultant Comments:

We agree with the City's self-assessment in this category. However, the investment in this study has put the program on a solid foundation moving forward if the recommendations related basic parking planning are implemented. This will be partially dictated by departmental management and leadership and partially by administrative funding. If the primary recommendations of this report are implemented, we are confident that enhanced parking program revenues will be generated that can fund the implementation of new recommended program elements.



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4. Community Engagement

Characteristic Overview

Parking programs understand that their larger purpose is to support the diverse uses of the cities they serve. Transportation and parking systems should develop close and cooperative working relationships with other departments—especially Development Services, Housing/Community Development and Planning Services, as well as identify a group of representative stakeholders to serve as a “sounding board” for new ideas and policies.

This does not mean that the parking system exists simply as a tool to be manipulated by these stakeholders or persuaded to favor one group over another. The parking operation has its own goals and objectives. For example, if the parking system is operating under a mandate to be self-supporting, it may not be able to subsidize parking or a shuttle for a special event, even though a downtown partner might desire this. However, acting as partners, a mutually beneficial solution can be devised to meet the overall objectives of both departments whereby costs are shared or alternative funding sources are obtained.

Another significant area of potential partnership is transportation and parking system communication and marketing. Oftentimes, municipalities have a department focused on communications and public relations for the city as a whole. These departments often have specialized expertise and can work collaboratively with parking staff to ensure that messages are crafted in way that makes sense to stakeholders and distributed widely for maximum impact.

As mentioned above, successful transportation and parking operations actively solicit public input from a variety of sources including: promotion of public forums, use of parking task force groups, development of a group of “parking advisors”—people who have demonstrated an interest in parking issues and who are recruited to provide input on an occasional basis.

Discussion Questions

Q: Does Transportation & Parking have close working relationships with other key departmental / stakeholder groups such as Development and Planning, Housing/Community Development, and Human Resources, etc.?

Q: Does the department co-sponsor or share in larger City marketing and promotional initiatives?

Q: Is there a parking advisory group? Is that group effective? How could this process be improved?

Key Ideas:

Key Idea The key to success with these types of advisory groups is not only to engage them on committees but to actively listen and document their concerns, act promptly to resolve the issues and then follow-up to make sure their issue has been satisfactorily resolved.

Key Idea A strategy to combat the attrition of representation by part-time employees and visitors could be to offer a Skype or Google Hangout option for remote meeting access.



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1	2	3	4	5	6	7	8	9	10
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10

Self-Assessment Rating =

1	2	3	4	5	6	7	8	9	10
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10

Consultant Assessment Rating =

City Comments:

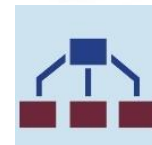
The city is very responsive to citizen inquiries and problem resolution. The Parking Division has a very close working relationship with the City Transit Program, The Downtown Development Authority, Laramie County, the State of Wyoming and other major community and downtown stakeholders.

Consultant Comments:

While the current parking division does have good working relationships within the community upon which it can build further, when the current program is compared with the extensive recommendations provided in this report, the discrepancies are very apparent. To be fair, this is an area that most parking programs struggle with.



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5. Organizational Effectiveness

Characteristic Overview

An important component of the evaluation process is to identify the program elements for which the parking system will be responsible. The following provides a list of potential program elements to consider as within the scope of the transportation and system operation:

Possible Scope of Operations

- Overall leadership and management
- Program definition and development
- Parking system revenue control and accounting
- Manage parking facilities
- Contract management
- Marketing/promotion/information
- Parking planning and coordination
- Parking facility development and construction
- Community outreach and education
- Equipment and technology specifications
- Equipment and technology maintenance
- Parking enforcement
- On-street parking management
- Meter collections and maintenance
- Employee parking
- ADA compliance
- Parking facility maintenance programs
- Develop consolidated financial reporting system
- Special events parking management
- Parking resource allocation
- Rate setting
- Residential parking permit programs
- Special program development
- Service and information center (parking hotline)
- Wayfinding and signage
- Customer service programs
- Validation programs
- Parking and transportation demand management
- Facility safety/security/risk management

Key Ideas:

Q: Is the System structured and staffed to best achieve its stated goals?

Q: Are all parking operations to be managed through a centralized operation or do other departments have the ability to get involved in limited parking operations?

Q: Does the parking system have a strong leadership team?



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Q: Does the current organizational structure and staffing plan provide the right mix of skills, talents and abilities?

Q: Are there tools in place to evaluate staffing adequacy? Efficiency?

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =

City Comments:

I believe we are nearly as effective as we can be, given the staffing level available. We do a good job of managing our structures and the best we can on enforcement – with only 2 patrol techs and no License Plate Recognition system corresponding with the program software. Note: The 2 patrol techs cover approximately an 80 square block area with 2 parking structures and one surface parking lot.

Consultant Comments:

The current program organizational structure is more “vertically integrated” than many municipal programs. We agree that a key issue for the Cheyenne parking program is staffing levels and investment in developing staff expertise in a complex and largely underappreciated specialty area. Given the lack of specific technical training and experience of the current staff, the recommendation to augment the technical expertise of the current program by bringing in a professional parking management firm is seem as the quickest and most efficient way to bring the Cheyenne parking program up to industry standards, enhance program revenues and improve the level of customer services and program planning/development.



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6. Staff Development

Characteristic Overview



While there is currently no formal degree program in parking management, the industry is beginning to change. The International Parking Institute (IPI) has a highly regarded and reputable educational/certification program called the Certified Administrator of Public Parking Administrator (CAPP) program that is administered by the University of Virginia. The National Parking Association offers the Certified Parking Manager (CPM) certificate program. For the most part, parking professionals are still learning as they go and bringing with them numerous skills and perspectives imported from a variety of previous work experiences.

One characteristic of the most successful transportation and parking programs is recognition of the unique knowledge, complexity, and broad skill sets required to be successful in a transportation and / or parking management role. These programs invest in the industry specific training and educational opportunities to develop their staff into parking professionals.

Discussion Questions

Q: What training opportunities are in place for parking staff?

Q: Are parking management staff CAPP certified?

Q: Does staff participate in local, state, regional and national parking associations to develop networking and peer-to-peer communication opportunities?

Q: Has an onsite operational “peer reviews” been considered or conducted?

Key Ideas:

The following is a list of options to consider to actively promote parking staff development within your parking operation:

- Support participation in the International Parking Institute and National Parking Association’s certification programs.
- Support participation in local, state, regional and national parking associations to create networking and peer-to-peer communications. These associations also provide the best access to parking specific training opportunities for various staff levels from front-line to administrative.
- A recommended best practice is to have an “Operational Peer Review” performed on your parking system. An “Operational Peer Review” involves having a representative from a similar municipal program visit and critique your parking program with a “fresh set of eyes.” Typically, this service is reciprocated. This is generally a low-cost initiative that can be set up directly or through the national, regional or local parking association and is an effective way to gain and share parking knowledge.
- Build a parking resource library. A comprehensive “Recommended Reading List for Parking Professionals” is provided in Appendix 4.



DOWNTOWN STRATEGIC PARKING PLAN



Key Idea Consider a formalized program for cross-training and job shadowing for staff.

Key Idea Make sure that staff know what training is available to them and that Transportation & Parking leadership support the investment in professional development, and that ultimately, an investment in professional development could lead to a promotion, increased salary and other benefits.

Action Item Formalize requirement for upper level management staff to begin working towards their CAPP or CPM certification.

Action Item Set a goal for 1-2 leadership team members to attend one national or state/regional association conference in 2017, with a bigger picture goal of joining a committee by 2018.

Action Item Include a peer operational assessment in the new Five Year Plan.

1	1	2	3	4	5	6	7	8	9	10
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10 Self-Assessment Rating =

1	1	2	3	4	5	6	7	8	9	10
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10 Consultant Assessment Rating =

City Comments:

There are currently little training opportunities in place for staff, no professional management certifications and no association memberships. There is a strong desire to achieve all the above.

Consultant Comments:

We agree with the City's self-assessment on this element. The recommended strategy to bring in a private parking management firm does not negate the need for enhancing staff training and development. In fact, it is hoped that the anticipated increases in program revenues will generate the capability for future investments in this important area.



DOWNTOWN STRATEGIC PARKING PLAN



37. Safety, Security, and Risk Management

Characteristic Overview



The importance of providing a safe environment in your parking facilities cannot be overstated. The actual and perceived security of your facilities impacts the success, not only of the transportation and parking operation, but also the public and private sector functions that are supported by those facilities.

Planning for security in your parking facilities should begin during the design phase. A security audit of all facilities is highly recommended, and an example on how to approach such an audit has been included in the appendices of this memo.

The concept of “Crime Prevention through Environmental Design” (CPTED) provides useful tenets for architects, facility planners, designers, and law enforcement/security and parking professionals. Utilizing CPTED concepts helps create a climate of safety in a parking facility, on a campus or throughout a downtown, by designing a physical environment that positively influences human behavior. These concepts can also be used to retrofit environments to address specific security issues as they develop or to address emerging concerns as conditions change.

CPTED builds on four key strategies: territoriality, natural surveillance, activity support, and access control.

- **Territoriality:** People protect territory that they feel is their own and have a certain respect for the territory of others. Fences, pavement treatments, art, signs, good maintenance, and landscaping are some physical ways to express ownership. Identifying intruders is much easier in a well-defined space.
- **Natural Surveillance:** Criminals don't want to be seen. Placing physical features, activities, and people in ways that maximize the ability to see what's going on discourages crime. Barriers, such as low ceilings, solid walls, or shadows, make it difficult to observe activity. Landscaping and lighting can be planned to promote natural surveillance from inside a building and from the outside by neighbors or people passing by. Maximizing the natural surveillance capability of such "gatekeepers" as parking lot attendants, maintenance personnel, etc. is also important.
- **Activity Support:** Encouraging legitimate activity in public spaces helps discourage crime.
- **Access Control:** Properly located entrances, exits, fencing, landscaping, and lighting can direct both foot and automobile traffic in ways that discourage crime.

Key Ideas:

CPTED principles can be blended in the planning or remodeling of parking facilities and other public areas. In parking environments, the following specific strategies are recommended:

- Higher floor-to-floor heights to improve openness.
- Glass backed elevators and glass enclosed or open elevator lobbies.
- Glass enclosed stairwells, perhaps open to the interior.



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- “Blue Light” security phones.
- Security screening on the ground level.
- Limit access at the parking facility perimeter to locations where patrons pass by the office or cashier booths.
- Eliminate potential hiding places (for example under stairs, within storage areas, etc.)
- Maintain low level landscaping.
- Ensure that all facilities are well-lit and meet or exceed the recommended minimums for parking facility lighting as established by the Illuminating Engineering Society of North America (IESNA).
- Integrate security offices, parking offices, retail shops, etc. into parking facilities to provide increased activity levels.
- Consider CCTV, alarms, motion detectors and security patrols.
- Integrate parking attendants, cleaning and maintenance staff, shuttle drivers, etc. into your parking security program.
- Incorporate safety and risk management issues into a weekly facility walk-through checklist.

Ensure that Transportation & Parking staff are performing weekly walk-throughs of facilities with a consistent check-list. An example is provided in Appendices K and L.

Include information about the safety investment and programs in a prominent location on the Transportation & Parking website.

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =



STRATEGIC PARKING PLAN



City Comments:

I rate our program very high here. We are currently adding 17 security cameras to our 2 parking structures at a cost of approximately \$60,000. In addition, a couple of weeks ago we changed the hours of operation for our restroom facilities at the Spiker structure from 6am – 8pm to 8am – 4pm to get a better handle on safety oversight.

Consultant Comments:

We generally agree with the City's self-assessment on this element. Recent investments in additional security patrols, new LED lighting and the security cameras noted in Steve's comments above speak to the progress made in this area.

However, feedback from the community was very clear that the public still has significant safety and security concerns. As occasional visitors to Cheyenne, having observed the parking facilities at various times of the day and night, we were somewhat surprised by the number and breadth of the comments we received about security in the parking facilities. We had no negative experiences and felt that the City was being very responsive to concerns that we had heard.



DOWNTOWN STRATEGIC PARKING PLAN



8. Effective Communication

Characteristic Overview



Best in Class parking operations actively engage other city groups to help define how the parking system can best support the objectives of the city at large that depend on a “parking system that works.” As an outside consultant coming into a city to evaluate some aspect of a municipal transportation and parking program, it is not uncommon to find the parking system at odds with city administration, area businesses and / or downtown employees. While there can be various reasons for this conflict (pricing, availability, perceived “preference” for one group over another, general lack of understanding about why parking needs to be actively managed), a good step towards resolving this conflict is improved communications and the definition of a shared vision/mission. A clear understanding of the issues and potential solutions is the kick-off point for developing the needed mutually beneficial approach. As discussed earlier, developing a set of Guiding Principles, in coordination with city stakeholders, is a great starting point for crafting a shared vision for the future of access management downtown.

Successful programs also have well-defined relationships between various departments, especially other support departments such as: Planning and Development, Public Works, Police, Communications, etc.

Finally, successful parking programs are in touch with their customers and actively solicit input through meetings with stakeholders, customer surveys, websites/social media and public forums.

Key Ideas:

Q: Is there an established process for engaging partners?

Q: Is there a process improvement / feedback protocol in place for working with partners?

Q: Where are relationships missing?

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =

City Comments:

Our division communicates very effectively with other city departments, our downtown core group partners, business owners, customers, and parking lease holders.

Consultant Comments:

We generally agree with the City's self-assessment on this element. Throughout our meetings with various downtown stakeholder groups, positive and cooperative relationships were evident. The parking staff were appreciated and respected and were clearly seen as good community partners by most the community.



DOWNTOWN STRATEGIC PARKING PLAN



9. Effective and Accountable Revenue Control

Characteristic Overview

Taking a systems approach to parking is an important dimension to creating a comprehensive and effective program. Having control of all or most aspects of parking can contribute to a more effective operation, because of the interactive nature of parking as a system.



Ideally, the parking system should control all parking assets; trouble arises when one department or group desires to manage parking for their “own event” or in their “own lot”. While some exceptions do occur—for instance, in districts with an active hospital or campus community—in general, the parking system should be managed comprehensively and under the direction of one set of guiding principles.

All parking related revenues should first go to fund parking programs, including preventative maintenance, maintenance reserves, parking system communications/marketing, planning and new parking resource development. If additional revenues, in excess of operational needs are available, they should be banked as reserve funds for future parking development projects or returned to the general fund for discretionary spending.

Key Ideas:

Q: Has an investment in Parking Access and Revenue Control been made?

Q: Does the department / key staff member understand all the components of the PARCS and utilize it to its full potential?

Q: Are available system reports used to provide enhanced management information and improved understanding of operational dynamics?

Q: Does the department use this knowledge to improve resource utilization, boost revenue generation and refine operational efficiency?

1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =



DOWNTOWN STRATEGIC PARKING PLAN



City Comments:

Our program brings in revenue, however revenues do not return for use by division for operational and maintenance purposes. The revenue collection process is currently being reviewed.

Consultant Comments:

We agree with the City's self-assessment on this element. We feel the program can and should generate more revenue and that by bringing in a professional parking management firm to provide new revenue enhancement strategies and technology will more than pay for the cost of the management contract.

The recommendation to create a "parking enterprise fund" is another important element.

A recent audit of outstanding parking citation revenues is another area where a greater understanding of parking collection policies and better leveraging the investment already made in the T2 parking system by a parking management firm will bring enhanced financial performance.

Finally, if on-street paid parking is implemented (and there was some support for this by the public – this potential parking management strategy received over 100 votes in the on-line parking survey) this could dramatically impact both the financial performance of the parking program and provide a means to pay for all these recommended system improvements and potentially even set aside funds for a future parking garage.



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10. Financial Planning

Characteristic Overview



With the exception of airports, some university systems and some very large municipalities, parking programs are often incapable of being totally self-supporting if they must carry the burden of bond debt for structured parking. For systems that cannot achieve true financial self-sufficiency, a common goal is for the parking system to cover all operational costs, but not debt service costs. Debt service costs are typically subsidized by the general fund, tax increment financing revenues, in-lieu parking fees, or other sources.

An important principal in developing a successful parking program is that parking system revenues should be tied to the larger vision and mission of the community it is intended to serve. Development of a district master plan which incorporates not only land-use strategies, but also critical support infrastructure such as parking, transit, pedestrian access, freight mobility, loading and unloading, etc. is an excellent means for defining the relationships of all these components and establishing clear goals and direction.

Other important financial planning elements that are recommended for all parking systems include:

- Having a consolidated parking financial statement that tracks all sources of parking revenues and expenses.
- Parking's revenues and expenses are well managed and its books are regularly audited.
- Annual operating statements are published in an annual report and available for public review.
- If a private parking operator is contracted to manage day-to-day operations, an annual parking operations and financial audit is recommended.

Key Ideas:

For this characteristic, the International Parking Institutes' Accredited Parking Organization (APO) criteria matrix, Category 3 (Financial Budgeting and Financial Management), should be used to perform the current assessment. In the APO process, items 3.1 through 3.10 each count a point towards accreditation; items 3.11 – 3.16 are considered "Accreditation with Distinction" categories. A full explanation of the APO process and scoring matrix can be found in Appendix 5 and 6, respectively.



DOWNTOWN STRATEGIC PARKING PLAN



Accredited Criteria

Response

3.1	Mission and vision or other guiding statements address financial principles, such as transparency, accountability, and responsibility.	
3.2	Produces and maintains an annual budget and projects a future (three or more years) financial planning document.	
3.3	Produces a monthly report identifying revenues and expenses as well as variance budget to actual.	
3.4	Maintains and regularly reviews organization's capital plan noting project status and associated budget financial status	
3.5	Maintains a calendar of planned and completed audits (revenue control, employee safety, environment, labor control and management, cost management, etc.).	
3.6	Audits include all aspects of finance and operations, including cash and financial recordkeeping and management, as well as utilization and inventory control.	
3.7	Maintains audit protocol and procedure documents.	
3.8	Circulates documentation identifying audit findings or shortcomings to senior management and management reviews recommendations.	
3.9	Senior leadership (audit committee, etc.) responds to audit findings and recommendations, decides upon a plan of action and completion timeline, and documents response and plan of action.	
3.10	Maintains current SOP for accounts payable/accounts receivable.	



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Accredited with Distinction Criteria

Response

3.11	Reviews budget and performance documentation with authorized stakeholder groups.	
3.12	Demonstrates consistent and acceptable financial performance year after year.	
3.13	Financial performance meets or exceeds the targets established by the governing authority of the parent corporation.	
3.14	Financial management is subject to routine internal audit and process improvement measures.	
3.15	Produces a budget year-end financial report and operational summary.	
3.16	Achieved a strong bond credit rating from a third-party reviewing agency. (Moody A3, S&P A-, Fitch A-)	
3.17	Developed or achieved a level of public/private cooperation, such as a P3 partnership or other community partnership.	

It is also worth noting in this section that managers are also actively involved in system financial management. Managers submit budgets, which are reviewed by the Director and approved. Managers are held accountable for expenditures, which helps keep a broader range of staff involved, accountable and understanding fiscal responsibilities.

1 1 2 3 4 5 6 7 8 9 10

10 Self-Assessment Rating =

1 1 2 3 4 5 6 7 8 9 10

10 Consultant Assessment Rating =

City Comments:

In past years – going through the records – it appears that financial planning has been an important aspect of Cheyenne’s Parking program, as two downtown parking structures have been built. Currently there does not exist a reliable process for funding maintenance and equipment needs.

Consultant Comments:

We generally agree with the City’s self-assessment on this element. The comments from the previous criteria regarding potential new revenue streams and enhanced parking management expertise via a parking management firm would greatly enhance the monthly report and audit functions.

Appendix 33 - Consolidate System Financial Report provides a high level “roll-up report” that concisely captures parking program financial performance and this report should be generated and reviewed monthly.



DOWNTOWN STRATEGIC PARKING PLAN



11. Creative, Flexible, and Accountable Parking Management

Characteristic Overview



This section encompasses so many potential topics it could easily be a whole book in itself.

Therefore, we will only attempt to touch on some key issues and principles. One key principle is that different land uses, environments and user-groups require different parking management approaches. A comprehensive and holistic approach to “mastering the fundamentals” is a good place to start a discussion about parking management best practices. A high-level listing of those “fundamentals” includes:

- Daily operations
- Policies and procedures (SOP)
- Staffing and supervision
- Planning and CIP
- Financial processes and oversight
- PARCS
- Facilities maintenance
- Marketing and communication
- Customer service
- Security and risk management
- Signage and wayfinding

Another characteristic of effective parking programs is that they have mapped out audit trails and developed processes to provide acceptable levels of control and accountability. Because of the large revenues generated, revenue control and accountability are key parking management issues. This is discussed in a later section of this memo.

Additional baseline parking management elements include:

- Well-defined parking policies and procedures
- Development and maintenance of parking facility operations manuals
- Well defined and implemented facility maintenance programs
- Parking system marketing programs
- Effective parking and wayfinding signage programs



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Key Ideas:

Q: Does the System offer:

- Visitor/Customer Parking Programs?
- Employee Parking Programs?
- Residential Parking Programs?
- Transportation/Remote Parking Programs?
- Employer based Alternative Transportation/Trip Reduction Programs?

Q: Are these offerings easy to find? Clearly explained and regularly reviewed for improvement?

Key Idea Developing policies and procedures for anticipating and managing losses of parking supply (both temporary and long term) is another basic parking management responsibility. Some key elements in this area include:

- Planning for and communicating losses of parking supply
- Ensuring adequate capacity to handle short-term parking supply losses
- Having effective plans to manage routine maintenance projects, including customer communications and contingency plans
- Having a full understanding of the financial impacts of these projects on revenue streams
- Having defined parking replacement cost policies is another recommended best practice.

Key Idea Development of an “Annual Parking Report” can have a number of positive impacts for a parking system. It identifies key departmental issues and challenges, promotes departmental achievements, documents the “state of parking” to the stakeholders, creates a record of “system history,” and builds credibility and confidence in the department.

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =



DOWNTOWN STRATEGIC PARKING PLAN



City Comments:

Currently our existing program is well managed from policies and procedures in place, and daily review of maintenance needs. We do not do much with marketing or wayfinding, and there is room to improve in those areas.

Consultant Comments:

We generally disagree with the City's self-assessment on this element. We felt the City's policies and procedures were weak, outdated and poorly documented. This was another contributing factor to the recommendation for bringing in a private parking management firm.

12. Operational Efficiency

Characteristic Overview



Another area that is important to investigate when assessing a parking program is the overall efficiency of the parking operation. Parking system efficiency has several dimensions, depending on how the system is managed. The first area to be scrutinized is the management responsibilities of the system, i.e., what programs is the department or organization responsible for implementing. Once this has been defined, organizational structure and staffing plans are analyzed.

Development of some form of benchmarking or comparative analysis to measure costs and performance to similar operations is highly recommended. Understanding that benchmarking can be a tricky business—making sure you are comparing apples to apples, there are some basic benchmarks that make sense for downtown parking operations. For illustrative purposes, a few basic benchmarks include:

- Parking revenue per space
- Total operating cost per space
- Administrative cost per space
- Maintenance cost per space
- Citations issued per enforcement staff (FTE)
- Parking citation collection ratio

Key Ideas:

Q: How does the department identify operational processes that need improvement and then address those issues?

Q: Is there an opportunity for staff to provide feedback / ideas on how to improve operational efficiency?

Q: Is some form of benchmarking or comparative analysis in place to measure costs and performance to similar operations?



DOWNTOWN STRATEGIC PARKING PLAN



1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =

City Comments:

Currently our operational efficiency is not where we would like to see it. We are as efficient as possible in enforcement and customer service – however we are very inefficient in the collection of past due citations. The City Treasurer is currently working on improving efficiencies as they relate to outstanding citations. Also, costs and revenues per space are not calculated.

Consultant Comments:

We generally agree with the City's self-assessment on this element. The development of a basic set of parking management operational benchmarks is recommended (and provided in Appendix 31 Recommended Parking Program Benchmarks).



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13. Facilities Maintenance and Asset Protection

Characteristic Overview



Few things make a greater impression on first time visitors than the cleanliness and maintenance of your parking facilities. Beyond first impressions, however, few areas provide a greater potential return on investment than a comprehensive parking system maintenance program. There are four general categories of parking facility maintenance:

1. Housekeeping—This work is typically conducted by in-house staff and consists of basic cleaning, sweeping, slab wash downs, etc. “Housekeeping” includes items such as:
 - Sweeping of the stairs, elevator lobbies and floors on a regular basis
 - Trash collection on a periodic basis
 - Slab wash downs on a semi-annual basis
 - Floor drain cleanout (including sediment basket cleanout)
 - Cleaning of stair enclosures (stair, elevator, and storefront glass)
 - Cleaning of doors, doorframes and glass on a periodic basis
 - Cleaning of signage, light fixture lenses, elevator floors, doors, walls, parking equipment, etc. on a periodic basis
 - Cleaning of restrooms, cashier’s booths, offices, etc. on a regular basis
 - Daily walkthrough of the facilities by operator to confirm that housekeeping is being performed.
2. System Maintenance—This includes tasks necessary to ensure proper operations of systems and components. “System Maintenance” includes items such as:
 - Landscaping
 - Maintenance—leaves, lawn, trees
 - Plantings (annual)
 - Fencing—posts, chains, etc.
 - Planters
 - Irrigation Systems
 - Painting—spot or seasonal painting
 - Parking Equipment Maintenance
 - Ticket Issuing machines, card readers, computers, booths, gates, etc.



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- Annual maintenance contract with equipment supplier
- It is anticipated that parking equipment will be replaced every 7 to 10 years
- Fire Protection
 - Maintenance Contract is anticipated
 - Drain periodically
 - Testing (twice per year)
- HVAC Equipment—General and emergency cleaning / maintenance
 - Mechanical ventilation
 - Elevator tower ventilation system
- Lighting—It is anticipated that the lamps should be replaced every 2 to 3 years
 - Fixture repair and isolated replacement included in operations
 - Fixture replacement every 20 years (included in Capital Expenditures)
 - Lens Replacement every 6 years (with lamps, included in operations)
 - Lamp replacement on an as need basis—Operator should schedule lamp replacement by level to maximize light effectiveness, and to maintain economy (Note: Lamp intensity depreciates significantly, well before burnout)
- Elevators—Elevator service contract and maintenance / repairs are generally provided by an outside maintenance firm
 - Periodic cleaning of equipment will be reviewed
 - Important to provide maintenance to reduce breakdowns
 - Electrical / Mechanical / Plumbing Maintenance
 - Offices / Restrooms / Cashiers Booths
 - HVAC
 - Exhaust Fans
 - Plumbing fixtures
 - Hot water heaters
 - Lighting



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- Electrical Equipment—General and emergency cleaning / maintenance
 - Emergency Power / Lighting Testing and Maintenance Contract
 - Generator: Maintenance contract
 - UPS System: Maintenance contract
 - Plumbing—General cleanout
 - Domestic Water Maintenance
 - Drain wash down lines annually
 - Sump pump inspection
 - Doors and Hardware—Periodic inspection and lubrication (Malfunction, sticking, etc.).
 - Signage
 - Illuminated Signs—Replace lamps
 - Replace damaged signage periodically as required
 - Snow Removal / Deicing
3. Annual General Maintenance and Repairs—Annual general maintenance would usually be performed by outside contractors, although in some cases the operator’s staff may perform the work. This work is not typically included in a capital cost budget, and may be combined with the System Maintenance category. “General Maintenance” would include items such as:
- Concrete Repairs—Isolated concrete slab, beam, joist, tee, topping, etc. repairs. In some cases, periodic concrete repairs (every 5 years) are included; however, isolated repairs between this interval should be anticipated
 - Masonry Repair—Isolated masonry repair should be anticipated (spot tuck pointing, damaged masonry unit replacement, resetting cap stone, etc.)
 - Sealants/Expansion Joint—Repair/replacement of isolated sealant (floor and façade) or expansion joint failure (not included under 5-year warranty). Leaking at slab cracks may also require sealant installation. Leaking joints should be repaired as soon as possible after discovery, and evidence of leaking should be removed
 - Deck Coating—Isolated deck coating repairs (not included under the 5-year warranty). Wear of the topcoat should be repaired prior to damage to the underlying base membrane



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- Painting—Painting touch-up (spot / seasonal painting) should generally be performed as damage is observed. It is anticipated that repainting of exposed steel and concrete surfaces would be performed every 10 to 15 years, and parking stripes reapplied every 2 to 3 years
 - Graffiti Removal—Graffiti removal should be completed as soon as possible after the application
 - General Electrical Repairs and Maintenance— Isolated corrosion damage, switchgear maintenance, panel maintenance
 - Light Fixture Repair / Replacement—Individual light fixture repair or replacement will require immediate attention
 - HVAC—Office, Restroom and Elevator HVAC repairs
 - Plumbing—Isolated replacement of drain lines and floor drain grates; isolated cleanout of drains / lines; Periodic sump pump repairs
4. Periodic Repairs, Protection, and Improvements (Capital Expenditures) This work is generally performed by outside contractors under the direction of parking consultants experienced in restoration and will consist of replacing/repairing damage to waterproofing or structural elements.

Key Ideas:

Asset Maintenance

Q: Is there the presence of an IT / IS professional?

Q: Is there a policy for protecting / destroying sensitive information?

Q: Is internet safety training provided to staff?

Q: Are vendors required to follow all departmental security protocols?

Q: Department employs appropriate firewalls, virus scanners, etc.

Facilities Assessment

Q: Department performs regular onsite inspections, at least quarterly?

Q: Department tests emergency management systems, at least quarterly?

Q: Department inventories maintenance needs and solutions?

Q: Maintain copies of agreements with third parties?

Q: Department has a capital renewal plan?

Q: Department budgets for maintenance reserves and sets aside funds for facility upgrades?

Q: Perform a conditions assessment “walk-through” at least annually (by a qualified engineer)?



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Q: Perform a full conditions assessment at least every three years?

Q: Department provides a reconciliation report for items identified in the conditions assessment?

Organize and track parking facility warranties in a binder. Schedule warranty inspections six months prior to warranty expiration. Document inspections with digital photos (ideally with time/date stamps) and written reports

Regularly schedule facility condition appraisals by an experienced parking consultant and develop a prioritized program of facility maintenance repairs

Set aside adequate maintenance reserve funds based on a prioritized facility maintenance action plan

Point of Information: Annual Maintenance Costs by Category

- Housekeeping, Operations, and Operator Maintenance will vary based on specific operations requirements, but will approximate \$400 to \$600 per space per year.
- Annual General Maintenance and Repairs costs will approximate \$0.10 to \$.15/sf per year (\$35 to \$50 per space per year), depending on condition and type of structural system.
- Periodic Repairs, Protection, and Improvements (Capital Expenditures) - The maintenance reserve fund can likely be lower during the first 10 years of life, and increased to accommodate improvement planning budgets. For a new structure, this item may range from \$75 to \$100 per space per year for the first 10 years.

1	1	2	3	4	5	6	7	8	9	10	10		Self-Assessment Rating =

1	1	2	3	4	5	6	7	8	9	10	10		Consultant Assessment Rating =

City Comments:

Our program does a very good job in basic facilities maintenance. Our Special Services team is on site daily to clean our facilities and make minor repairs as needed. Our facilities are well lit and we have a good relationship with the Cheyenne Police Department to work with us to protect our assets. Routine maintenance is scheduled for elevators, lighting, landscaping, snow removal, graffiti removal, and all other vehicle and equipment repair issues.

Consultant Comments:

We generally agree with the City's self-assessment on this element. However, the application of industry standard maintenance practices (See NPA Maintenance Manual and Recommended Maintenance Schedule in the appendices) would ensure compliance with industry norms. Scheduling bi-annual parking facility condition appraisals by a qualified parking consultant/engineer is also recommended.



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14. Effective Use of Technology

Characteristic Overview

Best in Class parking operations almost always have a comprehensive and integrated parking access and revenue control system that offers the following benefits:



- Consistent operations and features for customers
- Simplified/consistent training for staff and auditors
- Similar equipment and models provides for simplified maintenance and less costly parts stocking
- Consolidated system-wide reporting and management information

Staying informed of new technologies can help provide the parking department with the best tools available to achieve its goals. New technologies can help you, and your staff, work smarter, not harder. Customer service levels can be enhanced through the use of Automatic Vehicle Identification (AVI) systems, web-based permit renewal programs, pay-on-foot payment stations, etc.

Other benefits of incorporating new technologies are improved overall efficiency and effectiveness, reductions in operating expenses, improved management controls and the ability to implement seamless, customer friendly payment system options such as Internet payment options.

Key Ideas:

Technology recommendations, including suggestions on how to best promote and message the accompanying change/impact to customers, will be detailed extensively in the new Five Year Plan deliverable. However, a few key items that staff wanted to ensure were discussed in the Five Year Plan, include information about the following technologies and/or vendors:

- Space monitoring spaces (i.e., Parkifi)
- Affordable real-time space counting information (i.e., Parking Logix)
- Special event management technologies, specifically:
 - Ride times
 - Ingress / egress information
 - App integration
 - Real-time traffic information

1 1 2 3 4 5 6 7 8 9 10 10

Self-Assessment Rating =

1 1 2 3 4 5 6 7 8 9 10 10

Consultant Assessment Rating =



STRATEGIC PARKING PLAN



City Comments:

I rate us low here because we don't have the most effective technology. A new software system was implemented in 2013, however the license plate reader component of the system was not approved for funding, which affects parking technicians' efficiency in the field. We are very aware of enhanced technology that exists and would love to find a pathway to additional technology enhancements.

Consultant Comments:

We generally agree with the City's self-assessment on this element. The program does have the T2 Parking Permit/Enforcement System in place, which is an excellent platform upon which to build for the future. As noted above, the addition of the LPR technology for be a recommended system addition. A whitepaper on the current parking technologies is provided in the appendices and should be referenced especially if on-street paid parking is pursued in the future.



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15. Parking System Branding, Marketing, and Strategic Communication

Characteristic Overview

This is one of the most over looked aspects of parking system management. An effective parking system marketing and promotions program is one way to quickly set your parking operation apart from the ordinary. The following is a list of action items that can help enhance an existing program.



- Develop a consistent Parking System Brand
 - The brand should promote the image you want people to have of the system
 - It should reinforce the positive aspects of the system
- Use consistent signage to “tie the system together”
- Develop parking “E-Bulletins”
- Designate a parking spokesperson
- Regular personal contact with customers
- Develop parking deck floor identification (Themed graphics, music, etc. could be considered an extension of a public arts program)
- Develop cooperative relationships between private parking operations to promote efficient use of resources for large public events.
- Develop a parking information database
- Use billing system to distribute system info and promotional materials
- Utilize “Guerilla Marketing” (creative/low cost concepts) techniques.

Key Ideas:

Incorporate communications planning into the department’s annual planning and budgeting process.

Consider a goal marketing and communications budget of \$8/space per year.

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =



DOWNTOWN STRATEGIC PARKING PLAN



City Comments:

We currently do not engage in many marketing or system branding efforts. We do not have the staff to engage in these efforts as we are fully busy with just administering and enforcing our program.

Consultant Comments:

We generally agree with the City's self-assessment on this element. The report provides extensive recommendations to improve this important program element.



DOWNTOWN STRATEGIC PARKING PLAN



16. Customer Service Programs

Characteristic Overview



The downtown community depends on a parking system that works and contributes to a positive experience of the city. Because parking is the first and last impression customers visiting the district will have, providing a high level of customer service is critical. When weighing the importance of customer service, consider these statistics:

- An average business never hears from 96% of its unsatisfied customers
- On average, for every complaint received there are 26 customers with problems
- The average unsatisfied customer tells 9-10 people about their problem
- Customers who have had the problems solved tell five people, on average

A strong customer service program can provide the following benefits:

- Helps create a more “friendly” atmosphere
- Improves the image of Transportation & Parking Services and the city at large
- Contributes to increased facility utilization (and therefore revenue)
- Contributes to increased acceptance of, and adherence to, parking regulations

What are some characteristics of bad customer service?

- Indifference
- Unfriendliness
- Runaround
- “Joe Rule-Book”
- Not listening
- Getting the brush-off
- Just going through the motions
- No follow-up

What are characteristics of good customer service?

- Always be friendly and respectful
- Allow customers to fully explain their situation, without interruption (let them vent)
- “Actively listen” to what your customers say



DOWNTOWN STRATEGIC PARKING PLAN



- Ask questions seeking clarification
- Maintain eye contact
- If the customer is making a complaint, always apologize for the situation (and mean it!)
- Explain what you can do for the customer, not what you can't
- Always remember that tone of voice and physical movements convey meaning
- Walk through the service process with the customer, explain the options
- Help the customer understand the options and achieve a level of buy-in
- Make sure they know you are there to help
- Always conclude a service opportunity with a thank you
- If possible, follow-up with the customer to see if the solution worked and if they are satisfied

Key Ideas:

Other recommended strategies to keep in mind during annual planning and system improvement activities service include:

- Focus on employee training and good hiring practices
- Hire friendly, attentive, outgoing knowledgeable attendants
- Increase personal contact between the parking system manager, stakeholders and customers
- Institute performance measurements and utilize for company and employee incentives
- Consider creating and implementing a parking services program (battery jumps, lock-outs, flat-tires, escorts, audio book check-out, etc.)
- Implement a "Parking Hot Line" that provides an immediate response, is centralized, easy to remember number and encourages follow-up
- Incorporate activities to measure program effectiveness (customer surveys, etc.) regularly throughout the Five-Year Plan implementation process.
- Implement a secret shopper program to evaluate customer service
- Develop a "New Employee Parking Brochure/Information Packet" (digitally) to make it easier for larger departments or schools to get their employees into the system
- Formalize customer service training as part of the employee onboarding and annual training processes.



DOWNTOWN STRATEGIC PARKING PLAN



1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =

City Comments:

Per the criteria listed under this item, our department does a good job in customer service. Our patrol techs receive commendable remarks and we have few, if any complaints. Our office staff works well with customers to resolve issues and to educate those who have concerns. Our staff also manages our lease agreements with professionalism and we have great relationships with our leaseholders.

Consultant Comments:

We agree that the City staff do a good job in this area, especially given the limited resources that they have to work with. However, the creation of a more formalized and comprehensive customer service training program and documentation could enhance this program element.



DOWNTOWN STRATEGIC PARKING PLAN



17. Special Event Parking

Characteristic Overview

Coordinating parking for special events, almost more than any other parking management activity, requires a cooperative effort with the larger downtown community. Some of the keys to success in this area include the development of a well-defined special events policy and a detailed system for coordination of special events.

Providing practical incentives for other groups to communicate with and include the Parking Department in their planning processes early on is critical. Examples of the incentives that parking programs can provide include: coordination services, parking promotions, special rates, restricted parking enforcement, etc. for those who participate in the special event planning process.

Finally, be consistent in providing those that work with the parking system a high level of service. Conversely, provide disincentives for those that ignore the special events parking policy or chose to not include parking in their planning.



Key Ideas:

Consider creating an online annual event calendar that can be updated by departmental parking coordinators and staff to help increase awareness of “regular” special events.

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =

City Comments:

This area is another strong suit of our parking program – because of our parking structures (2) and our surface lot. We do not charge a fee to park in these areas during our biggest annual event – Cheyenne Frontier Days. We also have an agreement with CFD that if people do park in no parking areas during the event (Downtown) then we tow to a nearby lot and CFD pays for this, so customers are not impacted. Most other special events we provide free parking as well – many of them are after enforcement hours.

Consultant Comments:

We agree that the City staff do a good job in this area, However, the creation of more formalized and comprehensive policies and procedures could enhance this program element.



DOWNTOWN STRATEGIC PARKING PLAN



18. Effective Enforcement

Characteristic Overview



Best in Class parking operations actively engage other city groups to help define how the parking system can best support the objectives of the city at large that depend on a “parking system that works.” As an outside consultant coming into a city to evaluate some aspect of a municipal transportation and parking program, it is not uncommon to find the parking system at odds with city administration, area businesses and / or downtown employees. While there can be various reasons for this conflict (pricing, availability, perceived “preference” for one group over another, general lack of understanding about why parking needs to be actively managed), a good step towards resolving this conflict is improved communications and the definition of a shared vision/mission. A clear understanding of the issues and potential solutions is the kick-off point for developing the needed mutually beneficial approach. As discussed earlier, developing a set of Guiding Principles, in coordination with city stakeholders, is a great starting point for crafting a shared vision for the future of access management downtown.

Successful programs also have well-defined relationships between various departments, especially other support departments such as: Planning and Development, Public Works, Police, Communications, etc.

Finally, successful parking programs are in touch with their customers and actively solicit input through meetings with stakeholders, customer surveys, websites/social media and public forums.

Key Ideas:

Q: Are parking rules, regulations and consequences are clearly posted?

Q: Do customers know what their options are if ticketed, booted, or towed?

Q: Is the ticket review and adjudication process clear and transparent?

Q: How are scofflaws treated?

Q: Is education the priority?

Key Idea The following are enforcement program elements that help assure that your program avoids some common pitfalls:

- Define who to contact regarding parking enforcement citations, towing, etc. Have a central number that everyone knows to call for info regarding parking enforcement (eliminate the run around).
- Ensure that parking rules, regulations and consequences are clearly posted.
- Ensure that if towing or booting is a possibility, that the number to call for towed/booted vehicles is clearly posted on signs and notices.
- Define how enforcement revenues are to be collected and used.
- Define who sets enforcement policies.



DOWNTOWN STRATEGIC PARKING PLAN



- Have a clearly stated process for adjudicating parking citations. Adjudication should not be done by the agency issuing citations.
- Define who has the authority for towing, booting or other enforcement practices.
- Make paying for parking citations as easy as possible.
- Provide incentives for early citation payment and disincentives for late or non-payment.



City Comments:

We currently have some parking ordinances that are difficult to understand and enforce. We do have a central number that handles all parking related issues, to include education, customer service, dispute resolution, and related matters. As mentioned before, we are very understaffed to be as effective as we could be in this area.

Consultant Comments:

We agree that the City staff do a good job in this area given the staffing limitations. An enforcement program audit checklist was provided to the City as a self-assessment tool. A completed copy of this tool is provided in the report appendices. Improved technology (LPR), updated policies and procedures (even if many of the processes are automated through T2 Systems) is highly recommended. Updated training materials and better analysis of enforcement program metrics (such as citation collections ratios and tracking of outstanding AR) is needed.



DOWNTOWN STRATEGIC PARKING PLAN



19. Transportation Demand Management

Characteristic Overview



Because the cost of providing parking can be so high, strategies to manage parking demand is an important consideration in parking system planning. Incorporating parking and transportation demand management also ties into environmental goals and objectives such as the desire to reduce pollution, decrease traffic congestion, reduce reliance on single occupant vehicles, etc.

When evaluating options to reduce parking demand, integrating transportation demand management (TDM) strategies into your parking program philosophy is a recommended strategy. A few best practices include:

- Use parking pricing and rates as tools to promote desired behaviors.
- Take advantage of employer-paid and federal pre-tax benefit options.
- Provide preferred parking for carpools/vanpools.
- Offer discounted transit passes to downtown employer groups who subsidize transit passes for employees.
- Provide a “Guaranteed Ride Home” program for those who participate in transportation alternative programs.
- Integrate bicycle racks and storage lockers in parking facilities.
- Show transit stops on parking maps.
- Provide remote parking options and promote park and ride options on the parking web site.

Key Ideas:

A list of key questions to ask on a regular basis (preferably as part of the department’s annual budgeting process) include:

Q: Are demand management options considered as well as parking supply additions during the planning process?

Q: How are options to reduce parking demand reviewed?

Q: How are transportation demand management strategies integrated into your parking program philosophy?

Q: How is it determined where investments should be made?

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =



DOWNTOWN STRATEGIC PARKING PLAN



City Comments:

Currently transportation demand management is not a high priority relative to designated parking for carpools/vanpools. We do get into this a bit within our parking facilities – but overall this is an area where we need to be better educated and can do a better job with.

Consultant Comments:

We understand that this is not priority area for the parking program or the City overall. However, having an solid understanding of parking and transportation demand management principles and practice is an important aspect of parking program management, especially given the high cost of providing structured parking. Promoting alternatives to single occupant vehicle usage and adopting a broader “access management approach” to overall community transportation and access will be a shift in focus for the program, but it is an important component for future program development consideration.



DOWNTOWN STRATEGIC PARKING PLAN



20. Awareness of Competitive Environment

Characteristic Overview

Another characteristic of effective parking programs is that they are keenly aware of their competitive environment. They actively monitor private sector parking operators for changes in rates, new services offered, new technologies being used, etc.



An important dimension to staying competitive is being aware of what other public parking systems are doing. What has been tried? What has worked? What hasn't? Participation in professional associations, sending key staff to parking conferences and implementing the peer-review process discussed under the Staff Development section earlier are good ways of developing a network of contacts to help you stay up-to-date on the latest technologies and management practices.

Discussion Questions

Q: What is the private and public sector doing in your peer cities?

Q: Are you ahead of or behind the curve?

Q: What is the potential impact to your operation if private sector parking systems grow?

Key Ideas:

Regular parking rate surveys help maintain awareness of the competitive environment.

Peer assessments can be an important (and affordable!) tool that increase department knowledge and create connection between the Cheyenne program with peer institutions who can serve as partners and resources.

1	1	2	3	4	5	6	7	8	9	10	10	Self-Assessment Rating =
1	1	2	3	4	5	6	7	8	9	10	10	Consultant Assessment Rating =

City Comments:

We do not have a strong competitive environment currently. The closest competition in the downtown area, parking facility wise, is the State of Wyoming and Cheyenne Regional Medical Center.

Consultant Comments:

We agree with the City comments. This is a low priority issue in Cheyenne currently. However, staying abreast of industry trends relative to parking management best practices (see a detailed Parking Management Best Practices collection provided in the report appendices) and tracking parking rates on both a local and regional basis are standard parking management expectations for a municipal parking program.



DOWNTOWN STRATEGIC PARKING PLAN



Conclusions:

Overall Program Score:

Current Parking Program Assessment		
Parking Program Evaluation Criteria	Self Assessment	Consultant Assessment
1. Mission/Vision	3	3
2. Parking Philosophy	7	4
3. Strong Planning	3	3
4. Community Engagement	6	4
5. Organizational Effectiveness	4	4
6. Staff Development	2	2
7. Safety, Security, and Risk Management	8	7
8. Effective Communication	6	5
9. Effective and Accountable Revenue Control	2	2
10. Financial Planning	3	3
11. Creative, Flexible, and Accountable Parking Management	5	2
12. Operational Efficiency	3	3
13. Facilities Maintenance and Asset Protection	7	6
14. Effective Use of Technology	3	4
15. Parking System Branding, Marketing, and Strategic Communication	2	2
16. Customer Service Programs	8	6
17. Special Event Parking	8	6
18. Effective Enforcement	6	5
19. Transportation Demand Management	3	2
20. Awareness of Competitive Environment	5	5
Total Score:	94	78
Average Score:	4.7	3.9

Rating System: 0 = Poor / 10 = Excellent

Consultant Note:

When a similar exercise was conducted at an International Downtown Association conference with 60 municipal parking programs in attendance a few years ago, this same set of criteria was presented and explained and each program was asked to rate their own programs. The average score by program was 4.2.



DOWNTOWN STRATEGIC PARKING PLAN



City Comments:

Several improvements could be made to our current program. We are understaffed for the enforcement territory we monitor and under-utilize technology, however – these are choices made for many reasons, and involve fiscal budget decisions, outside of the division’s control. We are proud of our parking facilities and the cleanliness and ongoing safety efforts that are underway. We could improve on parking space inventory operational knowledge, as well as planning. We are willing to make improvements to our program to better meet the needs of our stakeholders.

Consultant Comments:

Parking is an important, if largely underappreciated and routinely under resourced, component of municipal management. We are encouraged that this investment in a “parking strategic plan” was funded and are hopeful that the information provided through this study will advance the City’s parking management effectiveness by providing a variety of information, practical tools and a comprehensive approach to parking and access management.

It is also hoped that City administration will recognize many of the limitations that the current program is operating under and be supportive of implementing new policies increasing program funding. We strongly believe that by following the recommendations of this report that the program itself can generate the revenues needed to fund all the program recommendations.

If on-street paid parking were to be implemented, the program revenues could be significantly enhanced, even to the point of being able to fund the addition of a new parking garage within a few years.



DOWNTOWN STRATEGIC PARKING PLAN



6. PEER CITY REVIEW

The following peer city reviews provide “Case Study Snap Shots” of similar sized municipalities in the western United States. The three programs were chosen because while they are similar in size and environment, they also have well-established and more advanced parking management programs. In some regards, these are more “programs we can learn from” than true “peer cities” from a parking perspective. The three selected programs include:

- The Department of Community Vitality - City of Boulder, CO
- The Missoula Parking Commission – City of Missoula, MT
- The “E-Park” program - City of Eugene, OR

City of Boulder Parking Services

Boulder, CO

Population: 103,840



Program Overview: Until just last year, the Boulder Program was known as “The Downtown and University Hill Management Division/Parking Services”. This rather unwieldy name accurately reflected the fact that this division’s function was primarily “district management and economic development focused” and they managed parking and access management strategies as tools to achieve their larger community development goals. Over the past few years, as new “management districts began to emerge (beyond just the Downtown Core/Pearl Street Mall and the “University Hill” area) the program has been reorganized and renamed as the City’s Department of Community Vitality, and has undertaken a comprehensive planning program they refer to as the “AMPS” – Access Management and Parking Strategies.



Boulder’s Access Management and Parking Strategy (AMPS) project is designed to update current access and parking management policies and programs and develop a new, citywide strategy to align with the city’s sustainability goals.

The goal of AMPS is to evolve and continuously improve Boulder’s citywide access and parking management strategies and programs tailored to address the unique character and needs of the different parts of the city.

Boulder Parking Services manages the parking garages, on-street systems and enforcement for Boulder’s three major commercial areas: Downtown Boulder, University Hill and, when completed, Boulder Junction. They also manage 10 Neighborhood Permit programs throughout the City. Their mission is to provide quality program, parking, enforcement, maintenance, and alternative modes services through the highest level of customer service, efficient management and effective problem solving.

Quick Stats:

- 2,700 on-street spaces
- 2,194 spaces in garages



DOWNTOWN STRATEGIC PARKING PLAN



- 1,300 bike parking spaces
- 6,392 Ecopass holders
- On-street paid parking via multi-space meters
- Pay-by-Phone available
- Offer "1st Hour Free" in garages
- Enhanced wayfinding through variable messaging signage
- Piloting sensors in garages to indicate space availability
- Installed parking meters in 1946

Revenue:

2014 Parking Revenue:

- \$ 10,721,689

Revenue for 2014 by sources:

- On-street meter – 33%
- Short Term garage-hourly- 17%
- Long Term garage-permits – 26%
- Parking products – garage/on-street – 6%
- NPP-Resident/Commuter – 1%
- Enforcement – 16%

Downtown Vitality:

- ♦ Retail Mix:
 - Retail: 60%
 - Restaurants and Bars: 40%
- ♦ Retail Sales Mix::
 - Restaurants and bars: 55%
 - Retail: 45%
- ♦ Downtown Vacancy: Very low (< 3%)





DOWNTOWN STRATEGIC PARKING PLAN



Challenges & Opportunities:

- ◆ Boulder's parking management and parking district system has a long history, with the first parking meters installed on Pearl Street in 1946. During the past decades, Boulder's parking system has evolved into a nationally recognized, district-based, multimodal access system that incorporates transit, bicycling and pedestrians, along with automobile parking.
- ◆ The City takes an integrated approach to parking management and actively encourages the use of alternative modes of transportation. 56% of people accessing Downtown by car, 19% walk, 9% take the bus, 9% bike and 9% use other methods like carpooling.
- ◆ Boulder has a sophisticated customer base that is used to shopping in larger cities where on-street paid parking is common, so they don't hear a lot of complaints from customers about paying for parking.
- ◆ There is a fairly significant group of Downtown business owners that feels on-street parking should be free, however Downtown Boulder Inc. (DBI) indicated that on Sundays when parking is free, all on-street spaces are completely filled by employees hours before any business even open.
- ◆ Even with the City's strong emphasis on encouraging the use of public transit, biking and walking when accessing Downtown, there is still a 1,500+ person waiting list for a Downtown parking permit and an estimated shortage of nearly 2,500 additional spaces by 2022.
- ◆ Due to the limited supply of parking in Downtown Boulder, there is not enough parking inventory to support both employees and customers, so the DBI supports the City charging for parking on-street.
- ◆ Revenue from on-street paid parking actively supports other Downtown initiatives, including an EcoPass for all Downtown employees, other transportation demand management efforts and amenities like public art and pop-jet fountains
- ◆ As part of an ongoing, multi-year planning project (Access Management and Parking Strategy or "AMPS"), the City is creating a toolbox of funding mechanisms (i.e., Parking Benefit District, TDM District) for commercial districts who want to manage parking and raise revenue.





DOWNTOWN STRATEGIC PARKING PLAN



Missoula Parking Commission

Missoula, MT

Population: 69,122



PROGRAM OVERVIEW: The MPC manages three parking garages, 12 surface lots, the on-street system and enforcement for Downtown Missoula. They also manage a residential permit parking program adjacent to the University of Montana. Their mission is to work with government, businesses and citizens to provide and manage parking and parking alternatives, the MPC identifies and responds to changing parking needs and opportunities.



Quick stats:

- 1,100 on-street spaces
- 1,275 spaces in garages
- 200 bike racks
- Installed parking meters in 1948
- Currently implementing new multi-space meters and Pay-By-Phone
- Offer "1st Hour Free" in garages
- 2014 Parking Revenue: \$1,557,656

Revenue:

Revenue for 2014 by sources:

- Lease spaces – 44%
- Parking meters – 31%
- Parking tickets – 14%

Downtown Vitality:

Retail Mix:

- Retail: 65%
- Restaurants and Bars: 35%
- Retail Sales Mix:
- Retail: 60%
- Restaurants and bars: 40%

Downtown Vacancy: 13%

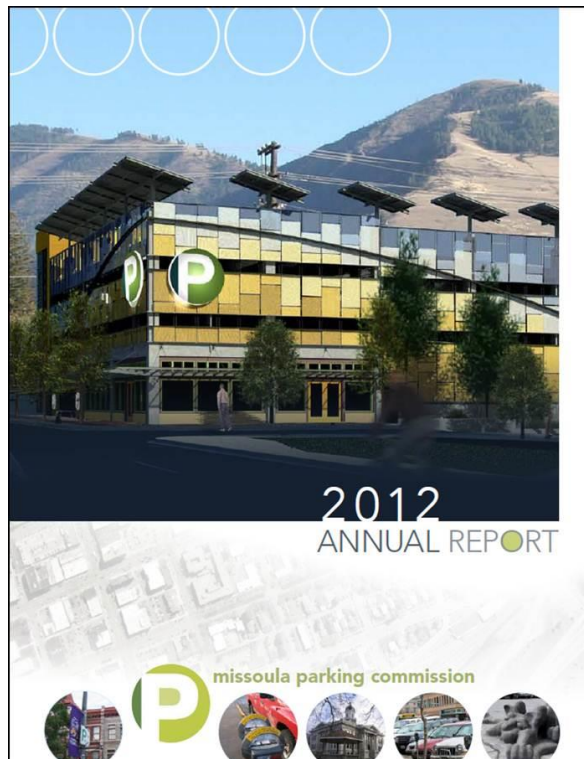


DOWNTOWN STRATEGIC PARKING PLAN



Challenges & Opportunities:

- The Missoula Parking Commission's biggest focus right now is working on implementation of new smart meter technology and transitioning to a different rate structure (from .25/hour to \$1.00/hour). They have selected multi-space meters with a Pay-by-Phone option.
- Second biggest priority is always stakeholder and community education. Messaging why rates are changing, that parking off-street is less expensive, etc.
- The Missoula Downtown Partnership (MDP) actively works with the MPC to keep Downtown stakeholders informed about the changes in parking management policy and technology.
- While there is a small vocal Downtown business owners who feel that parking should be free on-street, the MDP supports the MPC's use of on-street paid parking to ensure turnover and availability for customer parking.
- MDP staff and board members were heavily involved in the community engagement efforts that surrounded the recent selection of new parking meter technology for Downtown Missoula.
- Increased meter rates have allowed the MPC to decrease their reliance on revenue from fines, and they have seen compliance increase and fine revenue decrease.
- The MPC recently used meter revenues to invest in the award-winning Park Place parking structure. Almost immediately after the commitment was made to build Park Place, a developer purchased a significantly-sized adjacent property that had long been vacant.
- Having meters provides a diversified revenue stream that has helped MPC navigate the recession.





DOWNTOWN STRATEGIC PARKING PLAN



Epark: City of Eugene Parking Services

Eugene, Oregon

Population: 159,190

PROGRAM OVERVIEW:

The City of Eugene manages over 1,000 on street and 3,000 off-street parking spaces in Downtown Eugene. Currently, the city offers:

- Two-hour free on-street parking between 7th Avenue to 11th avenue from Lincoln Street to Willamette Street (Monday through Saturday from 7:00 am to 6:00 pm).
- First hour free during the week and all day free parking on the weekends in in the Overpark and Parade parking garages, except during signed events.
- Downtown employees can also buy monthly permits. View this brochure and map of Downtown city parking for more information.

Quick stats:

- 996 on-street spaces
- 2,627 spaces in garages
- 917 bike spaces; 100 bike racks
- On-street parking is a mixture of coin-operated and single-space credit card meters
- Pay-by-Phone available (off-street only)
- Offer "1st Hour Free" in two largest garages (~1,000 spaces)
- Installed parking meters in 1939
- 2014 Parking Revenue: \$3,100,000



Overpark North

Step into Poetry

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Dusting the Furniture Deborah Narin-Wells 4e	Lichen Gary Adams 3w
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A Brief Conversation Carter McKenzie 2e	First Mowing Nancy Carol Moody 1w
	Oregon Poet Laureate Vantage Paulann Petersen First Landing
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DOWNTOWN STRATEGIC PARKING PLAN



Revenue:

- Leased commercial space: 18%
- Monthly garage permits: 41%
- On-street meter revenue: 19%
- Daily garage parking: 12%
- Citations (in garages): 1%
- Special events: 3%
- Citations (on-street): 6%

Downtown Vitality:

- Retail Mix:
 - Retail: 50%
 - Restaurants and Bars: 50%
- Retail Sales Mix:
 - Retail: 36%
 - Restaurants and bars: 34%
 - Other: 30%
- District Vacancy: 25%



Challenges & Opportunities:

- Epark Eugene has parking management jurisdiction for the entire City of Eugene including enforcement of public streets on the University of Oregon campus. The Downtown program (which includes 52-block area) accounts for about half the overall program in size and in revenue generated.
- There is a mixture of coin-operated meters and single-space credit card enabled meters throughout Downtown Eugene and on the University of Oregon campus. Multi-space meters are also being piloted in some areas.
- The City is currently transitioning from a Residential Parking Permit Program (RPPP) that costs \$40/annually to a market-based fee structure that will cost \$150 per quarter (or \$600/annually).
- In 2010, parking meters were removed from a 12-block area in Downtown Eugene where the City wanted to incentivize redevelopment. Now that the area is nearly redeveloped, the business owners are asking the City to reinstall meters to encourage turnover and address the issue of employees parking on-street.



DOWNTOWN STRATEGIC PARKING PLAN



- The biggest challenge that Epark is currently facing is its decentralized organizational structure. Maintenance of the off-street facilities is currently managed by another City department, as is fine adjudication.
- Downtown Eugene offers a variety of transportation options, including bus depot, train station and Bus Rapid Transit connect to the University of Oregon.
- Per the Eugene Chamber (Downtown Eugene Inc.), off-street garages are almost never at capacity, however there are very few available on-street spaces.
- While Downtown vacancy is at about 25%, this is mostly because there are a few very large vacant spaces; most of the smaller retail spaces leased at the beginning of summer 2015.
- Downtown retail is majority locally-owned and can be very seasonal; there are some businesses that aren't open for months at a time (especially when school is not in session).
- Parking garage safety is biggest concern for Downtown business and property owners.





DOWNTOWN STRATEGIC PARKING PLAN



7. ISSUES IDENTIFICATION & ANALYSIS

Issues Identification

The following summary of key issues is divided into two major categories: stakeholder feedback and technical/consultant identified issues. The stakeholder feedback issues reflect comments received from the public through a variety of community engagement and outreach strategies described in Chapter 4. Specific feedback mechanisms included: stakeholder interviews, focus groups, public meetings, web-based surveys, etc.

Stakeholder Identified Issues Key issues identified by stakeholders fell into the following 6 categories:

1. Security
2. Accessible (Handicapped) Parking
3. Time Limited Parking
4. Employee Parking
5. Lack of Downtown Investment
6. Downtown Residential Parking
7. Improve Parking Management

For specific comments see the Stakeholder Conversation Summary beginning on page 36.

Technical (Consultant Identified) Issues

Key issues identified by the consultant team focused more on technical parking management and program organization/development related issues. These issues fell into the following 10 categories:

1. Program Vision/Mission/Program Organization
2. Funding and Financial Management (Including Maintenance Reserves)
3. Links to Community and Economic Development
4. Leveraging Parking Technology
5. Parking Planning
6. Facilities Maintenance
7. Program Branding/Marketing/Strategic Communications
8. Parking Management/Staff Training and Development
9. ADA Issues
10. Adopting a broader "Access Management" Philosophy

The issues from both categories are addressed in the following sections.



DOWNTOWN STRATEGIC PARKING PLAN



8. PARKING SYSTEM ORGANIZATION AND MANAGEMENT

Overview

Improving a municipality's parking system is a critical element for enhancing the overall Downtown experience as well as being an important component in community vitality and economic development. Well-managed, customer-oriented parking facilities encourage visitors to shop, work, and explore local cultural and entertainment options by improving access to Downtown attractions, reducing traffic congestion, and clearly informing users about parking options, availability, regulations and fee structures. The creation of such a system will support commerce; promote the city's larger transportation, sustainability, and traffic mitigation goals; and advance the broader objectives of economic development and Downtown vitality.

This section examines several effective parking management operational methodologies and organizational frameworks that form the foundation for a municipal parking management program. City

Parking program reorganization initiatives are often the result of larger community-wide strategic or transportation plans or Downtown master planning projects or, as is the case in Cheyenne, the proactive development of a parking program to support a growing community that is trying to anticipate and support new development and Downtown activation. Parking issues can also be highlighted when business districts implement retail enhancement strategies. Regardless of the catalyst, parking initiatives often share a set of core goals and priorities that emphasize the need to address the needs of multiple constituencies, support the development of a vibrant community, and provide safe, user-friendly parking facilities that balance the public need with private interests. All of this must be accomplished in consideration of funding mechanisms and strategies that will benefit the community in the long-term.

Parking System Organizational Frameworks

Parking management best practices, from a program organizational perspective, center on the concept of a "vertical integration" of parking functions. This contrasts with the typical "horizontally fragmented" organizational structures that tend to evolve naturally in many municipal parking organizations across the U.S.

Horizontally fragmented systems are defined by the compartmentalization of parking functions and responsibilities, such as on-street parking, enforcement, and parking structures, among multiple, disparate departments or entities. The police, facilities management, and accounting departments all may play a role, yet no singular entity has responsibility for, perspective on, or understanding of all of the interrelated functional areas that comprise a parking system. In this scenario, there is no overall accountability for parking. Or put another way, parking is everyone's part-time job, but no one's full-time responsibility.

In a vertically integrated system, parking is managed as a cohesive system. At a minimum, one entity manages on-street parking, off-street parking, and parking enforcement. More advanced models include parking/transportation planning, transportation demand management programs, and, in some communities, transit system management. Vertically integrated systems can be self-managed or management can be outsourced/contracted via management or concession agreements.



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In the case of Cheyenne, the parking program functions as a City department that has responsibility for both on-street and off-street public parking resources, including parking enforcement. From this perspective, the City's parking program has the basic program "vertical integration" that we like to see, however, the program is very "bare bones" in terms of staffing and staff development. This issue will be addressed later in this report.

The following report section details the most commonly utilized and successful vertically integrated organizational models for parking programs. Each of these models has its own strengths and weakness depending on factors including the parking system's size, degree of development, programs offered, political landscape, and community goals, among others. Despite the details, they all address the major problem associated with horizontally fragmented systems. Each model should be carefully evaluated to determine which can be utilized to design a parking program that most effectively achieves the City's unique goals, objectives, and priorities. The following section provides a high-level overview of the most successful organizational models for communities across the country.

CONSOLIDATED ("VERTICALLY INTEGRATED") CITY/CITY DEPARTMENT MODEL

The consolidated or "vertically integrated" City department model is characterized by a department head with complete responsibility for the management of all parking-related program elements. Primary elements include off-street parking facilities, on-street parking resources, overall program financial performance, parking system planning, and enforcement. Other responsibilities may include transportation demand management, marketing, the implementation of new technologies, and planning, among others.

PARKING AUTHORITY MODEL

In the parking authority model, a detailed management agreement and defined mission and vision guide all aspects of parking operations. In most cases, a small staff led by a president or executive director engage a private parking operator to manage day-to-day operations. This model places all of the major stakeholders at the same table via a parking authority board or commission, which often results in all parties gaining a deeper understanding of the complexities of parking and the often-competing interest of various constituent groups. The parking authority often has bonding capacity.

"CONTRACT" OR BUSINESS DISTRICT MODEL

In an increasing number of communities around the country, Downtown business improvement districts or Downtown development authorities have taken over operational responsibility for parking. Parking is governed by a well-defined operating agreement that sets specific expectations and guidelines for the management of parking assets. These contracts or operating agreements are typically reauthorized every three to five years based on whether the defined contract goals were achieved. If reauthorized, it is not uncommon for new goals and program objectives to be set for the next contract period.

PARKING DISTRICT MODEL

The parking district model is defined by an overarching goal of creating a comprehensive parking management function under the aegis of one management entity. In most cases, the parking district's geographic boundaries and responsibility for district improvements (parking, transportation demand management, clean and safe programs, events/programming, etc.) are managed by the district to better promote Downtown vitality and activation. Parking thus becomes a tool for economic development, place making and other larger district goals. While specific implementation policies can vary significantly, parking



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revenue is collected and managed by the district for reinvestment in the district in this model. Revenue sources include special assessments, off and on-street parking, special events, advertising, in-lieu-fees, enforcement revenues etc.

PROFESSIONAL SERVICES MODEL

In the professional services model, a small, professional parking services group works in conjunction with an outsourced parking management firm. The parking services group defines the overarching vision and mission, while the management firm is responsible for day-to-day parking operations. Because daily operations are outsourced, a lean group of professional management staff can focus on the strategic goals of the parking program without becoming involved with a myriad of operational issues.

PARKING MANAGEMENT COLLABORATIVE MODEL

This approach was developed for communities that have not developed a significant off-street public parking system and therefore does not have the ability to influence the off-street parking market in traditional ways. The collaborative model is aimed at developing a comprehensive approach between private, off-street parking assets and on-street parking to make the Downtown more accessible to visitors. The primary objective is to develop a “parking management program overlay” to establish a well-coordinated user-friendly parking system marketed as a cohesive public parking program. While the approach requires only a small, highly effective staff, an executive-caliber program director is essential for the strategy to succeed. The support of major parking property owners is also vital.

“ECODISTRICT” MODEL

The EcoDistrict model integrates sustainability as a defining element of the parking and transportation organizational framework. The EcoDistrict model recognizes that parking management can advance community-scale sustainability performance goals through strategies including energy and water management, use of alternative modes of transportation (e.g., bicycles and pedestrians), and development of trip reduction and car-sharing programs. Parking revenue can also be invested in a variety of sustainability initiatives, such as the use of permeable pavement and other low-impact development techniques in municipal parking lots. Like many of the organizational models, the EcoDistrict has many variations. It shares a sense of purpose, need for stakeholder engagement, and broad economic development focus all viewed through a lens of “sustainability” that make its approach appealing to many environmentally progressive communities.

The Recommended Organizational Model for Cheyenne

Using the options described above, The City of Cheyenne currently employs a limited version of the “City Department” model. We recommend that the City consider the “Professional Services” model going forward. Under this approach, the current City staff would be retained (although their specific roles and duties may be modified) and a private parking management firm would be engaged to manage day-to-day operations with the key goals being to infuse the operation with a greater depth of parking management/technology expertise, increased management and enforcement resources, revenue enhancement and program/policy development expertise.

A second organizational option that could potentially be effective in Cheyenne is the possibility of shifting the parking management function from the City to the DDA. This would normally be done via a management



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contract under which the DDA would hire and manage a private parking management firm to oversee day-to-day operations. The potential benefits of this approach might include:

- It provides the DDA with another tool (parking management) to use in their Downtown development and economic development mission
- Private not-for-profit agencies can sometimes be more efficient and less bureaucratic than City governments
- Groups like the Cheyenne DDA have their fingers on the pulse of the business community and their needs
- There appears to be a positive and collaborative relationship between the City and DDA and the DDA is already involved and aware of many parking issues in the Downtown.
- Appendix 7 is a presentation given at an International Downtown Association conference a few years ago that outlines the potential pros and cons of this option.

A more detailed description of parking management organizational options and program examples can be found in Appendix 8 entitled: Parking System Organizational Options. This document also contains a sample parking management agreement that could be used as a template should the City engage a private parking management firm.

Parking System Operational Methodologies

Once a management structure has been determined, operating methodologies are another organizational/management consideration. There are three primary methodologies for operating parking programs:

1. **Self-Operation:** The managing entity or owner operates the parking program itself. The owning entity receives all gross parking revenues and pays for all operating expenses. Self-operation requires the involvement of internal administrative and managerial staff at a higher level than other operational methodologies. While self-operation allows the owners to have greater control over service and planning, it often comes with higher expenses, costs, and assumption of financial risk.
2. **Outsourced Management Contract:** The facility owner or managing organization contracts a private parking management firm to handle day-to-day operations and maintenance through a management contract, while the owner retains complete control over staffing levels, validation policies, parking rates, and customer service policies. The private parking management firm is paid a fixed management fee and/or a percentage of gross revenues and is reimbursed by the owner for all costs incurred in the operation. This is an effective option if the City has not made the investments that result in a parking being a “core competency” of the municipal operation.
3. **Outsourced Concession Agreement:** The facility owner or managing organization contracts a parking management firm to assume full responsibility for all aspects of the operation, including expenses and most liabilities, and the parking management firm pays the owner a guaranteed amount and/or a percentage of gross revenues (or a combination). The concessionaire has much more control and autonomy under this approach.



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A variation on the concession agreement methodology that is being introduced in the U.S. market is parking system “monetization”. Sometimes referred to as public-private partnerships or PPPs, monetization is very similar to the concession agreement approach except the term of the contract is much longer, and the owning entity receives a large cash infusion at the front end of the lease that is paid back with significant financing and other fees over its term.

Recommended Operating Methodology

The purpose of a Cheyenne parking program is to support commerce and community vitality. Ensuring the availability of convenient, well-managed parking encourages visitors to shop, work, and take advantage of local cultural and entertainment options. The City of Cheyenne is seeking to enhance the overall Downtown experience and recognizes that an improved parking system is a critical element in achieving that objective.

The City also wants a customer oriented parking management program in the Downtown area. An appropriate parking management function, tailored to the size and needs of the Cheyenne community should provide value to the City by creating a customer-centric parking management model that advances not only the City’s transportation, sustainability, and traffic management goals, but also the larger goals of economic development and Downtown vitality.

The City currently uses the “self-operation” methodology as described above. In recently years the City of Cheyenne’s parking program has seen staff turn-over, including the retirement of its long-time program director. This has resulted in the loss of a significant amount of parking management experience and expertise. The current parking manager, while competent and engaged, simply lacks expertise and experience in the parking management area. Given this situation, it is recommended that the City develop and issue an RFP to bring on board a professional parking management firm to assess current parking management practices, propose new programs, institute new and improved policies and procedures, enhance program revenues and potentially assist with the implementation of new technologies and customer service programs. The current parking manager would remain, but his role would shift to more of a contract administrator and program policy director.

Recommended Parking Policy Recommendations

To help frame the context within which the parking program might evolve from a parking policy perspective, the following are examples of parking related policy recommendations for the City’s consideration. Part of the parking manager’s new responsibilities (working collaboratively with the newly hired parking management firm) under the proposed organizational and operating methodology framework would include evaluation and implementation of the following policy recommendations:

Typical Downtown parking plan parking policy recommendations:

- ▲ City policy should reflect the difference between short-term and long-term parking
- ▲ Provide better information and way-finding in advance of entering Downtown to enhance the parking experience
- ▲ Establish a parking management advisory group to better coordinate the entire parking system
- ▲ Promote structured parking as part of new Downtown development, when appropriate
- ▲ Promote centralized and shared parking
- ▲ Consider metered parking as demand exceeds a 50% utilization threshold system-wide





- ▲ Develop parking management incentives and strategies to offer to private parking owners to improve utilization of existing resources
- ▲ Develop and require consistent parking operations requirements
- ▲ Develop an electronic, real-time parking guidance and availability system (or mobile app)
- ▲ Leverage parking pricing as a key management tool. Price on-street parking above off-street parking (if paid parking is implemented)
- ▲ If paid parking is implemented, consider systems that provides multiple payment options
- ▲ Implement a strong marketing program and distribute maps and other program information
- ▲ Consider a “first hour free” program in off-street public parking facilities
- ▲ Survey public perception of parking on a regular basis
- ▲ Continue to expand the number of short-term parking facilities
- ▲ Re-evaluate parking requirements in the Downtown code
- ▲ Evaluate market response to long term market needs
- ▲ Develop a defined employee parking program
- ▲ Evaluate short-term parking adequacy and reassess on-street parking time limits
- ▲ Measure and monitor changes in modal split and traffic congestion – evaluate parking strategies to reflect changes
- ▲ Support the implementation of a comprehensive Downtown Parking and Transportation Plan
- ▲ Educate the public about parking in the Downtown
- ▲ Coordinate public and private interests
- ▲ Address long-term transportation needs
- ▲ Maximize the use of existing parking resources

Downtown parking planning goals and priorities typically include:

- ▲ Support a vibrant community
- ▲ Encourage patrons to park once and access all of Downtown via other transportation modes
- ▲ Provide consistency in way-finding and practices for public parking
- ▲ Promote a system that is user-friendly (utilizing technology for this purpose)
- ▲ Address the different needs of various users
- ▲ Provide for coordination between publicly and privately owned parking facilities
- ▲ Develop safety and security measures for facilities offered to the public
- ▲ Balance the provision of public parking with private parking interest
- ▲ Review and evaluate the City’s land use plan and parking requirements
- ▲ Encourage private parking owners to provide public parking



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9. PROGRAM GOALS AND GUIDING PRINCIPALS

Setting the Right Course

Before embarking on the development of a parking management program or a program reorganization, we recommend that communities undertake an exercise to develop a preliminary set of program goals and guiding principles. These principles will serve as the program foundation, help set priorities and establish or reinforce community partnerships.

The purpose of this approach is to ensure that the overall program goals and objectives are well defined before evaluating specific organizational options.

The first step in this process is to draft a set of parking management program goals and guiding principles including the following elements:

- ▲ Draft Vision Statement
- ▲ Draft Mission Statement
- ▲ Draft Guiding Principles

Note: In the examples below, we referred to the proposed new parking management entity as the “City Parking Management Organization”. The following draft examples of vision/mission/guiding principles are provided as a starting point. The City should refine and customize these better reflect their priorities:

DRAFT VISION STATEMENT

The City Parking Management Organization will strive to develop a superior, customer-oriented parking system, responding to the current and future needs of parkers, including visitors, employees, employers and property owners, through active planning, management, coordination, and communications.

The Parking Management Organization shall be considered an integral component of the community’s economic development strategies and programs.

DRAFT MISSION STATEMENT

The City Parking Management Organization is committed to enhancing the parking experience for Downtown’s customers and stakeholders. Parking and transportation policies, planning, and programs will effectively support the community’s strategic goals and objectives.

DRAFT GUIDING PRINCIPLES

- | | |
|---|---|
| 1. Organization/Leadership | 1. Program Development/Responsiveness |
| 2. Customer Service Orientation | 2. Information Clearinghouse/Coordinated Programs |
| 3. Community and Economic Development | 3. Planning /Urban Design |
| 4. Integrated Transportation/Sustainability | 4. Safe, Attractive & Well-Maintained Facilities |
| 5. Leveraging Technology | 5. Effective Management/Accountability |
| 6. Communications/Branding /Community Education | 6. Self-Funding/Accountability |

A statement better defining each the twelve draft guiding principles is provided below.



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GUIDING PRINCIPLE # 1: ORGANIZATION/LEADERSHIP

- ▲ The parking management program will be organized to be “vertically integrated” with responsibility for:
 - ▲ Managing on-street parking
 - ▲ Management and coordination of off-street parking
 - ▲ Parking enforcement
 - ▲ Parking planning and development
 - ▲ Parking demand management

Consolidating the various parking functions under a single parking management organization will establish a consolidated system that is action-oriented, responsive, and accountable with improved coordination and operating efficiencies.

Developing a strong leader is a key element for success. The organization leader must have strong vision and communications skills, specialized parking and planning expertise, and be capable of educating other community leaders, stakeholders, and private sector partners on the importance and relevance of a strong parking management organization. Strong general management and financial program development skills are also required.

GUIDING PRINCIPLE #2: CUSTOMER SERVICE ORIENTATION

- ▲ **Parking will support the City as a desirable destination for workers, businesses, shopping, dining, and recreation by making parking a positive element of the overall community experience.**

The Parking Management Organization will strive to develop and coordinate private and publicly owned parking facilities that are clean, convenient and safe. Parking enforcement staff will present a friendly and professional appearance and receive on-going customer service and community ambassador training.

Responsiveness to community needs, openness to fresh ideas, and active participation in community planning and events will be among the ongoing goals of the parking management organization.

One major goal of the parking management organization is to create for the visitor an easily understandable and accessible parking program. This will be accomplished through the use of coordinated branding and marketing, an integrated signage plan, validation programs, a web-based information clearing house, special events program coordination, and other programmatic components.

Management of the on-street parking system will be enhanced through an investment in new technology and more customer friendly parking enforcement policies.

GUIDING PRINCIPLE # 3: COMMUNITY & ECONOMIC DEVELOPMENT

- ▲ **The parking system will be guided by community and economic development goals and City Council adopted policy directives that are the result of collaborative processes between parking management organization staff, other agencies, and involved stakeholders.**



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The parking management organization will use its resources to promote mixed-use and shared-use parking strategies and alternative transportation modes through the creation of incentives, partnerships, and programs to attract private investment. This will include reviewing and updating existing City parking requirements, as appropriate.

GUIDING PRINCIPLE # 4: INTEGRATED ACCESS MANAGEMENT / SUSTAINABILITY

- ▲ **The Parking Management Organization will support the City's Transportation Master Plan to promote a "Park Once" concept and a balance of travel modes, to meet community-wide access goals.**

The parking management plan will promote a "park once" strategy that uses parking supply efficiently and emphasizes "linkages" to other forms of transportation.

Sustainability or "green" strategies that can result in more efficient use of parking facilities and provide other benefits, including reduced congestion, improved transportation choices, reduced greenhouse gas emissions, more efficient land use, and improved streetscape aesthetics will be explored and supported.

Smart parking technologies will be leveraged to advance performance-based pricing to balance varying demand within the fixed supply of parking resources and produce on-street space vacancy of about 15% per block face.

GUIDING PRINCIPLE # 5: LEVERAGING TECHNOLOGY

- ▲ **The Parking Management Organization will be an early adopter of technology solutions to enhance customer service and parking information options. A key goal is to make parking less of an impediment to visiting downtown and more of an amenity.**

Technology will be leveraged to streamline and simplify access to parking and will be a key parking management strategy. Another key technology related goal is to enhance the efficiency and effectiveness of parking management staff and programs.

A prime example of the use of technology to leverage improvements in customer service, enforcement, and system efficiency is the conversion of on-street revenue collection from traditional single-space, coin-operated meters to newer multi-space meters that accept credit cards and cell phones as payment options. This conversion can provide more convenient payment options for patrons, real-time data for streamlined enforcement, and better use of the curb space.

GUIDING PRINCIPLE # 6: COMMUNICATION/BRANDING/MARKETING & COMMUNITY EDUCATION

- ▲ **Parking management programs and facilities will be developed to function as a positive, marketable asset for the City.**

Parking management strategies and programs will be cross-marketed to promote the City as a unique and visitor-friendly regional destination. Parking availability shall be well-publicized to enhance the perception of parking as a positive element of the community experience. Reinvestment of parking resources back into the



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downtown will be promoted. The Parking Management Organization will develop an effective branding program.

In addition to web-based information, the Parking Management Organization will develop educational materials on topics such as parking development trends and parking safety tips. The organization will also promote discussion with parking facility owners/operators on topics such as facility condition assessments, maintenance program development, and parking management best practices, among other topics.

The City's parking programs and information shall be well promoted and marketed. The Parking Management Organization will work closely with the downtown business improvement district, the redevelopment agency, the City's Community and Economic Development department and other community agencies/stakeholders to promote, educate and market parking programs in the City.

GUIDING PRINCIPLE # 7: PROGRAM DEVELOPMENT/RESPONSIVENESS

- ▲ **The Parking Management Organization will be responsive to the needs of a diverse customer and citizen base.**

The Parking Management Organization should aim high and strive to achieve a best-in-class parking program. All aspects of the City's parking should reflect an understanding of what the customer desires in terms of a positive and memorable experience.

Special programs to address topics such as retail enhancement initiatives, shared-use parking, employee parking, special/large events parking, and others will be developed. These programs will be developed in a collaborative manner and designed to support larger community goals and objectives.

GUIDING PRINCIPLE # 8: INFORMATION CLEARINGHOUSE / COORDINATED PROGRAMS

- ▲ **The Parking Management Organization will develop a parking information clearinghouse and coordination of on-street, off-street, and special event programs.**

The Parking Management Organization shall take a lead role in parking program coordination. From a planning and information clearinghouse perspective, the organization will be a unifying and centralized resource that will coordinate and distribute information related to parking supply, availability, planning, special programs, event activities, and other resources.

This will be accomplished through physical signage, branding and marketing, a robust planning function, and a strong web-based information program.

GUIDING PRINCIPLE # 9: PLANNING / URBAN DESIGN

- ▲ **The Parking Management Organization shall have an active and comprehensive planning function and will:**
 - ▲ Be included in all strategic and transportation planning efforts.
 - ▲ Work with City staff to review and evaluate parking zoning requirements, the development of parking design standards that promote good urban design principles related to parking structures and mixed-use projects, and the creation of transit oriented development parking standards.



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Effective parking planning will mean an improved understanding of parking supply/demand and the development of parking infrastructure that will enhance and better support community strategic goals and urban design.

GUIDING PRINCIPLE # 10: SAFE, ATTRACTIVE AND WELL-MAINTAINED FACILITIES

The Parking Management Organization will promote standards to encourage comprehensive and proactive facility maintenance and security plans throughout the community.

Emphasis will be placed on enhancing parking facility appearance, maintenance, safety, and security regardless of facility ownership.

Facility maintenance reserves and other maintenance best practices will be encouraged in City-owned facilities. Publicly available parking facilities marketed through the Parking Management Organization will agree to a set of parking facility standards developed by the community. Participating facilities will be routinely monitored.

Some parking facilities will incorporate public art, creative row and/or space identification, and theming to enhance the parking experience for their patrons while making large parking facilities more navigable. Continued development of these initiatives will be supported.

GUIDING PRINCIPLE # 11: EFFECTIVE PARKING MANAGEMENT / ACCOUNTABILITY

The Parking Management Organization will be a forward thinking, “best-in-class” parking program. Components of such a program include:

- ▲ The Parking Management Organization should anticipate future patron needs in the context of the downtown transportation and economic development plans as well as other community planning initiatives and seek to integrate supportive parking and multi-modal access strategies as appropriate.
- ▲ Evaluation of other parking management best practices and new technologies should occur on an on-going basis.
- ▲ Effective facility maintenance, infrastructure reinvestment, and other system management fundamentals will be routinely addressed.

GUIDING PRINCIPLE # 12: SELF-FUNDING / ACCOUNTABILITY

- ▲ **The parking system will be financially self-supporting and accountable to stakeholders.**

Parking management will work toward developing a parking system that is self-supporting and sets aside funds for maintenance reserves and future capital asset funding.

By aligning approved parking revenue streams from on-street, off-street, enforcement, and potentially special assessment fees and fee-in-lieu programs, it is possible to develop a parking system that self-funds all operating and maintenance expenses, facility maintenance reserves, planning studies, and future capital program allocations.

A consolidated parking revenue and expense statement should be developed to document all parking related income streams and expenditures to give a true accounting of parking finances.



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Guiding Principles Summary:

- ▲ If adopted, these guiding principles would serve as a foundation for short- and long-term decision making and implementation of parking management strategies for the City parking management district.
- ▲ These strategies are intended to support the on-going economic development and vitality of the City.
This is a process—not a one-time task.
- ▲ Teamwork and collaboration between the Parking Management Organization, City officials, downtown and transportation agencies, and other stakeholders will be a key for success moving forward.
- ▲ The Parking Management Organization should support the larger City-wide transportation plan and business district strategic plans.



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10. RECOMMENDED PARKING PROGRAM ACTION ITEMS

Using the parking program “Guiding Principles” outlined above as the basis for a new parking management plan, this section will outline specific recommended action items to begin laying the framework for a more strategic parking management program and strengthening the fundamentals of parking operations for the City of Cheyenne. The primary action items are the most critical for establishing the new program framework, setting a new direction and generating enhanced program revenues to support the recommended system improvements. It is important to recognize that some initial additional investment by the City will need to be made (such as the engagement of the private parking management firm), but that this investment will be recouped by enhanced program revenues going forward.

The secondary action items are program “best practices” that can be implemented as funding is available or as needed to address specific community issues or opportunities.

Primary Action Items

Introduction

The following actions are recommended first steps toward developing an enhanced parking program for the City of Cheyenne. These initial steps are needed to establish the new management structure and to begin to upgrade the systems and staff capabilities needed to achieve the goals of providing a more customer focused, sustainable and self-supporting parking program for the community. This required investment is needed to provide the parking program with the tools needed to more effectively manage the system. These initial steps will also support the primary goals of enhancing customer services and economic development by making Downtown more appealing to businesses wishing to relocate to or remain Downtown. All the stakeholder feedback to date agrees that an effective public parking system is an important element in the revitalization of Downtown Cheyenne.

Many of the recommendations and concepts presented in the Parking Strategic Plan may be unfamiliar to some readers and may require more detail to be completely understood. To keep the main report document as concise as possible, we have provided a series of Appendices to provide more background on some topics, including tools to aid in program implementation such as sample agreements, sample manuals, supporting articles and whitepapers, policy recommendations, process checklists, etc. At relevant points within the strategic plan, notes are provided to refer the reader to a specific appendix item.

A discussion of each set of Primary Action Items follows.



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Primary Action Item #1: Adopt New Program Vision and Mission Statements and Recommended Parking Program Guiding Principles. Engage a Private Parking Management firm and Implement the provided Parking Management Best Practices

- This report identified the need for updated and expanded vision and mission statements and related program “Guiding Principles” relative to parking and provides recommended vision and mission statements as well as a comprehensive set of program guiding principles as the basis of a new program strategic framework.
- It is recommended that the City issue an RFP to engage a private parking management firm.
- A public review process including City management, the Downtown Development Authority and other key stakeholder groups is recommended to obtain additional input and feedback and to increase public buy-in to the new strategic direction.
- Ultimately formal adoption by the City Council is recommended.
- To further promote program development, a document containing an extensive collection of Parking Management Best Practices and large set of appendices/parking management toolkit has been provided to the City as part of this study. It is recommended that these documents be used as resources to identify additional program enhancements going forward.

Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

Related City Departments, a new Parking Advisory Board and Downtown Development Authority

Timeframe:

Complete by March 2017

Supportive Documents/Tools Provided:

Appendix 8. - Parking System Org Options (Sample Parking Management Agreement)

Appendix 9. - Parking Management Best Practices

Note: Estimated costs for hiring a professional parking management firm could range between \$50K - \$100K per year depending on the scope of the agreement, however, it is possible that this cost could be covered by increased program revenues,

PRIMARY ACTION

ITEM # 1:

Adopt New Program Vision and Mission Statements and Recommended Parking Program Guiding Principles

Engage a Private Parking Management Firm

Implement Parking Management Best Practices

Conducting a public review process related to recommendations of this study including City management, Downtown Development Authority and other key stakeholder groups is recommended to obtain additional input and feedback and to increase public buy-in to the new strategic direction.

Review the Parking Management Best Practices document (Appendix 9) and other tools provided to identify additional program enhancements going forward.



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Primary Action Item # 2: New Parking Supply

Development - Improve utilization of existing parking resources prior to considering investment in new parking supply.

- ▲ We heard much discussion about the need for additional parking to support new development in the downtown area. However, given the current level of utilization of existing parking supply (under 50% even at peak demand periods), this argument is difficult to justify in light of current demands.
- ▲ We believe the most prudent approach is to first maximize parking management capabilities (see Primary Action Item # 1) with a goal of targeting new management approaches to improve the utilization of current resources, especially in the areas where new development interest is present.
- ▲ Regarding the specific unmet parking needs in the area of the Hynds Building, the Plains Hotel and the Depot, we recommend that every attempt be made to negotiate with the Union Pacific Railroad to better utilize their surface lot adjacent to Lincoln Way (see pages 26 – 28).
- ▲ A list of potential development projects was provided that estimated potential new parking demand for approximately 964 parking spaces (approximately 68% of which is expected to be long-term parking employee parking demand (656 spaces). We support the idea of strategically investing in new parking supply as a mechanism to encourage downtown investment. If the proposed development projects are viewed as realistic possibilities and the community can afford the investment in additional parking supply (surface parking or structured parking), we would support this approach (see the White paper on “Parking as an Economic Development Strategy” (Appendix 12) and the document entitled “Guidelines for Using Parking as an Economic Development Strategy” (Appendix 13).
- ▲ The two documents noted above also support the consideration of public/private partnerships as a viable and even preferred approach to new parking facility development. The investment in on-street parking meters could also play an important role in developing municipal parking revenues to support the investment in a new parking facility in the future.

PRIMARY ACTION ITEM # 2:

New Parking Supply Development

We heard much discussion about the need for additional parking to support new development in the downtown area. However, given the current level of utilization of existing parking supply (under 50% even at peak demand periods), this argument is difficult to justify in light of current demands.

Engage the recommended parking management firm and enhance current resource utilization.

Work with the Union Pacific Railroad to better utilize the existing surface lot across Lincoln Way.

We do support the concept of including new parking supply development as part of a larger community economic development strategy

Consider public/private partnerships as a preferred parking facility development strategy.



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Primary Responsibility:

City Administrative Services, City Planning, and Parking Management

Key Partners:

City Finance, IT and Purchasing Departments, Downtown Development Authority, Parking Advisory Board, City Administrator, City Council

Timeframe:

Following the engagement of a parking management firm and dependent upon the realistic potential for new development projects.

Supportive Documents/Tools Provided:

Appendix 12. - "Parking as an Economic Development Strategy"

Appendix 13 - "Guidelines for Using Parking as an Economic Development Strategy"

Appendix 28 – "Cheyenne Parking Structure Design Guidelines"



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Primary Action Item # 3: Begin a process to evaluate investment in New On-Street and Off-Street Parking Technology

- ▲ One of the primary strategies to make Downtown parking more visitor friendly, improve operational efficiencies and enhance parking revenues is to upgrade the parking system's technologies.
- ▲ Developing a parking management technology strategy to build on the existing T2 web-based parking management platform is highly recommended. Appendix 10 provides a parking technology overview and a peer cities review for more detailed information related to current technologies and specific management applications in similar municipalities with more advanced parking management programs.
- ▲ Implementing paid on-street parking is a well-documented best practice and would help the City address several issues identified during this study. However, on-street paid parking is somewhat controversial and if pursued will require significant additional public outreach and planning. It has been documented in many cities across the country that implementing new "smart parking meters" (either multi-space or single-space credit card enabled meters) improves customer parking availability on-street through increased parking turnover and provides an important funding source to pay for future parking system capabilities in terms of staffing, technology (such as mobile LPR enforcement systems, etc.) as well as funding for parking structure maintenance and repair work.
- ▲ Pay-by Cell Phone/Mobile Apps are additional payment options that the City should consider due to the very tangible customer benefits that these options provide.
- ▲ The Parking program should develop an RFP process for new parking technology and potentially on-street meter acquisition as a first step to get a range of parking management functions and new customer service offerings. This should be followed by a thorough analysis of what the City can afford in terms of its initial investment and based on the projected revenue increases, lay out a defined plan to continue system upgrades going forward. Consideration should also be given to alternative purchasing strategies such as equipment leasing or other special offers such as lease-to-own or partnerships where by equipment is provided at no or reduced cost based on a sharing of system revenues.
- ▲ The latest on-street technology includes features that enable improved operational efficiencies by reducing the need for daily meter collections (just-in-time-collections), reduced number of meters (if

PRIMARY ACTION ITEM # 3:

Begin a Process to Evaluate Investment in New On-Street and Off-Street Parking Technology

Upgrading the parking system's technologies is a key strategy to make downtown parking more visitor friendly, improve operational efficiencies and enhance parking revenues.

On-street parking meter upgrades have the greatest potential for achieving the stated goals above.

Pay-by Cell Phone/Mobile Appss are another payment option that provides very tangible customer benefits.

The introduction of new technology will also come with some increased costs. Increasing on-street parking rates in conjunction with the technology upgrades is recommended.



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multi-space meters are chosen), enforcement route optimization based on improved management data from the meters, etc.

- ▲ The introduction of this new technology will also come with some increased costs related to communications fees, credit card and cell phone transaction charges, etc. To help defray these new system costs, setting initial on-street parking rates at \$1.00/hour is recommended. This move will also help keep on-street and off-street rates in proper alignment (on-street, short-term parking rates should be higher than off-street rates). A white paper on the latest on-street parking technologies is provided as a resource to support this action item.

Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

City Finance, IT and Purchasing Departments, Parking Advisory Board, City Administrator, City Council

Timeframe:

Parking Technology RFP issued by the 3rd Qtr. 2017,
New Technology Implementation Strategy Completed by the 1st Qtr. 2018
Implementation 3rd quarter 2018

Supportive Documents/Tools Provided:

Appendix 10. - On-Street Parking Technology Overview
Appendix 9. - Parking Management Best Practices
Appendix 11. – License Plate Recognition Whitepaper



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Primary Action Item # 4: Leverage Parking as a Community and Economic Development Strategy and Develop a Comprehensive Parking Planning Function

- ▲ Link parking planning to larger community and economic development initiatives.
 - Review Appendix 12 - A white paper on the topic of “Parking as an Economic Development Strategy” for more specifics.
 - Review Appendix 13 - For example guidelines for using parking as an economic development strategy.
- ▲ Recommended parking planning activities include: on-going monitoring of parking supply/demand and land use data on a facility/lot specific basis. Documentation of lot/facility utilization on a regular periodic basis will allow the parking program to better manage existing resources as well as plan for future parking needs. Consider investing in a GIS-Based Parking Demand modeling software (Park+).
- ▲ Recommended new on-street parking meters will also provide the parking program with improved management and system utilization data. However, simply having the data is not enough. It must be collected, tracked and analyzed for it to be of value from a planning perspective.
- ▲ Beyond parking data collection and analysis, the on-going assessment of potential long-term parking development sites, the creation of a parking lot and structure design guidelines and the development of a parking specific capital projects list are all parking specific planning efforts that are expected from an effective parking program.
- ▲ Parking and transportation are important support systems that are most effective when specific programs, policies and philosophies are aligned with a larger Downtown master plan.

PRIMARY ACTION ITEM # 4:

Leverage Parking as a Community and Economic Development Strategy

Develop a Comprehensive Parking Planning Function

On-going monitoring of parking supply/demand on a facility/lot specific basis is highly encouraged.

Documentation of lot/facility utilization on a regular periodic basis will allow the Parking program to better manage existing resources as well as plan for future parking needs.

Consider investing in a GIS-Based Parking Demand modeling software.

Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

City Planning Department, Downtown Cheyenne Inc., new Parking Advisory Board

Timeframe:

Develop a list of prioritized parking planning action items by July 2017.



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Supportive Documents/Tools Provided:

- Appendix 4. - Recommended Reading List for Parking Professionals
 - Appendix 12. – Parking as an Economic Development Strategy
 - Appendix 13. - Guidelines for Parking as an Economic Development Strategies
 - Appendix 14. - Tax Increment Financing Whitepaper
 - Appendix 15. - Parking In-Lieu Fees Whitepaper
 - Appendix 16. – ADA Parking Reform Reference Files
 - Appendix 17. Parking Requirements Reform Whitepaper
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Primary Action Item # 5: Develop a Proactive Facility Maintenance Program Including Regular Facility Condition Appraisals, Prioritized Facility Rehabilitation Plans and the Creation of Parking Facility Maintenance Reserves

Maintaining clean, safe and attractive facilities is a core function of any parking program and has a significant impact on the perception of the program and the community it serves.

- ▲ A strategy of addressing the “First 30 Feet” of each parking facility is a recommended first step in showing some immediate progress. Key elements of the “First 30 Feet” approach include:
 - Cleaning and painting
 - Signage review/consolidation
 - Adding “Welcome” and “Thank You” messaging
 - Lighting
 - Etc.
- ▲ While the City parking garages are in good shape and are well maintained in general, an important and largely missing aspect of the City of Cheyenne program is a more proactive and well-defined and effective long-term parking facility maintenance strategy. The development of an on-going and facility condition appraisal process and prioritized facility rehabilitation program should be a priority.
- ▲ Review past records and determine the last time a structural condition appraisal has been conducted on City-owned parking structures. Begin with the older structures and work forward as the newer facilities should have less structural issues. For facilities that have not had a condition appraisal in the past several years, schedule an appraisal in 2017. Use these formal engineering appraisals to identify and prioritize a maintenance and facility rehabilitation plan.
- ▲ Another important dimension of a parking facilities maintenance program is to create a specific “maintenance reserve fund” program. Parking facilities are made of concrete and concrete deteriorates over time requiring significant investments in on-going maintenance and periodic restoration. Deferring maintenance will only cost the system more over time and without an effective program of routine maintenance and the setting aside of dedicated maintenance reserve funds; the likelihood of serious deferred maintenance leading to even higher maintenance and facility restoration costs is much more likely. Typical parking facility maintenance reserves are in the \$50.00 - \$75.00 per space per year range.
- ▲ The maintenance plan should be in conformance with National Parking Association guidelines. A recommended parking facility maintenance scope and schedule are provided as Appendices 18 and 19.

PRIMARY ACTION ITEM # 5:

Develop a Proactive Facility Maintenance Program

Enhance the facility maintenance program. Make clean, safe and attractive facilities a signature element of the parking program

Adopting the “First 30 Feet” strategy for each parking facility is a recommended first step to show some early progress.

Development of an on-going and proactive facility condition appraisal process and prioritized facility rehabilitation program should be a high priority.

Create a specific “parking maintenance reserve fund” program.



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Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

City Engineering and Public Works Departments, City Finance Department

Timeframe:

Develop a comprehensive facility maintenance plan by July 2017.

Conduct facility condition appraisals as noted above.

Develop a policy regarding maintenance reserves by 3rd Qtr. 2017

Supportive Documents/Tools Provided:

Appendix 18. – Parking Facility Maintenance Manual

Appendix 19. – Parking Facility Maintenance Schedule



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Primary Action Item #6: Develop a New Parking Program Brand and Marketing Program including significant on-going community outreach strategies.

- ▲ Develop a strong and consistent parking program identity and brand, which includes visual identity, program mission, vision, core values, investment in new communication pieces, collateral, etc. Build on the City parking logo recently developed.
- ▲ Develop a strategic communication plan designed to improve overall parking program communications with its wide range of community stakeholders (See recommended strategic communications plan in this report). Community outreach cannot be a one-time investment. Stakeholders and citizens should be continually engaged and asked for their feedback on major policy and programmatic decisions to help rebuild trust and "show" that the City is taking citizen feedback into account.
- ▲ Partner with existing organizations, like Downtown Development Authority on marketing campaigns to help combat the perception that Downtown is vacant, unsafe and underutilized.
- ▲ Develop consistent standards for parking program branded facility signage to help guide customers to parking options.
- ▲ Train staff and parking program spokespeople on customer-focused internal and external communications procedures.
- ▲ Develop an enhanced parking program website. Keep parking information current.
- ▲ Leverage social media to improve community feedback and information dissemination.
- ▲ Consider the development of Annual or Bi-Annual Parking Report. An example of a parking program annual report is provided in Appendix 21 and an annual report template is provided in Appendix 22.

PRIMARY ACTION ITEM # 6:

Develop a New Parking Program Brand and Marketing Program Including Significant On-Going Community Outreach Strategies.

Specific goals of this recommendation include:

Improving the parking program's image

Providing easier access to parking information

Providing enhanced overall communications with key stakeholder groups and the public at large and

To promote parking facility utilization

Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

City Communication Department, City IT Department, Downtown Development Authority

Timeframe:

See the Strategic Communications Plan section of this report for guidance on timing.



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Supportive Documents/Tools Provided:

Appendix 20. – Parking Annual Report from the Missoula Parking Commission







Appendix 21. – Parking Annual Report Template



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Primary Action Item # 7: Invest in Training and Staff Development with a Goal of Mastering the Fundamentals of Parking System Management and Operations

-  The Cheyenne Parking System is being redeveloped following the retirement of its longtime former director. To expedite this rebuilding process, we are recommending the engagement of a private parking management firm and a restructuring of roles for existing staff.
-  A significant investment in staff training is recommended.
-  It is highly recommended that the parking manager join the International Parking Institute (IPI) and attend the annual IPI conference. The 2017 conference will be in New Orleans, LA. It is also recommended that the new parking manager join the Pacific Intermountain Parking and Transportation Association (PIPTA). PIPTA is the regional parking and transportation association and would provide a good opportunity for developing relationships with her local peers. Involvement in the International Downtown Association (IDA) is also recommended as this can help ensure that the new parking manager is well acquainted with not only parking technical issues, but also Downtown management and development strategies.
-  A new program offered by the International Parking Institute is called the Accredited Parking Organization or APO. The APO program provides a structured program assessment and accreditation. For the Cheyenne program to achieve accreditation, it may take a few years, but the IPI program structure and assessment matrix is a valuable tool and process in and of itself.
-  Another cost effective and highly valuable training opportunity would be to schedule a series of visits with similar parking programs. Recommended parking programs to visit include the Peer Cities reviewed in this report as well as: Boise, ID, Ann Arbor, MI and Lincoln, NE. Each of them has offered to provide a personal tour of their systems and communities and it would build a strong peer group for the Cheyenne parking manager to call upon for years to come.
-  Strategically invest in the use of consultants for technical expertise especially in the areas of new technology specification and more complex issues such as zoning and parking requirements reform and new facility planning and development.

PRIMARY ACTION ITEM # 7:

Invest in Training and Staff Development

With a new parking manager with little parking experience, there will be a steep learning curve and a need for investment in staff training and personnel development.

A significant number of educational papers and tools has been provided in the appendices to help with this process.

Address the substantive operational recommendations made in the 2010 Desman report.

Address the lack of staff knowledge and training of the current parking system's capabilities and features

Join the International Parking Institute and the regional parking and transportation association – PIPTA.

Invest in Peer City Program visits with the participants of the advisory Panel process.

Participate in the IPI's APO program accreditation process.



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Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

City HR and Training Departments, Downtown Development Authority

Timeframe:

On-Going. Recommend attendance to the 2017 IPI Conference & Expo in New Orleans and/or 2017 PIPTA Annual Conference in Tacoma, WA.

Supportive Documents/Tools Provided:

Appendix 4. - Recommended Reading List for Parking Professionals
Appendix 9. - Parking Management Best Practices Toolbox
Appendix 14. - Tax Increment Financing Whitepaper
Appendix 15. - Parking In-Lieu Fees Whitepaper
Appendix 22. - New Parking Manager Integration-Action Plan
Appendix 23. - Developing a Retail Parking Support Strategy
Appendix 24. - Parking Garage Security Whitepaper
Appendix 25. - Valet Parking Program Development
Appendix 26. - IPI Emergency Preparedness Manual
Appendix 27. – Residential Parking Permit Programs Whitepaper
Appendix 28. – Parking Facility Design Guidelines



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Primary Action Item # 8: Expand the Scope of the Parking Program over Time to be More Supportive of Alternative Modes of Transportation and Embrace More of an “Access Management Philosophy”

- ▲ Downtown would benefit from increased investment in alternative modes of transportation.
- ▲ The trend in the industry is to embrace a more holistic and integrated approach to parking and transportation – an “Integrated Access Management Strategy”.
- ▲ Another important dimension to this recommendation is to be aware of the need to balance both the supply and demand sides of the parking and access equation. Building public parking is extremely expensive and leveraging alternative transportation and Transportation Demand Management (TDM) strategies can reduce the need for additional parking over time.
- ▲ TDM program elements support the Guiding Principle for Sustainability and a more balanced parking and transportation program.
- ▲ Other strategies in this area that are being supported by parking systems around the country include: community bike share programs, car sharing programs such as Zip-Car, bike racks and lockers, and traditional TDM strategies such as park and rides, preferential parking for car and vanpools, telecommuting, etc.
- ▲ It is recognized that this is not the immediate priority for the City of Cheyenne, but it is an important element and should be incorporated into the long-term program development strategy.

Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

Downtown Development Authority, Transit Agency, Bike Advocate Programs, MPO, City Planning, Local Transit Agency

Timeframe:

Longer-Term Strategy

Supportive Documents/Tools Provided:

Appendix 9. - Parking Management Best Practices Toolbox

PRIMARY ACTION

ITEM # 8:

Expand the Scope of the Parking Program Over Time to be More Supportive of Alternative Modes of Transportation and Embrace More of a “Mobility Management Philosophy”

Embrace a more holistic and integrated approach to parking and transportation – an “Integrated Mobility Management Strategy”.

Leverage alternative transportation and Transportation Demand Management (TDM) strategies to reduce the need for additional parking over time.

TDM program elements support the Guiding Principle for Sustainability and a more balanced parking and transportation program.



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Primary Action Item # 9: Critically Assess the Current Parking Enforcement Program Using the Tools Provided. Invest in Mobile License Plate Recognition Technology.

- ▲ Kimley-Horn has provided the City with two significant tools to aid in this process:
 - The first is a parking enforcement program audit checklist (Appendix 30)
 - The second is a sample parking enforcement officer manual (Appendix 31)
- ▲ These tools should be reviewed and customized to better define and enhance the current parking enforcement program.
- ▲ investing in a Mobile License Plate Recognition system to improve parking enforcement consistency, efficiency and effectiveness. (See Appendix 12 – A whitepaper on License Plate Recognition)

Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

City Police Department, IT Department, City Purchasing

Timeframe:

Conduct reviews by July 2017

Supportive Documents/Tools Provided:

Appendix 11. – Whitepaper on License Plate Recognition

Appendix 29. – Parking Enforcement Program Audit Checklist

Appendix 30. – Sample Parking Enforcement Officer Manual

PRIMARY ACTION

ITEM # 9:

Critically Assess the Current Parking Enforcement Program Using the Tools Provided

Invest in Mobile LPR Technology

Use the provided parking enforcement officer handbook and parking enforcement program audit checklist to better define and enhance the current parking enforcement program.

Invest in a Mobile License Plate Recognition system to improve parking enforcement consistency, efficiency and effectiveness.



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Primary Action Item # 10: Address Abuse of Accessible Parking Placards to Improve Parking Availability for Those Who Are Truly Disabled.

- ▲ Abuse of accessible parking placards is reaching epidemic proportions in most states across the country. Many states are attempting to introduce new regulations aimed at eliminating or minimizing the abuse to improve access for the disabled population that has the greatest need. It is recommended that the City of Cheyenne adopt accessible parking reforms to improve access for those with the greatest needs.
- ▲ These policy changes can be controversial, and should be customized based on local concerns and stakeholder feedback. Key principles from reform efforts in other communities are noted in the text box to the right.
- ▲ Resources from other Communities
 - The State of Michigan, and the Cities of Portland, OR and Raleigh, NC among others, have recently implemented changes in law, allowing only those individuals in a wheelchair or unable to operate on-street parking meters to qualify for free metered parking.
 - Several reference documents from these communities are provided in Appendix 17 - ADA Parking Reform Reference Files. A new document from the State of Texas was also provided as a good reference document.

Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

Local ADA advocacy groups
City Legal Department

Timeframe:

Submit proposed legislative changes by December 2017

Supportive Documents/Tools Provided:

Appendix 16 – ADA Parking Reform References

Appendix 34 - Review of Accessible Parking for Persons with Disabilities (TX 2016)

PRIMARY ACTION

ITEM # 10:

Principles for Addressing Abuse of Accessible Parking Placards

People with basic placards still get a deal on metered parking.

In a one-hour, 90-minute or two-hour spot, for instance, you can pay the maximum but stay for up to three hours.

Have a hard time walking to the meter? The city will start offering "handy scratch-off permits" that allow you to pay from your vehicle, so you don't have to visit the meter and return to your vehicle to place a meter receipt.

For those who live or work in a metered district but can't reasonably use public transit or an existing garage, you'll be able to purchase a monthly parking permit at a discount.

The permit allows users to park within three blocks in all directions.



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Primary Action Item # 11: Establish the parking program as a separate enterprise fund and combine all parking related revenue streams into this fund.

- ▲ By aligning all related parking revenue streams into one parking enterprise fund, the City has the potential to achieve one of the most important goals of any parking program – the ability to create, over time, a truly self-supporting enterprise that can cover all its own operating and maintenance funding, the creation of parking maintenance reserves and ultimately the funding of future parking facility capital development projects.
- ▲ Parking revenues from the following sources should contribute to the parking enterprise fund:
 - Off-street parking revenues
 - On-street parking revenues (once implemented)
 - Parking enforcement revenues
 - Special event parking revenues
 - Parking management fees for management of private facilities (if applicable)
 - Future parking fee-in-lieu revenues (if applicable)
 - Future parking assessment district revenues (if applicable)
- ▲ Policies should be developed to define the appropriate use of parking revenues.
 - The following priorities are recommended related to the approved use of parking revenues:
 - Operations and maintenance
 - New technology acquisition
 - Parking facility maintenance reserves
 - TDM and mobility management support initiatives
 - New facility capital investments

PRIMARY ACTION

ITEM # 11:

Establish the Parking Program as a Separate Enterprise Fund and Combine All Parking Related Revenue Streams into This Fund.

By aligning all related parking revenue streams into one parking enterprise fund, the City has the potential to achieve one of the most important goals of any parking program – the ability to create, over time, a truly self-supporting enterprise that can cover all its own operating and maintenance funding, the creation of parking maintenance reserves and ultimately the funding of future parking facility capital development projects.

Primary Responsibility:

City Administrative Services and Parking Management

Key Partners:

City Finance and Legal Departments

Timeframe:

Establishment of the financial structure of the department should be an early priority.



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Secondary Action Items

Action Item #S-1 – Stakeholder “Report Cards”

The Cheyenne Parking Program should develop Parking Action Plan “Report Cards” or updates to keep the new Parking Advisory Board and community stakeholders informed and educated as to program development progress. These report cards or updates could involve the development of a concise set of parking program benchmarks that would be tracked over time.

Intended Results:

Progress reporting could also take the form of a simplified “Action Plan Report Card” for specific stakeholder groups. This format could also be combined with a feedback mechanism to create an ongoing mechanism for community input and program development/refinement.

Action Item #S-2 – Develop Specific Overflow and Event Management Parking Strategies

Overflow parking plans describe the management strategies that will be applied when parking facilities fill, for example, during special events, peak shopping periods, or temporary reductions in parking supply. Below are some possible components of an overflow parking plan:

- ▲ Provide signs with directions to alternative nearby parking facilities.
- ▲ Provide adequate traffic and parking management staff during peak periods. Additional staff may be hired for special events.
- ▲ Provide information on parking and travel options for special event participants, highlighting those that can be used to avoid parking problems. For example:
 - Brochures that show both parking facility locations and transit options for major cultural or religious events.
- ▲ Encourage travelers to shift mode or use remote parking during peak periods. Example – retail employees can be required to use remote parking facilities or alternative commute modes during holiday shopping seasons.

Action Item #S-3 – Parking/Access System Benchmarking

Identify a basic set of parking and access system benchmarks relevant to Downtown Cheyenne and begin tracking. Document results/progress in an annual parking report.

Examples of recommended parking program benchmarks might include:

- ▲ Total Operating Cost per Space
- ▲ Total Revenue per Space
- ▲ Total Operating Costs per Parking Department FTE
- ▲ Total Revenue per Parking Department FTE
- ▲ Surface Parking Spaces as a Percent of Total Spaces
- ▲ Structured Surface Parking Spaces as a Percent of Total Spaces
- ▲ On-Street Parking Spaces as a Percent of Total Spaces



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- ▲ Administrative Cost Per Space
- ▲ Administrative Costs as a Percent of Total Costs
- ▲ Security Costs per space
- ▲ Security Costs as a Percent of Total Costs
- ▲ Enforcement costs per metered space
- ▲ Enforcement costs per Citation Issued
- ▲ Percent of Citations Collected vs. Citations Issued
- ▲ Citation Revenue per Citation Issued
- ▲ Total Maintenance Cost per Space
- ▲ Total Maintenance Costs as a Percent of Total Costs

Intended Results:

Develop a baseline of parking operations measurements. Compare to peer cities. Track progress against baseline results and peer organizations. See Appendix 32: Recommended Parking Program Benchmarks

Action Item #S-4 – Parking Facility Warranty Management

Collect all parking facility warranties into a three-ring binder or digital folder. Note all warranty expiration dates for items such as elastomeric coatings, expansion joints, etc. Place these dates in Outlook or other calendar programs used by the agency as a "tickler" to conduct a walkthrough inspection six months prior to warranty expiration. Schedule a representative of the contractor or manufacturer responsible to honor the warranty to participate in the inspection. Document inspection results with time and date stamped digital photos. Schedule repairs to warranty covered items prior to warranty expiration.

Intended Results:

Assure that warranty covered items are taken care of while still under manufacturer's warranty. Average cost savings per facility \$10,000 - \$20,000.

Action Item #S-5 – Energy Saving Options in Parking Facilities

Invest in some new parking facility lighting systems for enhanced illumination and energy savings. We encourage the City to also evaluate options such as placing roof top and outer bay parking facility lighting on separate circuits so that these lights can be placed on photocells to reduce energy consumption during daylight hours.

Intended Results:

Utility expenses are a major parking operating expense. Evaluate options to minimize on-going expenses in this category.



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Action Item #S-6 – Develop an Internal Parking Program Operations Manual

As a primary staff training tool, develop parking facility operations manuals. Many systems have a separate manual for each facility or one common manual with individual facilities each given a chapter. Note: Sample parking operations manuals are provided in Appendices 16 and 17.

Intended Results:

Document specific equipment and policies per facility for staff training as well as to document operating policies/procedures.

Action Item #S-7 – Develop a Parking System Information Database/Become the Central Clearinghouse for Parking/Access Information

Monitor and track parking rates, availability, owners, operators, contact info, etc. for all parking resources in the Downtown (both public and private). Coordinate and provide information relative to other transportation options. Consider providing this data on multiple Downtown related websites.

Intended Results:

Become a one-stop information clearinghouse for all Downtown parking and access information (both public and private).

Action Item #S-8 – Marketing Tie-ins for Parking to Special Events

Work closely with the Downtown Cheyenne Inc. to promote parking tie-ins in conjunction with Downtown special event promotions, Downtown attractions/venues, etc.

Intended Results:

This strategy leverages the shared benefits of joint marketing opportunities and promotes new parking/access system branding and marketing campaigns. See Appendix 33 Parking Branding and Marketing Best Practices.

Action Item #S-9 – Pedestrian Safety Assessment

The City of Cheyenne has always placed a priority on public safety issues related to its off-street parking assets. In conjunction with the Parking Strategic Plan initiative, Kimley-Horn reviewed several specific operational areas of its program. One of these operational areas is a review of parking garage pedestrian safety issues. Parking lot pedestrian safety becomes ever more crucial as the US and the world continue to develop economically. Reducing the number of accidents that occur in these areas is a task that concerns both private citizens and government officials. By using public channels to promote awareness and caution, ways can be found for pedestrians and drivers to use these areas without fear and with minimal danger. Another important trend to note is the dramatic escalation in the use of smart phones, text messaging and mobile devices in general. The term “distracted driving” is now well known in our culture and the impact of this new behavior is well documented as a major factor in the rise of automobile accidents nationwide. What is less well known is that the same phenomenon applies to pedestrians, especially pedestrians in parking lots and on public sidewalks.

Ped Safety Recommendations

Based on a best practices review of parking pedestrian safety issues a number of effective tools to mitigate potential pedestrian safety concerns primarily focused on vehicular exits from parking facilities. At many of



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these garage egress points, exiting vehicles must cross pedestrian sidewalks. We recommend that the City of Cheyenne adopt the following practices related to these conditions: For garage exit lanes that cross active sidewalks, the following practices should be employed:

- ◁ Caution Car Coming Electronic Signage – Installation of “Caution Car Coming” electronic signage is provided and oriented to alert pedestrians on the sidewalk
- ◁ Audible Alarms – Supplementing the “Caution Car Coming” electronic signage is an audible alarm programmed to engage when the signage is activated
- ◁ Signage and Alarm Activation Systems – The “Caution Car Coming” electronic sign and audible alarm are activated when exiting garage vehicles pass over the last inductive loop in the exit lane or in some cases a laser beam system is used as the activating mechanism.
- ◁ Convex Mirrors – As a supplement to the devices noted above, the City of Cheyenne should also employ convex mirrors in some locations. The convex mirrors allow both vehicle drivers and pedestrians to see around sharp corners.
- ◁ Transitional Lighting – The Illuminating Engineering Society of North America (IESNA) is the professional association that defines lighting standards for parking garages. Transitional lighting assists drivers entering darker garages from a bright exterior environment.

The practices recommended above should be applied consistently in all City managed parking facilities and formalize the use of the noted pedestrian safety devices as a defined standard and incorporate this standard into its Parking Garage Design Guidelines document (provided as part of this study). It is also recommended that the City of Cheyenne develop a defined policy related to checking the proper operation of the pedestrian safety devices.



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APPENDICES AND PARKING MANAGEMENT TOOLBOX

The following set of appendices provides a range of documents designed to support and augment the content of the Strategic Parking Management Plan. The content ranges from detailed parking occupancy counts to an extensive Parking Management Best Practices “Tool Kit” to sample policies related to specific elements identified during the current program assessment, etc.

The Cheyenne parking program has a very solid base on which to build in terms of infrastructure, The T2 System, dedicated staff, etc. One of the major themes identified in the Strategic Parking Management Plan is the need to “master the fundamentals” of managing a municipal parking program. To this end, we have provided several documents that provide a comprehensive overview of the various elements that must be addressed to have a successful program. The section entitled: “The Characteristics of Effective Parking Programs” in the main report is an example of this.

We have also provided several very specific “tools” to help advance the Cheyenne parking program in several operations focused areas. These tools range from a sample parking enforcement manual to a tool designed to critique and audit the existing enforcement program. Another example of an “operations focused tool” is a very detailed parking facility operations manual. In every case, the goal of providing these sample documents is for the Cheyenne parking program to use them as a basis and guide for creating similar documents specific to their operation.

We have also included several “white papers” on several topics that will help educate the parking manager on many of the detailed and specialized areas unique to parking management over time. Examples include: security, valet parking, in-lieu fees, tax increment financing, successful approaches to evaluating parking rates, etc.

It is our hope that these documents will provide valuable background information and practical tools to help advance and improve the Cheyenne parking program as staff work to implement the primary recommendations contained in the Strategic Parking Management Plan.



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Appendices & Parking Management Tool Kit Table of Contents

Introduction:

These Appendices & Parking Management Tool Kit provide an extra set of tools, sample manuals, communications strategies and background materials to help the City develop a strong foundation and understanding of the breadth and complexities of a modern parking and access management program.

Some of these items will be immediately applicable and others anticipate issues that may arise if certain recommendations are implemented. In any case, we hope that you find these resources valuable as you begin to build your program.

Appendix 1.	On-Street Turnover Data
Appendix 2.	Community Outreach Survey Results
Appendix 3.	Sample Crisis Communication Plan
Appendix 4.	Recommended Reading List for Parking Professionals
Appendix 5.	APO Program Manual
Appendix 6.	APO Scoring Matrix
Appendix 7.	BIDs Managing Public Parking
Appendix 8.	Parking System Organizational Options
Appendix 9.	Parking Management Best Practices
Appendix 10.	On-Street Parking Technology White Paper
Appendix 11.	License Plate Recognition White Paper
Appendix 12.	Parking as an Economic Development Strategy
Appendix 13.	Guidelines for Using Parking as an Economic Development Strategy
Appendix 14.	Tax Increment Financing
Appendix 15.	Parking In-Lieu Fees
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