



CASPER AREA METROPOLITAN PLANNING ORGANIZATION  
**Urban Center** Parking Plan

April 2018





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## I. Acknowledgments

### **City and MPO**

- City Council
- Casper Area Metropolitan Planning Organization
  - Aaron P. Kloke, Planner
- City of Casper Planning Department
  - Liz Becher, Community Development Director

### **Consultant Support**

- Kimley-Horn and Associates, Inc.
  - Dennis Burns
  - Adria Koller
  - Christina Jones
- The Solesbee Group
  - Vanessa Solesbee





## II. Executive Summary

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### Introduction

In the summer of 2017, the Casper Area Metropolitan Planning Organization (MPO) engaged Kimley-Horn and Associates (Kimley-Horn) to develop an Urban Center Parking Plan for the downtown area of Casper, WY. This plan 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/MPO's larger economic and community development goals, today and in the future.

### Primary Objectives

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

- Identify governance and management structures that will work best for Downtown Casper and the Old Yellowstone District, that will also contribute to the successful implementation of other recommendations
- Improve public perceptions of parking within the study area
- Position parking as a contributor to continued redevelopment and economic expansion of Downtown and Old Yellowstone District
- Provide recommendations on establishing positive and proactive customer relations
- Explore the range of parking management strategies that can be used by the City's and MPO's management staff to encourage on-street parking turnover and promote increased community vitality without unduly penalizing infrequent violators



- Identify management strategies and technologies that can improve the customer experience, while also controlling operating costs and enhancing system financial performance.
- Position parking management within the larger “access management” context in a way that promotes a balanced system of parking and multi-modal transportation alternatives.

## Key Findings

Following up on the recently completed Generation Casper Comprehensive Plan, the City of Casper is considering the development of a comprehensive parking management program as a strategy to support on-going community and economic development initiatives. This report provides a road-map for the development of a comprehensive and strategic approach to parking and mobility management in Casper. The development of such a program will require the following ten elements:

1. A Sense of Purpose and Direction relative to Parking and Transportation Policy – This strategic parking plan should complement and build on the foundation of this important element as completed in other recent planning efforts by the City and MPO.
2. Program Organization and a Strong and Capable Program Leader – The recruitment and hiring of a parking manager with experience managing a municipal parking program (or assignment of this responsibility to a new entity). Chapter VII of this report (Parking Management Strategies and Program Organization) outlines several parking program management and organizational models and recommends a preferred alternative for the City of Casper. This chapter also discusses parking system operating methodologies. Program organization is a key foundational element and a vital initial step to creating an effective and sustainable parking management program. There is also an opportunity to leverage parking management as a tool to support economic development (a separate Whitepaper on this topic is provided).
3. A Strong Customer Service Orientation – One of the key leadership elements that needs to be infused into the program from the beginning is a strong customer service focus. This applies not only to staff training but also to 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 the City of Casper and the MPO will be an important component of this initiative.
4. A Focus on “Mastering the Fundamentals” of Parking Management – This focus area is about gaining an in-depth understanding of the many complex and challenging aspects that are somewhat unique to parking. Appendix 38 (20 Characteristics of Effective Parking Management) provides a strong framework built around specific program categories. This resource provides the basis for a comprehensive program development approach. Between this chapter and the wealth of tools provided in the Appendices (Parking Management Toolkit), there are numerous program elements, both short and long term, that can transform the Casper parking program into one of the best small municipal programs in the country.
5. Establish parking as a separate “enterprise fund” and dedicate all parking related revenue streams to support the enterprise fund.
6. Better leverage under-utilized private parking resources in the Urban Center area through creative opportunities to develop shared parking resources, provide high-quality parking management services and revenue sharing arrangements with large local businesses and institutions.
7. 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 management
8. 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 schedule.
  9. Over time, expand the parking program’s mission to adopt a broader more “mobility management” oriented perspective. Development of transportation demand management strategies, promotion of transportation alternatives, support for active transportation and the development of complementary parking policies will be important in this area.
  10. Parking Planning - Development of a robust and effective parking planning function or at a minimum, the inclusion of parking management in larger community planning initiatives and on-going discussions relative to new or proposed development projects is highly recommended. Also work closely with City Planning to address parking requirements (zoning code) and ADA parking issues.

## Primary Action Items

Beginning on page \_\_ there is a list of recommended “*Primary Action Items*”. Each primary action item is formatted to provide an action item description, intended result, the entity or agency primarily responsible for implementation, key community partners, a recommended time-frame for implementation, and supportive documents provided to assist with implementation.

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, Hire a Parking Management Professional (or engage a parking management firm), Create a Parking Advisory Board and Implement Parking Management Best Practices

### Primary Action Item #2

Begin a process to evaluate investment in New On-Street and Off-Street Parking Technology

### Primary Action Item #3

Leverage Parking as a Community and Economic Development Strategy and Develop a Comprehensive Parking Planning Function

### Primary Action Item #4

Improve utilization of the existing parking garage (Wolcott and Center Streets) by investing in needed repairs/recommended upgrades.

### Primary Action Item #5

Develop a New Parking Program Brand and Marketing Program including significant on-going community outreach strategies.

### Primary Action Item #6

Invest in Training and Staff Development with a Goal of Mastering the Fundamentals of Parking System Management and Operations. Develop a set of parking management data benchmarks (a list of recommended key performance indicators is provided in Appendix 25) and provide City administration with regular updates on program development/management goals and accomplishments.



#### **Primary Action Item #7**

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 #8**

Assess the Current Parking Enforcement Program Using the Tools Provided. Invest in Mobile License Plate Recognition Technology.

#### **Primary Action Item #9**

Establish the parking program as a separate enterprise fund and combine all parking related revenue streams into this fund.

#### **Primary Action Item #10**

Development of a robust and effective parking planning function, or at a minimum, the inclusion of parking management in larger community planning initiatives and on-going discussions relative to new or proposed development projects.

#### **Primary Action Item #11**

Consider conducting a pilot program on Second Street of the proposed Streetscape Design/Curb Lane Management and signage recommendations.

### **In Summary**

The development of a strategic vision and a strong, well defined action plan is a critical first step in creating a comprehensive public parking program for the Metro Casper Area. We applaud the City and MPO’s recognition of this fact and for making this important investment.

A comprehensive and well-managed parking program 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 Casper’s urban center business districts. We are confident with the strong team of City/MPO leaders, an engaged and supportive Mayor, City Council and development partners, that the future of Casper’s urban center is bright indeed.

This report provides the City with not only a comprehensive strategic planning framework, but also an extensive “parking management toolkit” packed with valuable tools, manual templates, audit checklists, whitepapers, etc. to assist in program implementation and staff development. Now the real work on parking program improvement begins!



### III. Planning Context

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The City of Casper has established a clear regulatory framework and vision to guide the development and evolution of Downtown and the Old Yellowstone District. The following section provides a high-level summary of recent planning and policy documents as they relate to providing context to this strategic parking management plan. As we developed this parking management plan, we looked for opportunities to support the larger community goals expressed in these adopted City plans.

#### Guiding Planning and Policy Documents

##### Generation Casper Comprehensive Plan (2017)

The Generation Casper Comprehensive Plan’s vision statement and six guiding themes are aimed at creating a community that “serves as an economically diverse, regional hub centered on lively commercial centers that embraces a strong and unique community identity through a world-class quality of life.” The six themes were identified to support this vision, as shown at right.

The Downtown and Old Yellowstone Districts are primary focuses of Generation Casper as activity centers with considerable influence on the vitality and economic health of the city. Key implementation strategies outlined in the Plan include evaluation of code changes as they relate to parking and development encourage shared parking and mixed use development. The Plan also identifies a goal to reduce surface parking facilities throughout the urban core to “increase the cohesion of the urban center.” Such a strategy is complimentary to the concept of Park Once neighborhoods and multi-modal activity centers as discussed later in this report.

Generation Casper specifically calls out programs in Montreal and San Francisco that re-purpose underutilized on-street parking spaces to provide expanded, outdoor and semi-sheltered seating for nearby restaurants and cafes. Curb-lane management strategies and local applications of similar parklet programs and best practices are further discussed later in this report. Such programs provide an economical means for area businesses to expand during peak seasons while reducing their financial commitment. These programs also increase the walkability of the area and attract further pedestrian traffic, benefiting neighboring retail and service businesses.

##### Connecting Casper 2040: Casper Area Long Range Transportation Plan (2014)

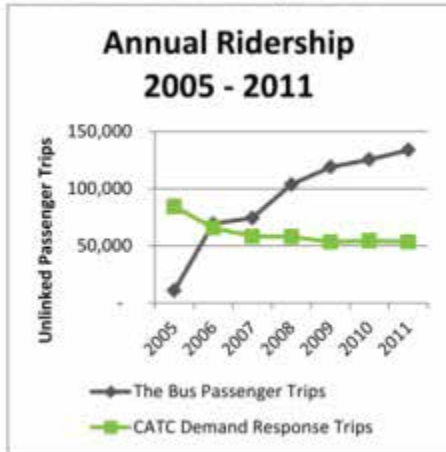
In 2014, the City released an updated Long Range Transportation Plan (LRTP) to the 2030 LRTP published in 2007. Connecting Casper 2040 provides an ongoing, living guide to the process of analyzing existing and future roadway, transit, non-motorized facilities, rail, and airport infrastructure and programming supporting the access and mobility of the City’s constituents and visitors. Recommendations in the report evaluation of individual modes to foster multi-modal transportation and development of a comprehensive system that supports vehicle, bicycle, pedestrian, transit, rail, and air. The report highlights the need for increased safety in the pedestrian environment and in the interactions of various modes of transport. Accident data demonstrates a concentration of incidents occurring within the study area for both vehicles

#### Community Vision Themes

1. Endless Character
2. Vibrant Urban Center
3. Distinctive Regional Hub
4. Enhanced Connectivity
5. Embracing the River
6. Undiscovered Quality of Life



and pedestrians, prevalent during traditional peak parking demand hours and in the developing Old Yellowstone District. Connecting Casper also provides trend data showing significant growth in transit ridership between 2005 and 2011, demonstrating an increasing willingness among constituents to utilize alternative modes of transportation.



### Casper Area Trails, Path and Bikeway Plan (2013)

The Casper Area Trails, Path and Bikeway Plan discusses the ways in which the City can be improved through a comprehensive and connected bicycle and pedestrian network. This guide provides a range of recommendations including the provision of 30 foot buffers from on-street parking to intersections to improve visibility and increase the safety of pedestrians, cyclists, and vehicular cross traffic. Other recommendations include reviewing underutilized parking facilities in the public right-of-way for potential reallocation to pedestrian and bicycle benefit, and relatively extensive investment in the bicycle infrastructure in the form of various types of bicycle pathways. The following table is a summary of recommended and existing

bicycle facilities from the Casper Area Trails, Path and Bikeway Plan.

### Other Plans and Documents Reviewed

- City of Casper - Downtown Strategic Plan (2012)
- City of Casper - Design Standards for Commercial/Downtown Streetscape and Parks (2005)
- Old Yellowstone District and South Poplar Street Form Based Code
- City of Casper Special Events Planning Guide and Policy
- City of Casper - Downtown Parking and Traffic Study (2000)
- City of Casper Parking Garage Aesthetic Assessment (2009)
- Casper Parking Structure Management Agreement
- Casper Parking Regulations Manual
- Casper Police Downtown Parking Information Packet

Recommendations		Existing Facilities	
Facility Type	Mileage	Facility Type	Mileage
Bike Lane	32.48	Bike Lane	3.35
Buffered Bike Lane	0.65	N/A	
Climbing Bike Lane	2.02	N/A	
Paved Shoulder	3.60	Paved Shoulder	16.74
Install New Trail/Path	8.04	Trail/Path	43.34
Bike Boulevard	N/A	N/A	
Shared Lane Marking	20.58	N/A	
Upgrade Bike Lane	3.35	N/A	
Upgrade Trail/Path	2.36	N/A	
Further Study Needed	4.87	N/A	
<b>Recommendations Total</b>	<b>103.66</b>	<b>Existing Total</b>	<b>63.43</b>

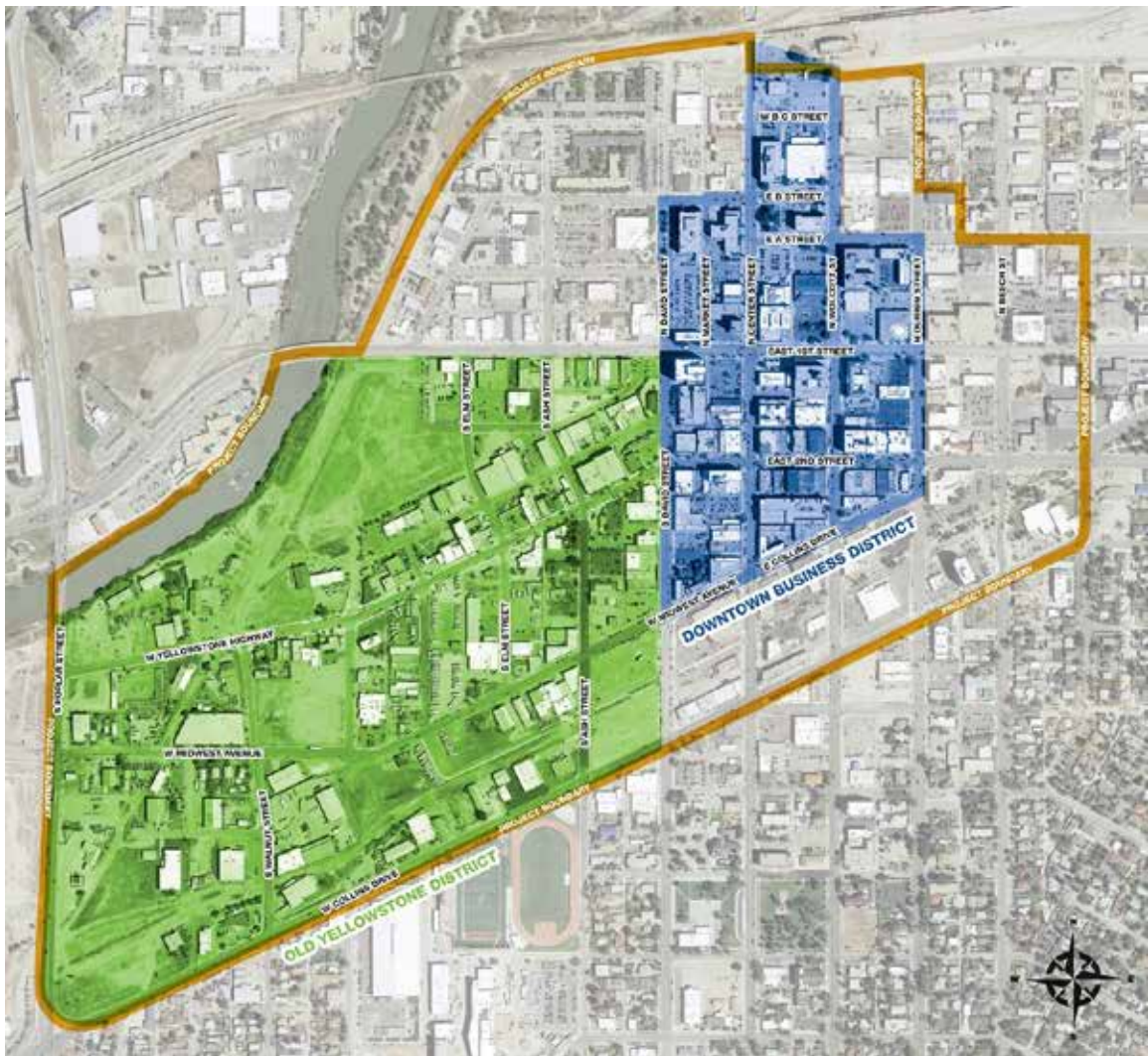
Network (Recommendations + Existing) Total = 167.09



## IV. Parking Supply/Demand Assessment

### Study Area

The overall study area for this project is outlined below in orange. Two sub-areas were identified for special focus and deeper analysis into parking behaviors and trends based on their unique characteristics. These areas, shown below, are the Downtown Business District and the Old Yellowstone District.



Inventories of public and private parking facilities accessible to field technicians on the date of collection are shown below. Each facility is labeled with number of available parking spaces and highlighted to match its respective sub-area, where applicable, and summarized in the graphs and tables that follow.





S POPLAR STREET

W YELLOWSTONE HIGHWAY

W MIDWEST AVENUE

S WALNUT STREET

W COLLINS DRIVE

S ELM STREET

S ASH STREET

S ELM STREET

S ASH STREET

S DAVID STREET

N DAVID STREET

N MARKET STREET

N CENTER STREET

W B C STREET

E B STREET

E A STREET

EAST 1ST

EAST 2ND

E COLLINS DRIVE





## Off-Street Parking Inventory

### Key

#### Observed Parking Occupancy Peak Hour, 10:00am

- Urban Center
- Downtown Business District
- Old Yellowstone District
- Project Boundary

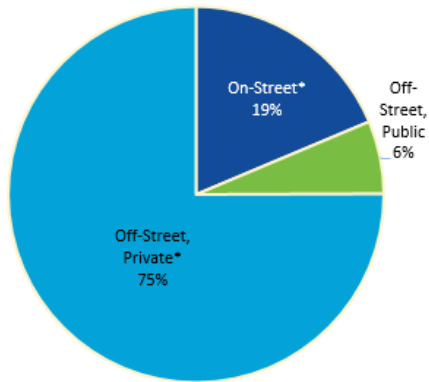
### Off-Street Spaces Per Sub-Area

Study Area	Public Off-Street Spaces	Private Off-Street Spaces	Total Off-Street Spaces
Urban Center (overall study area)	509	6,079	6,588
Downtown Business District	509	994	1,503
Old Yellowstone District	0	1,896	1,896



## Existing Parking Supply

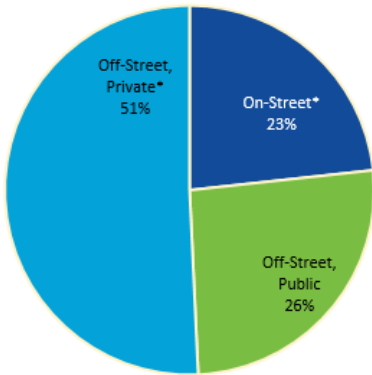
### Urban Center (Overall Study Area)



Facility Type	Capacity
On-Street*	1,512
Off-Street, Public	509
Off-Street, Private*	6,079
<b>TOTAL</b>	<b>8,100</b>

\*Unmarked facilities are estimated based on 20 lineal feet per space divided by total uninterrupted feet of curb space or 350 square feet per space divided by total square footage of lot.

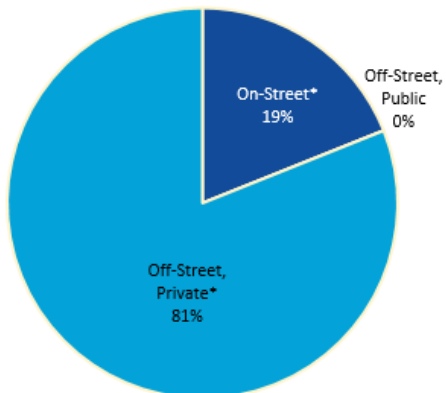
### Downtown Business District



Facility Type	Capacity
On-Street*	456
Off-Street, Public	509
Off-Street, Private*	994
<b>TOTAL</b>	<b>1,959</b>

\*Unmarked facilities are estimated based on 20 lineal feet per space divided by total uninterrupted feet of curb space or 350 square feet per space divided by total square footage of lot.

### Old Yellowstone District



Facility Type	Capacity
On-Street*	443
Off-Street, Public	0
Off-Street, Private*	1,896
<b>TOTAL</b>	<b>2,339</b>

\*Unmarked facilities are estimated based on 20 lineal feet per space divided by total uninterrupted feet of curb space or 350 square feet per space divided by total square footage of lot.



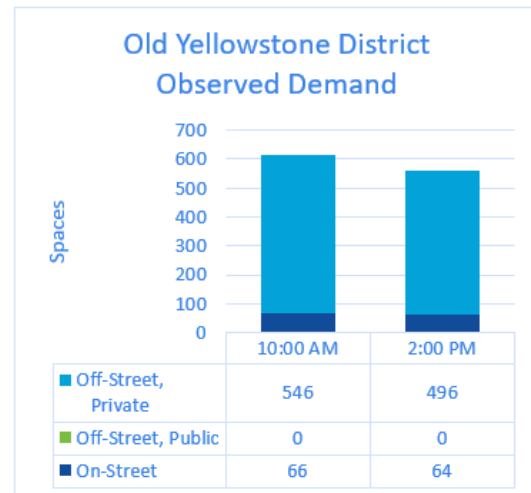
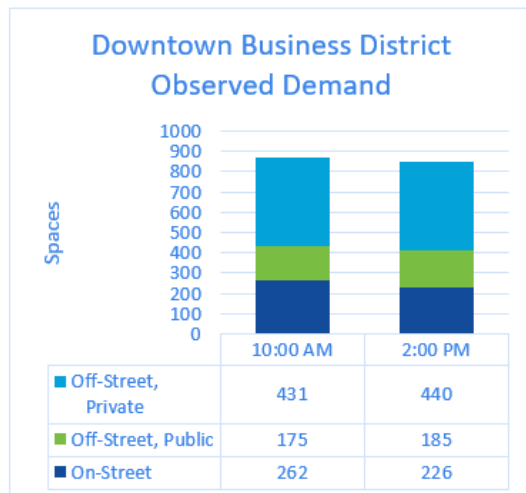
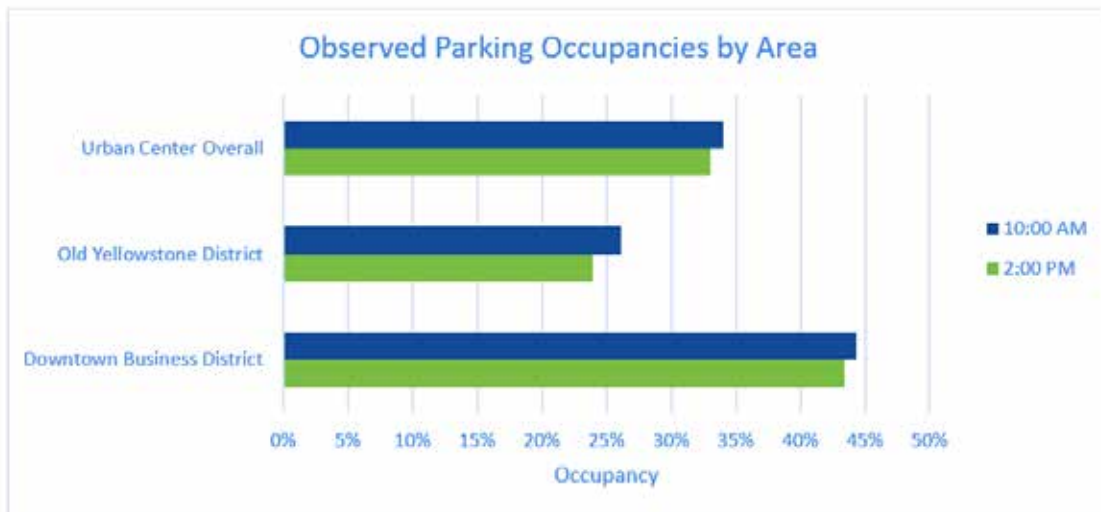


## Existing Parking Demand

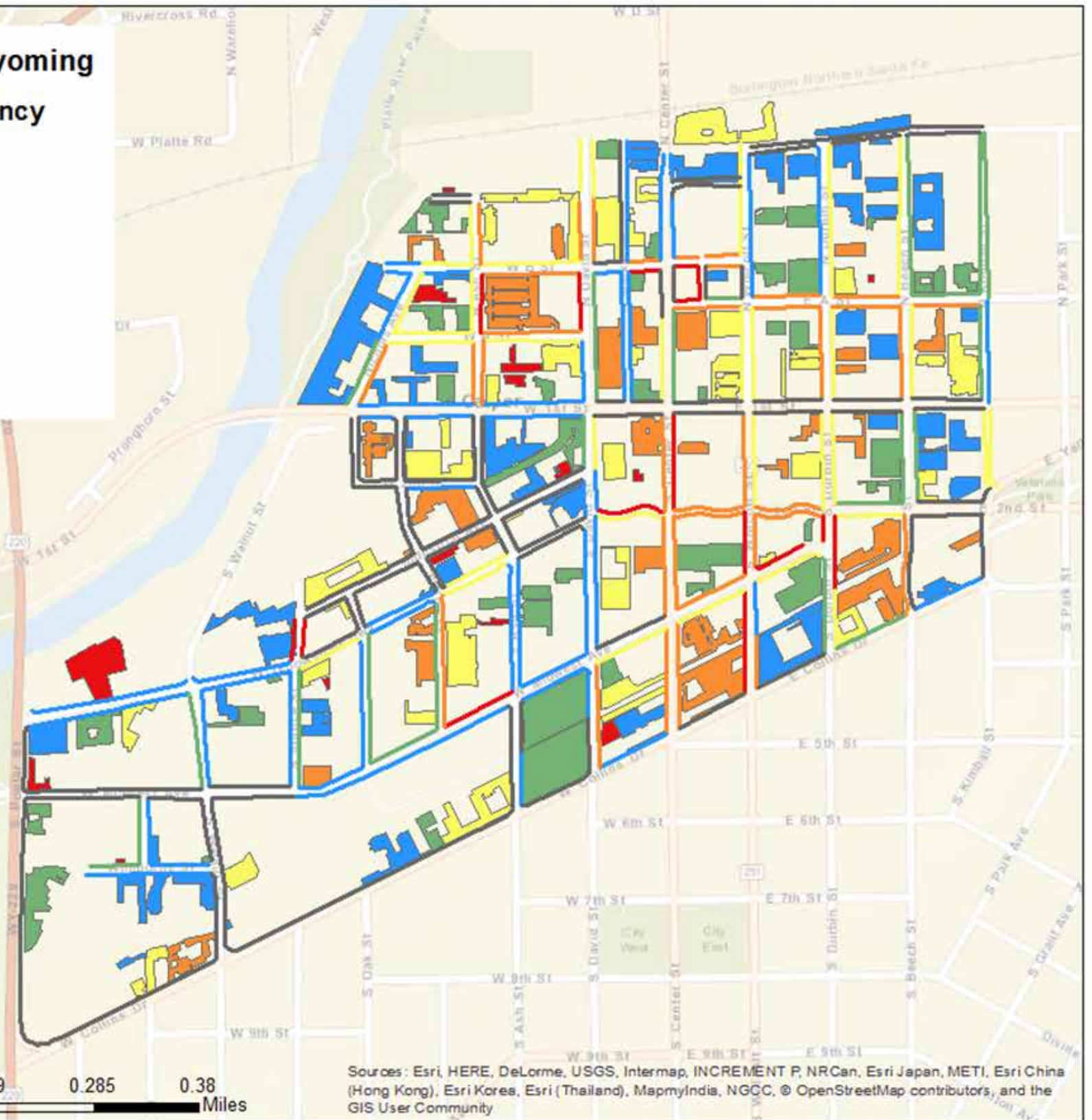
Kimley-Horn performed manual counts to capture parking occupancy and behavioral data for the Study on Tuesday, December 12, 2017 with counts beginning at approximately 10:00AM and 2:00PM. This date was selected to represent a typical weekday at typical peak hours for a central business district.

The industry “best practice” threshold for identifying demand constraints for a system is when occupancies consistently reach 85% of capacity, known as “Effective Capacity.” Interestingly, this level of occupancy does not necessarily have to occur across the entire system for users to have trouble finding parking. When facilities with the highest demand (and in the most popular locations) are consistently full, the perception of parking availability can deteriorate throughout an entire urban center.

The figure below graphically depicts parking occupancies by type for the overall Study Area, whereas the heat maps on the following pages show parking occupancies by facility for each collection period. As demonstrated in the graph below, the peak hour was observed to occur during morning collection. A complete data collection summary is available for on-street parking by block face in [Appendix X](#).



# Coming ncy





## Average On-Street Parking Duration and Turnover

In addition to occupancy data, manual counts of on-street parking duration and turnover were performed on a sampling of core business district block-faces. Eight block faces encompassing 2nd Street between David Street and Beech Street were used for the parking duration assessment. This information was analyzed further to include insight into length of stay, turnover of availability, and violations within this area during the peak usage time-frame. Parking within this area has a two hour time limit.

Block Face	Capacity	Number of Parked Vehicles by Length of Stay (hours)					Total Vehicles	Total Duration	Average Duration	Average Turnover	Number of Violations	Violation Hours
		0-1	1-2	2-3	3-4	4-5						
David to Center EB*	13	22	4	1	2	0	29	41	1.41	2.23	3	5
David to Center WB	12	8	15	1	1	2	27	55	2.04	2.25	4	9
Center to Walcott EB	13	38	4	1	0	0	43	49	1.14	3.31	1	1
Center to Walcott WB	13	42	5	0	0	0	47	52	1.11	3.62	0	0
Walcott to Durbin EB	10	26	5	0	0	0	31	36	1.16	3.10	0	0
Walcott to Durbin WB	12	25	7	2	1	1	36	54	1.50	3.00	4	7
Durbin to Beech EB	11	5	0	0	4	1	10	26	2.60	0.91	5	11
Durbin to Beech WB	8	6	4	2	0	1	13	25	1.92	1.63	3	5
<b>Total Area</b>	<b>92</b>	<b>172</b>	<b>44</b>	<b>7</b>	<b>8</b>	<b>5</b>	<b>236</b>	<b>338</b>	<b>1.43</b>	<b>2.57</b>	<b>20</b>	<b>38</b>

\*Parking in the right-on-way was partially blocked to accommodate off-street construction activities within a commercial business.

As the data in the table above indicates, parking along 2nd Street between David Street and Beech Street turned over approximately 2.57 times (compared to an industry standard goal of 5 - 6 “turns per space per day). The vehicles parking in these spaces stayed an average of 86 minutes (1.43 hours). Two block faces, however, were observed to exceed an average duration of stay beyond the 2-hour time restriction for the area. These included the eastbound side of 2nd Street between Durbin Street and Beech Street, as well as the westbound side between David Street and Center Street. It should be noted that construction efforts for an off-street commercial building were underway in the section between David Street and Center, and these spaces were utilized by related vehicles and equipment. Altogether, 20 time violations were observed within the five-hour time collection period for a total of approximately 38 violation hours. These violation hours represent an additional 19 vehicles that could have been accommodated in this area with no time violations.





The lack of parker compliance with posted time limits is significant and indicates a low level of enforcement. 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 utilized. Since on-street parking is considered to be the most convenient parking within the system, effective utilization of these spaces is important to the health of downtown business that depend on customer and visitor convenience.

This concept is best demonstrated in a recent study out of Vancouver, Washington which concluded that sales increased due to higher parking turnover rates because each parking space could accommodate more customers throughout the day. Having enforcement practices and regulations that promote turnover can have beneficial economic impacts. In the instance of Vancouver, having an average turnover rate of 5.6 vehicles per day, an average retail transaction of \$31.55, and 303 shopping days in the year, the potential retail sales per occupied stall was found to be \$53,534 per year.<sup>1</sup>

Employee Parking in Downtown Vancouver, WA, City of Vancouver, WA 2014 [https://www.cityofvancouver.us/sites/default/files/fileattachments/community\\_and\\_economic\\_development/page/17196/downtown\\_vancouver\\_employee\\_parking\\_guide.pdf](https://www.cityofvancouver.us/sites/default/files/fileattachments/community_and_economic_development/page/17196/downtown_vancouver_employee_parking_guide.pdf)

## THE VALUE OF DOWNTOWN PARKING

Customer access to on-street parking brings sales directly to businesses.



Destination Downtown outreach staff conducted a parking study among 30 retail businesses in the downtown core.

## Existing and Future Parking Demand

Awaiting new development information



## V. Current Parking Program Assessment

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### Authority and Legal Framework

- The Casper Parking Ordinance (Chapter 10.36 of the municipal code) outlines the general rules, regulations and prohibitions related to parking in the downtown Casper area.
- Per the ordinance, the city manager, by and through his or her designee, is hereby authorized to develop and enforce rules and regulations, designate and post prohibitions, limitations, regulations and exceptions thereto, regarding parking motor vehicles within the city limits of Casper.
- The ordinance lays out a number of “general parking rules and prohibitions”, defines recreational vehicles, addresses vehicle removal authorization, defines penalties and enforcement, etc.

### Operational Guidance

- A “Parking Regulations Manual” (dated April 20, 2010) was provided for review. This document provides the following information:
  - A review of the Casper Municipal Parking Code (Section 10.36)
  - An overview of parking in the downtown district
  - Permanent reserved parking permit types and application processes
    - Handicapped parking permit
    - Recreational vehicle parking permits
    - Loading zone parking permits
    - Critical parking – Schools parking permit
    - Parkway parking permits
  - Temporary parking permit types and application processes
    - Temporary special needs parking permits
    - Construction parking permits
    - Courtesy parking tickets and permits
    - Bus stops
    - Snow emergency routes
- Special Events Policy (Draft)
  - The Special Events Planning Guide and Policy document includes elements such as:
    - Event types/classifications
    - Authorization and permitting
    - Fees
    - Notification Plan
    - Required event planning forms, including:
      - Event site plan
      - Emergency Action Plan
      - Closure of streets, trails and sidewalks



- Waste management plan
- Public notification plan
- Parking plan
- Security plan
- Weather contingencies
- Insurance
- Event Parking Plan (Required for all events)
  - Customers will need to anticipate -the parking needs of their attendees. Parking is legal on most city streets within the City of Casper, and many parks and public places have their own parking lots. But for many events, available on-street parking and parking in public lots will not be sufficient to accommodate all of the attendees. The parking plan will need to include a reasonable estimate for the number of cars that will be at the event, and the Plan should explain how the Customer will arrange to ensure that those parking spaces will be available for their guests.
  - Parking plans will likely include some combination of the following:
    - An assessment of on-site parking capacity, including on-site parking lots and nearby street parking spaces.
    - Advisories and/or advertising that instruct attendees on where to park and how to get to the event.
  - Arrangements made with the owners of nearby private parking lots. This might include:
    - Lots owned by area businesses, schools, or churches. The owner of these lots will need to certify that these arrangements have been made.
    - Parking Attendants,
    - Plans that involve attendees parking farther than they normally would from the event site, including the Customer’s plan for how to inform attendees of this fact, and how to encourage attendees to follow this plan.
    - For very large events: shuttle busing from designated parking areas.

## Organization

- City provides on-street parking enforcement
- City provides maintenance services to public parking facilities
- DDA manages the municipal parking garage and the “1st and Center” parking lot under a limited management agreement

## Off-Street Parking Resource Management

- Provided primarily by the DDA via a limited management agreement.
  - Per the management agreement (Contract for Professional Services) recitals:
    - The City is seeking professional services related to management of the Municipal Parking Structure located at 230 South Wolcott Street, hereinafter known as the “Facility” and the Municipal Parking Lot located at 106 North Center Street, hereinafter known as “Parking Lot No. 1;”.
- Key terms of the management agreement are spelled out in the agreement documenting specific responsibilities of both the DDA and the City of Casper.
- Time of Performance:





- The services of the Contractor shall be for four and one-half (4 h) years beginning January 1, 2016 and ending on June 30, 2020. With the consent of the City Council and the Board of Directors of the Contractor, this contract may be renewed on an annual basis without any changes in the provisions.
- The City parking garage is operated:
  - Monday – Thursdays from 11:00 AM – 10:00 PM
  - Fridays from 11:00 Am – 12:00 AM
  - Saturdays and Sundays – Free Parking
  - Monthly parking rates for the garage are:
    - \$37/month for “covered parking”
    - \$32/month (Business rate for multiple spaces)
    - \$14/month for uncovered parking
    - Costs for the 1st and Center Lot is \$32/month

## On-Street Parking / Enforcement

Per the Casper Police Department provided organizational chart (dated 2016), the force has approximately 142 positions (99 Sworn officers and 43 civilian officers). Three of the civilian officers are note on the organization chart under the Field Operations Bureau/Traffic and Schools Unit as Community Service Officers (CSOs)/Parking.

Casper Police Department uses the DigiTicket and Cardinal systems to issue parking citations. Both systems are operated by computer and attached to the City of Casper computer network.

DigiTicket is a system used by all sworn and non-sworn officer that enforce traffic and parking violations. DigiTicket also communicates directly with the Casper Municipal Court systems for criminal cases. DigiTicket does allow the user to input the owner/driver information into the system. DigiTicket does not have a timed parking feature.

The Cardinal system communicates directly with TicketTrack which is a system used by the City of Casper Finance Division. Cardinal is only used for downtown timed parking. This system allows the user to place a registration into the system, time stamp that registration and then will automatically print a parking citation if the registration is placed in the system again after a 2 hour time limit. This system has its positive aspects as it allows the user to monitor 2 hour parking limits with ease. The negative aspect of the system is that it does not allow the user to input owner information, thus causing the issue with “Owner-less Tickets” being written.

Some other technologies being considered by the Casper Police Department are:

- Digital Parking Meters
- License Plate Readers
- The use of video or “Coban Video” to mark cars in 2 hour limit parking spaces.



## Key Issues

Currently it is very difficult to enforce parking violations in downtown Casper in a marked vehicle due to the layout of streets in the downtown area. The marked vehicle will routinely cause traffic flow issues due to its slow movement and frequent stops. The Casper Police Department addressed this issue by hiring a part-time Community Service Officer whose primary function is downtown walking parking enforcement. This position allows greater visibility of the officer, prevents traffic issues and allows the department to foster relationships with the downtown business owners and address their needs in a timely manner.

Recently the Casper Police Department has become aware of an issue within the process of collecting fines for Parking Violations that are issued by the Casper Police Department Officers and Community Service Officers.

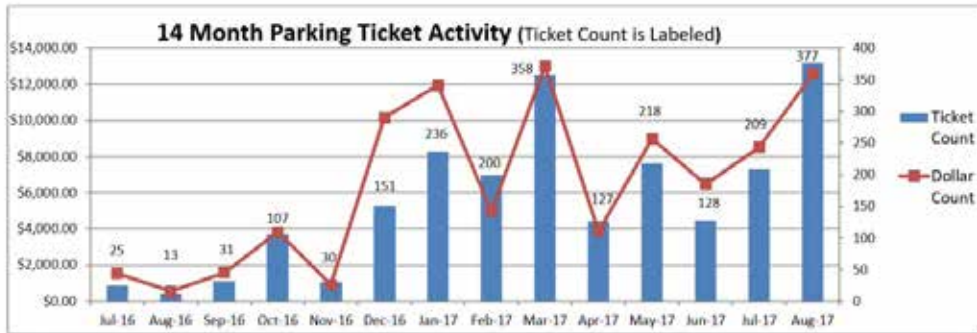
Citizens that received parking citations are advised that they have 10 days to pay the fine or set a court date to dispute the charge. If the citizen does not address the issue within ten days a notice is sent to the citizen advising them that they have an outstanding parking violation that they need to address. After that process is completed, no further follow up takes place and no enforcement action will be taken. Therefore, there is no repercussion for citizens who choose to ignore the fact that they have received a parking citation.

Currently the City of Casper Finance Department voids parking citations and fines that are not paid within 60 days. The current practice makes the job of enforcing parking within the City of Casper useless at best. A recent examination of just the first week of January 2016, \$750.00 in parking violation fines were voided simply because the person receiving the citation failed to act upon it. Considering that the number of citation issued that week was 22 and 11 of those were voided due to inaction. That means 50% of the citation issued that week were dismissed without action.

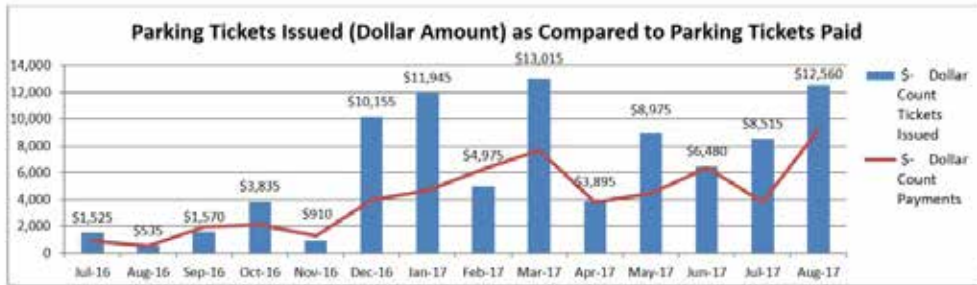
One of the issues faced by the Finance Department was dealing with "Owner-less Tickets" or tickets that are issued simply to the license plate or Vehicle Identification Number and do not list a name and address for an owner or responsible party. The Casper Police Department Community Service Officers have created a shared document between Finance and their office that allows the Community Service Officer to locate responsible information, place it into the document, allowing the Finance Customer Service Representative to place a name with the violation and send out a notice. This however, does nothing to alleviate the issue with citation and fines being voided due to inaction.

The Community Service Officers also completed a Parking Comparison by reaching out to similar sized departments in Wyoming and surrounding states to determine how they enforce parking violations in their jurisdiction. This study found that most other jurisdictions either function the same as Casper by voiding tickets that are not addressed within 60 days or they hire a collection agency to collect fines that are older than 60 days.





As of October 12, 2017 the parking ticket receivable is \$75,627, with a total count of tickets in Ticketrak at 1,551. Of these 1,551 tickets 261 of are ownerless. The ownerless tickets account for \$7,985 of the \$75,627 balance. Ownerless tickets are consistently voided to keep count down.



Analysis:

A report entitled “History of Parking Ticket Activity since January 2015 – October 2017” was reviewed and analyzed. The table below summarizes the key results:

**City of Casper Parking Ticket Activity Review  
14 months from July 2016 - August 2017**

	Tickets Issues (\$ Value)		Tickets Paid (\$ Value)	
16-Jul	\$	1,525.00	\$	915.00
16-Aug	\$	535.00	\$	530.00
16-Sep	\$	1,570.00	\$	1,620.00
16-Oct	\$	3,835.00	\$	2,000.00
16-Nov	\$	910.00	\$	710.00
16-Dec	\$	10,155.00	\$	4,000.00
17-Jan	\$	11,945.00	\$	4,200.00
17-Feb	\$	4,975.00	\$	6,000.00
17-Mar	\$	13,015.00	\$	7,950.00
17-Apr	\$	3,895.00	\$	3,900.00
17-May	\$	8,975.00	\$	4,200.00
17-Jun	\$	6,480.00	\$	6,400.00
17-Jul	\$	8,515.00	\$	3,900.00
17-Aug	\$	12,560.00	\$	8,600.00

\$ 88,890.00 \$ 54,925.00

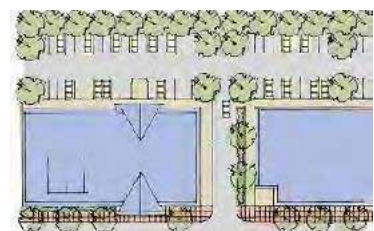
Approximate "Citation Collections Ratio" = 62%



- Currently there is nothing written into the Casper City Parking Ordinance that addresses the two-hour limits on downtown parking. It is routine for the Community Service Officers to produce a copy of the current signage posted in the downtown area for the court to enforce parking violation.
- Recently the Casper Police Department has become aware of an issue within the process of collecting fines for Parking Violations that are issued by the Casper Police Department Officers and Community Service Officers.
- Citizens that received parking citations are advised that they have 10 days to pay the fine or set a court date to dispute the charge. If the citizen does not address the issue within ten days a notice is sent to the citizen advising them that they have an outstanding parking violation that they need to address. After that process is completed, no further follow up takes place and no enforcement action will be taken. Therefore, there is no repercussion for citizens who choose to ignore the fact that they have received a parking citation.
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- One of the issues faced by the Finance Department was dealing with “Owner-less Tickets” or tickets that are issued simply to the license plate or Vehicle Identification Number and do not list a name and address for an owner or responsible party. The Casper Police Department Community Service Officers have created a shared document between Finance and their office that allows the Community Service Officer to locate responsible information, place it into the document, allowing the Finance Customer Service Representative to place a name with the violation and send out a notice. This however, does nothing to alleviate the issue with citation and fines being voided due to in action.
- The Community Service Officers also completed a Parking Comparison by reaching out to similar sized departments in Wyoming and surrounding states to determine how they enforce parking violations in their jurisdiction. This study found that most other jurisdictions either function the same as Casper by voiding tickets that are not addressed within 60 days or they hire a collection agency to collect fines that are older than 60 days.
- Below in information gathered as of October 12, 2017 related to citations issued and voided for a two year period.
- Of approximately \$89,000 is issued citations, nearly \$55,000 in citations were paid. This equates to approximately a 62% “citation collections ratio”, compared to an industry standard of approximately 80%.
- Another area of note is the wide variation of citations issued per month. Based on the 14-month sample provided, the average monthly dollar value of citations is approximately \$6,350. The highest monthly citation value was noted in March 2017 with a total of \$13,015 (over double the average month value) and the lowest monthly citation value was in August 2016 with only \$535 in citations issued.

Section 17.94.100 of the Casper Municipal Code (Parking Regulations) was reviewed as part of the current program assessment review. This section of the code deals with building uses and parking requirements. Another section of the code, Section 17.94.110 addresses Shared Parking Agreements. This is an important topic and is addressed in the strategic plan.

A document entitled “Site Development Standards - Parking Lot Design” was reviewed. It addresses parking lot design, including adherence to the principles of Crime Prevention Through Environmental Design (CPTED), traffic patterns, pedestrian safety, lighting, screening, drainage, construction requirements, etc. Parking is also addressed as an element of the City’s Form-Based



code.

*Parking located at the rear of building. From Form-Based Code.*

## **Peer City Parking Programs**

The following “Peer City” reviews provide “Case Study Snap Shots” of similar sized municipalities. Casper is just beginning to consider a more comprehensive approach to parking management. The following four programs provide a snapshot of how these other communities integrate parking management into their larger community development strategies and provides some sense of their program’s size and scope.



# Boulder



## City of Boulder Parking Services, Boulder, Colorado • Population 103,840

### PROGRAM OVERVIEW

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
- 1,300 bike parking spaces
- 6,392 EcoPass holders
- On0street 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
- 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

- Average Commercial Lease (Rent)/Sq. Ft.: \$29.01
- Retail Mix:
  - Retail: 60%
  - Restaurants and Bars: 40%
- Retail Sales Mix:
  - Restaurants and Bars: 55%
  - Retail: 45%
- Downtown Vacancy: Very low (<3%)





### 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, multi-modal 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 who feel that on-street parking should be free. However, downtown Boulder inc. (DBI) staff indicate that on Sundays when parking is free, all on-street spaces are completely filled by employees hours before any businesses 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 supports other downtown initiatives, including and EcoPass for all downtown employees, Transportation Demand Management efforts and downtown 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.



## 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 FOR 2014 BY SOURCES

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

#### DOWNTOWN VITALITY

- Average Commercial Lease (Rent)/Sq. Ft.: \$15.12
- Retail Mix:
  - Retail: 65%
  - Restaurants and Bars: 35%
- Retail Sales Mix:
  - Retail: 60%
  - Restaurants and Bars: 40%
- Downtown Vacancy: 13%

#### CHALLENGES AND 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.
- Their second biggest priority is stakeholder and community education. The MPC works to communicate pro-actively to stakeholders about why rates are changing and that there are multiple options available for customers including less expensive off-street garage parking.
- 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 o-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.





## Epark: City of Eugene Parking Services • Population: 159,190

### 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

### REVENUE BY SOURCES

- 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%

### DISTRICT VITALITY

- Average Commercial Lease (Rent)/Sq. Ft.: \$24.00
- Retail Mix:
  - Retail: 50%
  - Restaurants and Bars: 50%
- Retail Sales Mix:
  - Retail: 36%
  - Restaurants and Bars: 34%
  - Other: 30%
- District Vacancy: 25%

### CHALLENGES AND 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.
- 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.
- According to 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.



## City of Spokane Parking Services • Population: 212,052

### PROGRAM OVERVIEW

In the downtown core, Spokane's 800 modern parking meters accept Visa, Master Card, and most American coins, providing multiple payment options for new visitors and regular users. Outside the downtown core, customers will see 2,700 traditional coin-operated parking meters that have been in use for decades.

The City is currently rolling out a Pay-by-phone option for all of the meters, whether modern or traditional, which is available for many of the meters now and should be completed over the next several months.

### QUICK STATS

- 9,401 total parking stalls
- 3,500 on-street spaces
- 5,901 off-street in 29 lots and 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 being implemented in 2015-2016
- Offer "1st our Free" in two largest garages (~1,000 spaces)
- Installed parking meters in 1939
- 2014 Parking Revenue: \$3,100,000

### 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%



## VI. Community Engagement and Communications

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### Community Outreach Overview

From December 2017 through February 2018, the Casper Urban Center Parking Plan Project Team led a multi-faceted outreach campaign designed to discover, frame and prioritize feedback from downtown and community stakeholders related to the current and future parking experience in Casper's Urban Center.

This chapter provides an overview of the variety of opportunities for stakeholder engagement and education that were offered throughout the project, highlights consistent themes – observed by the consultant team and self-reported by the community – and concludes with strategies for incorporating identified stakeholder priorities into the Urban Center Parking Plan.

The chapter is organized as follows:

- In-Person Community Outreach Event Summaries
  - A. Project Kick-off & Town Hall Meeting
  - B. Informal Downtown Business Owner Discussion
  - C. Project Open House
  - D. "Coffee Talk" Session
- Feedback from Project Steering Committees – Technical and Community Stakeholder
- Online Survey Results
- Summary of Stakeholder Priorities and Key Themes
- Conclusion

### In-Person Community Outreach Event summaries

Several in-person events (all open to the community and publicized widely via traditional and social media) provided the foundation for the parking plan's community outreach strategy. The following section summarizes each in-person event along with key themes.

#### Town Hall Meeting

##### Overview

- **Date:** Wednesday, December 13, 2017, 5:30-7:30 p.m.
- **Location:** Fox Theatre
- **Format:** 30-Minute Presentation + 30-Minute Q&A
- **Attendees:** Approximately 30

##### Key Themes

- **Increasing Demand:** Upcoming development projects in and around downtown will impact levels of parking demand.
- **Permit Programs:** Need to address food truck regulations.
- **Enforcement:** Need to encourage compliance without discouraging visitors from coming downtown.



- **Parking Space Size and Design:** Need to address angled vs. parallel parking and size appropriately for predominant vehicle size.

## Downtown Business Owner Informal Discussions

### Overview

- **Date:** Tuesday, February 13, 2018, between 9:30 – 11:00 a.m.
- **Businesses Visited:** Four (4) – one coffee shop / deli and three retailers (furniture, apparel and audio/visual)

### Key Themes

- **Employee/Owner Parking:** Some employees and store owners park on-street rather than in designated off-street lots.
- **Validation Program:** Current program is not well-understood by business owners nor the parking public.
- **Enforcement:** Inconsistent enforcement of time limits, both perceived and observed.
- **Pedestrian Safety:** Perception that some downtown streets are unsafe for pedestrians; vehicles move quickly and do not yield appropriately for pedestrians at crosswalks.
- **Signage and Communication:** Need improved on-street signage to help encourage use of the parking garage and to indicate where public parking is available.
- **Loading Zones:** Few options for downtown stores, often temporarily park on street with flashers on for loading/unloading.

## Community Open House

### Overview

- **Date:** Tuesday, February 13, 2018; 11:00 a.m. – 3:00 p.m.
- **Format:** Four (4) Stations with Boards, staffed by consultant team members and MPO staff members
- **Materials:** Seven (7) Information Boards, Activity Board, Online Survey Station, Comment Box

### Key Themes

- **Pedestrian and Bicycle Enhancements:** Pedestrian walkways, pedestrian malls, and additional bike lanes are needed to improve the pedestrian experience and encourage longer walking tolerances.
- **Employee Parking:** Suggest incentivizing employees (via lower monthly pricing) to use off-street facilities and the parking garage.
- **Parking Space Size and Design:** Identify opportunities to maximize curb space by determining appropriate application for angled vs. parallel parking; please keep in mind that many individuals in Wyoming drive larger vehicles when calculating parking stall size.
- **Residential Parking:** There are limited options for downtown residents due to on-street restrictions.
- **Enforcement:** Enforcement improves (temporarily) when complaints are made; however, enforcement could be improved during both peak and non-peak times.
- **Permit Programs:** Need to address food truck regulations.
- **Paid Parking:** On-street metered parking should be considered in high demand areas.

## "Coffee Talk" Session

### Overview

**Date:** Wednesday, February 14, 2018. 7:00 – 8:00 a.m.

**Format:** Brief Presentation + Q&A session



## Key Themes

- **Pedestrian Safety:** Perception that some downtown streets are unsafe for pedestrians.
- **Permit Programs:** Need to address food truck regulations.
- **Parking Space Size and Design:** Identify opportunities to maximize curb space by determining appropriate application for angled vs. parallel parking; please keep in mind that many individuals in Wyoming drive larger vehicles when calculating parking stall size.
- **Enforcement:** Need to encourage compliance without discouraging visitors from coming downtown.
- **Streetscape:** Need to address parklets and other private usage of on-street parking spaces (i.e., construction staging).
- **Employee Parking:** Need to address where downtown employees should park, especially lower-wage earner / service employees.
- **Increasing Demand:** Upcoming development projects in and around downtown will impact levels of parking demand.
- **Local Context:** Recommendations need to be tailored to Casper to fit within the local context; sensitive to “general” recommendations.
- **Clear, Consistent, and Straightforward Recommendations:** Parking management and signage should be clear, straightforward, and easy to understand.

## Feedback from Project Steering Committees

Two complementary Steering Committees were assembled to help guide the development of Casper’s Urban Center Parking Plan: a Technical Steering Committee consisting of key City and MPO staff, and a Community Stakeholder Committee consisting of downtown retailers, restaurateurs, property owners and business owners. The following section summarizes the key themes and priorities of both groups.

### Technical Steering Committee

Andrew Beamer, Public Services Director  
Shad Rodgers, Streets Superintendent  
Liz Becher, Director of Community Development  
Craig Collins, City Planner  
Sgt. Scott Jones, Casper Police Department  
Jackie Warney, Casper Police Department  
Kevin Hawley, Casper DDA  
Pam Jones, Casper Area MPO  
Aaron Kloke, Casper Area MPO/City of Casper

## Overview

- Members: 9



- Meetings:
  - A. Wednesday, December 13, 2017
  - B. Wednesday, February 14, 2018

### Key Themes

- **Increasing Demand:** Weekday midday continues to be the peak period, but recent growth in restaurants and bars have added demand during evening hours. Off-street parking during evenings at restaurants and bar is often full. Weekend demands have increased in the morning and early afternoon in some areas, with employees and residents often parking on street. Additionally, upcoming development projects could add to parking demand in the Urban Center.
- **Pedestrian Safety:** Perception that some downtown crossings are unsafe for pedestrians. Traffic speed is also an issue.
- **Pedestrian and Bicycle Demands:** Observed increasing demand for dedicated bike lanes, racks and pedestrian paths.
- **Parking Requirements for Developments:** Some confusion and public frustration with projects that do not provide off-street parking; active policy discussion about responsibility to provide parking (public vs. private).
- **On-Street Paid Parking:** Casper previously had on-street meters; this option should be considered as a viable option for Casper again.
- **Employee Parking:** Many employees park on-street, even when off-street permit programs are available.
- **Enforcement:** Current collection rates are low compared to number of citations issued. Collection process needs to be improved and presents a significant source of lost parking system revenue as currently managed.
- **Permit Programs and Loading Zone Management:** Police Department receives frequent complaints regarding overtime violations, loading zones, food trucks, use of alleys, and general curb space management practices (i.e., lengthy construction staging parking in on-street spaces).
- **On-Street Parking Availability:** Perception among business owners that lack of parking availability in the Urban Center causes them to lose business.
- **Parking Garage Enhancements:** Potential need for lighting, security, maintenance, restroom, and signage improvements; some lighting improvements planned.
- **Event Management:** Eclipse event was well-managed and provides a positive, local example of how things can be managed effectively.
- **Parking Supply:** There is some interest in exploring public/private shared parking options and potentially additional public supply to meet expected increases in demand.



## Community Stakeholder Committee

Jacque Anderson, Jacque's Bistro  
Bob Ide, Owner, Ide Land and Leasing Company  
Todd Smith, State of Wyoming  
Kate Sarosy, Statewide volunteer president for AARP  
Kathy Edwards, Cadillac Cowgirl  
Brettnee Tromble, First Interstate Bank  
Randy Pryde, Movie Palace  
John Huff, Yellowstone Garage  
Pete Fazio, Eggington's Restaurant  
Tom Heald, Wyoming Plant Company

### Overview

- **Members:** 10
- **Meetings:**
  - A. Thursday, December 14, 2017
  - B. Tuesday, February 13, 2018

### Key Themes

- **Parking Garage Enhancements:** Perception that parking garage is dark, uninviting, and poorly maintained during the winter.
- **Event Management:** Need to develop event plans, particularly for events that close downtown streets; eclipse event was well-managed and provides a positive, local example of how things can be managed effectively.
- **Permit Programs and Loading Zone Management:** Need to address food truck regulations, deliveries, and construction vehicle use.
- **Parking Requirements for Developments:** Perceived inconsistency in application of private off-street parking requirements (e.g. some property owners report having to pay to provide off-street parking at their own expense, while others report receiving an exemption).
- **Parking Garage Costs and Utilization:** Perceived to be cost-prohibitive for some downtown employees (especially service industry and part-time employees); frequently vacant reserved spaces contribute to perception that garage is underutilized.
- **Validation Program:** Need to review program effectiveness and utilization.
- **Residential Parking:** Limited options for downtown residents; many park on the street.
- **Increasing Demand:** Upcoming development projects in and around downtown will impact levels of public parking demand.
- **Signage and Communication:** Need improved on-street signage and improved online information; one-way streets make garage access confusing.
- **On-Street Paid Parking:** Any meter program would need to address short trips. There is support for

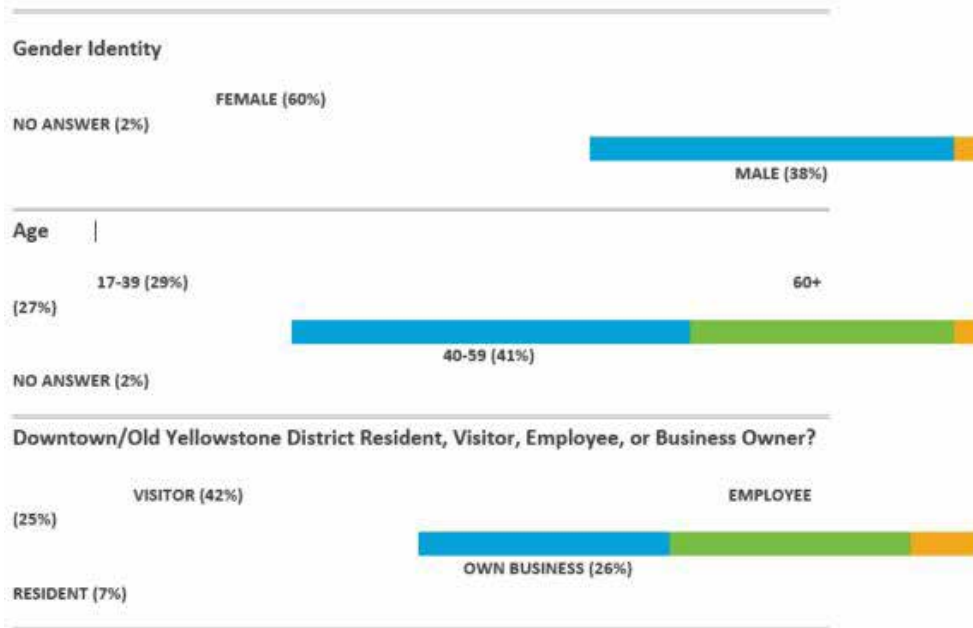


a 20-minute free option (i.e., Boise, ID) as well as designated loading zones, employee parking, and provision of multiple time limit options. Group was open to exploration of paid parking as a viable parking management strategy for Casper.

## Online Survey Results

An online survey was widely publicized via traditional and social media, and open to participation between February 12th and March 14th, 2018. The survey was designed to gather feedback and priorities from Casper residents, visitors, employees, and business owners. 147 individuals completed the survey.

### Demographics



### Downtown/Old Yellowstone District Employees

Responses: 34

- **Parking Location:** 68% park off street in a private lot; 23% park off street in a public lot or garage, 9% park on street.
- **Typical Parking Experience:** 91% can find close parking in a reasonable amount of time; 9% feel parking is usually not close to their destination.
- **Weekday (M-Th) Parking:** 63% occasionally find it challenging to find parking between 9 a.m. and 3 p.m.; 30% do not find it challenging to find parking.
- **Friday Parking:** 54% occasionally find it challenging to find parking between 9 a.m. and 3 p.m.; 21% do not find it challenging to find parking.
- **Saturday Parking:** 56% do not find it challenging to find parking; 16% find it challenging to find parking after 5 p.m.
- **Sunday Parking:** 61% do not find it challenging to find parking; 35% find it challenging to find parking between 9 a.m. and 1 p.m.
- **Paid Parking:** 79% of downtown employees do not pay to park while at work; 18% pay but their employer





covers the cost, and 3% pay for their own parking.

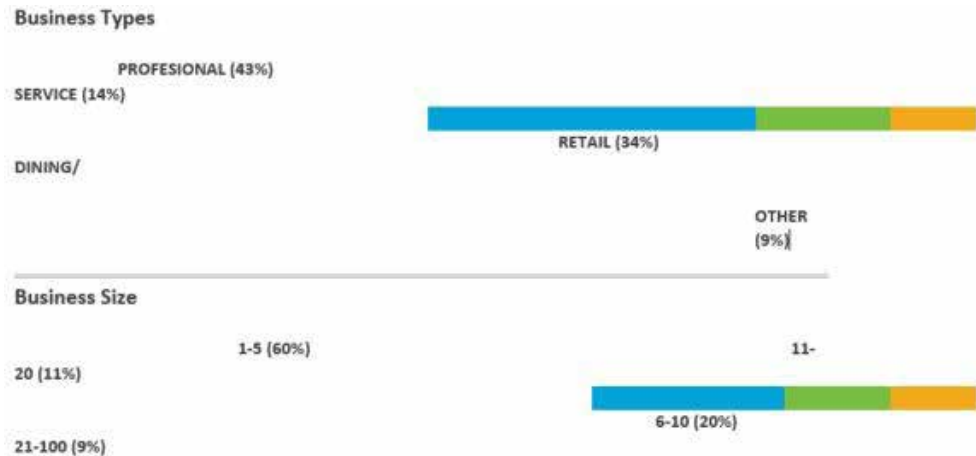
### Downtown/Old Yellowstone District Residents

Responses: 14

- **Overnight Parking:** 64% park off-street in a lot or garage; 36% park on-street.
- **Public Parking:** 54% feel there is enough public parking; 38% do not (8% neutral).
- **Resident Parking:** 54% feel there is enough resident parking; 46% feel there is not.
- **Bicycling:** 43% do not feel downtown is welcoming for bicyclists; 29% feel it is (29% neutral).
- **Walking:** 38% feel downtown is welcoming for pedestrians; 23% feel it is not (38% neutral).
- **Transit:** 23% feel downtown is not well-served by public transit; 15% feel it is (62% neutral).
- **Weekday (M-Th) Parking:** 50% generally do not find it challenging to find parking; 25% find it challenging to find parking after 5 p.m.
- **Friday Parking:** 50% generally do not find it challenging to find parking; 38% find it challenging to find parking after 5 p.m.
- **Saturday Parking:** 50% generally do not find it challenging to find parking; 38% find it challenging to find parking after 5 p.m.
- **Sunday Parking:** 88% do not find it challenging to find parking.
- **Typical Parking Experience:** 50% can find close parking in a reasonable amount of time; 43% feel parking is usually not close to their destination.

### Downtown/Old Yellowstone District Business Owners

Responses: 35



- **Parking for Employees:** 69% provide parking for employees; 20% do not (11% provide parking for some employees only).
- **Employee Parking Location:** 77% tell their employees where to park; 23% do not.
- **Walking Distance:** 74% feel that one block or less is a reasonable distance for their customers to walk and 20% feel two blocks is reasonable (6% do not think about this).
- **Customer Parking:** 54% feel there is typically enough parking for their customers within a reasonable distance; 46% do not.
- **Mode of Travel:** 94% think the majority of their customers arrive by car.



- **Weekday (M-Th) Parking:** 62% think the highest demand for parking near their business occurs between 11 a.m. and 1 p.m., and 19% think the highest demand is after 5 p.m.
- **Friday Parking:** 48% think the highest demand for parking near their business occurs between 11 a.m. and 1 p.m., and 26% think the highest demand is after 5 p.m.
- **Saturday Parking:** 50% think the highest demand for parking near their business occurs between 11 a.m. and 3 p.m. on Saturdays. 23% do not feel there are any high demand times on Saturdays.
- **Sunday Parking:** 50% think the highest demand for parking near their business occurs between 9 a.m. and 3 p.m. on Sundays. 45% do not feel there are any high demand times on Sundays.
- **On-Street Parking:** 51% think customers of area businesses are parking in the on-street parking spaces closest to their business, 26% think it is employees or business owners of area businesses, and 23% think it is a combination of other users.

### Downtown/Old Yellowstone District Visitors

Responses: 61

#### Frequency of Visit



- **Mode of Travel:** 87% typically drive downtown, 8% typically walk or bike, and 5% typically use a combination of modes.
- **Finding Parking:** 52% typically find parking within 2 minutes, 36% typically find parking within 3 to 5 minutes, and 12% find it typically takes more than 5 minutes to find parking.
- **Parking Location:** 84% of downtown visitors typically park on-street.
- **Typical Parking Experience:** 70% of visitors can find close parking in a reasonable amount of time, while 26% feel parking is usually not close to their destination.

### All Respondents

- **Biggest Challenges with Parking in Downtown/Old Yellowstone District:**
  - A. Finding an available space that is close to their destination
  - B. Finding an available space quickly
- **Top 3 Preferred Parking Management Strategies within Downtown/Old Yellowstone District:**
  - A. Develop a Downtown Employee Parking Program
  - B. Identify Opportunities for Shared Parking
  - C. Enhanced Enforcement of Existing Parking Rules and Regulations
- **Most Common Suggestions for Improving Parking Management:**
  - A. Enhanced Enforcement (22% of comments)
  - B. Incentivize the Use of Off-Street Facilities (21% of comments)
  - C. Pedestrian Improvements (9% of comments)
  - D. More Public Parking Options (9% of comments)

Appendix 33. documents the detailed results of the parking study on-line survey.



## Stakeholder Priorities and Key Themes

Community members expressed a wide variety of concerns, priority issues, and recommendations related to parking within Casper's Urban Center during the three-month community outreach campaign. Each comment received – both from in-person engagement opportunities and via online efforts – was grouped into one of approximately 30 categories to help identify the issues that represent the key priorities of the community. The following section summarizes First, Second, and Third Tier priorities as a means to help organize the information gathered. However, during the development of the Urban Center Parking Plan, all feedback received will be considered while crafting study recommendations.

### Tier 1 Priorities

Tier 1 Priorities were expressed consistently through a variety of outreach events and within the online survey. Addressing these issues should serve as a key focus of the Urban Center Parking Plan recommendations.

#### **INCENTIVIZE THE USE OF OFF-STREET FACILITIES**

- Consider options to encourage employees to use the parking garage and other off-street facilities rather than occupy on-street parking spaces.
- Costs associated with parking in the parking garage incentivizes employees to park on-street or in private lots, and alternative options should be studied.

#### **ENHANCED ENFORCEMENT**

- Current enforcement levels are not consistent enough with inadequate penalties for repeat offenders to serve as an effective deterrent for employees and other long-term parkers.
- Enforcement philosophy should strike a balance that both effectively cites and fines repeat offenders without serving as a deterrent to downtown visitors.

#### **PEDESTRIAN ENHANCEMENTS**

- There is a strong desire among community stakeholders to improve the downtown pedestrian environment including streetscape enhancements, crosswalk treatments to improve safety, and potential consideration for a downtown pedestrian mall.
- Many community members indicated that during special events, visitors are willing to walk several blocks to their destination.

### Tier 2 Priorities

Tier 2 priorities were expressed in some form during nearly all outreach activities. While Tier 2 priorities were voiced nearly as often as Tier 1 priorities, there was not always consensus on potential solutions.

#### **ADDITIONAL PUBLIC PARKING OPTIONS**

- While not all community members feel that Casper needs additional public parking in the near-term, a combination of local areas of high demand (2nd Street) and upcoming development projects that will potentially increase demand has led many to feel Casper should begin working to identify areas to add additional parking supply for the future (within 3-5 years).
- Many community members expressed interest in pursuing shared parking arrangements with private lot owners to increase the number of public parking options in downtown.

#### **PARKING GARAGE ENHANCEMENTS**

- There is a perception that the parking garage is dark, challenging to navigate, not welcoming for larger vehicles, and has limited payment options.
- Improved lighting, additional winter maintenance, re-striping to accommodate large and small vehicles,



wayfinding improvements, and upgraded access kiosks were all suggested as potential improvements.

#### **CLEAR, CONSISTENT SIGNAGE AND WAYFINDING**

- There is a strong desire among community members for simple, clear, and consistent signage that effectively communicates parking information and regulations (i.e., hours, cost, public/private).
- Many feel that current wayfinding signage is inadequate and does not effectively direct visitors to available parking areas. The one-way streets can add to this challenge.

#### **ON-STREET REGULATIONS, PERMITS, AND LOADING ZONES**

- Food trucks are popular among some community members while others feel they unfairly occupy limited numbers of on-street parking spaces. The need to address this hot button issue was the only item mentioned during every outreach opportunity, in-person and online.
- Loading zone usage, temporary permits for construction activities, and on-street residential parking restrictions were all voiced as key concerns.
- Clear, consistent, and understandable management of the on-street public parking system was a key desire and common theme.

#### **EVENT MANAGEMENT**

Parking issues tend to emerge during events in Downtown Casper, and consistent event management was expressed multiple times as a priority.

#### **PAID ON-STREET PARKING**

- Some community members suggested on-street paid parking as a method to manage parking in areas of highest demand. The approach, if used, should allow for multiple payment options, multiple time stay options, and should be easy for visitors to navigate and use.

#### **Tier 3 Priorities**

Tier 3 priorities were expressed by at least two or more individuals during outreach activities and should serve as a reference as recommendations are developed. They are presented as community recommendations rather than key themes:

- Update, improve, modify or discontinue the Validation Program
- Analyze the appropriate application for angled vs. parallel parking to maximize limited curb space
- Invest in bicycle improvements such as bike lanes and bike racks
- Invest in improved transit service
- Modify parking spaces to accommodate larger vehicles
- Allow free, unrestricted overnight parking on-street
- Clarify, communicate and consistently apply parking requirements for new developments
- Invest in mixed-use parking/retail rather than a single-use parking structures

#### **Conclusion**

When viewed comprehensively, feedback received from the stakeholder outreach process supports three “big-picture” themes:

1. **Consistent, Integrated Approach to Parking Management:** The most consistent theme expressed through the outreach process was that on-street regulations, off-street public parking options, and enforcement



should work together to ensure that employees and long-term parkers understand clearly where to park so that short-term parkers (visitors and customers) are able to quickly and easily find downtown parking. Enforcement should support this approach by focusing on identifying, citing, and collecting fines from repeat offenders.

1. **Clear and Straightforward Signage and Wayfinding:** Available parking options need to be easy to understand and navigate so that all users can easily find parking to meet their needs. This includes on-street parking signs, navigational signs to off-street parking options, as well as signage within the downtown parking garage.
1. **Focus on Enhancing the Pedestrian Experience in Downtown:** Many community members expressed a strong desire to ensure that pedestrians feel safe and welcome in Downtown from the time they park their car until they arrive at their destination. Streetscape improvements, crosswalk enhancements, and additional lighting and winter maintenance within the garage will all help to improve the pedestrian experience and ensure that as Casper grows, the Urban Center feels inviting and welcoming to all.

These themes, along with the supporting detail provided by the tiered priorities, will help to inform the recommendations developed as part of Casper’s Urban Center Parking Plan.

Appendix 34. provides a detailed parking program “Strategic Communications Plan and Implementation Strategy”. Components of the Strategic Communications Plan include:

- Program Brand Development, Messaging and Key Audiences
- Media Tools and Platforms
- Additional Communication Tools and Tactics
- Public Relations
- Communications Plan Implementation Framework
- Staffing and Staff Development
- Annual Communications, Marketing and Stakeholder Engagement Planning
- Media Relations Planning
- Implementation Matrix



## VII. Parking Program Management and Organization

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### Parking Program Management and Organization

As the parking profession has evolved, several very effective parking system organizational models have emerged. Each of these models has its own strengths and weakness depending on several factors including the parking system's size, degree of development, programs offered, political landscape, community goals, etc. The four most successful and commonly utilized organizational models are:

- A Consolidated (“vertically integrated”) City/District Department model
- The Parking Authority model
- The “Contract” or Business District model
- The Parking District model

There are of course several variations and hybrids of these models, but these are the four primary alternatives commonly seen across the country. Each of these models will be detailed in more depth in the following sections, but they all have one common factor that contributes to their success: They all address the major problem associated with the “horizontally integrated model” previously described.

When evaluating which organizational option will work best in a specific community, it is important to ask community stakeholders to create a prioritized set of evaluation criteria. A typical list of criteria would include determining which organizational option:

- Best supports economic development
- Best reflects the image and personality of the community
- Is most efficient/cost effective
- Is most customer-friendly
- Is most politically feasible
- Is most focused on the vision
- Is easiest to achieve
- Is most responsive to businesses and stakeholders
- Is most financially viable
- Provides the most effective coordination

Appendix 35 provides detailed descriptions of several parking system organizational models that have shown demonstrated success in recent years. Each organizational model description is illustrated by an example of a specific program based on that model.

### Recommended Program Organizational Option

Kimley-Horn and Associates, Inc. assessed and ranked each of the major models described above. The table below summarizes our organizational options assessment:



City of Casper - Organizational Model Analysis						
			BID/DDA Contract		Professional Services / Out-Sourced Mgmt.	Hybrid Professional Services / Out-Sourced Mgmt.
	Status Quo	City Department Model	Management Model	Parking Authority Model	Model	City Department Model
Supports Economic Revitalization	1	8	8	8	8	8
Most Efficient and Cost Effective	1	7	6	5	8	8
Most Customer Friendly	2	6	6	6	6	6
Most Politically Feasible	2	8	3	6	7	8
Most Focused on Vision	2	7	5	7	7	8
Easiest to Achieve	5	6	4	5	5	7
Most Responsive to Business & DT Stakeholders	2	7	6	7	5	7
Most Financially Viable	5	7	4	6	6	8
Most Effective Coordination	2	6	4	6	5	5
Provides Needed Parking Management Expertise	2	5	5	5	9	9
Best Promotes Long-term Growth	2	8	3	9	7	8
Facilitates Intergovernmental Coordination	2	7	2	7	6	7
Supports the Principal of "Vertical Integration"	2	8	5	8	6	8
Facilitates DT Re-Branding / Integration with DT Master Plan Goals	2	6	3	6	6	6
Promotes Alternative Transportation and Multi-modal Transportation Options	1	5	2	5	4	5
Fosters Innovation and Mission Broadening	2	7	3	7	5	7
Effectively Identifies and Engages with Local "Community Champions"	2	7	4	6	4	7
Ability to Recruit or Develop the Best Possible Program Leader	2	6	3	8	4	6
<b>Total:</b>	<b>39</b>	<b>121</b>	<b>76</b>	<b>117</b>	<b>108</b>	<b>128</b>

**Legend**  
 Consultant ranking of estimated effectiveness in achieving category objectives  
 1 = Very Low Level of Effectiveness  
 10 = Very High Level of Effectiveness

**Must Recreate Chart (won't save correctly)**

Our recommended approach proposes the adoption of a "hybrid" of several of the organizational models described above in an attempt to account for several key factors that are specific to the current and future conditions in the City of Casper and the Old Yellowstone District. Some of these community specific factors include:

- The size of the community
- The fact that parking management will essentially be a new operational function and that there is a lack of existing expertise to manage this discipline
- The desire for improved coordination and collaboration between the City and State (with the pending new State Office Building / campus masterplan)
- The desire to promote the recently adopted Comprehensive Plan
- The desire to leverage parking management as a tool for community and economic development.

The recommended option is described in more detail below:

The preferred organizational option for the City of Casper merges the following two organizational models:



- The City Department model and
- The Professional Services/Out-Sourced Management Model

The rationale for this a recommendation is summarized below:

This approach is seen as the best option for the City of Casper for the following reasons:

1. The Professional Services model envisions a small, lean staff that could be housed in the City, preferably in the Community Development department. Part of this recommendation is in recognition that the overall program will be relatively small, reflecting the size of the community and the relative program budget. This option begins small from a staffing perspective, but is scalable over time if needed.
  - A. Initially a program director/manager, with a limited support staff or even shared support staff is envisioned. Depending on how quickly new program initiatives advance (for example if new technology acquisition and deployment are pursued, a “special projects” coordinator may be needed (or this type of position could be evaluated as part of the private parking management contract).
  - B. The program director/manager position should have strong planning, program development and communications abilities. He/She needs to be able to generate trust and confidence in the community and with the City Council and community stakeholders.
  - C. The primary responsibility of the program director/manager, initially, will be program and policy development and assuming the hiring of a private parking management firm (at least initially), he/she will provide contract management and administrative services.
    - i. This would include such items as:
      - a. Coordinating with other City departments/functions
      - a. Recommending parking rates/fines and other policies
      - b. Reviewing and approving program operational budgets
      - c. Implementing directives from and reporting to the city administration and City Council
      - d. Developing an RFP to hire a private parking management firm
      - e. Working with the private parking management firm to develop standard operating polices/ procedures in a variety of areas (see Chapter 5 – “20 Characteristics of Effective Parking Management Programs”)
1. The outsourced management component recognizes that no significant parking management expertise currently exists within either the City of County. By engaging a private parking management firm (at least for an initial three-year term) will provide the following benefits:
  - A. Helps ensure that the program gets successfully established
  - B. Provides a base of parking management experience and competence
  - C. Provides the County/City with a built-in advisory function during the early years (all the major private parking management firm will pitch this as a benefit)
  - D. Provides established business practices, tools, forms, policies, procedures, etc. – in essence the private parking management firm can help get all the program operational basics in place more quickly and efficiently than can be done by creating a program from scratch with only internal resources.
  - E. The private parking management firms will provide a robust set of system reporting options





including detailed revenue and expense reports, program budgets, maintenance programs, etc.

After the initial three-year term of the private parking management firm, an assessment should be conducted to determine whether the firm has delivered enough value for the parking management fee to be continued or whether the program could be managed exclusively with in-house staff.

1. The Casper parking organizational model envisions a community advisory board made up of 5 to 7 individuals representing different aspects of the community
  - A. Examples of the type of expertise desired for parking commission members might include:
    - i. One county and/or state representatives
    - ii. Multiple City staff representatives. City positions that typically are involved in a parking commission board might include 2 of 3 of the following:
      - a. Mayor or City Manager’s designee
      - b. City Council member(s) whose districts are represented
      - c. Economic Development Director
      - d. Planning Director
      - e. Finance Director
      - f. Public Works Director
      - g. Transit Director
    - iii. Invested community representatives
      - a. Representative of a large employer
      - b. Property owners / Developers
      - c. Business leaders/Merchant’s Association leaders, etc.)
      - d. Representative from the transit agency
      - e. Active transportation advocates
1. The new parking program should have a dedicated manager responsible for managing on-street, off-street and parking enforcement functions.
1. All parking revenue streams should be consolidated to support parking as a dedicated enterprise fund.
1. To achieve a more fully integrated parking program, it is envisioned that additional functions will be added over about a five-year period. These additional functions should include:
  - A. A more robust parking planning function (working with City Planning on parking and related transportation issues). There are a number of parking specific planning tools that will be recommended. Parking should also be at the table when issues related to zoning code changes and parking requirements are debated and amended.
  - B. Better integration and collaboration with downtown management and economic development programs. One of the lessons learned from other parking commission models is the extent to which parking can become a true community partner in terms of downtown revitalization and development efforts. Collaborative program initiatives and participation on boards and committees and generally closer working relationships can generate significant community wide benefits to all parties.
  - C. A specific focus on developing programs related to transportation demand management,



transportation alternatives and other sustainable transportation program options should be developed over time. In the long-term, the parking program should evolve to adopt a more comprehensive and balanced mobility management function.

### Internal Parking Program – Roles and Responsibilities

The City of Casper parking program should have complete responsibility for the management of all parking related program elements, including the following program components:

- **Off-Street Parking Facility Management** – This includes day-to-day operations of parking facilities (both garage and surface) as well as maintenance, management, marketing, and security of facilities.
- **On-Street Parking Resource Management** – This component includes management of un-metered and potentially metered on-street spaces, which could include commercial districts, transit station areas, and neighborhood areas.
- **Collaborative Management of Private Assets** – This includes working with private sector property and business owners, as well as developers, to define shared or leased parking management agreements, or development plans for public-private partnerships related to parking facility construction. Additional program revenues could potentially be generated by having the Parking Commission manage private parking assets on a shared revenue basis.
- **Parking Enforcement** – Enforcement includes introduction of on-street and off-street parking enforcement, management of citations, collection of violations revenue etc. Adjudication of parking citations should be a function separated from the department that issues the citations.
- **Parking Planning and Policy Development** – This includes developing plans and policies to support the parking program, as well as coordinating with area stakeholders such as businesses, churches, medical campuses, local universities and colleges, residents, regional transportation districts and local/state transit agencies. Coordination with City and County planning departments is also an expectation.
- **Special Event and Downtown Management Coordination** – This includes developing plans and coordinating parking management policies and procedures related to special events. A close working relationship between the DDA, the Norman Convention and Visitors Bureau, local event venues, the library and other private sector groups that host large events will be required.
- **Technology Acquisition and Management** – This includes the planning, acquisition, management, and maintenance of parking management, revenue control systems, communications, and associated technologies to help manage and support a data-driven program operation. Developing a comprehensive web-based parking management system that can grow and evolve with the program is highly recommended. Coordination with City IT departments as it relates to technology acquisition and implementation is recommended.
- **Operations and Maintenance** – Operations and maintenance includes the overall day-to-day operation of the program's assets and the ongoing routine, preventive, and reactive maintenance needs of the program assets. Outsourcing of day-to day operations to a private parking management firm is recommended as discussed above.
- **Finance and Budgeting** – This includes developing, adapting, and managing annual and program budgets, as well as capital acquisition and ongoing maintenance and management costs. Developing maintenance reserves and parking repair and replacement reserve funds should be a long-term priority. As stated earlier, it is recommended that the parking department will be established as a separate enterprise fund.
- **Mobility/Transportation Alternative Programs** – A longer term goal of the program will be to evolve programs that will include the introduction and management of mobility improvements intended to enhance the transportation system and support an efficient parking and mobility program.

One of the most important actions that needs to be undertaken is the authorization of a parking director/manager position and the recruitment/hiring of a parking director/manager. We highly recommend that the City recruit and hire a high caliber individual that has both parking and transportation management experience and also excellent communications skills, the vision to guide program development and someone who can work well in a team environment.



Parking is more complex and inter-related than many other City functions. Parking can also be very controversial and needs a manager that can generate confidence and trust while also being politically astute. As the department evolves into a more robust, mature program with an expanded scope of services, it is recommended that the parking manager position be reviewed with an eye toward the development of a “Parking Director” or “Parking Administrator” level position. An extensive document has been provided in the report appendices which provides an overview of parking administrator positions from around the country including salary information, examples of program scopes and several example position descriptions.

As the department expands its scope and matures, new potential areas of staff development and recruitment might include “accounting and auditing”, “planning and community education” and “special projects”.

This organizational recommendation also envisions some form of Parking Advisory Council to provide a mechanism for ensuring on-going community engagement and input. The envisioned Parking Advisory Council should attempt to recruit a range of community leaders who are both invested in downtown Casper and have strong business backgrounds to provide sound direction and guidance. Developing some level of authority to affect or at least recommend policy decisions is important to ensure that high quality board members see their role as having value and that they are not merely ceremonial.

A framework should be developed whereby certain “policy-level decisions” are defined as the responsibility of the City Council and more “operational level decisions” are ceded to the Parking Advisory Council and/or parking director/manager. If there are certain policy decisions that the City Council decides should be made only by elected officials, these policy areas should be defined up front.

For a more detailed discussion of organizational options and operating methodologies, please see Appendix 35.

## Parking System Operating Methodologies

### Operating Methodologies

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

1. **Self-Operation** The managing entity or owner operates the parking program itself. For example, a downtown parking authority could hire the necessary staff to operate the parking system internally.
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. Through the management contract, the private parking management firm is either 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.
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 the parking management firm pays the owner a guaranteed amount and/or a percentage of gross revenues (or a combination).
4. A variation on these basic methodologies that is just being introduced in the US parking market is that of



parking system “monetization”. A more detailed description of each option is provided in the Appendix 35. - Parking System Organizational Options - Whitepaper.

## Financial Framework and Strategies

### Current Parking Program Review

Parking in downtown Casper is currently managed by the DDA

### Recommended Parking Program Financial Structure

Initially, it is assumed that the new parking program will be funded from the City’s general fund. However, the long-term goal will be to develop the parking program as a self-sustaining enterprise fund capable of covering its own operating and maintenance expenses. Ultimately, the program should strive to be able to also cover parking facility maintenance reserves and even future new parking facility development.

For this financial vision to become a reality, the most effective approach would be to implement paid on-street parking. The model below illustrates the revenue generation potential of this strategy; however, it should be noted that the primary objective of paid on-street parking is not revenue generation, but maximizing the utilization of on-street parking for the local businesses that depending on having available and convenient customer parking. This is achieved by managing on-street parking as a short-term, high turn-over parking resource. This fundamental concept should be coupled with the principal that on-street parking rates should ideally be higher than off-street parking rates.

### On-Street Paid Parking Revenue and Capital Expense Model

The following is an overview of a preliminary on-street parking meter revenue projection model. This model was developed with number of key assumptions/variables that can be modified. Key variables include:

- Number of metered spaces in the “meter district area”
- Hours of operation per day
- Number of days per week
- Number of weeks per year
- Hourly parking rate
- Estimated utilization rate

This methodology provides an estimated annual meter revenue per year. The model also estimates projected parking meter equipment capital costs as well as system configuration, installation and training costs and provides an estimated capital investment payoff. The variable elements noted above can be changed in the model and results will flow through the model adjusting the projected parking revenue estimate.

The on-street parking meter revenue projection model provided on the following page estimates first year annual meter revenues of approximately \$471,000.00 with capital equipment costs of approximately \$541,500.00 leading to a first-year net revenue figure of -\$166,000.00. However, the net revenue to the parking program in year number two is approximately \$471,000.00. This level of net revenue should be consistent for the subsequent years, providing a solid base of revenue to parking operations and over time could also fund a range of other new program initiatives and eventually funds to develop additional parking assets.



Factors	Variables / Assumptions	Description
Enter number of metered spaces:	456	Number of on-street spaces within the "Downtown Business District" area.
Enter # of hrs/day .....	9	Assumes meters enforced 9am to 6 pm. Change to fit enforcement hours/days.
Enter # of days per week.....	5	Assumes Monday through Friday. Saturday is usually a separate calculation since utilization is different.
# of weeks per year meters paid :	51	Allows up to 7 holidays that meters are not enforced per year.
Enter the hourly rate in \$ per hour:	\$ 1.00	The amount charged per hour in dollars or decimal portion thereof.
Utilization factor .....	0.45	A decimal portion between 0 and 1 that indicates the usage of the aggregate meter spaces. High levels of usage will be 0.85 to 1.0, low levels would be 0.10 to 0.35. 0.45 matches current documented utilization.
<b>Projected Annual Meter Revenue:</b>	<b>\$ 470,934</b>	
<p>NOTES:</p> <p>It is recommended that meters be grouped into areas of similar usage. These groups should also be used to define collection routes or groups. Tracking revenue and comparing actual to projected will help define changes to the utilization factor so that revenue forecasts can be as accurate as possible.</p> <p>Please be aware that evening and weekend utilization will be different than weekday factors. A revenue projection for a single group of meters may require 2 or 3 calculations to arrive at an accurate revenue projection for all time frames.</p>		
Number of controlled spaces	456	Number of on-street spaces within the "Downtown Business District" area.
Number of spaces controlled/device:	8	Assumes multi-space meters with solar panels.
Number of meter mechanisms:	57	Total number of spaces divided by the number of spaces each device will control.
Cost of each mechanism:	\$ 9,500	Cost of each device including shipping and handling.
<b>Projected Equipment Capital Cost:</b>	<b>\$ 541,500</b>	Total projected capital equipment cost.
	\$ 85,500	Installation, testing and commissioning
	\$ 10,000	System configuration and training.
<b>Projected Year One Net Revenue</b>	<b>\$ (166,066)</b>	Projected year one net revenue after deduction of capital cost, installation and training.
<b>Projected Year Two Net Revenue</b>	<b>\$ 471,000.00</b>	Projected year two net revenue after system capital cost, installation and training have been paid. NOTE: Does not include parking program staffing/operations costs.

Variable Inputs - Changed values will update totals.

The following section presents a draft program budget to estimate program operating expenses and other potential revenue sources.



## Draft Parking Program Budget



CASPER AREA METROPOLITAN PLANNING ORGANIZATION  
Urban Center Parking Plan

Draft Parking Program Preliminary  
Project Budget Outline  
Apr-18

The goal of this preliminary parking program budget outline is to give a high-level estimation of potential parking program revenues and expenses as well as recommended capital program elements.

REVENUES	Assumptions	Estimated Parking Revenues 2019
Parking Garage Revenue		
- Monthly/Contract Parking	\$43/space/month - Covered Parking (259 spaces) Assumed 80% utilization	\$ 106,915.00
	\$35/space/month - Business Rate (30 spaces) Assumed 80% utilization	\$ 10,080.00
	\$20/space/month - Uncovered (91 spaces) Assumed 80% utilization	\$ 17,472.00
	\$2.00 minimum (2 hours) (69 hourly spaces) Assumed 70% utilization x average fee of \$3.00 for 250 days per year	\$ 36,225.00
	\$1.00/hr (after 2 hours)	
	Sub-Total Garage Revenues:	\$ 170,692.00
Parking Lot Revenue	\$43/space/month (1st and Center Lot = 55 spaces) Assumed 90% utilization	\$ 25,542.00
	Note: Parking is currently free on weekends and holidays	
On-Street Meter Revenue	Based on On-Street Parking Revenue Model provided by KH	\$ 470,934.00
Special Event Parking Revenue	Assumes free parking for events	\$ -
Parking Enforcement Revenue	Based on parking citation receivables report from July 2016 - Aug 2017	\$ 75,627.00
Permitting Fees	Construction, Parkway, School, Loading Zone, Recreational Vehicle, Handicap permits, etc.	\$ 5,000.00
	<b>Total Operating Revenue</b>	\$ 747,795.00
<b>EXPENSES</b>		
	Parking Administrator Salary (\$60K) and 4 FTEs of parking staff from parking management firm - including a parking manager (\$190K)	\$ 250,000.00
Gross Wages		\$ 3,500.00
Grounds Maintenance	Assumes only parking garage and 1st and Center Lot	\$ 10,000.00
Total Insurance	Based on similar programs	\$ 55,000.00
Management Fees	Assumes engagement of a private parking management firm	\$ 3,829.00
Payroll Taxes	Based on similar programs	\$ 12,500.00
On-Street Meter Supplies	Based on similar programs	\$ 300.00
Postage and Delivery	Based on similar programs	\$ 500.00
Printing and Reproduction	Based on similar programs	\$ 100.00
Bank Service Charges	Based on similar programs	\$ 10,500.00
Total Professional Fees	Based on similar programs	\$ 6,000.00
Staff Development and Training	Based on similar programs	\$ 28,500.00
Security	Based on similar programs	\$ 2,500.00
Signage	Based on similar programs	\$ 5,100.00
Total Supplies	Based on similar programs	\$ 36,000.00
Total Utilities	Based on similar programs	
	<b>Total Operating Expenses</b>	\$ 424,329.00
	<b>Net Results:</b>	\$ 323,466.00
<b>RECOMMENDED CAPITAL INVESTMENTS</b>		
Capital Equipment for On-Street Meters	Includes approximate 450 meters, installation, testing, commissioning and system configuration/training costs.	\$ 687,000.00 Estimated pay-back in approximately 1.3 years.
Investment in Mobile Usage Plate Recognition software and equipment	Based on recent acquisition from a similar municipality	\$ 75,000.00 Estimated pay-back in approximately 2.0 years.
Parking Garage Enhancements Project	Painting facility interiors, equipment upgrades, lighting upgrades, count system, etc.	\$ 250,000.00
	<b>Total Estimated Capital Expenses</b>	\$ 962,000.00

### Notes on Recommended Capital Investments:

- The revenues from the recommended investment in on-street parking meters are included in the revenue projections.
- The investment in a mobile LPR system to enhance parking enforcement program is expected to improve operational efficiency, citation collections and citation revenues.
- Parking garage enhancements and improved management are expected to improve garage revenues by at least 20%.

## Needs recreated

### Parking Program Financial Plan Template

As the parking program evolves, the development of a parking program “financial plan” is highly recommended. For municipal parking programs, having a detailed and well-defined financial plan is considered an industry best practice. The program financial plan would ideally address the following major elements:

- Program Overview



- Program Background
- Planning and Policy Framework
- Key Operational Objectives
- Fund Balance and Reserve Policy
- Uses of Parking Revenues Policy
- Debt Policy
- Rates Policy
- Annual Updates

Appendix 37 is a template for developing the recommended parking system financial plan (with sample text for illustrative purposes only).

## Streetscape Design/Curb Lane Right-of-Way Management

### Chapter Overview

The purpose of this review of potential “Curb Lane / Right-of-Way Management” strategies is to define the efficient use of downtown curb lane space and improve signage that communicates the uses to the public.

The overall goal of this report chapter is:

Whether the use is for public parking, transit, loading, passenger vehicles for hire, food trucks, or valet parking, the City of Casper desires to enhance the downtown experience for all users of the curb lane. The following elements are included in this document:

- Definitions for curb lane priorities for specific curb uses in downtown
- Guidance and schematic recommendations for communicating regulatory messages and
- Recommended curb lane operational configurations

For this review, there are three distinct groupings of streets and curb uses, including:

Evaluate curb lane usage in the downtown area to develop a more consistent approach to signage, parking, enforcement, and management, resulting in a more inviting and appealing downtown

1. **Core Streets** – including most of the streets within the Urban Center study area
2. **Residential Streets**
3. **Remaining Streets** – those streets not covered by the first two categories

### Proposed Street Type Priorities

The following draft priority listings were developed by the consultants to ensure that uses are applied appropriately and that the intent of the street network is properly administered. These priorities were developed with current conditions in mind; however, as the City evolves, these priorities should also evolve to reflect their changing importance in downtown and the Old Yellowstone District. Consistent with current urban design approaches, the primary priority on all streets should be the pedestrian experience. The goal of these strategies is to promote a “park once” mentality that transforms all drivers entering downtown into pedestrians once they reach their first destination. While the pedestrian experience does



not necessarily occur in the curb lane, management and design decisions should support the fact that all streets need to enhance the pedestrian experience.

<i>Signature Street</i>	<i>Primary/Secondary Street</i>	<i>Residential Street</i>
<ol style="list-style-type: none"> <li>1. Transit Operations</li> <li>2. On-Street Parking</li> <li>3. Loading (Passenger, commercial, taxi/TNC, valet, etc.)</li> <li>4. Traffic Capacity</li> </ol>	<ol style="list-style-type: none"> <li>1. Transit Operations</li> <li>2. Traffic Capacity</li> <li>3. On-Street Parking</li> <li>4. Commercial Loading</li> <li>5. Passenger Loading</li> </ol>	<ol style="list-style-type: none"> <li>1. Parking (residents)</li> <li>2. Transit Operations (on the periphery)</li> <li>3. Residential Loading</li> </ol>

### Curb Lane Street Type Priorities

The primary method for restructuring and defining the curb lane uses in the downtown is through the development of Curb Lane Street Type Priorities, which present specific guidelines and recommendations for various uses along the curb. The following descriptions provide a general overview of recommendations for the various curb uses.

#### ON-STREET PARKING

- On-street parking uses should be grouped consistently throughout Downtown – future curb lane management decisions should try to keep on-street parking consistently focused on the center block, unless some other use (i.e. transit loading) takes precedent on that block.
- The City should evaluate the use of short term parking, or “Customer Convenience Zones” in areas adjacent to commercial uses that require a higher level of turnover.
- The City should explore implementing paid on-street parking to better manage parking demand, prioritize short-term parking use, and influence parking turnover.
- If the City chooses to implement new meter technology in the downtown area in the future, parking occupancy and revenue data collected throughout the year (from the new on-street parking meters) should identify areas of higher occupancy and continue to expand the paid parking coverage area.
- The City should also consider redefining its parking violation fine structure, to provide more leniency to first-time or occasional offenders, while being more aggressive toward habitual violators.

#### TRANSIT

- A vehicle parked at a bus stop should receive a fine similar to a traffic obstruction fine during peak hour (\$50 + tow).
- To minimize potential conflicts, bus and trolley stops should be located closer to the center of the block. Signage should be used to regulate “Stopping or Standing” at a bus loading area.
- It is recommended that the local transit system evaluate ridership data and look to potentially combine bus stops where fewest boarding’s are currently occurring.

#### COMMERCIAL LOADING

- It is recommended that commercial delivery businesses buy an annual or temporary loading zone permit in various classes to provide several choices to suit their operational needs. The permit system would include multiple tiers, with each tier providing a greater level of flexibility for the user.
- In conjunction with this tiered permit system, the City will need to implement stricter and more punitive fines related to parking violations in a commercial vehicle loading zone.





- The City should also add a handful of strategically placed “long-term” loading zones, that would allow for longer delivery times (two to three hour durations). This application could also potentially apply to “Food Trucks” or other special uses.

#### **PASSENGER LOADING – TAXIS / TRANSPORTATION NETWORK SERVICES (TNCS - UBER/LYFT, ETC.)**

- Taxis and TNCS should be restricted from parking in paid parking spaces while on-duty or
- Loading/unloading passengers.
- To provide a greater range of options for taxi/TNC vehicles, nighttime use of Commercial Vehicle Loading Zones should be restricted to taxi/TNC or valet use.

#### **PASSENGER LOADING - VALET**

- Valet stands are a special use and should be located on the sides of blocks. In the event that transit is not present on the block, valet stands should be located as close to the center of a block face as possible, to minimize traffic and pedestrian impacts. The City should continue to try to minimize valet operations to one per block face where possible.
- If valet parking programs are implemented in Casper, the City should consider collecting an annual application fee of \$200 per valet operation, additional fees should be collected to monetize the valuable curb space that is being utilized by valet services, especially if the City implements on-street paid parking operations.

#### **RESIDENTIAL PERMIT PARKING**

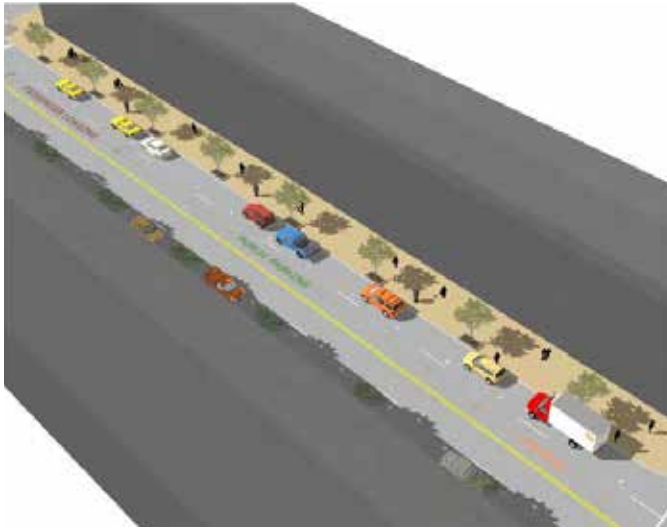
- Block faces on residential streets should be set up to maximize on-street parking, to the benefit of the adjacent residents. Loading should be interspersed throughout for larger deliveries, but most residential level deliveries can occur in short term parking spaces. Taxi and valet stands should be prohibited in residential areas.
- Because there are a limited number of on-street spaces throughout the entire downtown, it is recommended that the City adopt a policy where downtown residents may park in on-street spaces with a permit. On-street residential permits should note any potential restrictions such as for snow plowing, street cleaning, etc.

#### **VEHICULAR CAPACITY**

- If vehicle capacity becomes an issue (peak period traffic congestion), it is recommended that peak hour parking restrictions be placed only on streets near the downtown core and secondary streets where there is unacceptable vehicular congestion.



## STANDARD BLOCK FACE



Based on the street priority recommendations defined for the curb uses above, block face templates were defined for the downtown area, including a standard block face and a residential street block face.

These block face templates were designed to provide the City with a starting point when evaluating new street configurations or development plans. This combination will provide guidance and the tools to evaluate and implement curb lane management strategies for any number of developments. Shown to the right, is an oblique aerial view of the standard block face template, which centrally groups the on-street parking for the block, buffered by commercial and passenger loading. The commercial loading is purposely placed on the entering side of the curb lane to provide better access for delivery vehicles.

### Signage Recommendations

Conceptual level signage examples were developed as part of the study process. The conceptual level example signs were developed using MUTCD (Manual on Uniform Traffic Control Devices) guidelines, but were further adapted to meet the unique constraints of the downtown environment. Three approaches were developed and are further described below.

The three approaches to the signage concepts include:

1. **Standardization Approach** – This basic approach uses MUTCD guidelines and standards to provide a more consistent approach to regulatory messaging. This approach standardizes signage and cleans up conflicting messaging and varying sign types throughout downtown.
2. **Graphic Symbol** – utilizing symbols to represent recurring uses along the curb, such as commercial loading, taxis, or buses. The use of symbols (supported by text) creates an easier to understand curb-side environment, including for out-of-town motorists or visitors from another country.





TAXI CAB



LIMOUSINE



COMMERCIAL LOADING ZONE



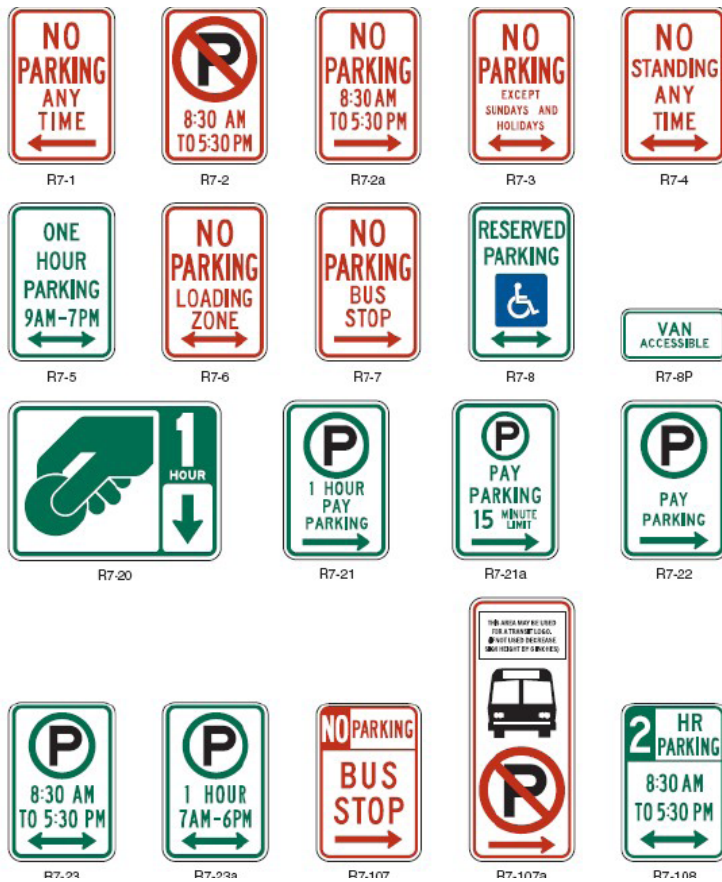
PASSENGER LOADING ZONE

3. **Timeline Approach** – this approach is specific to curbside lanes that have multiple uses throughout a given day. The timeline approach uses the human tendency and instinct to respond to temporal and chronological data to present the regulatory messages in a way that is easier to comprehend, learn and follow, especially when implemented consistently throughout a large area.





Manual on Uniform Traffic Control Devices – Parking Signage



The MUTCD, a document issued by the Federal Highway Administration (FHWA), specifies standards for traffic signs, road surface markings, and traffic signals. Guidelines include shapes, colors, and fonts used in



regulatory signage.

Specifically related to parking and curbside signage, MUTCD Sections 2B.46 – 48 provide general guidelines for regulatory signage. The general guidelines are stated as: Signs governing the parking, stopping, and standing of vehicles cover a wide variety of regulations, and only general guidance can be provided here. The word “standing” when used on the R7 and R8 series of signs refers to the practice of a driver keeping the vehicle in a stationary position while continuing to occupy the vehicle.

The MUTCD does not provide specific regulations related to parking signage, but rather general guidelines that should inform the development of regulatory messages and signage. Some of the general guidelines found in the document include:

### **SIGNAGE DESIGN/REGULATORY MESSAGES**

- The legend on parking signs shall state the applicable regulations
- Parking signs should display the following information from top to bottom, in the order listed:
  - The restriction or prohibition
  - The times of day it is applicable, if not all hours, and
  - The days of the week it is applicable, if not every day
  - If colors are used for color coding of parking time limits, the colors green, red, and black should be the only colors that are used.
- Parking signs shall comply with the standards of shape, color, and location
- Where parking is prohibited at all times or at specific times, the basic design of the parking sign shall have a red legend and border on a white background
- Where only limited-time parking or parking in a particular manner are permitted, the signs shall have a green legend and border on a white background
- Where parking is prohibited during certain hours and time-limited parking or parking in a particular manner is permitted during certain other time periods, the red Parking Prohibition and green Permissive Parking signs may be designed as follows:
  - Two 12 x 18-inch parking signs may be used with the red Parking Prohibition sign installed above or to the left of the green Permissive Parking sign; or
  - The red Parking Prohibition sign and the green Permissive Parking sign may be combined to form a landscape sign on a single 24 x 18-inch sign, or a vertical sign on a single 12 x 30-inch sign.
- The words NO PARKING may be used as an alternative to the No Parking symbol. The supplemental educational plaque, NO PARKING, with a red legend and border on a white background, may be used above signs incorporating the No Parking symbol.
- To make the parking regulations more effective and to improve public relations by giving a definite warning, a TOW-AWAY ZONE plaque may be appended to, or incorporated in, any parking prohibition sign.
- Where parking spaces that are reserved for persons with disabilities are designated to accommodate wheelchair vans, a VAN ACCESSIBLE plaque shall be mounted below the handicap sign. The handicap sign shall have a green legend and border and a white wheelchair symbol on a blue square, all on a white background.

### **PAID PARKING**

- If a fee is charged for parking and a mid-block pay station is used instead of individual parking meters for each parking space, pay parking signs should be used. Pay Parking signs should be used to define the area where the pay station parking applies. Pay Station signs should be used at the pay station or to direct road users to the pay station.
- If the pay parking is subject to a maximum time limit, the appropriate time limit (number of hours or



minutes) shall be displayed on the Pay Parking and Pay Station signs.

#### **DIRECTIONAL GUIDANCE**

- If the parking restriction applies to a limited area or zone, the limits of the restriction should be shown by arrows or supplemental plaques. If arrows are used and if the sign is at the end of a parking zone, there should be a single-headed arrow pointing in the direction that the regulation is in effect. If the sign is at an intermediate point in a zone, there should be a double headed arrow pointing both ways. When a single sign is used at the transition point between two parking zones, it should display a right and left arrow pointing in the direction that the respective restrictions apply.
- As an alternate to the use of arrows to show designated restriction zones, word messages such as BEGIN, END, HERE TO CORNER, HERE TO ALLEY, THIS SIDE OF SIGN, or BETWEEN SIGNS may be used.

#### **SIGNAGE PLACEMENT, ORIENTATION, AND PLACEMENT**

- When signs with arrows are used to indicate the extent of the restricted zones, the signs should be set at an angle of not less than 30 degrees or more than 45 degrees with the line of traffic flow in order to be visible to approaching traffic.
- Spacing of signs should be based on legibility and sign orientation.
- At the transition point between two parking zones, a single sign or two signs mounted side by side may be used.
- If the zone is unusually long, signs showing a double arrow should be used at intermediate points within the zone.
- If the signs are mounted at an angle of 90 degrees to the curb line, two signs shall be mounted back to back at the transition point between two parking zones, each with an appended THIS SIDE OF SIGN supplemental plaque.
- If the signs are mounted at an angle of 90 degrees to the curb line, signs without any arrows or appended plaques should be used at intermediate points within a parking zone, facing in the direction of approaching traffic. Otherwise the standards of placement should be the same as for signs using directional arrows.
- To minimize the number of parking signs, blanket regulations that apply to a given district may, if legal, be posted at district boundary lines.

It is recommended that a current traffic and regulatory signage review be conducted to document current conditions, issues, inconsistencies, etc. Recommended signage categories for organizational purposes include:

- General Signage – No Parking, etc.
- No Parking – With Restrictions
- Taxis and Limousines
- Loading Zones
- Passenger Loading Zones
- Parking Allowed
- Neighborhood, Convention Center or Event Venue Parking

## **Curb Lane/Right of Way Management Recommendations**

The following section provides the core recommendations for the various curb lane uses throughout downtown. These recommendations are intended to drive implementation and management decisions.

These strategies are built from existing policies, best management practices from peer cities, and creative



strategies that intend to further define the curb uses and provide a more consistent and comprehend-able curb lane experience.

## On-Street Parking

Throughout downtown, the most predominant curb use and type is on-street parking. This use makes up the majority of the available curb space, which is appropriate because it is the most sought after and utilized curb use throughout the downtown business district. In the previously defined curb space priorities, on-street parking is considered to be one of the primary priorities, only behind transit operations and pedestrian/vehicular experience (depending upon street type). For Casper, it is recommended that a primary goal should be to maximize the amount of on-street parking capacity. Many of the recommendations in this section are focused on that desire.

On-street parking should be regulated in a manner that provides accessible and convenient spaces, with logical structure, signage, regulation, and payment options (if on-street paid parking is implemented). As an example, it is not feasible to have short duration parking in the same area as longer duration parking, because motorists could confuse the two, leading to unwanted enforcement issues or an unsatisfying downtown experience.

The following sections provide recommendations related to the location, orientation, regulation, and application of on-street parking throughout downtown.

### **BLOCK FACE LOCATION**

Because of the abundance of on-street parking throughout downtown, it is difficult to define a specific location for on-street parking along the curb face. In an ideal setting, on-street parking would be the central use along a block, buffered by loading zones or taxi stands. However, in some locations it may be necessary to locate on-street spaces at the end of a block to account for transit loading or commercial vehicle loading. In other locations, especially in evening operations, it may be necessary to locate on-street parking on the end of blocks, buffering valet parking operations.

Of all the curb uses identified in this document, on-street parking needs to remain the most flexible in its location and placement. **However, one constant that should be applied throughout downtown is to provide similar groupings of on-street spaces.** Short duration parking (e.g. 30 minute limits) should not be included within the same block that has mostly two-hour parking. Similarly, passenger loading, commercial vehicle loading, and taxi stands should not be placed in the center of on-street parking sections. Rather, these uses should be located to buffer on-street uses from the intersection. The application and location of on-street parking should be decided based on adjacent land uses and competing curb lane needs.

### **ORIENTATION**

Throughout downtown, parking is primarily oriented parallel to the curb face. This is a factor of available right-of-way and road space, which is not likely to change dramatically as downtown continues to evolve. **As development and redevelopment continues to occur, parallel parking should remain the orientation of choice.** This provides for varying uses throughout the day (e.g. on-street parking to vehicular capacity during peak hours), and allows for the most efficient movement of transit throughout the area. The City should be aware of alternative parking orientations which could be considered in new or redeveloped locations, either as a means to provide additional parking capacity or street traffic calming. For those areas of downtown considering traffic calming or road conversions, other methods may be appropriate based upon the available street right-of-way (such as the configuration of Second Street).



## Time Limits and Restrictions

The use of time limits and restrictions is a tool used to enact turnover and circulation within parking spaces, providing greater exposure for adjacent retail throughout the day. Within downtown, the time limits are generally two hours or less. **There are a very limited number of metered locations with 30-minute time limits. Generally, this policy is appropriate and should be maintained throughout the community. However, in certain locations, especially with a higher influence of “short-term” retail stores (e.g. coffee shops, dry cleaners, take-out food), the City could consider using short term Customer Convenience Zones to provide a larger capacity of parking that turns over quickly.**

By implementing a shorter duration time limit, such as 30 minutes rather than two hours, a parking space could turnover sixteen times in an eight-hour period, rather than four times. If an average shopping trip takes 30 minutes and an average purchase level is \$5, a retailer could make an additional \$60 per day, or a little more than \$15,000 per year. Conversely, on the fringe areas of downtown, where parking utilizations are lower, the City could consider providing longer term parking based on demand.

### PARKING RATES

In an ideal parking system, on-street parking rates are set higher than the off-street rates to entice motorists to direct long-term parking trips into off-street parking facilities.

If on-street paid parking is implemented in the downtown business district, the recommended meter rates would be \$1 per hour, putting on-street and off-street rates into the proper relationship and encouraging both on-street space turnover and off-street parking utilization.

### TECHNOLOGY

It is recommended that the City consider implementing pay-by-plate meter technology to make the on-street retail parking more available to short-term users. **In addition to implementing new pay station technology, the City should consider some additional add-on features for its on-street system, both to enhance customer service and operations.**

The first is the addition of a pay-by-cell phone feature, connected to the new pay stations. This feature provides an additional payment option for consumers, and can serve to lower transaction fees for credit card transactions, as those fees are generally passed on to the consumer in a pay-by-cell phone system. Many current pay-by-cell systems require little to no infrastructure or capital cost for the City.

Additional technology options could include the use of smart phone applications or in-car navigation systems to direct motorists to available parking, and to communicate changes to curb lane restrictions.

### ENFORCEMENT

From an enforcement standpoint, the following recommendations should be implemented in an effort to enhance enforcement operations.

- Apply additional training to enforcement officers regarding city-specific information related to events, attractions, and general downtown knowledge and orientation. This recommendation is intended to have enforcement officers serve as ambassadors to promote the downtown and provide assistance for visitors.
- Adding Saturday as an additional enforcement day





- Extending current enforcement times to 6pm
- Renewing focus on expired meter violations
- Rotating enforcement officers to different beats on regular intervals
- Utilizing License Plate Recognition software to actively seek out scofflaws

The City should also consider redefining its parking violation fine structure, to provide more leniency to first-time or occasional offenders. By providing a tiered parking violation structure, first-time offenders are warned of potential violations and the citation is used more for education than enforcement. Higher tiered violations would be more substantial, and would be aimed at curbing habitual violators and scofflaws. An example fine structure is shown in the table to the right.

Fine Number	Violation Rate
1 <sup>st</sup> Violation	\$25.00 or warning
2 <sup>nd</sup> Violation	\$30.00
3 <sup>rd</sup> Violation	\$35.00
4 <sup>th</sup> Violation	\$40.00
5 <sup>th</sup> Violation or higher	\$50.00 + booting (motorists must pay all outstanding tickets to get boot removed)

### ELECTRIC VEHICLE CHARGING STATIONS



A new application in on-street parking is the provision of electric vehicle charging stations.

The use of on-street parking for electric vehicle charging stations is a relatively new concept in the United States, with San Francisco, CA being one of the first implementers. In the picture to the right, vehicle charging stations require a specific permit for parking privileges.



As the City begins to implement these charging stations, special thought needs to be given to time limits, parking charges, and vehicles restrictions. Initially, the use of this technology may be low and the City can operate the spaces like any others in downtown. However, as demand for these spaces increases, the City will need to restrict usage to electric vehicles that are charging only. Enforcement of these spaces should include a fine high enough to deter regular vehicles from parking in the space (~\$50).

As the City reviews time limits for these spaces, it may need to expand beyond the traditional two-hour limit to allow for sustained charging operations. However, the City should not allow unregulated parking by charging vehicles, as some parkers will take advantage of the free service for numerous hours. The City should work with the charging system vendor to identify appropriate time limits that allow for suitable charging without losing the space to a lone charger for an extended period. As with all other spaces, electric vehicle charging spaces should be subject to peak hour restrictions and associated fines and towing.

## Transit

General recommendations and standards for locating transit stops along the curb lane in downtown were developed in response to passenger loading/unloading priorities. The provision of efficient transit operations and reliable service to passengers promotes multi-modal operations, sustaining Casper's growth as a dynamic "park once" City. Because vehicles illegally parked or encroaching onto stop locations are detrimental to transit operations, these vehicles should receive heavy fines. A vehicle parked at a bus stop should receive a fine similar to a traffic obstruction fine during peak hour (\$50 + tow). The space markings and signage should clearly communicate this message to motorists.

The locations of bus and trolley stops are important to system operations. Locating stops close to intersections is recommended for transit operations. To minimize potential conflicts bus and trolley stops should be located at the ends of the block to the extent practicable.

## Passenger Loading – Taxis/TNCs

One of the primary conflicts in downtown streets is the operation of taxis in the curb lane. Existing policies do not prohibit taxis from stopping or standing in on-street parking spaces, which is an issue when a private vehicle cannot park on the street because a taxi is using the space. The following are recommended additions to the existing taxicab policy, which are based on the parking needs in downtown.

- No vehicle shall stop, stand or park a vehicle other than a taxi in a taxicab stand.
- Taxis shall not stand or park on any street at any place or parking space other than in designated taxicab stands except while actually engaging in the expeditious loading and unloading of passengers.
- Taxis/TNCs will be allowed to utilize curb space in commercial loading zones after 6pm, when commercial loading restrictions are no longer effective.
- Separating taxi/TNC operations from other users along the curb allows for better curb management practices while still providing space for passenger loading. In addition, it is not always necessary to provide taxi/TNC parking along every block since not every land use requires the need for taxi/TNC services.
- When taxi/TNC stands are required on a block, it is recommended that they be located at the end of blocks, near intersections, to provide a buffer for pedestrians utilizing on-street parking spaces or transit passengers loading and unloading. This is consistent with the recommended placement of commercial loading zones, which taxi/TNC can utilize after 6pm, and will reduce confusion about where taxis are allowed to stop or stand on the street.
- Creating dedicated taxi/TNC stands and locating the stands near intersections will clean up the curbside use and provide adequate service to downtown patrons. Furthermore, these recommendations will reduce conflicts with competing uses and illegal queuing by taxis/TNCs.



## Passenger Loading – Valet

We are not aware of any existing policies related to valet operations in Casper, but as the downtown becomes more active with new restaurants and other attractions, the desire to provide valet services is likely to grow. The following draft valet parking recommendations are provided should the need arise in the future.

### LOCATION AND LIMITATIONS

- Valet stands should be located at or near the center of a block face, where vehicular queuing is less likely to impact traffic operations at nearby intersections.
- Centralized placement of valet stands will minimize conflicts and create uniformity in Uptown. Using a centralized location also allows multiple valet stands to be combined, serving several businesses on one block face.
- Building upon this centralized approach, valet stands should be restricted to one operation per block face, which should limit the pedestrian and traffic flow disruption. More importantly, limiting to one valet stand per block will minimize the number of on-street parking spaces removed for valet transfer.

### VALET FEE STRUCTURE

It is recommended that the City collect an annual application fee of \$200 per valet operation, additional fees should be collected to monetize the valuable curb space that is being utilized by valet services, especially if the City implements paid parking operations. Suggested fees include both Operations and Parking Obstructions:

**Operations Fee** - The Operations Fee would require the valet companies to pay a basic fee to operate a valet stand in downtown. This fee would be collected annually and would be paid for per valet stand. If a valet company operates multiple stands in downtown, a premium price would be paid for the first stand and reduced fee would be assessed for additional stands.

**Parking Obstruction Fee** - The Parking Obstruction Fee would require the valet parking operator to pay for the valuable on-street parking spaces that would be removed for valet services. This fee is intended to encourage the valet operators to efficiently utilize the curb space and minimize impacts to on-street parking. The parking obstruction fee would be assessed annually and be paid for per removed space. An example of the fee schedule can be found below:

FEE TYPE	ANNUAL COST*
Application Fee	\$200
Parking Obstruction	\$250 per space
Operational Fee	\$50
Each additional location	\$10 per additional stand

*These fees are examples only and are primarily based upon fees used in Austin, Texas. If adopted, these fees should be studied and potentially adjusted to be based on the Casper market.*

## Residential Permit Parking

At some point in the future, the City of Casper may need to develop a residential parking permit program



for the neighborhoods in or near to downtown. Urban Center residents desire to park near or adjacent to their homes, often in public on-street spaces.

**BLOCK FACE**

When determining how a block face should look on residential designated streets within the downtown area, on-street parking should be the first priority to serve residents. Taxi and valet stands should be prohibited on residential streets, because their use and operation is detrimental to the residential nature of the areas.

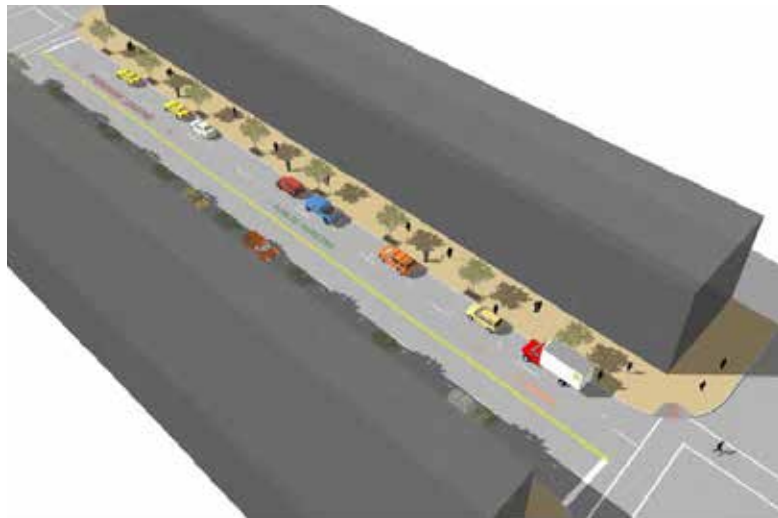
**RESIDENTIAL PERMIT POLICY**

The residential parking permit policies may vary per residential area. This is due to the varying demands for parking and special event conditions within each location. Some areas have denser residential development. Other areas are impacted by special event conditions from various venues.

Most residential parking permit areas charge a very modest fee for permits (just enough to cover the program's cost (often as low as \$15 / year). Please see Appendix 28 for a whitepaper on developing a residential parking permit program.

**STANDARDIZED BLOCK LAYOUT**

The intent of this block face configuration is to provide on-street parking capacity, centrally located and grouped for easy location by downtown users. The parking is buffered by loading zones, both commercial and passenger (taxi in this example). Under this example, the City can use one Pay-by-Space pay station, while also minimizing signage.



## Residential Streets

The intent of this block face configuration is to provide residential permit parking capacity. Residential loading operations would take place in the on-street parking spaces, given the less common nature of this type of loading. Residential loading could mean home delivery, move-in/move-out procedures, and passenger loading and unloading.



## Second Street Pilot Project

The implementation and phasing of the curb lane study recommendations will need to occur over time, as development and redevelopment needs dictate. However, one of the recommendations of this study is to conduct a pilot project of recommendations along Second Street.

The following elements should be considered for inclusion in the Second Street Curb Management Pilot Study

- **Curb Management** – implementation of specified curb lane use priorities
- **Policy and Enforcement Practices** – implement prescribed approaches to commercial vehicle loading, taxi stands, transit operations, and food truck practices.

The following categories further describe the intended application:

- **Commercial Vehicle Loading Zone Practices** – implement annual or temporary commercial vehicle loading classes on an area wide basis.
- **Passenger Loading Practices** – for taxi/TNC operations, implement restrictions on an area wide basis to gauge their effectiveness.
- **Signage and Messaging** – the signage recommendations outlined in this chapter should be implemented along signature and secondary streets in the downtown business district, including the timeline signage (where appropriate) and the standardized approach to parking signage.



## Parking Design Guidelines

A requested element of the request for proposals for this project was a set of parking garage design guidelines. This document was developed for the Casper Area MPO and the City of Casper as a guide for future parking structure design in Downtown Casper. It contains information to help developers and designers incorporate parking structure components into proposed projects. The concepts presented will help produce functional, well-designed and patron friendly parking structures that will become valued infrastructure elements for the Downtown. The concepts are presented so that common design mistakes can be avoided by being addressed early in the design process. The document is based on Kimley-Horn's internal Guidelines for Functional Parking Design and should be periodically updated to reflect state-of-the-art parking design practices and principles. Please see Appendix 26 for these design guidelines.



## VIII. Parking Management Strategies / New Parking Program Implementation Plan

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### 20 Characteristics of Effective Parking Management Programs

#### Introduction

There is one element common to every study and every downtown - parking is always a source of frustration and contention. It is amazing how emotional an issue parking can be. This is because it affects people so directly. Think about it – how many other areas involve issues of personal safety/security, finance, convenience, wayfinding, accessibility and customer service? Because parking creates the first and last impression of your community, one question we will address is: How can that “parking experience” best be managed? We’ll get back to that question shortly.

An interesting truism about parking is illustrated in the graphic below.

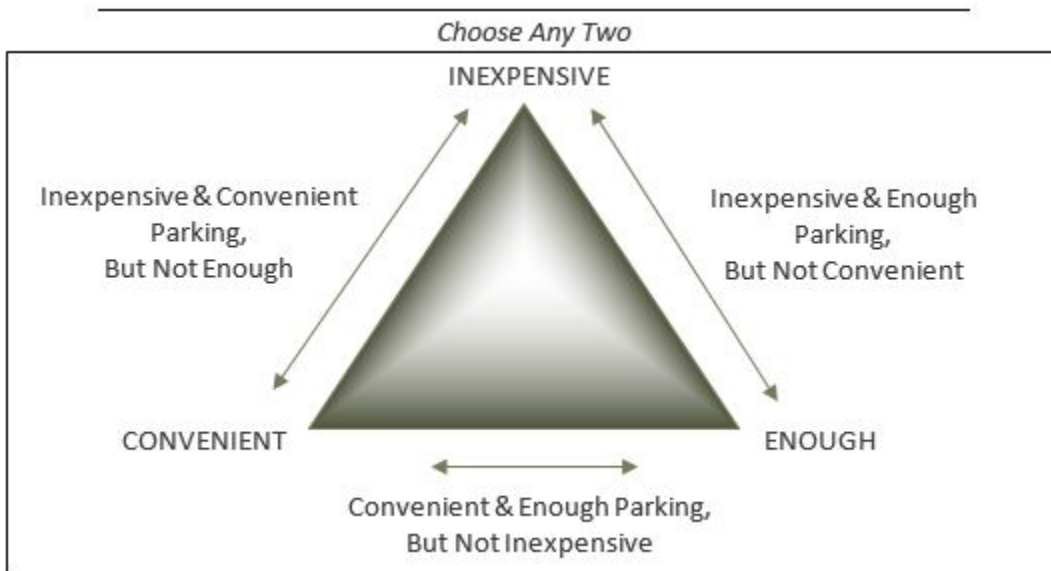


Figure 1. Parking Triangle

Everyone wants three things when it comes to parking:

1. They want there to be plenty of it
2. They want it to be very convenient and
3. They want it to be inexpensive (and preferably free).

Unfortunately, you can have any two, but not all three. This ushers in the need for a policy decision. If you choose to have inexpensive and convenient parking you will likely not have enough. This option may be acceptable if you want to use the lack of spaces as part of a demand management strategy to encourage the use of transportation alternatives.



If you choose to have inexpensive and enough parking it will not be very convenient. With this choice, you may be adopting a strategy that utilizes less expensive remote parking supported with shuttle operations (at least for employees).

If you choose to have convenient and enough parking, it will typically means you have chosen to develop structured parking. a surface lot parking ranges from \$5,000 to \$8,000 per space. between \$15,000 - \$25,000 per space. Below grade parking ca more of above grade structures dependent upon soil conditio that is often overlooked is that operating, utility, maintenance with structured parking.

In urban environments, the choice is most often made to have strategic decision and the significant capital investment it req investments are well managed and responsive to the commu

Based on our work evaluating numerous parking systems of v country, Kimley-Horn has identified a set of 20 Characteristics programmatic approach can provide the basis for a sound and that the twenty characteristics provide a solid foundation for parking in a way that balances convenience, availability and c

A parking system that has all twenty of these characteristics, ; below, is well on its way to being in a class apart from the maj are a system that provides professional management, underst larger objectives of the downtown or shopping district and is serves.

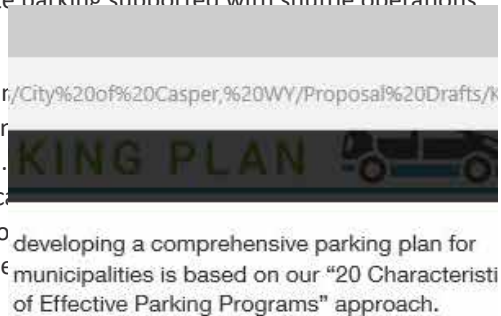
## Summary

The importance of parking as one of the most visible and often controversial elements of a downtown’s infrastructure is often underestimated. Parking, when well-managed, can be a key component in attracting and supporting new development and is essential to sustaining healthy and vibrant downtowns.

## “Charting the Right Course”

Based on our experience with similar sized communities, the Kimley-Horn project team drafted a preliminary set of program goals and guiding principles.

The purpose of these program goals and guiding principles is to establish a strategic framework upon which to build a new parking management plan for the City of Casper. Included in this section are the following elements:





- A draft vision statement
- A draft mission statement
- Draft Guiding Principles

The overall parking program recommendations were developed to support this draft program vision / mission and guiding principles.

**DRAFT VISION STATEMENT:**

“The Casper parking program 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 Casper parking program shall be considered an integral component of the community’s economic development strategies and programs.”

**DRAFT MISSION STATEMENT:**

“The Casper parking program is committed to enhancing the parking experience for the City’s customers and stakeholders. Parking policies, planning, and programs will effectively support the community’s strategic goals and objectives.”

## Recommended Guiding Principles

The goal in crafting these guiding principles for the parking program is to develop a comprehensive approach to parking management for the City of Casper and City of Casper that will provide an integrated, action-oriented, and accountable system of parking and access management strategies that supports, facilitates and contributes to a sustainable and vibrant community. These principles are strategic in nature, responsive to the needs of the community and aligned with the larger community’s strategic and economic development goals.

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

**Draft Guiding Principle Categories:**

1. Organization/Leadership
2. Community and Economic Development
3. Leveraging Technology
4. Planning /Urban Design
5. Effective Management/Accountability
6. Customer Service Orientation
7. Communications/Branding /Community Education
8. Accountability/Financial Management
9. Integrated Mobility Management



10. Sustainability

A statement better defining each the ten draft guiding principles is provided on the following pages.

**Guiding Principle #1 – Organization/Leadership**

**The parking management program will be “vertically-integrated” with responsibility for:**

Managing on-street parking

- Managing City owned off-street parking
- Coordination with privately owned off-street parking
- Parking enforcement/citation management and adjudication
- Parking planning and development
- Transportation demand management

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

Recruiting 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 – COMMUNITY and ECONOMIC DEVELOPMENT**



**The Casper parking management 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 program staff, other agencies and involved stakeholders.**

The Casper parking program will use its resources to promote mixed-use and shared-use parking strategies as well as promoting 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.

The Casper parking management program will assume a leadership role in developing public policies that



support parking and mobility management as a key element of the downtown economic development strategy.

It is envisioned that the Casper parking management program will work in partnership with City economic development, the Casper DDA and other entities actively engaged in community and economic development work in the downtown. The addition of City's new parking management focus in economic development projects will encourage the leveraging of strategic parking development as a significant tool to promote targeted and prioritized development projects in downtown.

### **Guiding Principle #3 – Leveraging Technology**

**The Casper parking management system will be an 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 the 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.

### **Guiding Principle #4 – Planning / Visioning/ Policy/ Urban Design**

**The Casper parking management system shall have an active and comprehensive planning function.**

The Casper parking management system will be included in all strategic development and transportation planning efforts. The parking management system will work with City planning 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.

Effective parking planning will mean an improved understanding of parking supply/demand conditions on an on-going basis, and ultimately the development of parking infrastructure that will enhance and better support the community strategic goals and urban design.

**The vision of an enhanced planning and policy development function will be pursued on multiple levels.**

Parking management strategies and programs should support and compliment other access modes as a means to better facilitate the accessibility and user-friendliness of downtown Casper as a preferred regional destination. Resources shall be effectively planned and managed to promote and support multiple access modes into and around the downtown. Primary access modes include automobile, transit, bike/motorcycle and pedestrian users.

Well-defined parking facility design criteria, parking related streetscape enhancements and effective integration of signage and wayfinding elements are all areas that this principle will promote. Parking management will work toward developing a parking system that continues to be self-supporting and sets asides funds for maintenance reserves and future capital asset funding.

### **Guiding Principle #5- Effective Parking Management/Accountability**

**The Casper parking management system will strive to be a forward thinking, “best-in-class” parking program.**

The Casper parking management system should anticipate future patron needs in the context of



community and economic development and other 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. Emphasis will be placed on enhancing parking facility appearance, maintenance, safety and security, regardless of facility ownership. The parking management system will promote standards to encourage comprehensive and pro-active facility maintenance and security plans.

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

Parking facilities will incorporate public art and creative level identification/theming to enhance the parking experience for their patrons and make parking facilities more navigable and inviting.

### **Guiding Principle #6 – Customer Service Orientation**

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

The Casper parking management system 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.

Ongoing goals of the parking management organization will include: Responsiveness to community needs, openness to fresh ideas and active participation in community planning and events.

One major goal of the Casper parking management system is to create a parking program that will be easy for the visitor to understand and to access. This will be accomplished through the use of common branding and marketing, an integrated signage plan, validation programs, a web-based information clearing house, special events programs, etc.

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

The Casper parking management system should aim high and strive to achieve a Best-In-Class parking program. All aspects of the City parking should reflect an understanding of what the customer desires in terms of a positive and memorable experience. After a few years, it is recommended that the Casper Parking program work toward achieving “accreditation” through the International Parking Institute’s “Accredited Parking Organization” (APO) program.

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

### **Guiding Principle #7 – Communications/Branding/Marketing and Community Education**

Parking management programs and facilities will be developed to function as a positive, marketable asset



for the City of Casper.

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 downtown will be promoted. The Casper parking management system will develop an effective branding program.

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

City parking programs and information shall be well promoted and marketed. The Casper parking management system will work closely with the Casper DDA, and the City's Economic Development department and other community agencies/stakeholders to promote, educate and market parking programs.

### **Guiding Principle #8 – Accountability / Financial Management**

**The parking system will strive, over time, to 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.

### **Guiding Principle #9 – Integrated Mobility Management**

**The Casper parking management system will support a “Park Once” philosophy and a balance of travel modes, including bus, vehicular, bicycle and pedestrian, to meet community-wide access goals. Parking strategies and initiatives will be coordinated and aligned with the Casper Land Use and Transportation Plan.**

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

The parking program will be a supporter and potentially a funding partner for a variety of transportation demand management programs and transportation alternatives that promote improved community access and a more sustainable parking and transportation program.

### **Guiding Principle #10 – Sustainability**

**Initiatives to promote more sustainable and efficient operations will be actively pursued.**

While initial program funding may have to come from City general funds for program staffing and initial capital equipment acquisitions, implementation of “paid on-street parking”, if pursued, will provide the



program with a new source of revenue capable of providing a sustainable funding source to get the new program up and running.

“Green” strategies that can result in more efficient use of parking facilities and provide other benefits, including reduced congestion and pollution, improved transportation choices, more efficient land-use, and improved streetscape aesthetics.

A more comprehensive discussion of the “20 Characteristics of Effective Parking Programs” can be found in Appendix 38.



## Primary Action Items

### Introduction

The following actions are necessary first steps toward developing an enhanced parking program for the City of Casper. 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-supported parking program for the community. This required investment is needed to provide the parking program with the tools needed to 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 or to remain downtown. All the stakeholder feedback to date agrees that an effective public parking system is an important element in the revitalization of Downtown Casper.

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. In an attempt 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.

### Primary Action Item #1: Adopt New Program Vision and Recommended Parking Program Guiding Principles Professional (or engage a parking management firm) and Implement Parking Management Best Practices

This report identified the need for well-defined 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 guiding principles as the basis of a new program strategic framework.

It is recommended that the City shift the responsibility for parking management from the DDA to a City department function within the Community Development department and hire an experienced Parking Manager (and possibly engage a private parking management firm). The new program manager should work collaboratively with the City’s Planning Department and recommended “Parking Advisory Board” to review and refine these draft documents and adapt them as needed the basis of new parking program strategic plan.

To further promote program development, a document containing an extensive collection of Parking Management Best Practices and large set of appendices

**PRIMARY ACTION ITEM #1**

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

**Hire a Parking Management Professional (and possibly engage a parking management firm)**

**Create a Parking Advisory Board and**

**Implement Parking Management Best Practices**

Review the Parking Management Best Practices document (Appendix 27) and other tools provided to identify additional program enhancements going forward.



(Parking Management Toolkit) has been provided as part of this study. It is recommended that these documents be used as resources to identify additional program enhancements going forward.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

Related City Departments and a new Parking Advisory Board

**Time-frame:**

Complete by May 2019

**Supportive Documents/Tools Provided:**

Appendix 18. Sample Parking Administrator Position Desc

Appendix 9. New Parking Manager Integration-Action Plan

Appendix 27. Parking Management Best Practices

**Primary Action Item # 2: Begin a process to evaluate 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 master plan to provide a web-based parking management platform that is capable of providing the latest customer services and revenue/access control functionality is highly recommended.

Appendix 17 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 in the course of 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

**PRIMARY ACTION ITEM #2**

**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 enforcement and meter technology have the greatest potential for achieving the stated goals above.

Pay-by Cell Phone/Mobile Apps 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.





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 developing a practical set 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 meter and enforcement technologies include features that enable improved operational efficiencies and enhanced revenues by automating the citation issuance process, improving citation collection ratios (through better documentation), reducing the need for daily meter collections (just-in-time-collections), reduced number of meters (if 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 to \$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:**

New City Parking Program, City of Casper Community Deve

**Key Partners:**

City Clerk's Office, City Finance, IT and Purchasing Departm Administrator, City Council

**Time-frame:**

Parking Technology RFP issued by the 2nd Qtr. 2019, New Technology Implementation Strategy completed by th Implementation 1st quarter 2020

**Supportive Documents/Tools Provided:**

Appendix 17. On-Street Parking Technology Whitepaper  
Appendix 27. Parking Management Best Practices  
Appendix 23. License Plate Recognition/Park+ Whitepaper

**Primary Action Item # 3: Leverage Parking as a C Strategy and Develop a Comprehensive Parking P**

Link parking planning to larger community and economic development initiatives.

Review Appendix 10 - A white paper on the topic of

**PRIMARY ACTION ITEM #3**

**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 encouraged.

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



“Parking as an Economic Development Strategy” for more specifics.

Review Appendix 7 - 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 (See Appendix \_\_\_ for provided 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. Incorporating this Parking Strategic Plan with any updates to the Downtown Strategic Plan is highly recommended.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department

**Key Partners:**

City Planning, City Finance, City Administrator, City Council

**Time-frame:**

Develop a list of prioritized parking planning action items by July 2018.

**Supportive Documents/Tools Provided:**

- Appendix 10. Parking as an Economic Development Strategy
- Appendix 5. Developing a Retail Support Strategy
- Appendix 7. Guidelines for Parking as an Economic Development Strategies
- Appendix 1. Recommended Reading List for Parking Professionals
- Appendix 20. Tax Increment Financing Whitepaper
- Appendix 16. Parking In-Lieu Fees Whitepaper

**Primary Action Item # 4: Improve utilization of the existing park Center Streets) by investing in needed repairs/recommended up**

An “aesthetic assessment” of the Casper parking garage was conducted in 2009 by Paul D. Mack, P.E. of Parking Consultants, LLC. We agree with most of the comments and recommendations of this limited assessment.

We are aware that some limited improvements in garage lighting have been implemented, but recommend that complete lighting system upgrade to new LED lighting be funded in conjunction with a project to paint the garage interiors white be prioritized.

A strategy of addressing the “First 30 Feet” of each parking facility

**PRIMARY ACTION ITEM #5**

**Improve utilization of the existing parking garage by investing in needed repairs/recommended upgrades.**

Enhance the existing facility by making it clean, safe, attractive and easy to access and pay.

Complete lighting system upgrade to new LED lighting in conjunction with a project to paint the garage interiors white.

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



is a recommended first step in showing some immediate progress. Key elements of the “First 30 Feet” approach include:

- Cleaning and painting
- Add/improve facility identification signage review/consolidation
- Adding “Welcome” and “Thank You” messaging at entrances and exits
- Enhanced lighting
- Landscaping

Other specific garage enhancement recommendations include:

- Paint the interior of the garage white
- Paint interior stair and elevator lobbies
- Upgrade garage security equipment with Code Blue or similar equipment.
- Review and improve entry/exit, wayfinding and rate signage. (A system developed by PictoForm provides well-designed, low maintenance parking garage signage and is recommended for consideration.
- Remove unnecessary, repetitive or “negative tone” signage (“No Trespassing” signs
- Develop garage level theming “super graphics” as a tool to add color and visual interest to garage. (See Appendix \_\_\_ “A New Canvas - Wayfinding Graphics and Art to Enhance Parking Facility Design”
- Protect drainage pipes with protective guards
- Enhance garage exterior with an architectural treatment, enhanced lighting and facility identification signage.

Beyond the physical facility improvements noted above, it parking allocation of spaces within the garage be conducted

**Primary Responsibility:**

New City Parking Program, City of Casper Community Deve

**Key Partners:**

City Engineering and Public Works Departments, City Finan

**Time-frame:**

Develop a garage enhancement action plan by September  
Complete garage enhancement action plan by July 2019

**Supportive Documents/Tools Provided:**

Appendix 32. “A New Canvas - Wayfinding Graphics and Ar  
Appendix 36. “Poetry in Parking” Creativity in Parking Man

**Primary Action Item # 5: Develop a Proactive Facility Maintenance Program**

Maintaining clean, safe and attractive facilities is a core function of the City of Casper parking program and has a significant impact on the perception of the program and the

An important aspect of the City of Casper parking program is the development of a parking facility maintenance strategy. The development of an appraisal process and prioritized facility rehabilitation program

**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 (and the downtown overall)

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.



Review past records and determine the last time a structural condition appraisal has been conducted on City-owned parking structures. Review actions taken to date. 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 5 years, schedule an appraisal in 2018. 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 13 and 14.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City Engineering and Public Works Departments, City Finance Department, Redevelopment Authority, City Finance, Parking Advisory Board

**Time-frame:**

Develop a comprehensive facility maintenance plan by Sept  
Conduct facility condition appraisals as noted above.  
Develop a policy regarding maintenance reserves by 3rd Qtr

**Supportive Documents/Tools Provided:**

Appendix 13. Parking Facility Maintenance Manual  
Appendix 14. Parking Facility Maintenance Schedule

**Primary Action Item #6: Develop a New Parking Program including significant on-going community outreach**

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.

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 build trust and “show” that the City is taking citizen feedback into account.

**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 programs image
- Providing easier access to parking information
- Providing enhanced overall communications with key stakeholder groups and the public at large
- Promotion of parking facility utilization



Partner with existing organizations, like Casper Downtown Alliance on marketing campaigns to help combat the perception that downtown is vacant, unsafe and/or underutilized.

Develop consistent standards for parking program branded facility signage and wayfinding 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

Leverage social media to improve community feedback and

Consider the development of Annual or Bi-Annual Parking Report. The annual report is provided in Appendix 8 and an annual report

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development

**Key Partners:**

City Communication Department, City IT Department, Casper

**Time-frame:**

See the Strategic Communications Plan section of this report

**Supportive Documents/Tools Provided:**

Appendix 8. Parking Annual Report from the Missoula Parking

Appendix 2. Parking Annual Report Template

**Primary Action Item # 7: Invest in Training and Staff Development: Mastering the Fundamentals of Parking System Management**

The Casper Parking System is being developed from the ground up. This provides exciting opportunities avoid many common mistakes made by parking programs that have evolved over time.

A significant investment in staff training is recommended.

It is highly recommended that the new parking manager join the International Parking Institute (IPI) and attend the annual IPI conference. It is also recommended that the new parking manager engage with regional parking and transportation associations. 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

**PRIMARY ACTION ITEM #7**

**Invest in Training and Staff Development**

In developing a new parking program, there is always 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.

Join the International Parking Institute, the International Downtown Association and regional parking and transportation associations.

Invest in Peer City Program visits to learn from other programs and to develop a network of professional peers that can be called upon from time to time.

Participate in the IPI’s APO program accreditation process. Utilize the APO program structure as another program development tool.



APO. The APO program provides a structured program assessment and accreditation process for municipal and other institutional parking programs. Since the Casper program is just getting started, it may take a few years to achieve accreditation, but the program structure and assessment matrix is a valuable tool and process in and of itself. A document providing an overview of the APO program is provided in the report appendices.

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 Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City HR and Training Departments

**Time-frame:**

On-Going. Recommend attendance to the 2019 IPI Conferer

**Supportive Documents/Tools Provided:**

- Appendix 38. 20 Characteristics of Effective Parking Program
- Appendix 9. New Parking Manager Integration-Action Plan
- Appendix 1. Recommended Reading List for Parking Professi
- Appendix 5. Developing a Retail Parking Support Strategy
- Appendix 27. Parking Management Best Practices Toolbox
- Appendix 15. Parking Garage Security Whitepaper
- Appendix 30. Valet Parking Program Development
- Appendix 24. IPI Emergency Preparedness Manual
- Appendix 29. Smart Parking Policies and TDM Strategies
- Appendix 28. Residential Parking Permit Programs Whitepap
- Appendix 26. Parking Facility Design Guidelines
- Appendix 16. Parking In-Lieu Fees Whitepaper
- Appendix 31. KH TDM Quick Guide

**Primary Action Item # 8: Expand the Scope of the Supportive of Alternative Modes of Transportation 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 Mobility 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

**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.



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, shared mobility innovations, bike racks and lockers, and traditional TDM strategies such as park and rides, preferential parking for car and van-pools, telecommuting, etc.

It is recognized that this is not the immediate priority for the City of Casper, but it is an important element and should be incorporated into the long-term program development strategy.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

MPO, Transit agency, Bike advocate programs, City Planning

**Time-frame:**

Longer-Term Strategy

**Supportive Documents/Tools Provided:**

Appendix 29. Smart Parking Policies and TDM Strategies

Appendix 31. TDM Quick Guide

Appendix 27. Parking Management Best Practices Toolbox

**Primary Action Item # 9: Assess the Current Park Tools Provided. Invest in Mobile License Plate Re**

To assist in a more thorough review and evaluation of the parking enforcement program, 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 11)
- The second is a sample parking enforcement officer manual (Appendix 12)

These tools should be reviewed and customized to better define and enhance the current parking enforcement program.

- Consider investing in a Mobile License Plate Recognition system to improve parking enforcement consistency, efficiency and effectiveness. (See Appendix 25 – A whitepaper on License Plate Recognition)

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City Police Department, City IT Department

**PRIMARY ACTION ITEM #9**

**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.

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



**Time-frame:**

Conduct reviews by May 2018

**Supportive Documents/Tools Provided:**

Appendix 11. Parking Enforcement Program Audit Checklist

Appendix 12. Sample Parking Enforcement Officer Manual

Appendix 23. Whitepaper on License Plate Recognition

**Primary Action Item # 10: Establish the parking program and combine all parking related revenue streams into a separate enterprise fund.**

One of the big advantages that the City of Casper has the opportunity to leverage is the nearly “blank slate” that currently exists related to program organizational and financial structuring.

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 (if/when applicable)
- 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. Generally speaking, 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 #10**

**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 a truly self-supporting enterprise that can cover all its own operating and maintenance funding, 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
- 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)





- Downtown vitality support
- Contributions to the General Fund

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City Finance and Legal Departments

**Time-frame:**

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

**Supportive Documents/Tools Provided:**

Appendix 22. Consolidated System Financial Report  
 Appendix 37. Parking System - Financial Plan Template

**Primary Action Item # 11: Consider conducting a proposed Streetscape Design/Curb Lane Management**

Review proposed “street type” descriptions and priorities.

Review proposed block face functional configurations.

Review signage approaches and recommendations

Review signage placement, orientation and placement recommendations.

Apply these design and signage recommendations into a pilot program plan to be implemented on Second Street (or potentially another core street in the downtown Business district area).

Conduct stakeholder feedback sessions to gauge community feedback to the proposed changes in right-of way/curb lane management strategies and signage.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City of Casper Traffic Engineering and Police Departments

**Time-frame:**

Early to mid 2019

**Secondary Action Items**

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

The Casper Parking Program should develop Parking Action Plan “Report Cards” or updates to keep the new

PRIMARY ACTION ITEM #11

**Review proposed “street Type descriptions and priorities.**

**Review proposed block face functional configurations.**

**Review signage approaches and recommendations**

**Review signage placement, orientation and placement recommendations.**

**Apply these design and signage recommendations into a pilot program plan to be implemented on Second Street (or potentially another core street in the downtown Business district area.**

**Conduct stakeholder feedback sessions to gauge community feedback to the proposed changes in right-of way/curb lane management strategies and signage.**



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. For 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 Casper 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
- 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 28: 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 walk-through 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.

**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 6 and 19.

**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 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 Casper Downtown Alliance 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.



## IX. Appendices and Parking Management Toolkit

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The City of Casper is in a unique position as it contemplates creating a new municipal parking program from the ground up. As such, these Appendices & Parking Management Tool Kit provide an extra set of tools, sample manuals, communications strategies and background materials to help the Community 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** 2018 Recommended Reading List for Parking Professionals
- Appendix 2** Annual Parking Report Template
- Appendix 3** International Parking Institute - APProgram Manual
- Appendix 4** International Parking Institute - AP Matrix Final 2016
- Appendix 5** Developing a Retail Parking Support Strategy
- Appendix 6** Generic Parking Facility Rules and Regulations
- Appendix 7** Guidelines for Using Parking as an Economic Development Strategy
- Appendix 8** Missoula Parking Commission Annual Report 2012
- Appendix 9** New Parking Manager Integration-Action Plan
- Appendix 10** Parking as an Economic Development Strategy - White Paper
- Appendix 11** Parking Enforcement Program Audit Checklist
- Appendix 12** Sample Parking Enforcement Operations Manual
- Appendix 13** Parking Facility Maintenance Manual
- Appendix 14** Parking Facility Maintenance Schedule
- Appendix 15** Parking Garage Security White-paper
- Appendix 16** Parking In-Lieu Fees White-paper
- Appendix 17** Parking Meter Technology White-paper
- Appendix 18** Sample Parking Administrator Position Descriptions
- Appendix 19** Sample Parking Garage Operations Manual
- Appendix 20** Tax Increment Financing White-paper
- Appendix 21** Downtown Parking Districts and Economic Development - Case Studies in Innovative Parking Management



- Appendix 22** Consolidated System Financial Report
- Appendix 23** LPR/Park+ White Paper
- Appendix 24** IPI Emergency Preparedness Manual
- Appendix 25** Recommended Parking Program Benchmarks
- Appendix 26** Parking Structure Design Guidelines
- Appendix 27** Parking Management and Design Best Practices
- Appendix 28** Residential Parking Permit Programs White Paper
- Appendix 29** Smart Parking Policies and TDM Strategies
- Appendix 30** Valet Parking Program Development
- Appendix 31** Kimley-Horn TDM Quick Guide
- Appendix 32** "New Canvas" Art in Parking Article
- Appendix 33** Casper Online Parking Survey Results Summary
- Appendix 34** Strategic Communications Plan
- Appendix 35** Parking System Organizational Options - White Paper
- Appendix 36** Poetry in Parking - Creativity in Parking Management
- Appendix 37** Parking System - Financial Plan Template
- Appendix 38** 20 Characteristics of Effective Parking Management - White Paper

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. Appendix 38, entitled: “The Characteristics of Effective Parking Programs” provides a comprehensive program approach that can be used as a framework for program development.

We have also provided several very specific “tools” to help advance the Casper parking program in a number of 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 template. In every case, the goal of providing these sample documents is for the Casper parking program to use them as a basis and guide for creating similar documents specific to their operation.

Finally, in anticipation that the City will authorize, recruit and hire a new Parking Manager we have included several “white papers” on a number of parking planning and management topics that will hopefully put the new manager on the path to success. Examples include: security, valet parking, in-lieu fees, tax increment financing, successful approaches to evaluating parking rates, etc. Another interesting and valuable appendix item is the Parking System Accreditation Program developed by the International Parking Institute. Ultimately, we strongly encourage that it is our hope that these documents will provide valuable background information and practical tools to help advance and improve the Casper parking program as staff work to implement the primary recommendations contained in the Strategic Parking Management Plan.

