DOWNTOWN PARKING AND MOBILITY MANAGEMENT PLAN




WICHITA, KANSAS

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TABLE OF CONTENTS

EXECUTIVE SUMMARY iii
1.0 INTRODUCTION 1
1.01. Study Purpose and Approach 1
1.02. Project Study Area 2
1.03. Preliminary Parking and Mobility Management Guiding Principles 4
1.04. Public Input 7
2.0 PARKING SYSTEM ORGANIZATION, MANAGEMENT, AND PLANNING 9
2.01. Parking System Organization and Management 9
2.02. Parking System Planning 16
3.0 PARKING SYSTEM OPERATIONS AND MAINTENANCE 26
3.01. Daily Parking Operations 26
3.02. Parking Enforcement – Downtown Parking Ambassadors 33
3.03. Parking Rates, Fees, and Fines 42
3.04. Parking Signage and Wayfinding 48
3.05. Parking Safety and Security 50
3.06. Parking Maintenance 53
4.0 PARKING SYSTEM MARKETING AND COMMUNICATIONS 59
5.0 SPECIAL EVENT PARKING OPERATIONS AND MANAGEMENT 65
5.01. Introduction 65
5.02. Event Parking Supply 65
5.03. Event Parking Operations and Management 74
6.0 TRANSPORTATION DEMAND MANAGEMENT STRATEGIES 85
6.01 Introduction 85
6.02 Review of TDM Best Practices 86
6.03 Event Attendee Survey 92
6.04 Downtown Commute Behavior 100
6.05 TDM Program Recommendations 102
7.0 RECOMMENDATIONS SUMMARY AND ACTION PLAN 108
7.01. Near-Term Recommendations 108
7.02. Short-Term Recommendations 109
7.03. Long-Term Recommendations 115
APPENDIX A – ARENA AND MULTI-VENUE PARKING MANAGEMENT PROCEDURES 117
APPENDIX B – CENTURY II PARKING MANAGEMENT PROCEDURES 134
APPENDIX C – EVENT PLANNING CHECKLIST 146
APPENDIX D – EVENT ATTENDEE SURVEY 151

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LIST OF TABLES

Table 1. Arena Events by Size and Quantity 66
Table 2. Buses Required for Load-in 68
Table 3. Buses Required for Load-out 68
Table 4. Century II Parking Supply and Demand 69
Table 5. Multiple Venue Events Parking Surplus (Deficit) - Weekdays 72
Table 6. Multiple Venue Events Parking Surplus (Deficit) – Nights and Weekends 72
Table 7. Federal ADAAG Guidelines 77
Table 8. Paired Samples Reponses 98
Table 9. Current Downtown Commuter Mode Splits 100
Table 10. TDM Program Recommendation Summary 107

LIST OF FIGURES

Figure 1. Designated Parking and Mobility Management Plan Study Area 2
Figure 2. Parking and Mobility Management Districts 3
Figure 3. Wichita Ambassadors Area of Focus 33
Figure 4. Sample Parking Map (Boulder, CO) 59
Figure 5. Sample Parking Website (Toledo, OH) 62
Figure 6. Potential Arena Parking Lots/Facilities 67
Figure 7. Recommended Shuttle Route for Ingress 68
Figure 8. Century II Proposed Shuttle Route 70
Figure 9. Potential Century II Parking Lots/Facilities 71
Figure 10. Event Attendee Mode Split for Last Event 94
Figure 11. Anticipated Event Attendee Mode Split for INTRUST Bank Arena Events 95
Figure 12. Level of Concern with Various Transportation Related Issues 96
Figure 13. Likelihood Event Attendees Will Bike 97
Figure 14. Origin of Commute Trips to Downtown Wichita by Census Tract 101

EXECUTIVE SUMMARY

Introduction

In June 2009, a project team of ***Carl Walker, Inc.*** and ***UrbanTrans Consultants*** was selected by the City of Wichita, Sedgwick County, and SMG to complete a downtown parking and mobility management plan for downtown Wichita. The primary purpose of this study is to determine operational and management-related alternatives and recommendations that will improve parking in downtown Wichita. The scope of services for this project consists of four primary tasks:

- Task 1: Review of Existing Information
- Task 2: Development of Parking and Mobility Management Guiding Principles
- Task 3: Develop Draft Parking and Mobility Management Plan
- Task 4: Compile Final Parking and Mobility Project Report

Project Study Area (Section 1.02, page 2)

The study area for this project is roughly bounded by Murdock Street on the north, Interstate 54 (Kellogg) on the south, Washington Street on the east, and Seneca Street on the West.

Preliminary Guiding Principles (Section 1.03, page 3)

Prior to reviewing potential parking and mobility management strategies, the project team developed a set of preliminary guiding principles. These principles provide the basic structure from which potential management strategies can be determined.

After reviewing guiding principle concepts with the Downtown Parking and Mobility Coordination Committee and designated downtown stakeholders, preliminary guiding principles for downtown were developed. These guiding principles are designed to help support overall downtown development goals and objectives while providing an efficient, effective, and responsive parking and mobility program.

Preliminary system guiding principles are summarized as follows:

1. **System Organization:** The downtown parking program will be organized in a vertically-oriented management structure encompassing responsibility for all parking-related activities within a single department, organization, or entity.

2. **Effective System Management:** The downtown community will support the development of a forward-thinking, "best in class" parking and mobility management program.

3. **System Planning:** Proactive and effective parking system planning will be an important function of the downtown parking program.

4. **Supporting Economic Development:** The parking program will be guided by policy directives in alignment with overall downtown development plans/goals.

5. **System Marketing:** Parking and mobility management programs and facilities will be developed to function as a positive, marketable asset for downtown.

6. **Customer Service:** The parking and mobility management program will support downtown as a desirable destination for businesses, shopping, dining, and recreation.

7. **System Funding:** The parking system will work towards the goal of being a self-supporting enterprise fund.

8. **Integrating Parking and Mobility Management:** Downtown parking and transportation management will endeavor to promote a "park once" strategy that emphasizes linkages to other forms of transportation.

9. **Leveraging Technology:** The parking and mobility management program will be an early adopter of technology solutions that enhance customer parking information and service options.

10. **Sustainability:** Initiatives to promote more sustainable and efficient development projects and parking operations will be actively pursued.

Public Input (Section 1.04, page 7)

A series of stakeholder meetings were held between July 14 and July 16 to determine the priorities, concerns, and goals of community stakeholders as they relate to parking and access in the downtown area in general and during major events at the INTRUST Bank Arena. Additional meetings were held in August to discuss parking and mobility management guiding principles. Input meetings were held with the following groups:

1. Real estate developers and brokers
2. Downtown business owners
3. Hotel, tourism, and event stakeholders/organizers
4. Parking operators
5. Elected officials and City Staff

Parking System Organization, Management, and Planning (Section 2.0, page 9)

The current organizational structure of the downtown parking system is horizontally oriented, with several departments and organizations involved in system management. In a horizontally-integrated parking program, where each department only manages one aspect of the parking system (such as on-street parking, enforcement, or parking structures), no one department has responsibility, or the perspective, to manage all these interrelated components as a system.

The project team recommends that the City of Wichita work to create a vertically-integrated downtown parking system. All public parking assets should be incorporated into the parking system including off-street parking lots, on-street spaces, enforcement, and fine collection (although this consolidation may happen in phases over time). Also, all parking-related revenues should flow toward the goals of the system, in concert with the designated parking and transportation guiding principles.

Prior to organizing a new management structure for parking, the city will need to delineate where the management organization will focus their efforts. The borders for a downtown parking management district could initially match the overall parking study area – with sub-districts based on the zones identified in the 2007 Parking and Mobility Master Plan.

Summary of Parking Organization and Management Recommendations

1. Approve a set of Guiding Principles
2. Create a Downtown Parking District
3. Determine the Preferred Management Structure
4. Hire a Downtown Parking Director
5. Ensure Sufficient Management Information is Available through Technology Updates and Periodic Parking Supply/Demand Analyses

Based on the parking inventory and occupancy contained in the 2007 Parking and Mobility Master Plan, it appears that there is currently sufficient parking in downtown Wichita as a whole. However, future downtown developments may cause parking shortages in some areas (e.g., the WaterWalk and Old Town Districts). Therefore, it is clear that a plan is needed to address future parking needs.

The project team would recommend utilizing a combination of alternatives to address future parking demands. This would involve the city working with private parking lot owners to better utilize the existing parking surplus before adding additional parking supplies. If sufficient parking could not be secured using this approach, then the city would consider improving existing parking supplies and/or adding new supplies as appropriate. If new parking spaces were added, either through additional on-street spaces, new or improved parking lots, or parking structures, the city should look to developers to help defray at least a portion of the costs. Finally, the city would encourage the use of alternative modes of transportation, as well as other parking demand management strategies, to reduce overall parking demands. This alternative is recommended as it provides a reasonable approach to dealing with future demands and should limit future parking expenses. Also, this approach will allow the city to show the community that all options were explored prior to expending any city and/or parking system funds for constructing parking facilities.

Parking System Operations and Maintenance (Section 3.0, page 26)

Daily Parking Operations (Section 3.01, page 26)

According to information provided by the City of Wichita, the city currently operates and manages a total of 8,046 spaces. As mentioned previously, the overall management of the parking system is horizontally integrated into city government.

After reviewing information concerning parking operations provided by the city, conducting cursory field reviews of parking facilities, and conducting numerous public input meetings, the following summary recommendations are provided to help improve downtown parking operations:

Summary of Parking Planning Recommendations

1. Improve the Utilization of Available Parking Spaces
2. Update the Parking Zoning Code to Provide Flexible Parking Requirements
3. Encourage the Utilization of Alternative Modes of Transportation
4. Utilize a Consistent Approach to Determining Future Parking Needs
5. Conduct Periodic Parking Inventory and Occupancy Counts
6. Investigate Purchasing Locations for Future Public Parking Facilities
7. Develop a Set of Parking Design Guidelines

1. Improve parking operator accountability and oversight using the following strategies:

    a. Increase parking operator auditing and reconciliation requirements.
    b. Conduct periodic operations and financial audits.
    c. Conduct periodic customer service surveys to gauge service levels.
    d. Conduct periodic parking facility reviews.
    e. Conduct periodic review of parking operator logs.

2. Develop detailed parking lot/facility standard operating procedures manuals.

3. Investigate opportunities to upgrade parking access and revenue control equipment to improve system accountability and customer service.

4. Conduct periodic customer service training classes.

5. Create a "monthly parking clearinghouse" that will help downtown businesses find monthly parking for employees.

6. Provide sufficient ADA parking downtown and ensure all pedestrian paths are well-maintained and accessible.

7. Consider providing or allowing valet parking in public parking areas.

Parking Enforcement – Downtown Parking Ambassadors (Section 3.02, page 33)

Parking enforcement in downtown Wichita is currently provided through the Wichita Ambassadors program. The program currently operates as part of the Wichita Police Department.

The success of any parking management program requires an effective enforcement component. The following summary recommendations are provided to improve downtown parking enforcement:

1. Transfer responsibility for the Wichita Ambassador program to a vertically-integrated downtown parking management program.

2. Update Ambassador program policies/practices to return to the original customer-oriented focus.

3. Utilize parking enforcement performance measures to refine program goals.

4. Consider increasing parking enforcement fines and instituting a tiered fine structure.

5. Consider hiring more Downtown Ambassadors to improve enforcement coverage and provide coverage during evenings, weekends, and during special events.

6. Reevaluate enforcement technologies employed.

7. Consider providing parking enforcement specific training.

Parking Rates, Fees, and Fines (Section 3.03, page 42)

Current parking rates in downtown Wichita are relatively low due to a desire by many to keep parking inexpensive or free and an abundance of downtown parking. Pay parking has been implemented on a fairly inconsistent basis, and parking rates for on-street and off-street parking are out of alignment.

As the downtown continues to develop, and parking demands from special events increase, improved parking pricing strategies will be needed. Improved pricing strategies will help ensure a consistent application of pay parking principles, as well as provide the ability for the downtown parking system to generate sufficient revenues to fund system needs/improvements. The following summary recommendations are provided to improve downtown parking pricing strategies:

1. On-street and off-street parking fees need to be brought into proper alignment. This would involve increasing short-term meter rates.

2. Parking rates (both on-street and off-street) should be determined based on demand and prevailing market conditions. The city should adopt a policy of adjusting parking rates, or instituting pay parking in areas where parking is currently free, based on parking utilization levels exceeding 85%.

3. The city should adopt a policy of reviewing all parking system fees and fines on an annual basis to ensure parking system expenses are adequately met.

4. In order to ensure parking rates are consistent with market rates, the city or the contracted parking operator could conduct periodic rate surveys of other downtown parking facilities.

5. If downtown businesses desire to help visitors off-set some or all of their parking fees, a unified downtown parking validation could be developed and sold.

6. In the future, the city could consider offering a first hour free parking program in off-street public lots/facilities.

7. Consider raising parking enforcement fines.

8. Consider instituting a tiered fine structure to mitigate negative impacts on visitors.

9. The parking fees charged to Old Town businesses may not cover expenses. The fees charged need to be reevaluated (if allowed by the contract).

10. Event parking fees should be developed for downtown special events at Century II and INTRUST Bank Arena (or other event venues as necessary). Parking fees should be based on the distance of the parking from the event venue. To some degree, event parking prices will need to be dependent on ticket prices for the venue/event.

11. Event parking pricing strategies may need to be adjusted for each event type, and adjusted over time based on observed levels of parking utilization (e.g., prices could be lowered in underutilized lots and increased in over-utilized lots).

Parking Signage and Wayfinding (Section 3.04, page 48)

Downtown wayfinding and parking-related signage has been improved in recent years, and public parking signs are located in all applicable off-street facilities. The city has installed wayfinding signage that directs downtown visitors to primary destinations using a consistent theme and color scheme. The downtown signage plan also includes additional signage to assist with wayfinding for the new INTRUST Bank Arena.

However, there are a number of strategies that could help make parking-related signage more visible and clearer to downtown visitors. The following summary recommendations are provided to improve downtown parking signage and wayfinding:

1. All downtown public parking lot/facility signs should be perpendicular to the roadway (similar to the City Hall parking signs).

2. All downtown public parking lot/facility entry signs should include a lot name or other identification.

3. The "no unauthorized parking" signs located in public parking lots/facilities should be removed or "unauthorized parking" should be defined on the sign (e.g., no loitering, no parking over two hours, etc.).

4. Where possible, the city should encourage private parking lot owners to provide parking signage that denotes the intended user groups instead of simply stating "no parking" or "no authorized parking."

5. Where necessary, add additional public parking directional signage on major roadways (e.g., Douglas Avenue and Main Street) to help direct visitors to available public parking supplies.

6. A parking system logo should be included on all parking signs once a logo has been developed.

7. In areas where parking usage is more significant during evening hours or for special events, consider purchasing and installing illuminated parking signs.

8. While the signage for the public parking lots/facilities has been improved, signage is still poor at several monthly parking lots. This parking should clearly denote monthly parking, provide a lot/facility identifier, match the existing signage scheme, and incorporate a parking system logo.

9. Future signage packages could include variable message signs (VMS) that denote whether or not a lot/facility is open and/or current space availabilities.

Parking Safety and Security (Section 3.05, page 50)

Several attendees of the various stakeholder input sessions voiced concerns about safety and security relative to parking and mobility in downtown Wichita. It was noted that perceptions about safety and security will need to be improved if people will be expected to walk greater distances between parking areas and primary destinations. The need to improve security and lighting in parking lots and on pedestrian paths to/from parking areas is a common concern in many communities. The following summary recommendations are provided to improve downtown parking safety and security:

1. The city could investigate options for installing emergency call boxes in public parking lots.

2. As mentioned previously, consider hiring additional Wichita Ambassadors and increasing Ambassador operating hours during evenings and special events.

3. Ensure existing parking facilities meet appropriate CPTED design guidelines, and work with local law enforcement to improve passive security conditions.

4. Consider painting or staining parking structure internal spaces (ceilings and possibly walls) white.

5. Consider conducting a downtown lighting study to ensure lighting levels in the public parking lots/facilities meet appropriate standards.

6. The parking system could develop a parking safety campaign that provides tips and strategies parkers can use to park downtown safely.

7. The downtown parking system could work with local law enforcement to indentify areas with safety/security challenges.

Parking Maintenance (Section 3.06, page 53)

Few things make a greater impression on first-time downtown visitors and long-term parkers (such as employees) than the cleanliness and maintenance of the public parking lots and facilities. Beyond first impressions, however, few areas provide a greater potential return on investment than a comprehensive parking system maintenance program.

The following recommendations are provided to improve downtown parking system maintenance:

1. Based on field reviews of public parking facilities, there appears to be a need to conduct a thorough evaluation of parking lot/facility conditions. A priority should be placed on repairing existing surface lot cracks.

2. In order to address capital costs associated with facility maintenance, the city should establish a parking facility maintenance reserve.

3. Using the basic maintenance categories outlined in this report, the city should work with the parking operator to develop a lot/facility maintenance schedule.

4. As mentioned previously, the city will need to ensure pedestrian paths to and from the public parking facilities (e.g., sidewalks) are ADA accessible.

5. Concerning maintenance-related performance standards, municipalities typically employ the following strategies:

    a. Conducting periodic field reviews of parking lot/facility conditions.

    b. Review parking maintenance logs to ensure maintenance issues are properly logged and then addressed in a timely fashion.

    c. Clearly setting all maintenance tasks and expectations in the operator agreement.

Parking System Marketing and Communications (Section 4.0, page 59)

While the current downtown parking system is not overly complex, a breakdown in communications can foster a perception of parking problems. Parking communications and marketing refer to two key issues. First, communicating parking policies, regulations and services to parking customers. Second, communicating parking system issues, challenges and improvements to downtown community stakeholders. The following summary recommendations are provided to improve downtown parking and mobility marketing and communications:

1. Continue development of an interactive downtown parking map and develop a printed downtown parking map/brochure.

2. Develop a downtown parking-specific website.

3. Develop an event-specific marketing and communications campaign.

4. Conduct periodic stakeholder input meetings to keep the community involved in parking and informed of goals and initiatives.

5. Consider conducting a "know the number" campaign.

6. Develop parking system annual reports.

7. Develop a parking system brand and logo.

8. Consider developing customer-friendly programs that can help make parking less stressful and encourage downtown visits (e.g., "meter angel" programs).

Special Event Parking Operations and Management (Section 5.0, page 65)

The City of Wichita currently hosts a range of events at Century II, downtown hotels and within Old Town. However, with the projected opening of INTRUST Bank Arena in January 2010, the City of Wichita is expecting to host an additional 128 events per year. These events will range in size from 4,000 to 15,000 attendees. These additional events, along with current events, will generate extra parking demand within the Arena, Old Town and Century II areas.

Event Parking Supply (Section 5.02, page 65)

According to the 2007 Downtown Parking and Mobility Master Plan, parking demands for the INTRUST Bank Arena will range from 1,333 spaces for small events and 5,000 spaces for large events. Also according to the 2007 Plan, parking demands for Century II will range from 1,200 spaces to 2,000 spaces. Parking demands for multiple event days, which may only happen a few times each year, could exceed the number of parking spaces currently available if they occur during weekday daytime hours (based only on the number of spaces in each sub-district). In these situations, additional parking supplies and shuttles will be necessary.

In order to provide sufficient parking, a total of up to 5,650 parking spaces have been identified to support arena events and up to 3,595 spaces for Century II events (not including nearby on-street parking spaces). In addition to the identified parking locations shown in Section 5.0, shuttles could be used to transport people from up to 3,780 additional remote parking spaces.

		Century II Event Size	
		Medium	Large
	Vehicles per Event	1,200	2,000
Arena Event Size: Small	1,333	2,897	2,097
Arena Event Size: Medium	2,667	1,563	763
Arena Event Size: Large	5,000	(770)	(1,570)
		Surplus (Deficit) Spaces	

Multiple Events Parking Surplus (Deficit) – Weekdays

		Century II Event Size	
		Medium	Large
	Vehicles per Event	1,200	2,000
Arena Event Size: Small	1,333	5,191	4,391
Arena Event Size: Medium	2,667	3,857	3,057
Arena Event Size: Large	5,000	1,524	724
		Surplus (Deficit) Spaces	

Multiple Venue Event Parking Surpluses (Deficits) - Nights & Weekend

The parking surpluses and deficits shown are based only on the parking supplies in each sub-district (Arena and Century II).

Event Parking Operations and Management (Section 5.03, page 74)

There are a number of issues related to event parking operations and management that the city will need to address. To assist with this, the project team developed a detailed event parking operations plan that will allow the city to insure that the main issues are assigned to a responsible party, deadlines are established, follow-up is performed, and the necessary parts are in place by the time the arena opens. Event parking operational and management issues were grouped into the following categories:

1. Pre-Event Planning – Finalize parking agreements, coordinate parking and shuttle needs, determine street closures, and finalize event parking strategies.

2. Rates – Determine appropriate event parking fees.

3. General Operations – Provide training and conduct event parking operations.

4. Revenue Control, Auditing, and Reconciliation – Ensure the parking operator will provide adequate revenue control for each event.

5. Reporting – Determine the parking operations and revenue control reports that will be provided after each event.

6. Post-Event Planning – After each event, review operations and management to continually fine-tune event parking operations.

Detailed event parking plans are provided in Appendices A and B of the main report.

Transportation Demand Management Strategies (Section 6.0, page 85)

Transportation demand management (TDM) utilizes education, incentives, and disincentives to encourage the use of sustainable modes of transportation such as walking, biking, carpooling, and transit and to distribute peak-hour trips over longer periods of time thereby reducing congestion. TDM strategies can focus on changing the travel behavior of employees, residents, and visitors. Based on current downtown

parking conditions, as well as the current level of public demand for alternative forms of transportation, TDM recommendations will focus on primarily event-related issues.

To determine potential event-related TDM strategies, a review of TDM best practices was completed and a public survey was conducted. A total of 3,178 individuals responded to the survey. Survey results are summarized in Section 6.0.

The following table contains a list of recommended TDM programs, a description of the programs, their target markets, and an estimate of the percentage of vehicle trips that could be achieved through the implementation of the program. Vehicle trip reductions were estimated using data from the survey of event attendees and the Environmental Protection Agency's COMMUTER Model. The COMMUTER Model is designed to estimate the effects of TDM programs on commute trips.

Strategy	Description	Target Market	Event Size	Potential Parking Reduction (%)
Bicycle Parking	Valet parking for event attendees who bicycle	Event Attendees	15,000 (Initially)	3
Carpool Parking	Reduced cost parking for carpoolers	Event Attendees	All	3
Free Transit Passes	Free transit passes for individuals who ride transit to events	Event Attendees	All	2
Pre-event Parking	Designated parking and discounts for individuals who plan to visit Old Town	Event Attendees	8,000+	N/A
Focused Incentive Program	Discounts and prizes for employees who leave their cars at home on large event days	Employee	8,000+	2 – 7

Recommendation Summary and Action Plan (Section 7.0, page 107)

Near-Term Recommendations (Next Three to Six Months)

1. Determine Event Parking Locations
2. Finalize Event Parking Operations and Management Plans
3. Determine Event Parking Fees
4. Develop a Marketing Campaign for Special Event Parking
5. Develop Printed Parking Maps/Brochures
6. Coordinate Bicycle Parking for INTRUST Bank Arena
7. Ensure Sufficient ADA Parking is Provided Downtown

Short-Term Recommendations (Next Six Months to Three Years)

1. Conduct Facility Condition Appraisals
2. Properly Align Parking Fees
3. Ensure Parking Expenses are Covered
4. Increase Parking Fines
5. Institute a Tiered Fine Structure
6. Base Parking Rates on Utilization
7. Approve a set of Guiding Principles
8. Determine Management Structure
9. Hire a Downtown Parking Director
10. Create a Downtown Parking District
11. Increase Information Available Online
12. Improve Perceptions about Parking
13. Continue to Improve Signage
14. Develop a Parking System Brand
15. Improve Customer Service Focus
16. Enforcement Performance Measures
17. Hire More Ambassadors
18. Improve Operator Accountability
19. Improve the Utilization of Parking
20. Establish a Maintenance Reserve
21. Update Parking Zoning Codes
22. Encourage TDM
23. Conduct Periodic Rate Surveys
24. Conduct Stakeholder Meetings
25. Create Parking Manuals
26. Develop Maintenance Schedules
27. Encourage Off-Peak Visits

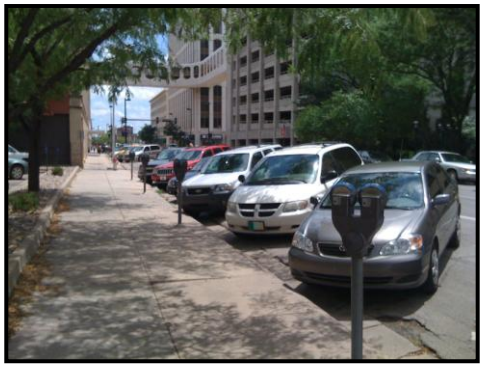
Long-Term Recommendations (After Three Years)

1. Investigate Options to Improve Safety and Security
2. Ensure Sufficient Parking Management Information is Available
3. Investigate Opportunities to Upgrade Parking Access and Revenue Control Technology
4. Adopt a Methodology to Address Future Parking Demands
5. Investigate Opportunities to Purchase Land for Future Public Parking Facilities
6. Develop Parking Facility Design Standards
7. Develop Parking System Annual Reports
8. Consider Providing or Allowing Valet Parking in Public Parking Areas
9. Consider Providing Parking Enforcement Specific Training

1.0 INTRODUCTION

1.01. Study Purpose and Approach

In June 2009, a project team of ***Carl Walker, Inc.*** and ***UrbanTrans Consultants*** was selected by the City of Wichita, Sedgwick County, and SMG to complete a downtown parking and mobility management plan for downtown Wichita. The primary purpose of this study is to determine operational and management-related alternatives and recommendations that will improve parking in downtown Wichita. The scope of services for this project consists of four primary tasks:



- Task 1: Review of Existing Information
- Task 2: Development of Parking and Mobility Management Guiding Principles
- Task 3: Develop Draft Parking and Mobility Management Plan
- Task 4: Compile Final Parking and Mobility Project Report

Task One of the project included an assessment of existing parking and transportation issues and conditions, determined primarily through reviews of available background materials (including a downtown parking and mobility master plan completed in 2007) and stakeholder input meetings conducted in July 2009. The examination of existing conditions provided the baseline data/assumptions from which current and future parking and transportation management needs could be evaluated.

Task Two of the project included the development of downtown parking and mobility management guiding principles. A set of draft guiding principles was reviewed with designated downtown stakeholders in August 2009.

The final two phases of the project considered parking management alternatives to address current and future operations/management needs, as well as improve the utilization, efficiency, and effectiveness of existing parking resources.

Scope of Services Summary

Task 1: Review of Existing Information

- Review available information provided by the City of Wichita, Sedgwick County, SMG, and other designated stakeholders
- Conduct a multi-day site visit
- Conduct initial stakeholder input sessions (July 13-16, 2009)

Task 2: Parking/Mobility Guiding Principles

- Develop draft set of guiding principles
- Conduct guiding principles workshop with designated stakeholder groups

Task 3: Draft Parking and Mobility Management Plan

- Prepare a draft management plan addressing short-term and long-term issues including:
  - Parking system management
  - Parking system operations
  - Special event parking and mobility
  - Parking maintenance
  - Transportation Demand Management (TDM)
- Present draft plan to stakeholders

Task 4: Final Parking and Mobility Management Plan

- Compile and present final plan

Project Study Area

The study area for this project is roughly bounded by Murdock Street on the north, Interstate 54 (Kellogg) on the south, Washington Street on the east, and Seneca Street on the West. Figure 1 illustrates the designated study area for this project (study area outlined in red).

The study area designated for this project matches the study area from the 2007 Downtown Parking and Mobility Master Plan.

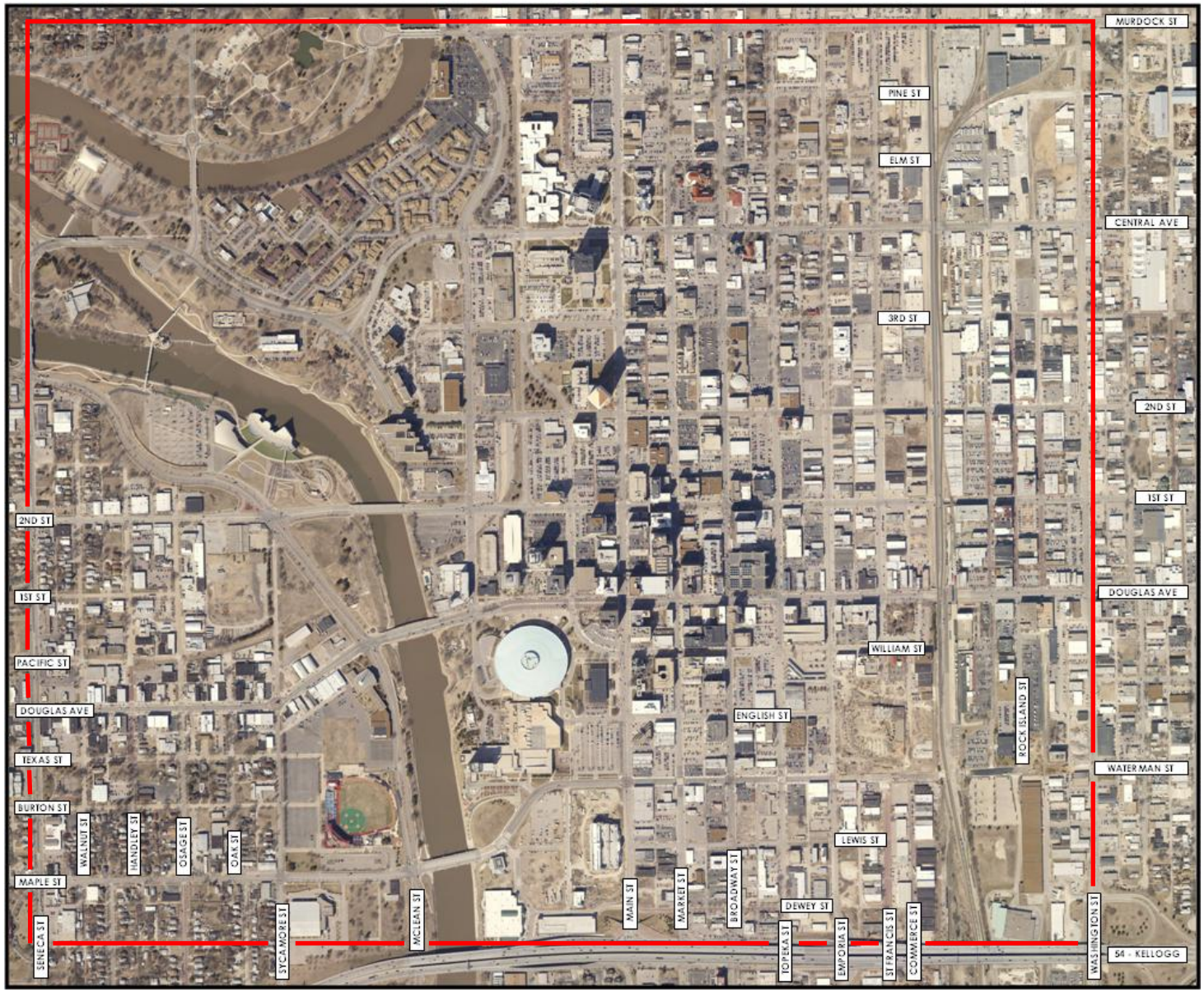


Figure 1. Designated Parking and Mobility Management Plan Study Area

The 2007 Parking and Mobility Master Plan identified six districts as shown in Figure 2. The districts were originally designated to assist in the analysis of supply/demand data, as well as to account for the different characteristics of each area. This management plan utilizes these districts with three adjustments:

1. The undesignated area between the Government, Century II, and Arena Districts is included with the Government District.
2. The undesignated area between the WaterWalk and Arena Districts is included with the Arena District.
3. The Delano District will encompass all areas west of the Arkansas River.

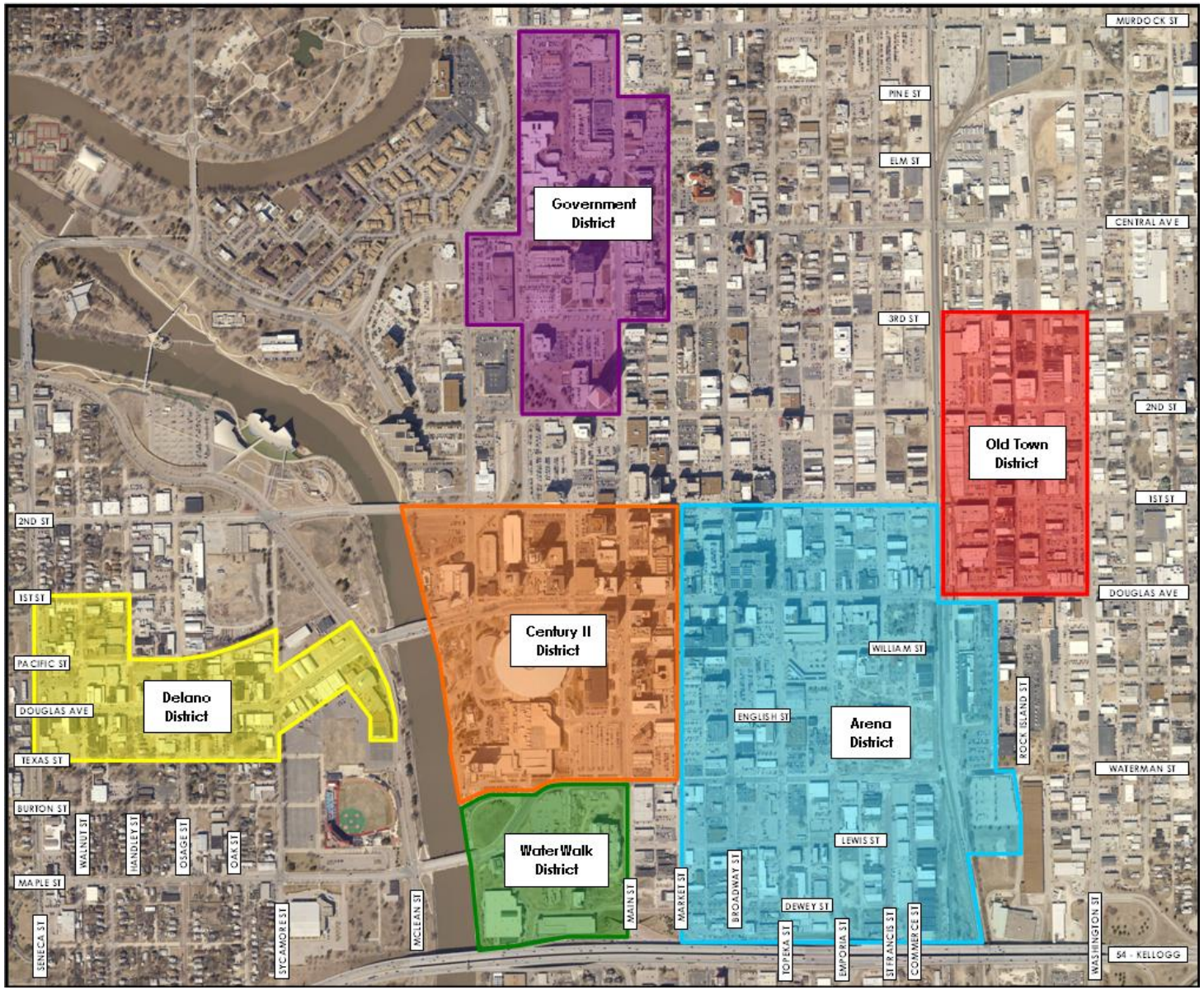
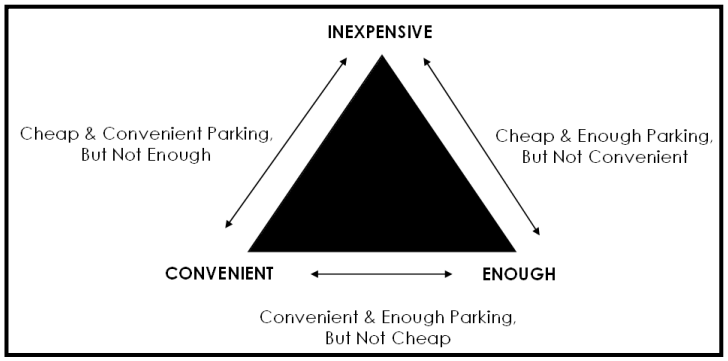


Figure 2. Parking and Mobility Management Districts

1.02. Preliminary Parking and Mobility Management Guiding Principles

Prior to reviewing potential parking and mobility management strategies, the project team developed a set of preliminary guiding principles. These principles provide the basic structure from which potential management strategies can be determined.

When planning for parking there is a built in conflict to which all downtown communities can easily relate. The conflict revolves around three primary factors: Cost, Convenience and Supply. Generally, you can only address two of the three. Given this basic problem, keeping all customers satisfied is an on-going challenge. Having well-defined guiding principles is one way of addressing the policy decisions required by this inherent conflict.



Guiding principles add value in two primary areas. First, the establishment of a set of approved management guidelines helps define the role of the parking system within the larger downtown community. Secondly, guiding principles can emphasize the importance of planning for parking. Some of the items typically incorporated in such a document by other municipalities include mission/vision, funding strategies, approved uses of parking revenues, parking allocation strategies, departmental relationships, enforcement and maintenance responsibilities, etc.

After reviewing guiding principle concepts with the Downtown Parking and Mobility Coordination Committee and designated downtown stakeholders, preliminary guiding principles for downtown are outlined in this section. These guiding principles are designed to help support overall downtown development goals and objectives while providing an efficient, effective, and responsive parking and mobility program.

Summary of Preliminary Parking and Mobility Management Guiding Principles

1. Create a vertically-integrated downtown parking system
2. Support the development of a "best in class" downtown parking system
3. Proactive parking and transportation planning
4. Support downtown economic development
5. Effective parking and mobility system marketing and communications
6. Strong customer service focus
7. Develop financially stable parking system
8. Effectively integrate downtown parking and transportation demand management
9. Leverage technology to improve service and management
10. Develop a sustainable, environmentally-responsible downtown parking and mobility management system

Preliminary Parking and Mobility Guiding Principles

1. **System Organization:** The downtown parking program will be organized in a vertically-oriented management structure encompassing responsibility for all parking-related activities within a single department, organization, or entity. Primary parking management activities will include: on-street parking, off-street parking, parking enforcement, parking-related planning, parking demand management, and parking for special events.

2. **Effective System Management:** The downtown community will support the development of a forward-thinking, "best in class" parking and mobility management program (see adjacent 20 Characteristics). The downtown system will promote community education and collaboration around the issues of parking and mobility management. The evaluation of parking management best practices and new technologies will occur on an on-going basis.

3. **System Planning:** Proactive and effective parking system planning will be an important function of the downtown parking program. Downtown parking planning will include (but not be limited to) addressing current needs, planning for future demands, maintaining parking supply/demand data, supporting downtown economic development objectives, and supporting downtown transportation demand management (TDM) strategies.

4. **Supporting Economic Development:** The parking program will be guided by policy directives in alignment with overall downtown development plans/goals. These directives will be the result of collaborative processes between City of Wichita staff, other downtown agencies, involved stakeholders and elected officials.

5. **System Marketing:** Parking and mobility management programs and facilities will be developed to function as a positive, marketable asset for downtown. On-going community education regarding parking and mobility management strategies will be prioritized.

20 Characteristics of Effective System Management

1. Clear Guiding Principles
2. User-Oriented Parking Philosophy
3. Strong System Planning
4. Community Involvement
5. Efficient Management Organization
6. Staff Development Programs
7. Focus on Safety, Security and Risk Management
8. Effective Communications
9. Vertically-Oriented Organization
10. Strong Financial Planning
11. Creative, Flexible, and Accountable Parking Management
12. Operational Efficiency
13. Comprehensive Facilities Maintenance Programs
14. Effective Use of Technology
15. Effective System Marketing and Promotion
16. Strong Special Event Programs
17. Positive Customer Service Programs
18. Effective Enforcement
19. Focus on Parking and Transportation Demand Management
20. Awareness of the Competitive Environment

6. **Customer Service:** The parking and mobility management program will support downtown as a desirable destination for businesses, shopping, dining, and recreation by making parking and transportation a positive element of the overall downtown experience.

7. **System Funding:** The parking system will work towards the goal of being a self-supporting enterprise fund. The goal is to develop a financially stable parking and mobility management program that is responsive to community needs, that is action-oriented, and is accountable to downtown stakeholders.

8. **Integrating Parking and Mobility Management:** Downtown parking and transportation management will endeavor to promote a "park once" strategy that emphasizes linkages to other forms of transportation. Progressive urban planning standards will create and enhance positive pedestrian experiences.

9. **Leveraging Technology:** The parking and mobility management program will be an early adopter of technology solutions that enhance customer parking information and service options. The primary goal is to make parking less of an impediment to visiting downtown and more of an amenity.

10. **Sustainability:** Initiatives to promote more sustainable and efficient development projects and parking operations will be actively pursued. The system will work to actively encourage and support community environmental goals.

Establishing a set of guiding principles for downtown is just one opportunity for improving the way downtown parking and mobility management is perceived. Using this approach as a first step to developing a parking and mobility management program can build recognition and increase respect and support for downtown parking and mobility issues. It is strongly recommended that the City of Wichita work to finalize and approve a set of parking and mobility management guiding principles.

Improving parking-related technologies will be instrumental in improving customer experiences

Low parking fees will pose a challenge to implementing system improvements

1.03. Public Input

A series of stakeholder meetings were held between July 14 and July 16 to determine the priorities, concerns, and goals of community stakeholders as they relate to parking and access in the downtown area in general and during major events at the INTRUST Bank Arena. Additional meetings were held in August to discuss parking and mobility management guiding principles. Input meetings were held with the following groups:

1. Real estate developers and brokers
2. Downtown business owners
3. Hotel, tourism, and event stakeholders/organizers
4. Parking operators
5. Elected officials
6. City Staff

The stakeholders identified the following items:

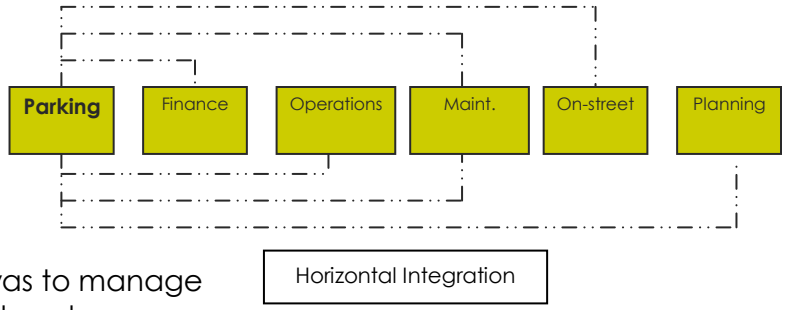
- Client access is a chief concern of businesses.
- Individuals visiting downtown want to find inexpensive and conveniently located parking.
- Businesses want to assure that their customers continue to have access to their businesses during events.

- Companies are willing to disseminate transportation related materials to their employees but do not necessarily want to be involved in TDM program implementation.
- A successful TDM program cannot depend on commuters and event attendees walking long distances.
- People will need to be trained to use transit because they are not familiar with it.
- Downtown parking shortages may be more an issue of perception than reality.
- While there may be sufficient parking, people have difficulties finding public parking.
- Public communications and education are needed to improve conditions.
- Parking pricing implementation and strategies appear inconsistent.
- People are concerned about the impact of event parking on surrounding areas.
- Shuttle services from remote lots and park and rides have been successful in the past.
- Transportation programs should encourage event attendees to stay downtown rather than arrive immediately before their event and leave immediately after.
- The downtown transit station is located across from the arena and should be utilized.
- A TDM program should be implemented carefully so as not to make people think that insufficient parking exists to meet demand.
- Shuttle services may not operate late enough each evening (e.g., Q-line).

2.0 PARKING SYSTEM ORGANIZATION, MANAGEMENT, AND PLANNING

2.01. Parking System Organization and Management

Many parking systems, especially in municipal or district environments, have evolved over time into organizational structures that are "horizontally integrated". This means that various parking system components are spread among multiple departments or entities. The following example illustrates how many municipal parking systems evolved:



- There was a need to establish a parking function. The initial need was to manage on-street parking supplies. Because the Public Works Department already managed the streets, this function was located under Public Works. In some communities, the city's Traffic Department was initially responsible for on-street public parking.

- Parking revenues collected by the system were deposited into the city's general fund and used to fund a variety of non-parking initiatives/expenses.

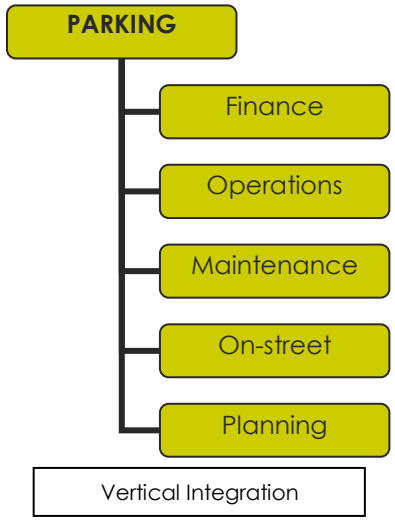
- When the need for an enforcement function achieved critical mass, this was logically assigned to the Police Department.

- Over time, off-street lots and parking structures were added. The management of these resources was placed under the Facilities or Property Management Department, because they managed the city's other real estate assets and facilities.

- Soon there was enough revenue being generated that an audit/accounting function was established to ensure the accurate accounting of revenues and expenses. This function was placed under the Finance Department.

In a horizontally-integrated parking program, where each department only manages one aspect of the parking system (such as on-street parking, enforcement, or parking

structures), no one department has responsibility, or the perspective, to manage all these interrelated components as a system. In one study completed by ***Carl Walker***, where different departments each managed a small amount of the parking supply along with responsibilities for several other areas, the observation was made that "parking was everyone's part-time job, but no one's full-time job."



The various challenges of a horizontally-integrated parking system were described in the 2007 Parking and Mobility Master Plan. Also, potential organizational models were explored – with the plan recommending the creation of a separate Wichita Parking and Transportation Department within city government.

The project team also recommends that the City of Wichita work to create a vertically-integrated downtown parking system, whether it is ultimately a city department, a newly created parking authority, or some other entity. The process of organizing the management of the parking system will take time and should be set up to maximize the benefits of a coordinated parking system into the future, not just appeasing the needs of today. All public parking assets should be incorporated into the parking system including off-street parking lots, on-street spaces, enforcement, and fine collection (although this consolidation may happen in phases over time). Ultimately, all parking-related revenues should flow toward the goals of the system, in concert with the designated parking and transportation guiding principles. If the system is financially stable and achieving its goals, a portion of the parking system revenues could be allocated to other associated community needs (e.g., TDM initiatives, bicycle paths and racks, façade grants, sidewalk improvements, downtown economic development, downtown marketing campaigns, and appropriate redevelopment projects). The parking system can also serve the following functions:

- A clearinghouse for downtown parking information.
- Provide support for private parking owners/operators.
- Participate in the planning and development process within downtown.
- Develop policies and procedures based on approved guiding principles.
- Develop parking system mission and vision statements to reflect alignment with downtown development programs and strategic goals.
- Support TDM goals.

In order to begin the process of vertically integrating the parking system, the City of Wichita has designated a person within the city to be responsible for coordinating downtown parking planning and management efforts on an interim basis. This person provides a single point of contact for parking related issues, and will help to begin to widen the city's perspective of overall parking issues/challenges. This person will be responsible for the coordination of parking planning and management until a preferred management structure has been selected.

Prior to organizing a new management structure for parking, the city will need to delineate where the management organization will focus their efforts. The borders for a downtown parking management district could initially match the overall parking study area – with sub-districts delineated based on the districts identified in Figure 2 on page 3. While issues such as residential permit programs could apply to surrounding areas (e.g., the areas surrounding the existing Delano District), the parking management organization will focus on parking issues within the designated parking management district.

In addition to defining overall parking management district boundaries, the city will need to determine what revenue streams will be available to fund parking operations, management, new facilities, and any TDM initiatives. The system could be provided with one or more of the following revenue streams (but not limited to):

- Pay Parking Revenues: Pay parking revenues would include monthly parking in public parking lots, visitor parking fees in off-street and on-street areas, special event parking fees, etc.

- Parking Enforcement Revenue: If parking enforcement responsibilities are incorporated into a larger downtown parking system, revenues generated from parking fines should be used to fund parking and transportation needs.

- Advertising Revenue: The parking system may be able to generate additional revenue through advertising local businesses and/or events on pay parking tickets or in parking facilities and on meter poles.

Providing advertising space on parking tickets and/or receipts could provide additional revenue

- Parking In-Lieu Fees: The amount generated using this option will ultimately depend on how often the alternative is used. However, the fee should be set to cover at least the projected construction cost of new parking structures.

- Special Assessments: Within the designated parking management area, the city (or designated management organization) could decide to institute special assessments to generate additional funds to pay for parking operations, management, and future construction.

- Transfers from Other City Sources: The city may designate other funds to support the downtown parking system (e.g., other taxes or assessments).

- Tax Increment Financing (TIF): The city could explore opportunities to fund new parking construction using tax increment financing. This approach has been used in the past (e.g., Old Town parking structure).

Financing the construction of future parking facilities could be accomplished in a number of ways. Common options for financing public parking facilities include:

- Bonds: The city could issue bonds backed by tax revenues or special assessments to finance parking facility construction. The bonds could be either tax-exempt or taxable. Tax-exempt bonds would cost less to repay (due to lower interest rates), but would limit how much of the parking could be reserved for specific land uses. Taxable bonds would be more expensive, but the city would have more flexibility in how the new parking is managed and operated.

  Revenue bonds would likely not be an option initially as the parking system does not generate sufficient revenue to adequately cover bond debt. However, in the future, sufficient parking-related revenues could be generated to cover bond debts. Also, the city could pledge more than one revenue stream to repay revenue bonds (double-barreled bonds).

- In-Lieu Fees: As previously mentioned, in-lieu fees could be collected from downtown developments and reserved for the construction of new facilities.

- Federal/State Programs: If a new parking facility incorporates an alternative transportation component (e.g., bus transfer center), or is constructed to support an economic development initiative, federal or state funds may be available to support construction.

- Public/Private Partnership: The formation of a public/private partnership in the construction of a parking facility could allow the city to construct a structure while minimizing funds needed. This option could work in a number of ways. First, the city and a private developer could split the cost of the parking facility. This would allow the municipality to construct needed spaces while saving on design, equipment, and other consulting/environmental costs. Second, the city could offer land it owns for the construction of a private parking structure that would in turn provide some amount of public parking. In this instance, the city would have the parking spaces it needs without having to construct them. Finally, the city could incentivize private parking construction by providing a development with tax abatements or other development incentives. The developer would then be required to provide their own parking, with the municipality in effect subsidizing its construction.

Keeping the community involved is the key to creating a successful downtown parking program

The following recommendations are provided to improve downtown parking and mobility organization and management:

1. Approve a set of parking and mobility management guiding principles (see Section 1.03 of this report). The downtown community (e.g., designated downtown community stakeholders) should be involved in developing the final set of guiding principles.

2. Officially create a Downtown Parking District and define the boundaries of the district (initially considering the boundaries of the study area used in this report).

    a. The Downtown Parking District could:

i. Consolidate downtown parking and mobility management into one city department – complete a vertical integration of the system. This would include (but not be limited to) all on-street and off-street operations, special event parking management, facility maintenance, parking enforcement, and parking system planning. Initial city public parking lots/facilities would be identified, and authority would be granted to operate private facilities under approved agreements.

ii. Continue efforts to accurately consolidate all parking-related financial data (e.g., revenues and expenses from on-street and off-street parking operations).

iii. Allocate all parking-related revenues to the Downtown Parking District. Funds generated in the designated sub-districts could stay within each sub-district and used to support parking in each area. While this could be difficult to achieve initially, this should at least be the long-term goal. In the interim, all new parking-related revenues (e.g., revenues from special events, new parking meter installations, and rate increases) should be allocated to the district. This recommendation will help the downtown parking system become more self-sufficient.

iv. Provide authority and guidance concerning possible parking and mobility management program funding strategies.

v. Set appropriate guidelines for instituting pay parking in currently free areas and setting overall parking rates. For example, pay parking could be instituted in currently free areas, or rates could be increased in areas where pay parking is already instituted, once parking utilization surpasses 85%-90% of capacity.

Diverting all parking-related revenues to the parking system will help provide funds for improvements

vi. Set flexible parking requirements for new developments located within the Downtown Parking District (including recommended code updates contained in the 2007 Parking and Mobility Master Plan).

vii. Define TDM as an integral part of downtown access management.

b. The overall study area would serve as the initial Downtown Parking District, but individual sub-districts would be designated using the currently designated districts shown in Figure 2 on page 3. Parking and mobility management/operational strategies employed in each sub-district may be similar to those implemented in other sub-districts or they could be unique. Individual operational strategies are outlined in Section 3 of this plan.

3. Determine the preferred parking and mobility management program structure. Initially, the project team would recommend maintaining the parking and mobility management program as a part of city government (either as a unique department or as part of an existing department). Day-to-day parking operations and maintenance would continue to be outsourced to a contracted parking operator. In the future, once the city has accumulated more parking management and operations experience, the city could evaluate the possibility of providing parking operations in-house or creating a community-based parking management organization.

4. Create the position of Downtown Parking Director and hire a qualified candidate. The initial job duties would essentially be those identified in the 2007 Parking and Mobility Management Master Plan (pages 21 – 23). Additional parking management staff will be necessary as the downtown parking system develops over time. The Downtown Parking Director would have the knowledge and experience to take a more active role in downtown parking management, including (but not limited to):

a. Monitoring the services provided by the contracted parking operator(s).

b. Ensuring sound auditing, revenue control, and fiscal accountability.

c. Addressing community issues related to parking and mobility in downtown and engaging stakeholders.

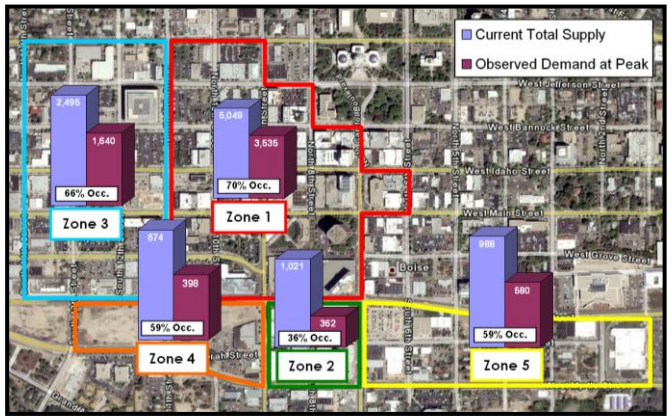
d. Developing appropriate parking agreements with private parking lot/facility owners.

e. Developing and sustaining parking communications and marketing programs.

f. Implementing customer service and parking validation programs.

g. Determining appropriate pricing strategies.

5. Ensure sufficient management information is available by improving technology and conducting regular updates of downtown parking supply and demand data. Specific technology upgrade options are discussed in Section 3 of this report. Parking inventory and occupancy counts should be conducted in each sub-district at least annually, during the typical peak period of parking demand for each district (not during the absolute peak period of demand). For example, weekday, daytime counts would be appropriate for the Government District and weekend, evening counts would be appropriate for the Old Town District.



Sample Supply/Demand Graphic: Keeping parking supply and demand information up to date will make parking system management and planning much easier

2.02. Parking System Planning

Based on the parking inventory and occupancy contained in the 2007 Parking and Mobility Master Plan, it appears that there is currently sufficient parking in downtown Wichita as a whole. However, future downtown developments may cause parking shortages in some areas (e.g., the WaterWalk and Old Town Districts). Therefore, it is clear that a plan is needed to address future parking needs. Several alternatives are

typically available to municipalities relative to meeting anticipated future parking demands:

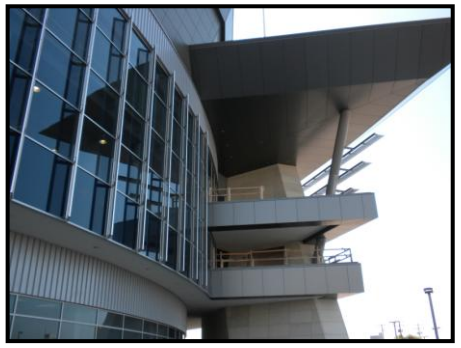
- The city could decide to improve the utilization of existing parking supplies. This could include working with parking lot owners within impact areas to better utilize private parking supplies. Using the concept of shared parking, existing resources could be maximized to meet anticipated needs.

- The city could create additional parking spaces (either on-street or off-street) to provide additional parking. As most of the available land is currently planned to support buildings or provide green space, there is likely insufficient space available to construct a significant amount of new surface parking in downtown. Therefore, structured parking would likely be required to support any significant future developments. The cost for providing parking could be covered through parking user fees and/or fees charged to developers, property owners, and/or downtown businesses (e.g., in-lieu fees, development fees, special assessments).

- The city could require new downtown developments to provide sufficient parking. New developments would provide their own parking for employees and visitors. This could result in higher costs for developers and likely the overdevelopment of parking supplies. An alternative could be charging in-lieu fees or development fees to require developers to help fund needed public parking resources.

- The city could work to reduce parking needs in the study area through the implementation of various TDM and parking demand management strategies. These strategies would be geared toward reducing parking demands by encouraging the use of alternative modes of transportation and improving parking resource management.

- The city could utilize a combination of alternatives.



Using a combination of approaches to address future needs will help reduce system costs and save land for uses other than parking

The project team would recommend implementing the final approach, utilizing a combination of alternatives. This would involve the city working with private parking lot

owners to better utilize the existing parking surplus before adding additional parking supplies. If sufficient parking could not be secured using this approach, then the city would consider improving existing parking supplies and/or adding new supplies as appropriate. If new parking spaces were added, either through additional on-street spaces, new or improved parking lots, or parking structures, the city should look to developers to help defray at least a portion of the costs. Finally, the city would encourage the use of alternative modes of transportation, as well as other parking demand management strategies, to reduce overall parking demands. This alternative is recommended as it provides a reasonable approach to dealing with future demands and should limit future parking expenses. Also, this approach will allow the city to show the community that all options were explored prior to expending any city and/or parking system funds for constructing parking facilities. The goal is to provide the "right" amount of parking; not too much and not too little.

While it appears that there is an opportunity to improve the utilization of available parking supplies before adding any parking facilities, it is important to note that the city may not be able to improve the utilization of available private parking facilities. Most, if not all, private parking lot owners may not cooperate with the city. Therefore, the city (or future developments) will most likely need to construct additional public parking in the future if other alternatives are not available (e.g., incorporating public parking into other private developments).

The following recommendations are provided to improve downtown parking and mobility planning:

1. The city would attempt to better utilize available parking supplies. This would mitigate the need to construct additional parking. As there is currently an observed surplus of parking in most downtown areas (see 2007 Master Plan), this alternative has merit. Better utilization of the available supply would eliminate at least the need for near-term parking supply additions, maintain existing green space or future development space, encourage pedestrian movement through downtown, and reduce city parking responsibilities (e.g., operations, maintenance, and signage). Ideally, long-term parkers (e.g., employees) would be directed to available off-street parking facilities and on-street parking would

be held for short-term downtown visitors. In order to encourage the improved utilization of existing private parking supplies, the city could use one or more of the following techniques/incentives:

a. Encourage downtown businesses to use their private parking supplies (if available) for employee parking first, instead of allowing employees to park on-street.

b. The city could communicate the positives of shared parking to the private parking lot owners. The positives include increased pedestrian traffic near their businesses, continued downtown development, maintaining green spaces and other non-parking land-uses, easier to use parking for customers/visitors, the generation of income related to selling parking, etc.

c. Shared parking could be limited to daytime, evenings, weekends and/or special event days if land uses permit.

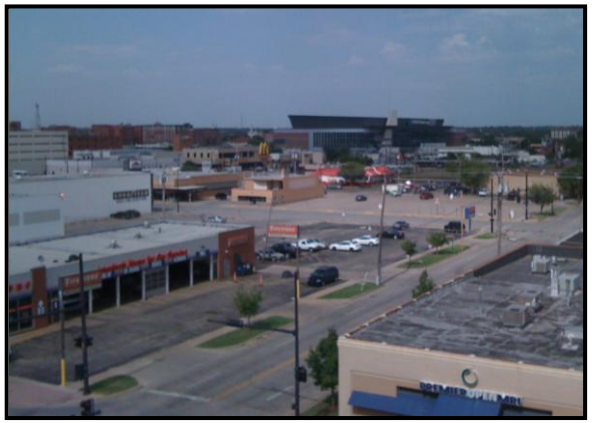
d. The city could provide periodic lot maintenance for private parking lot owners that agree to allow shared parking.

e. The city could provide periodic trash pick-up for private parking lot owners that agree to allow the use of their lots for other visitors.

f. The city could provide improved signage for private parking lots. The signage could denote parking restrictions and periods of open public parking.

g. The city could help care for parking lot landscaping in private parking lots for owners that permit shared parking.

h. The city could assist surplus parking space owners with marketing and/or the purchase and installation of parking access and revenue control equipment to help generate revenue and protect reserved parking areas.



Improving the use of underutilized parking spaces will help reduce construction-related costs and possibly provide income to private lot owners

2. Update the parking zoning code per the 2007 Parking and Mobility Master Plan. This would include removing the zero parking requirement in favor of a more flexible approach to addressing required parking including shared parking, reductions for TDM initiatives, and in-lieu fees set to support parking construction. Utilizing a flexible approach to determine parking requirements will help mitigate the most significant disadvantage to removing the zero parking requirement – requiring developments to provide code required parking would be too expensive downtown (assuming parking structures are required) and discourage future development. The amount of parking required to support a development per the code could be met in a number of ways such as utilizing available public parking supplies, shared parking agreements with private parking owners, implementing TDM strategies, paying in-lieu fees, future public parking structures, and/or public-private partnerships.

   There are a number of advantages to updating the current parking zoning code. First, updated parking requirement policies/practices will help ensure sufficient parking is provided in the most efficient and cost effective manner possible. Second, strategies such as encouraging shared parking and instituting parking maximums will improve the utilization of available parking resources, improve parking revenue possibilities in shared facilities, and ensure parking is not overbuilt. This will also help make more land available for higher, better uses (e.g., additional residential and/or commercial building space). Finally, the removal of the zero parking requirement will help ensure someone, either the city or a private developer, will provide sufficient parking to support new developments (the removal of the zero parking requirement should not effect existing developments).

   With respect to in-lieu fees, there are a number of advantages and disadvantages to consider:

   a. Advantages of in-lieu fees can include:

i. Offering parking in-lieu fees provides developers with an option to providing expensive on-site parking. The cost of purchasing the necessary land and funding lot construction is typically more expensive than paying in-lieu fees.

ii. Parking in-lieu fees encourage shared parking. As developers stop constructing small private parking facilities, parking is consolidated into larger public parking supplies. This results in a more efficient use of available land, the creation of fewer parking spaces, and conditions that encourage pedestrian movement.

iii. The city would have more control over where parking resources are located and how they are operated and managed. This can help create a parking system that is easier to understand and use.

iv. As less parking is created, and the parking that is created is consolidated, more space is available for other land uses.

v. The city would have greater control over downtown parking spaces, providing the opportunity for more uniform parking operations and management.

b. In-lieu fee disadvantages can include:

i. Parking may have to be located less conveniently to primary destinations. As parking is consolidated into fewer locations, some primary destinations will be located further away than if they provided their own parking.

ii. As the city creates more public parking facilities, the city will have to cover annual operating, maintenance, and management costs.

iii. As shared parking would be used, fewer parking spaces would be created. This could mean more traffic and frustration during

unusually high periods of parking demand, such as during some special events.

iv. The use of these fees could discourage development of downtown in favor of other locations with space for surface parking.

v. Depending on how the construction of the facility is financed, the city could be limited in how the facility is used to provide parking for private developments.

vi. It will take time for the city to collect a sufficient amount of in-lieu fees to support the construction of future public parking facilities - so, starting sooner rather than later would be recommended.

3. Encourage the use of alternative modes of transportation and use parking demand management strategies to reduce parking demands. Encouraging the use of alternative modes of transportation could include providing adequate pedestrian and bicycle linkages, providing sufficient mass transit alternatives, encouraging the use of carpools/vanpools, guaranteed ride home programs, telecommuting, parking cash-out programs (in future), etc. Some of these transportation options are already available in downtown.
Parking/transportation demand management strategies could include any of the following options (but not limited to):

   a. Using shared parking concepts to improve the use of available supplies.

   b. Consistently enforcing parking time limits and user group restrictions.

   c. Providing flexibility in determining development parking needs.

   d. Using parking maximums to ensure parking is not overbuilt and help provide more land to other development projects.

While transit use is low today, encouraging the use of alternative modes of transportation will be an important part of supporting economic development in the future

e. Using car sharing programs to reduce or eliminate the need for some downtown residents to own vehicles.

f. Improved parking system information and marketing.

g. Using a consistent strategy for implementing pay parking.

The goal of each of the aforementioned parking demand management strategies is to spread parking demands to appropriate locations, improve the utilization of parking supplies, and/or reduce overall parking demand. A detailed discussion of some TDM alternatives is provided in later sections of this report.

4. In order to address parking demands related to additional future development projects or demand changes, the following methodology is recommended:

   a. Ensure downtown land use information is current. This will provide additional insight into existing parking demands. The land use data should be updated as new developments occur.

   b. The first step in planning for future parking needs is to determine typical parking demands. This is usually achieved by completing a site-specific parking supply and demand survey. This would entail maintaining current parking space inventories and conducting parking occupancy counts (ideally, at least once every two years – and updating counts as developments occur). This will provide a baseline of demand data from which to project future parking needs. Remember, long-term parking should be provided in off-street parking lots and on-street parking should be managed to ensure availability for short-term downtown visitors.

   c. Project the parking needs of each proposed development using a shared parking model. Determine how parking demand for the new development will fluctuate during the day. Then, determine how parking demand for the proposed development will impact parking supplies

during the period of greatest parking demand. Use the concept of shared parking to ensure the efficient use of available parking supplies.

d. Once parking demands have been projected, determine how the development will impact existing conditions. If the development creates a parking deficit within the block or zone it is located (the zone would typically be a two to three block radius surrounding the development), additional parking supplies may be necessary.

e. If additional parking is necessary, look first at improving the utilization of existing supplies (shared parking). Second, look for opportunities to improve the efficiency of existing off-street parking supplies and/or increase on-street parking supplies. Then, if unmet parking demand still exists, explore options to add off-street parking facilities.

f. While the parking demand for many land uses can be spread over greater distances, the creation of residential space in downtown should include sufficient, relatively adjacent parking. Residential developments that lack sufficient parking may be less marketable and conflicts could arise should a significant use of public parking spaces be required to support residential projects. Unbundling residential parking could be an option in the future if additional public parking supplies are constructed and maintained.

g. Future downtown developments should include sufficient ADA accessible parking on-site. The city should require developments to provide a suitable portion of their required parking on-site (or directly adjacent to the site) to ensure enough accessible parking is provided. This parking could be provided in a city parking facility adjacent to the development. Sometimes, parking demand for accessible parking may be larger than the minimum requirements. In order to ensure sufficient space is provided, periodic reviews of accessible parking demand should be part of larger parking inventory and occupancy surveys. Through periodic occupancy

studies, and community input, the city will be in position to ensure sufficient accessible parking is provided.

h. Future parking lots could include landscaping or structures that can provide shade to parked vehicles. This can be accomplished through the use of fast growing, low-water shade trees. These trees can be planted around existing parking lots and in internal landscaped islands. Pedestrian paths to/from parking facilities could also provide shade in a similar fashion. This will help make the off-street parking facilities more attractive to downtown parkers.

i. It is important to provide adequate timeframes when planning for future parking needs. It can take between 18 and 24 months to design and construct a parking facility. Therefore, it is important to remain "ahead of the curve" when planning for future parking facilities.

5. Conduct regular downtown parking inventory and occupancy counts. Overall counts should be conducted at least once every two years or more frequently if required by the level of downtown development. More frequent occupancy counts could be needed in high demand areas (e.g., Old Town). Also, conduct periodic counts during special events to help plan for future events.

6. The city should investigate opportunities to purchase strategically located parcels of land for future public parking facilities.

7. Develop a set of design guidelines to govern the design and construction of future parking lots and facilities. These guidelines would go beyond typical functional design issues such as stall dimensions, aisle widths, and landscaping requirements. For examples, the design guidelines for parking structures would provide design requirements for ramp slopes, ramping schemes, turning radii, entry/exit lane design, incorporating first-level retail, lighting, safety/security elements, etc.

Maintaining accurate, up-to-date parking inventory and occupancy counts are important to proper planning and management

3.0 PARKING SYSTEM OPERATIONS AND MAINTENANCE

3.01. Daily Parking Operations

According to information provided by the City of Wichita, the city currently operates and manages parking in 6 parking structures (approximately 2,932 spaces), 32 surface lots (4,340 spaces), and 774 on-street spaces – a total of 8,046 spaces. The city has contracted with a national parking operator (Ampco Parking) to provide day-to-day parking operations and management for the off-street parking facilities. The city's off-street parking operator reports to the city's Finance Department. On-street parking operations and management is provided by the city's Public Works Department (meter collection and maintenance) and the Wichita Police Department (parking enforcement).

Expense Item	Annual Expense Range (per space)
Labor	$230 - $350
Maintenance	$30 - $100
Utilities	$50 - $100
Other Expenses	$40 - $60
Management Fee/Overhead	$25 - $50
Insurance	$7 - $25
Marketing	$5 - $7
Total Range	***$387 - $692***

Parking operating expenses can vary greatly from one place to another – depending on the operator and the services provided (the example above is for cashiered parking structures – surface lots can range from$35 to $200 per space, per year)

As mentioned previously, as well as in the 2007 Parking and Mobility Master Plan, management of the current parking system is horizontally-integrated into city government. Therefore, management of the parking system can sometimes be disjointed. As recommended previously, the system should be reorganized into a vertically-integrate system, with one department responsible for the entire parking system.

After reviewing information concerning parking operations provided by the city, conducting cursory field reviews of parking facilities, and conducting numerous public input meetings, the following recommendations are provided to help improve downtown parking operational issues identified by the project team and public input participants:

1. The current parking operator is tasked with providing daily parking management and oversight, staffing cashiered parking facilities, administering the monthly parking program, collecting and reconciling parking fees collected in off-street lots, and providing basic facility maintenance (e.g., cleaning lots/facilities, maintaining entrance and rate signs, basic equipment maintenance, and other minor maintenance responsibilities). In order to help ensure the parking operator

provides a high level of service, the following performance standards, used by parking systems across the country, are recommended:

a. Parking operator agreements often include penalties if the parking operator fails to adequately reconcile daily facility activities. For example, the parking operator will be required to account for 98 to 99% of all parking tickets issued in the facility each day. If the operator is unable to adequately account for all facility activities, they can be charged for all of the tickets that are not accounted for over 1% to 2%. Activity reconciliation is usually accomplished by using tickets in sequential order, protecting ticket stocks, conducting start of day and end of day vehicle counts, and conducting thorough audits of all cashier activities. The city should consider including the provision of liquidated damages should the operator fail to adequately account for all facility activities in future agreements. This level of accountability would only apply to facilities with parking access and revenue control equipment (not honor box lots). This will require the city to ensure revenue control systems function properly.

b. The parking operator should meet set timelines for providing monthly and annual parking reports to the city. Municipal parking system often require monthly parking system reports be provided by the 10th of each month. Failures by the parking operator to provide complete monthly or annual parking system reports should result in warnings, fines, liquidated damages, and/or termination of the contract.

c. Periodic parking operator financial audits should be performed by city staff to ensure parking revenues and expenses are accurately recorded. Also, the city could consider conducting periodic (e.g., every two years) operational and/or financial audits by outside consultants to ensure revenue control and accounting meets industry standards. Ideally, the parking operator's central office should also conduct periodic parking operations and revenue control audits.

Quality revenue control requires parking access and revenue control equipment the is in good working condition

d. City staff could consider conducting "spot audits" of the parking operator to ensure all daily activities are reconciled. This would involve city staff showing up at the parking operator's office unannounced to review paperwork, tickets, and deposits from the previous day or multiple days. The goal of a spot audit is to ensure all parking facility activities are accurately reconciled and that the operator is following all prescribed revenue control procedures. A monthly parking spot audit could also be performed to ensure all monthly parking access cards and/or permits are accurately recorded and tracked, as well as ensuring all monthly parking revenues are accurately recorded and invoiced.

e. Conducting periodic customer surveys can help ensure customer service levels are acceptable. Customer surveys could be used to determine customer satisfaction, levels of facility maintenance, and possible system improvements. Some municipalities set survey requirements for parking operators. For example, the parking operator could be required to maintain a 90% customer satisfaction level based on periodic surveys of customers. The city should consider the use of customer surveys to determine how well the parking operator is adhering to the operator agreement.

f. Another way for the city to evaluate parking operator performance is to periodically conduct facility reviews (using a mutually agreed upon checklist that is consistent with the contract requirements detailed in the parking operator agreement). This would include reviews conducted by city or parking system staff and designated "mystery shoppers."

g. All parking facilities should include signage that provides a phone number to report problems. This number could go directly to city or parking system staff so that the information could be recorded and then distributed to parking operator staff for resolution.

h. The city should conduct periodic reviews of parking operator logs, including maintenance and customer complaint logs. The city should

require the parking operator to maintain maintenance and customer service logs, and work to ensure the parking operator deals with problems in a timely fashion.

A sample parking management agreement incorporating theses recommendations is included in Appendix E (separate document). Also, a cost estimate for parking management is included in the same appendix. Parking operator costs have been estimated at $542,864 (or $208 per space identified in the 2005 parking operator agreement).

2. A detailed parking lot/facility standard operating procedures manual should be produced by either the parking operator or city staff. The standard operating procedures manual would detail all approve operating policies and procedures including:

    a. General facility information (e.g., number of spaces, services provided, equipment used, and phone numbers).
    b. Important contact information.
    c. Hours of operation.
    d. Revenue control policies and procedures.
    e. Proper use of equipment and systems.
    f. Procedures for dealing with equipment malfunctions.
    g. Customer service guidelines.
    h. Processing payments and other customer transactions.
    i. Procedures for dealing with emergencies (e.g., bomb threats, fires, accidents, and crimes).
    j. Employee policies and procedures.
    k. Facility maintenance responsibilities, policies, and procedures.
    l. Samples of all forms and reports, including instructions.

3. In order to help ensure revenue control is adequate, and help make the parking operator more successful, the city should investigate opportunities to improve parking access and revenue control systems. The parking access and revenue control system for the City Hall parking structure was not functioning properly

during either of the field reviews conducted by project team staff (the south exit gate was not used). Also, several city surface parking lots use honor boxes to collect parking fees. These problems are detrimental to overall parking facility revenue control, as they can lead to challenges reconciling facility activities. Possible parking access and revenue control improvements could include:

a. Multi-space meters in public surface lots, instead of honor boxes.

b. Repairing or replacing malfunctioning equipment.

c. As the useful lifespan of many parking access and revenue control systems is only five to eight years, the city should begin saving funds for future parking equipment replacement.

d. In order to provide customers with more options to pay for parking, the city could consider installing either multi-space meters or single-space meters that can accept credit/debit cards in on-street and off-street areas. Multi-space meters would also help clear sidewalks and parking lots by removing meter poles. Some multi-space meter companies will install equipment at no charge to the city if they can share in the revenues generated. Also, these meters can generate greater revenues without changing rates as parkers cannot search to find individual meters with time remaining. Providing for different payment options could require updating the city ordinance authorizing on-street meters to allow for payments other than coins (11.68.030).

e. Upgraded parking access and revenue control would provide the system with more accountable parking operations and additional management information (e.g., system-generated revenue control reports and parking facility utilization reports).

f. The city could explore opportunities to install automated parking access and revenue control equipment to help reduce parking system expenses by reducing staffing needs.

Honor boxes do not provide adequate revenue control

g. Upgraded facility equipment could also allow for the use of variable message signs to display real-time parking data, such as space availability. This concept is currently be explored by community members for integrated use with local transit systems.

h. Upgrading the parking system could also help integrate parking services with a future parking system website, allowing customers to pay monthly parking fees, pay parking fines, or reserve parking spaces.

4. Parking facility maintenance issues need to be addressed. The city should work to protect parking facility investments (see Section 3.06).

5. The parking operator should provide periodic customer service training classes. The classes should include instruction on dealing with customers, diffusing difficult situations, always being polite, increasing area knowledge (in order to provide directions), directing customer concerns/complaints, etc. Based on field observations, there may be a need to improve customer service training or provide periodic refresher training classes.

6. Downtown parking rates and/or time limits need to be adjusted to ensure short-term parking is encouraged in on-street areas, off-street parking rates are in proper alignment with off-street rates, and enforcement fines are appropriate. See Section 3.03 for more information on pricing strategies.

7. The adjustment of parking rates and the implementation of pay parking should be based on parking utilization and market conditions (see Section 3.03). Pay parking should be consistently implemented throughout downtown.

8. Some public input participants mentioned difficulties securing monthly parking for employees or businesses leasing building space. In order to address this problem, the city could assist businesses needing monthly parking by consolidating public and private monthly parking availabilities in each district. Parking system staff (or other city staff) could maintain a database of parking

The parking system should assist downtown businesses find the parking they need

lots/facilities that provide monthly parking including spaces availability and current prices. Parking staff could then assist businesses needing parking by either directing them to the private lot/facility owner or by contacting the lot/facility owner directly. Providing a "monthly parking clearinghouse" could be one of the many services a unified parking system could provide. Also, this information could be provided online; although, the data would have to be updated frequently to be useful.

9. Providing sufficient accessible (ADA) parking is crucial to the success of any downtown. The city will need to ensure sufficient accessible parking is available in each public parking lot/facility. The right amount of accessible parking may be more than typical industry standards, depending on the land uses served by the parking lot/facility and general downtown visitor/employee demographics. In order to ensure sufficient parking is available, the city should start by providing the minimum required (based on primary parking demand generators and city or ADAAG guidelines). Then, accessible space utilization should be monitored to see if demand exceeds supply. If demand regularly exceeds supply, the city will need to add additional accessible spaces. Also, the city will need to continue working with the Wichita-Sedgwick County Access Advisory Board to determine accessible parking needs and appropriate services.

10. While not necessarily part of the parking system, the city will need to ensure pedestrian paths to and from the public parking facilities are ADA accessible. This would mean fixing cracks, filling holes, ensuring slopes are acceptable, removing snow/ice, and making sure crosswalks are properly timed and audible.

11. The city could consider providing (through the contracted parking operator) or allowing valet parking in public parking lots/facilities or valet staging in public on-street spaces. Valet parking would provide an additional amenity for downtown parkers, especially in entertainment-related developments such as Old Town, and help reduce walking distances for downtown visitors. Valet parking can also increase the capacity of public parking areas by 20% to 30% as valets can stack vehicles more tightly than individuals parking their own vehicles.

3.02. Parking Enforcement – Downtown Parking Ambassadors

Parking enforcement in downtown Wichita is currently provided through the Wichita Ambassadors program. The program currently operates as part of the Wichita Police Department within the downtown boundaries shown in the adjacent figure.

Wichita Ambassadors staff is provided with approximately 80 hours of training in a variety of subjects including hospitality, customer service, emergency response, public transportation, and city services. Staff job duties are as follows:

- Provide field-level customer service
- Enforce downtown parking regulations
- Monitor public safety
- Assist in responding to emergencies and first aid needs
- Provide downtown visitors with assistance and directions
- Provide direction concerning city services
- Promote downtown and engage local businesses

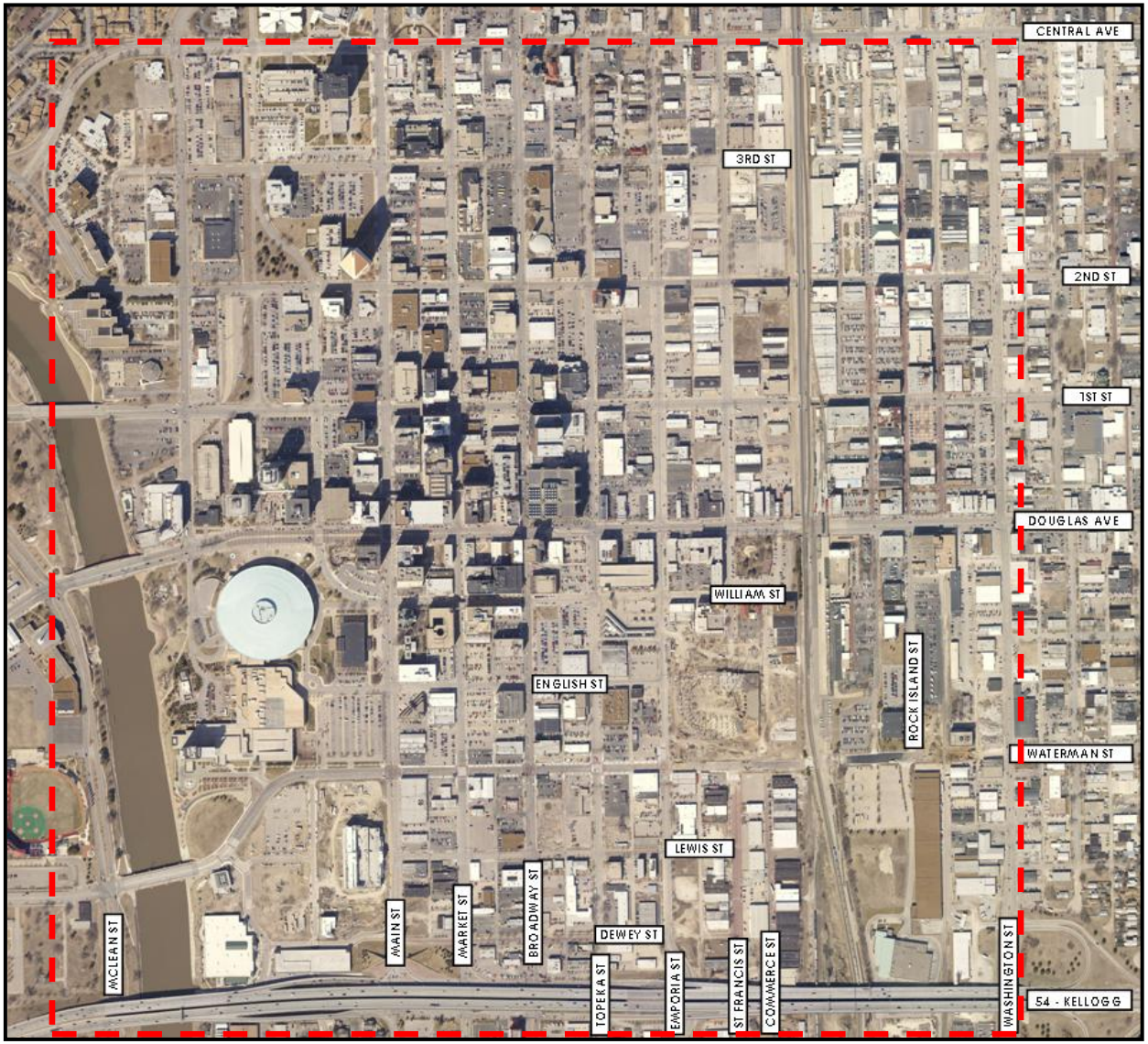


Figure 3. Wichita Ambassadors Area of Focus

Ambassador services are provided in the designated service area from 8:00 a.m. to 5:00 p.m. Monday through Saturday. There is currently no service provided during evenings or on Sundays.

The success of any parking management program requires an effective enforcement component. Regulations are intended to produce parking patterns that utilize the on- and off-street parking inventory efficiently; this will only happen if on-street rate structures, time restrictions, and other rules are enforced with sufficient frequency so that drivers see an advantage to parking legally.

Strengthening the downtown parking enforcement program requires making many critical strategic and tactical decisions which can greatly impact the program's success and ability to adapt with changing conditions. This portion of the plan addresses several of those key decision areas.

Parking Enforcement Goals

The vast majority of the public believes that revenue generation is the primary goal of parking enforcement. Unfortunately, many elected officials and public sector managers share that view, whether explicitly or implicitly. It is critical that all associated with the parking program recognize that enforcement is intended to contribute to achieving the desired mix of parking behaviors. As such, key customer service values such as education and fairness must be stressed. It follows, therefore, that key measures of performance should include parking indicators such as occupancy and turnover, violation and capture rates, as well as public acceptance of and support for the program.

This is not to say that the successful collection of fines and penalties is not one among many legitimate goals. Parking citations will only have a deterrent effect if they are issued correctly, processed in a timely manner, and the resulting fines and penalties collected. Furthermore, citation revenues are a favorable byproduct of enforcement, and are particularly valuable if used to support and enhance the parking program.

WICHITA AMBASSADORS

Wichita Ambassadors Mission Statement:

Our mission is to provide hospitality, tourism and public safety services to Wichita citizens, businesses and visitors.

Responsibility for Parking Enforcement

Responsibility for parking enforcement in downtown currently rests with the Wichita Police Department. Four full-time Downtown Ambassadors serve within the police Department under the supervision of a police sergeant. The Ambassadors provide the bulk of parking enforcement in the downtown, although sworn police officers can also issue citations, mostly for health and safety violations (fire lanes, no parking zones, etc.).

Placement of enforcement within the local police department is typical of many municipalities. It can have a number of advantages:

- Reliance on an existing command structure.
- Use of existing communications networks.
- Availability of Ambassador for emergency duties, as needed.
- Greater respect for Ambassadors as members of the police organization.

However, there can also be disadvantages:

- Second class status - parking enforcement not viewed as "real" police work.
- Lack of focus on customer service issues/responsibilities.
- Separation from the larger parking management program, including failure to relate enforcement activities to other parking-related goals.

The typical alternative to police oversight of parking enforcement is to place the function in the governmental unit with responsibility for the overall parking mission. In the future, downtown parking enforcement could be a part of Finance, Economic Development, or a separate department/organization.

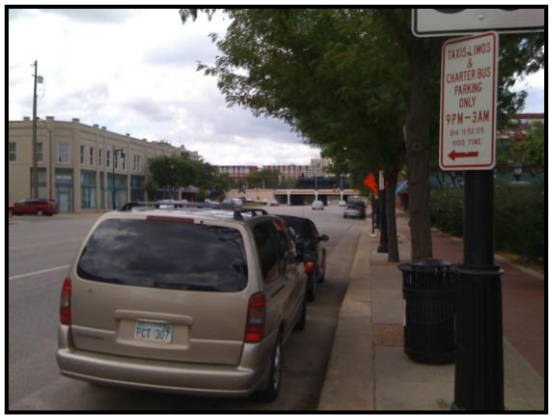
Benefits of this approach include:

- Directly linking enforcement activities and personnel to the larger parking mission.

- Greater likelihood that performance will be evaluated in conjunction with parking goals and actual parking dynamics.
- Devotion of all Ambassador hours to parking and customer-related duties.
- Citation fines and penalties become one component of a larger accounts receivable system managed by the responsible unit.

Disadvantages include:

- A need to build new organizational structure within "owning" department or authority.
- A need to share police resources (such as communications networks) or build them from the ground up.
- Potential lowering of public respect for the Ambassadors.



As in the past, parking enforcement should include customer service

As noted in Section 2.01, Parking System Organization and Management, the project team recommends that the city transfer responsibility for the Wichita Ambassador program to a vertically-organized department responsible for the overall downtown parking program. However, we believe that police officers should continue to enforce health and safety regulations. As suggested above, transfer of the Ambassador program would increase the likelihood that enforcement goals and performance are aligned with overall parking goals, and facilitate the coordination of all parking-related resources. This will also improve perceived security in the downtown area, and will help improve overall customer service.

Defining Parking Enforcement Policies/Practices/Staffing

If the city's parking and mobility management plan is to be successful, there must be a consistent thread running through the larger goals of the program: the policies established and strategies used to achieve those goals, the regulations which govern their application, the application of enforcement to achieve the goals, and how success is evaluated. That common thread is data, collected at regular intervals, on occupancy, turnover, violation rates and capture rates, and the collection of direct parking revenues and citation fines. Thus, for example, when the city determines that it needs to meet a particular level of parking demand on

certain blocks, it would decide on a policy and approach (time limits, meters with time limits, etc.), make sure the proper regulations and signage are in place, assign Ambassadors to enforce those regulations, measure the impact against a desired goal (such as occupancy of 85%), and then adjust meter rates, patrol assignments, fines, etc. to reach its goal.

To be most useful, industry "standards" should be adapted to local conditions and needs. The following performance measurements are presented as possible starting points for setting goals for downtown Wichita:

- Overall occupancy rate: 85-90%;
- Meter occupancy rate: 90-95%;
- Paid meter occupancy rate: 70-85%;
- Unpaid legal meter occupancy rate (disabled, official business, etc.): up to 15%;
- Meter violation rate: 5-7%;
- Meter capture rate (unpaid): 30-40%;
- Overtime capture rate: 20-25%;
- Average duration of stay: 70-130% of time posted limits.

Ideally, the program's goals and policies would be developed through a formalized process led by the lead department, but also incorporating input from local businesses, residents, downtown stakeholders, city development staff, and staff involved in parking management. Additionally, as suggested above, such goals should be reflected in specific, measurable targets for parking in the downtown and adjacent areas which might be impacted by development and an increase in parking demand.

Following this model has a number of key benefits:

- It allows enforcement activity to be directly linked to clear, non-monetary goals.
- By documenting reality, it moves discussion from "what is happening" to what should be happening and how to move things in the proper direction.

Parking enforcement can help strengthen parking meter revenues, without negatively impacting visitors

- It provides elected officials with specific data to evaluate complaints from residents, businesses, etc.
- It supports better-informed decisions regarding the number of enforcement personnel needed and how/where they should be deployed.

In our experience, the existence of hard data and analysis often produces greater support for enforcement and other parking management strategies. For example, many merchants will oppose additional time limits, parking meters, or adequate enforcement until shown clear evidence that their customers cannot park near their stores because employees and/or other owners abuse on-street parking supplies. For this reason, the project team strongly recommends that the entity managing the parking program have sufficient resources to conduct such analyses on a regular basis. This can be done by a city or department analyst, by use of consultants, or a combination of the two.

One issue that often arises during the discussion of parking enforcement is the fear that increased parking enforcement will discourage people from visiting downtown, or will unfairly inconvenience those that do visit. In order to help mitigate this fear, the project team recommends an approach that reduces the impact on downtown visitors and increases the penalties on continual parking policy violators. This is typically achieved through the use of an escalating fine structure. For example, the first ticket for a specific offense received within a certain timeframe (e.g. every six months or per year) is an automatic warning. The second ticket received within the set timeframe would result in a set fine, perhaps $15. The third ticket received for the same offense within the set timeframe would result in a higher fine, perhaps $30. The fine would continue to escalate to a maximum fine to discourage breaking the same regulation. This would reduce the impact on visitors, as it is less likely they will continually break the rules. However, the penalties will continue to grow for downtown employees abusing set parking time-limits or failing to pay parking meters.

Administration of the Adjudication Process

Adjudication is an important aspect of parking enforcement. Even the best enforcement program issues some citations for which the vehicle owner is not ultimately liable. Thus it is critical that the public have a fair, accessible process by which they can contest a citation. In truth, a sound, fair adjudication process helps validate the entire enforcement effort.

Wichita currently adjudicates parking citations through the municipal court system. While there is no immediate need to change the existing process, the project team recommends that if responsibility for enforcement is transferred to another department, an initial hearing process be instituted as a first step to appealing citations. The appeals process would be separated organizationally from enforcement, but be a part of the downtown parking system. This could be done in several ways. One option, followed by many cities, is to use a per diem attorney as a hearing officer. This would probably require two days a month, perhaps less. Another option is to choose someone from within the parking program with sufficient subject matter expertise but not directly associated with parking enforcement staff or duties. Providing a first level appeals process within the parking system would help encourage payment of citations, efficiently address invalid citations, and reduce the workload of the municipal courts.

Collection of Fines and Penalties

In the discussion of enforcement goals, it was stressed that revenue should not be the primary goal of parking enforcement. While this is true, the parking system must also do everything practical to collect all fines and penalties once imposed on violators. Citations lose their deterrent value if the jurisdiction collects only a small percentage of the citations for which the vehicle owner is found liable.

In order to ensure the effective collection of parking fines, the city could employ a number of strategies (dependent on local ordinances):

Imposition of late penalties: The city current imposes a late fee of $10 if a parking citation is not paid within 10 days. Some municipalities will use higher late fees

and/or impose additional late fees if the citation remains unpaid (e.g., a late fee of $10 if the fine is not paid within 10 days and an additional late fee of $10 if the fine remains unpaid for 30 days or more).

Noticing: This involves identifying vehicle owners using license plate information and sending notices to the addresses of record. It is not clear if Wichita currently sends notices to vehicle owners.

Registration Non-Renewal: Some municipalities work with state agencies to stop registration renewal processes until all outstanding parking citations are paid. This can be a very effective sanction, although it is not clear if the city uses this strategy.

Booting/Towing: While booting and towing programs can be very effective, they can also be labor intensive (since Ambassador staff must also be assigned to release the boot once the debt is paid). In addition, if the owners of booted vehicles do not come forward within a reasonable period of time (usually 24 to 48 hours) the city must be prepared to tow the vehicles to a secure storage location. Many cities contract out this service to a tow vendor who provides both towing and storage services.

Credit Bureau Reporting: Many cities are now reporting outstanding parking fines to one or more of the national credit reporting agencies. Most vehicle owners have a strong incentive to protect their credit rating. However, this tool must be used carefully. Many cities consider it too harsh, and its use can lead to numerous complaints. It is important that parking managers obtain the informed consent and support of elected officials before starting such a program.

Use of Collection Agencies: The city could use a third party service to collect delinquent citations. However, this may not be an effective tactic for the city. Commercial collection agencies handling retail debt rarely deliver good results in pursuing parking debt. A more viable option is to contract with a collection firm specializing in parking fines. Such firms know the issues associated with parking citations, and have programming in place to accept vehicle-based

referrals and report payments for application to the correct plate/citation. If the city does opt for additional collection services, collection fees could be passed to the violator as an additional penalty (if allowed by law).

By enhancing its citation collection efforts, the City of Wichita can both boost its revenues and increase the deterrent impact of citations in modifying parking behavior.

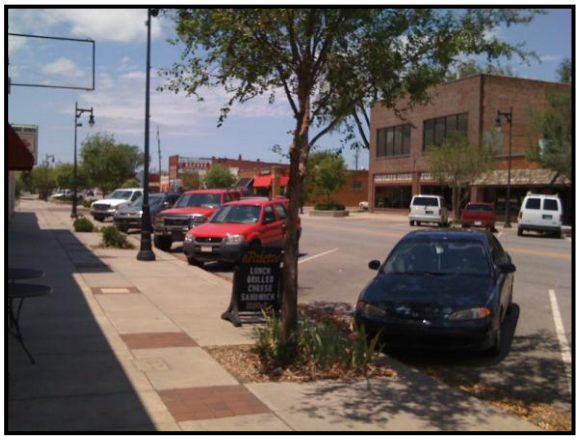
The following recommendations are provided to improve downtown parking enforcement:

1. Consider transferring responsibility for the Wichita Ambassador program to a vertically-organized department responsible for the overall downtown parking program. Transfer of the Ambassador program would increase the likelihood that enforcement goals and performance are aligned with overall parking goals, and facilitate the coordination of all parking-related resources. This will also help return the primary focus of the program to downtown customer service.

2. Update Ambassador program practices to return/improve the focus on customer service. This could be accomplished by refocusing program goals and objectives, updating policies/procedures, encouraging Ambassadors to travel their assigned sectors by foot or by bike, increasing the number of Ambassadors on duty to reduce the size of sectors, providing additional customer service training, and/or incentivizing Ambassadors to increase public contact (e.g., employee recognition programs).

3. Using the parking enforcement program performance measurements outlined on page 37 as a starting point, refine goals related to parking occupancy, duration, and enforcement. Regularly monitor these key metrics and adjust enforcement and pay parking implementations as necessary.

4. Consider raising parking enforcement fines as described in Section 3.03.



The Wichita Ambassador program is an important part of making downtown more accessible and understandable

5. Consider instituting a tiered fine structure to mitigate negative impacts on visitors as described in Section 3.03.

6. Consider hiring more Ambassadors to reduce patrol areas and provide coverage for evenings and special events. Most special events will occur outside of current Ambassador program hours, at times when the public could use their services most. Given the size of the overall area of focus, two additional Ambassadors could be needed during daytime hours. For events, two to three Ambassadors could be located around event venues.

7. With more Ambassadors, it should be possible for downtown parking enforcement to improve the overview and enforcement of accessible parking space infractions. Increasing the fine for improperly parking in an accessible parking space could also help reduce violations.

8. Reevaluate the current technologies used by the Ambassador program and determine if equipment upgrades are necessary. Technology evaluations should be conducted every five to eight years, or as needed as equipment malfunctions and related problems arise.

9. If not already provided, consider working with an outside consultant to provide parking enforcement specific training. Based on the information provided by the city, it does not appear this training is provided. A significant component of this training would include dealing with upset individuals and diffusing conflicts.

3.03. Parking Rates, Fees, and Fines

Current parking rates in downtown Wichita are relatively low due to a desire by many to keep parking inexpensive or free and an abundance of downtown parking. Also, pay parking has been implemented on a fairly inconsistent basis. For example, in some cases certain on-street parking spaces are time-limited with no charge and directly across the street are on-street parking spaces requiring a fee. Obviously, this can lead to an overuse of the free spaces and an underuse of the pay spaces – increasing traffic and frustration as individuals drive around looking for free parking.

Another inconsistency is the fact that on-street parking is more expensive than off-street parking. For example, on-street parking fees range from free to $.50 per hour and off-street public parking rates range from $.75 to $1.50 per hour for short-term parking and $1.00 to $5.00 for all-day parking. This means that the most convenient parking for most destinations (on-street parking) is less expensive than the less convenient off-street parking. Therefore, people are encouraged to search for less expensive, more convenient on-street parking instead of parking off-street – increasing traffic, congestion, pollution, and driver frustration. In addition, the current discrepancy between on-street and off-street parking rates depresses parking rates and reduces the ability of the parking system to generate sufficient revenues to fund necessary improvements, such as basic facility maintenance.

While off-street parking rates are relatively low, on-street parking rates are even lower – creating an imbalance in parking choices

As the downtown continues to develop, and parking demands from special events increase, improved parking pricing strategies will be needed. Improved pricing strategies will help ensure a consistent application of pay parking principles, as well as provide the ability for the downtown parking system to generate sufficient revenues to fund system needs/improvements. The following recommendations are provided to improve downtown parking pricing strategies:

1. On-street and off-street parking fees need to be brought into proper alignment. Ideally, the most convenient parking spaces (on-street spaces) should be more expensive than the less convenient spaces (off-street spaces). This would help encourage turnover of the more convenient spaces making them more available for other downtown visitors, and encourage those needing longer-term parking to park in off-street parking lots/facilities. Since increasing on-street parking rates will be politically challenging, the first step should be to at least charge the same rate for both on-street parking and off-street parking. This would mean increasing short-term meter rates to at least $.75 per hour and long-term meters to at least $2.00 per day. In the future, on-street parking should be set at 25% to 30% higher than off-street parking rates (rounded to the nearest appropriate $.05 increment).

   Parking should remain free in the Delano District as overall utilization is low.

2. As with other products and commodities sold across the country, parking rates (both on-street and off-street) should be determined based on demand and prevailing market conditions. The typical industry standard is to base price changes on space utilization. If the utilization of a lot/facility/area surpasses 85%, parking prices should be increased (or possibly instituted if currently free) to help return overall utilization to 85%. Basing price changes on an 85% occupancy factor helps ensure that at least a portion of the parking supply is always available for downtown visitors/employees and to reduce the time needed to search for parking spaces. Therefore, it is recommended that the city adopt the policy of adjusting parking rates, or instituting pay parking in areas where parking is currently free, based on parking utilization levels exceeding 85%. For example, once parking occupancy regularly exceeds 85%, pay parking can be instituted or rates can be increased by a set amount (e.g., $.10 or $.25 per hour) once per quarter or annually.

3. Ideally, the determination of overall parking rates would be closely linked to system expenses, both current operations/management and future anticipated capital needs (e.g., facility maintenance and equipment upgrades). The first step to ensuring all system expenses are covered would be to consolidate all parking system financial data. The city is currently working on this issue. Once an accurate financial picture has been prepared, the downtown parking system can begin to determine what rates are necessary (based on parking system occupancy data) to fund all anticipated expenses. The city should adopt a policy of reviewing all parking system fees and fines on an annual basis to ensure parking system expenses are adequately met.

4. In order to ensure parking rates are consistent with market rates, the city or the contracted parking operator could conduct periodic rate surveys of other downtown parking facilities.

5. If downtown businesses desire to help visitors off-set some or all of their parking fees, a unified downtown parking validation could be developed and sold. Businesses could offer these validations for free or based on a set purchase amount. Ideally, parking validations would be sold at full value to area

Downtown businesses could offer parking coupons or validations to customers based on minimum purchases

businesses or be subsidized by an outside department/organization so that the parking system does not have to subsidize them. In instances where visitors parked on-street, businesses could offer to reduce the price of their purchases by all or some of their parking fee.

6. In the future, the city could consider offering a first hour free parking program in off-street public lots/facilities. First hour free programs are becoming more and more popular, with first hour free being offer in downtowns across the country (e.g., Boise, ID; Santa Barbara, CA; Pasadena, CA; Green Bay, WI; and, Fort Worth, TX). These programs can be "expensive" because of the revenue lost (most parking stays are less than four hours); therefore parking system revenues are likely not sufficient to cover losses at this time. However, this could be an option in the future if parking rates increase, parking supply is reduced, and/or parking demand increases.

7. Consider raising parking enforcement fines. According to information furnished by city staff, parking fines in Wichita have not been adjusted since 1999. Assuming a 3% increase per year in system expenses, and rounding the result to an even $5.00 increment, parking citation fines should be approximately $15.00 (for meter and overtime violations) to $150.00 (for improperly parking in an accessible parking space). Parking fines in similar cities, such as Oklahoma City and Fort Worth, start at $25.00. The city should strongly consider increasing parking fines as follows:

    a. $10.00 fines should be increased to $15.00
    b. $15.00 fines should be increased to $20.00
    c. $20.00 fine should be increased to $35.00
    d. $30.00 fine should be increased to $40.00
    e. $100.00 fine should be increased to $150.00
    f. Late fee should be increased to $15.00

8. Consider instituting a tiered fine structure to mitigate negative impacts on visitors. The first parking citation received for a particular offense within a six-month period would be a warning. A second citation for the same offense would be

the base fine (e.g., the second meter violation would be $15.00 using the recommended fine). A third citation for the same offense would be double the base fine (e.g., the third meter violation would be $30.00). Subsequent citations for the same offense would be three times the base fine (e.g., the fourth meter violation or more would be $45.00 each).

9. The city currently has an agreement with the Old Town development that provides the public parking necessary to support local businesses. This agreement provides a small monthly fee (currently $7.50 per space – based on parking required by zoning code) that businesses pay to the city for parking. In 2008, the city received approximately $51,000 in parking fees from Old Town businesses. While exact figures are not available, the project team would project typical parking expenses (e.g., basic operations, management, maintenance, and utilities) at approximately $60 per space, per year for surface parking and approximately $200 per space, per year for structured parking. This would equate to approximately $103,000 per year – or possibly much more than is being collected in parking fees. This does not include structure debt service (which is paid for using tax increment financing), parking enforcement, or any maintenance reserves. The project team would recommend setting an annual maintenance reserve of at least $10 per surface space and $75 per structured space per year - or approximately $27,250 per year. Assuming a basic level of parking operations and maintenance is provided, and a maintenance reserve is created, the parking fees charged to Old Town businesses need to be reevaluated (if allowed by the contract).

Free parking for visitors and low parking fees for businesses in Old Town are helpful, but necessary parking maintenance may not be properly funded

10. Event parking fees need to be developed for downtown special events at Century II and INTRUST Bank Arena (or other event venues as necessary). The revenues from event parking will be used to provide the necessary parking services for each event (e.g., event attendants, traffic control, barricades, signs, marketing, agreement payments, and lot/facility clean-up). Any positive cash flows derived from event parking can be used to fund other parking and TDM initiatives/programs. The project team recommends setting parking rates based on the proximity of a parking lot to the event venue (estimated walking

distances) and parking demand. A possible event parking price structure could be as follows:

a. INTRUST Bank Arena

   i. Premium Tier (immediately adjacent to the Arena site): $15.00

   ii. Tier 1 (within 300 feet): $10.00 for large events and $8.00 for small and medium events.

   iii. Tier 2 (between 300 and 600 feet): $8.00 for large events and $6.00 for small and medium events.

   iv. Tier 3 (between 600 feet and 1,200 feet): $6.00 for large events and $4.00 for small and medium events.

   v. Tier 4 (greater than 1,200 feet): $4.00 for large events and $2.00 for small events.

   vi. Beyond Tier 4 and Remote Lots: No charge for parking.

b. Century II

   i. To some degree, event parking prices will need to be dependent on ticket prices for the venue/event. For some events, it may be practical to charge a fee to each vehicle parked. For other events, where the ticket or entry fee is low, the cost of providing parking operations could be incorporated into ticket/entry fee prices. The goal would be to charge at least enough to cover parking expenses (e.g., barricades, staff, and lot/facility clean-up).

   ii. If a parking fee is charged directly to event attendees, a structure similar to that proposed for Intrust Bank Arena could be used.

1. Tier 1 (within 600 feet): $8.00 for large events and $6.00 for small and medium events.

2. Tier 2 (greater than 600 feet): $6.00 for large events and $4.00 for small and medium events (if the lots/facilities are used, otherwise free).

3. Tier 3 (Remote Lots): No charge for parking.

c. Event parking pricing strategies may need to be adjusted for each event type, and adjusted over time based on observed levels of parking utilization (e.g., prices could be lowered in underutilized lots and increased in over utilized lots).

Current signage is installed parallel to the roadway, making it more difficult for drivers to see

3.04. Parking Signage and Wayfinding

A common concern among those that attended the stakeholder input sessions was a need to help educate the public about parking downtown and direct them to available public parking supplies. This issue will be addressed through the use of downtown parking maps, various communications and marketing strategies, parking attendants during special events, and signage.

Downtown wayfinding and parking-related signage has been improved in recent years, and public parking signs are located in all applicable off-street facilities. The city has installed wayfinding signage that directs downtown visitors to primary destinations using a consistent theme and color scheme. The downtown signage plan also includes additional signage to assist with wayfinding for the new INTRUST Bank Arena.

However, there are a number of strategies that could help make parking-related signage more visible and clearer to downtown visitors. Directional signage should be provided to help visitors locate parking resources within downtown, depending on the type of parking they need. Then, signs should be located in each parking lot, perpendicular to the roadway, that identifies the lot as public parking and provides a

Signage should clearly designate appropriate user groups

name for the lot. Additional lot entry signage could be installed as needed to designate the user groups that are authorized to park there, as well as any specific facility restrictions.

For example, signage should be located on Douglas Avenue to direct visitors to appropriate off-street public parking facilities. Then, signage in each parking facility (such as the State Office Building garage) would identify the public parking facility with easily visible signage oriented perpendicular to roadway. Finally, additional signage as well as any necessary restrictions could be posted at the facility entrance. Parking signage should be simple to read, and continue to match the basic design of other wayfinding signage installed by the city.

Some of the no-parking signage currently in private parking lots can discourage visitor use, as they are fairly threatening and not clear as to who is authorized to park. While reserved parking signs are common, they should clearly denote which business the parking serves. Ideally, parking located behind businesses should first be used by employees, in order to keep the spaces reserved and open more on-street or other public parking for visitors.

The following recommendations are provided to improve downtown parking signage and wayfinding:

1. All downtown public parking lot/facility signs should be perpendicular to the roadway (similar to the City Hall parking signs). This will make the signs easier for drivers to see.

2. All downtown public parking lot/facility entry signs should include a lot name or other identification. The signage that will be installed for arena event parking will include lot identifications (e.g., Lot A), but the current public parking signs do not include lot names. The inclusion of lot/facility names would help people remember where they parked, help people ask for directions to the lot/facility they parked in, and help people give directions to appropriate parking areas. Also, posted lot/facility names would match information printed on downtown parking maps – making finding specific parking areas easier.

Examples of signage from other communities

3. The "no unauthorized parking" signs located in public parking lots/facilities should be removed or "unauthorized parking" should be defined on the sign (e.g., no loitering, no parking over two hours, etc.). The additional "no unauthorized parking" signs can create confusion and could discourage some visitors from parking in the lots/facilities.

4. Where possible, the city should encourage private parking lot owners to provide parking signage that denotes the intended user groups instead of simply stating "no parking" or "no authorized parking."

5. Where necessary, add additional public parking directional signage on major roadways (e.g., Douglas Avenue and Main Street) to help direct visitors to available public parking supplies.

6. A parking system logo should be included on all parking signs once a logo has been developed.

7. In areas where parking usage is more significant during evening hours or for special events, consider purchasing and installing illuminated parking signs.

8. While the signage for the public parking lots/facilities has been improved, signage is still poor at several monthly parking lots. This parking should clearly denote monthly parking, provide a lot/facility identifier, match the existing signage scheme, and incorporate a parking system logo. Additional signs could be installed at each entry to denote lot/facility restrictions and provide contact information.

9. Future signage packages could include variable message signs (VMS) that denote whether or not a lot/facility is open and/or current space availabilities.

3.05. Parking Safety and Security

Several attendees of the various stakeholder input sessions voiced concerns about safety and security relative to parking and mobility in downtown Wichita. It was noted

that perceptions about safety and security will need to be improved if people will be expected to walk greater distances between parking areas and primary destinations. The need to improve security and lighting in parking lots and on pedestrian paths to/from parking areas is a common concern in many communities. This section will provide options for improving parking facility security and lighting.

There are basically two types of parking facility security options: passive security and active security. Passive security refers to designing a facility to create a secure environment, without the need for an active human security response. This typically includes eliminating potential hiding places, appropriate lighting levels, low-level landscaping around the parking facility perimeter, etc. These elements promote a secure environment.

Active security refers to the addition of systems that require a human response, such as panic alarms, closed-circuit television, etc. While passive security creates an environment that deters criminal activity, sometimes additional steps are necessary to further discourage crime or to improve perceived facility security.

Clearly, all public facilities should embody the concepts of Crime Prevention through Environmental Design (or CPTED), and parking is no exception. According to the National Crime Prevention Institute, CPTED is "... the proper design and effective use of the built environment which may lead to a reduction in the fear and incidence of crime, and an improvement of the quality of life." Parking facilities should be properly landscaped, lines of sight should be unobstructed, potential hiding places should be eliminated, and adequate lighting should be provided. Local law enforcement should be able to provide a CPTED review of city parking facilities and provide additional security design recommendations.

Several active security methods could be included in public parking facilities to improve real and perceived security. First, panic alarms could be installed in parking areas. These alarms would generate a loud noise when activated, and could also incorporate a pulsating light to indicate where help is needed. Several types of alarm systems are available including wireless systems with intercom features. The intercoms could provide a voice connection directly to local police in the event of an

emergency. Ideally, the alarms should be placed within a 100-foot walking distance from anywhere in the parking area. Other active security measures, such as closed-circuit television, would not be recommended at this time due to costs and the lack of personnel to continually monitor the system (liability concern).

Parking facility lighting should be sufficient to help avoid vehicle accidents, provide visibility of pedestrian hazards, deter criminal activity and meet parking industry lighting standards. A minimum horizontal illuminance of 0.5 footcandles (measured on the parking surface, without any shadowing effect from parking vehicles, trees, etc.) is recommended for enhanced security in parking lots by the Illuminating Engineering Society of North America (IESNA RP-20-98). The recommended minimum vertical illuminance (measured at 5.0' above the parking surface) is also 0.5 footcandles. In order to reduce the amount of light scatter, fixtures that direct light downward onto the parking lot (cutoff luminaire) are recommended. For parking structures, a minimum illuminance of 1 to 2 footcandles as measured on the parking surface is recommended. In order to determine if lighting is sufficient in parking areas and pedestrian pathways, it is recommended that the city conduct parking-facility specific and larger downtown lighting studies in the future.

The following recommendations are provided to improve downtown parking safety and security:

1. The city could investigate options for installing emergency call boxes in public parking lots. There are a variety of call box alternatives currently available, including solar-powered, wireless models. These call boxes would improve perceptions about parking facility safety and security.

2. As mentioned previously, consider hiring additional Wichita Ambassadors and increasing Ambassador operating hours during evenings and special events.

3. Ensure existing parking facilities meet appropriate CPTED design guidelines, and work with local law enforcement to improve passive security conditions.

Painting garage interiors white can improve lighting conditions and make structures feel less "gray"

4. Consider painting or staining parking structure internal spaces (ceilings and possibly walls) white. White interiors would improve lighting conditions without adding more lights. The increase in visibility would improve negative perceptions concerning safety/security in parking structures.

5. Consider conducting a downtown lighting study to ensure lighting levels in the public parking lots/facilities meet appropriate standards. Also, make sure pedestrian paths and sidewalks are appropriately lighted.

6. The parking system could develop a parking safety campaign that provides tips and strategies parkers can use to park downtown safely (awareness of an individual's surroundings, parking in well-lit areas, having vehicle keys/fobs ready, walking with others during evenings, etc.).

7. The downtown parking system could work with local law enforcement to indentify areas with safety/security challenges. Then, targeted strategies could be employed to deal with the identified issues. For example, decorative fencing and parking control equipment could be used to deter loitering and/or improper parking.

3.06. Parking Maintenance

Few things make a greater impression on first-time downtown visitors and long-term parkers (such as employees) than the cleanliness and maintenance of the public parking lots and facilities. Beyond first impressions, however, few areas provide a greater potential return on investment than a comprehensive parking system maintenance program.

A few best practices related to parking facility appearance and maintenance are as follows:

- Paint interior surfaces white to enhance the perception of cleanliness and safety and to improve lighting levels.

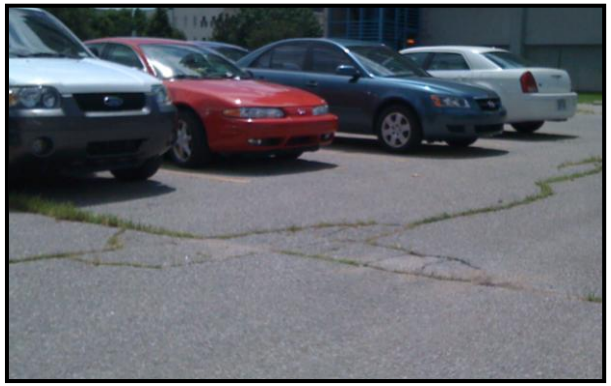
- Develop a comprehensive preventative maintenance program for all essential systems:

    - Parking surfaces.
    - Parking Access and Revenue Control System.
    - Elevators.
    - Lighting and Energy Management Systems.

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

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

- Set aside adequate maintenance reserve funds based on a prioritized facility maintenance action plan developed as part of your regular condition appraisal assessment.



Surface parking lot conditions in some lots are quite poor

There are four general categories of parking facility maintenance:

1. Housekeeping – This work is typically conducted by either in-house staff or the contracted parking operator and consists of basic cleaning, sweeping, slab wash downs, etc. General housekeeping costs can vary between $10 per space, per year for surface lots and up to $100 per space, per year for parking structures (depending on the level of cleaning desired, number of elevators/stairs, sweeping needs, etc.). Housekeeping items would include:

    a. Sweeping of the stairs, elevator lobbies, and floors on a regular basis.
    b. Daily trash collection.
    c. Slab wash downs on a semi-annual basis.
    d. Floor drain cleanout (including sediment basket cleanout) as needed.

e. Cleaning of doors, doorframes, and glass on a periodic basis.
f. Cleaning of signage, light fixture lenses, elevator floors, doors, walls, parking equipment, etc. on a periodic basis.
g. Cleaning of restrooms, cashiers booths, offices, etc. on a daily basis.
h. Daily walkthrough of the facilities by operator to confirm that housekeeping is being performed.

2. System Maintenance – This includes tasks necessary to ensure proper operations of systems and components. These tasks are typically addressed by a combination of in-house staff, the parking operator, and contractors. Costs for this category of maintenance will vary greatly from system to system, and will depend on the systems utilized and local conditions. System maintenance includes items such as:

    a. Landscaping.
    b. Painting – spot or seasonal painting.
    c. Parking equipment maintenance.
    d. Fire protection.
    e. Lighting systems– It is anticipated that the lamps should be replaced every 2 to 3 years.
        i. Fixture repair and isolated replacement included in operations.
        ii. Fixture replacement every 20 years (included in Capital Expenditures).
        iii. Lens Replacement every 6 years (with lamps, included in operations).
        iv. Lamp replacement on an as need basis – Operator should schedule lamp replacement by level to maximize light effectiveness and to maintain economy (Note: Lamp intensity depreciates significantly, well before burnout).
    f. Elevators - Elevator service contract and maintenance/repairs are generally provided by an outside maintenance firm.
    g. Electrical/Mechanical/Plumbing maintenance.
    h. Emergency Power / Lighting Testing and Maintenance Contract.

i. Doors and Hardware – Periodic inspection and lubrication (malfunction, sticking, etc).
j. Signage.
k. Snow removal and deicing.

3. Annual General Maintenance and Repairs – Annual general maintenance would usually be performed by outside contractors, although in some cases the operator's staff may perform the work (specifically painting and graffiti removal). This work is not typically included in a capital cost budget and may be combined with the System Maintenance Category. Annual costs for this category of maintenance will depend on the work needed. Annual General Maintenance and Repairs would include items such as:

   a. Concrete Repairs – Isolated concrete slab, beam, joist, tee, topping, etc repairs. In some cases, periodic concrete repairs (every 5 years) are included; however, isolated repairs between these intervals should be anticipated.
   b. Masonry Repairs – Isolated repair should be anticipated (spot tuck pointing, damaged masonry unit replacement, resetting cap stone, etc).
   c. Sealants/Expansion Joint – Repair/replacement of isolated sealant (floor and façade) or expansion joint failure (not included under 5-year warranty). Leaking at slab cracks may also require sealant installation. Leaking joints should be repaired as soon as possible after discovery, and evidence of leaking should be removed.
   d. Deck Coating – Isolated deck coating repairs (not included under the 5-year warranty). Wear of the topcoat should be repaired prior to damage to the underlying base membrane.
   e. Surface Lot Repairs – Asphalt repairs in surface lots as needed.
   f. Painting – Painting touchup (spot/seasonal painting) should generally be performed as damage is observed. It is anticipated that repainting of exposed steel and concrete surfaces would be performed every 10 to 15 years, and parking stripes reapplied every 2 to 3 years.
   g. Graffiti Removal – Graffiti removal should be completed as soon as possible after the application.

h. General Electrical Repairs & Maintenance – Isolated corrosion damage, switchgear maintenance, panel maintenance.
i. Light Fixture Repair/Replacement – Individual light fixture repair or replacement will require immediate attention.
j. HVAC – Office, restroom, and elevator HVAC repairs.
k. Plumbing – Isolated replacement of drain lines and floor drain grates, isolated cleanout of drains/lines, and periodic sump pump repairs.

4. Periodic Repairs, Protection, and Improvements (Capital Expenditures) – This work is generally performed by outside contractors under the direction of parking consultants experienced in restoration and will consist of replacing/repairing damage to waterproofing or structural elements in parking structures, parking access and revenue control equipment upgrades, and surface lot resealing/resurfacing. In order to address future capital expenditures, the parking system should save approximately $10 per surface space (typically not including on-street spaces) and $75 per structure space per year (approximately $263,000 per year) unless other funds are available.

The following recommendations are provided to improve downtown parking system maintenance:

1. Based on field reviews of public parking facilities, there appears to be a need to conduct a thorough evaluation of parking lot/facility conditions. For example, there were a significant number of cracks found in surface public parking lots. The city should consider conduct a condition appraisal of all public parking lots/facilities (if one has not been completed in the last two years). This analysis would identify the work needed to address current maintenance concerns and provide a means to determine maintenance expenses.

2. A priority should be placed on repairing existing surface lot cracks. Some of these cracks are large enough to create a hazard to all pedestrians, especially those with mobility impairments.

A thorough condition appraisal of public parking lots will determine maintenance needs/costs

3. In order to address capital costs associated with facility maintenance, the city should establish a parking facility maintenance reserve of approximately $263,000 per year. This could be accomplished by diverting all parking-related revenues to the parking system, moderate parking rate/fine increases, instituting special event parking fees, and/or implementing pay parking in currently free areas. This fund would provide the opportunity for the parking system to adequately address large-scale maintenance needs in the future. The maintenance reserve would not address current maintenance issues that have been deferred in the past.

4. Using the basic maintenance categories outlined in this section, the city should work with the parking operator to develop a lot/facility maintenance schedule. The schedule should detail maintenance responsibilities and define timeframes for completion. The parties tasked with implementing maintenance goals (either city or operator staff) should be held accountable for ensuring all issues are addressed in a timely fashion.

5. As mentioned previously, the city will need to ensure pedestrian paths to and from the public parking facilities (e.g., sidewalks) are ADA accessible. This would mean fixing cracks, filling holes, ensuring slopes are acceptable, removing snow/ice, and making sure crosswalks are properly timed and audible.

6. Concerning maintenance-related performance standards, municipalities typically employ the following strategies:

    d. Conducting periodic field reviews of parking lot/facility conditions to ensure the parking operator completes all assigned tasks.

    e. Review parking maintenance logs to ensure maintenance issues are properly logged and then addressed in a timely fashion.

    f. Clearly setting all maintenance tasks and expectations in the operator agreement.

While typically a part of the overall parking operations agreement, a sample parking maintenance agreement incorporating the recommendations detailed in this section is included in Appendix F (separate document). Also, a cost estimate for parking maintenance is included in the same appendix. Parking maintenance costs have been estimated at $251,413 (or $96 per space identified in the 2005 parking operator agreement).

4.0 PARKING SYSTEM MARKETING AND COMMUNICATIONS

While the current downtown parking system is not overly complex, a breakdown in communications can foster a perception of parking problems. Parking communications and marketing refer to two key issues. First, communicating parking policies, regulations and services to parking customers. Second, communicating parking system issues, challenges and improvements to downtown community stakeholders.

Communicating parking policies and regulations to parkers typically starts through the use of parking maps and the city (or future parking organization) website. One-page parking maps could be created to show the locations of public parking supplies, provide downtown parking policies and regulations, provide contact information for questions and provide other downtown information. These maps would be available at city offices and at downtown businesses. The map would also be available for download from the city website. Other downtown marketing materials, either developed by the city or other organizations, should include parking information for visitors.

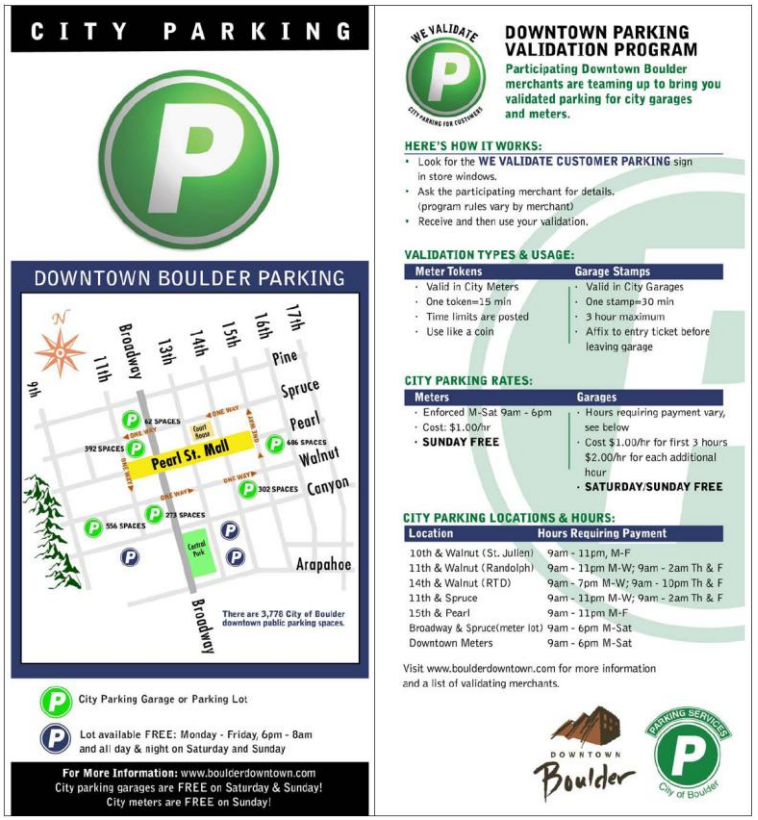


Figure 4. Sample Parking Map (Boulder, CO)

As special events can have a significant impact on downtown parking, it is important to properly schedule and plan for event parking. The city could consider creating a downtown special event planning group or committee that would be responsible for communicating and coordinating special event parking needs. Monthly event parking calendars or notices could be developed and distributed to the downtown community (via printed notices, a website, or email) to communicate changes in typical daily parking demands due to special events.

In addition to communicating parking system issues to the downtown community, the parking system needs an easily identifiable "brand." The city (or parking organization) will need to develop a branding strategy and incorporate these concepts into downtown parking marketing efforts.

The following is a list of potential issues/items that can help launch and/or support a consolidated downtown parking program:

- Develop a consistent parking system brand. For example, the City of Tempe, Arizona calls their downtown parking system "ParkiT" and the City of Portland, Oregon uses "SmartPark." The brand name should be short and memorable, and should appear on all marketing materials, communications, parking-related signage, parking tickets, parking system vehicles, and employee uniforms.

- The brand should promote the image you want people to have of the system. The brand should reinforce the positive aspects of the system. For example, the brand would promote a safe, efficient, well-managed, and easy to use system.

- A brand is more than a logo or tag-line. The brand should engender a sense of quality and efficiency in customers.

- The system should use consistent external signage to tie the system together. Signage should be distinctive and incorporate the parking system logo.

- Have a parking tie-in to most promotional materials used by other downtown groups and organizations (where appropriate).

- New employee/tenant parking brochures or information packets could be developed. These packets would provide both parking and transportation alternatives information to all new downtown employees.

- Parking "E-Bulletins" could be developed that would distribute parking and transportation information to community members. Email lists for the bulletins could be generated using monthly parker information and existing email lists maintained by the Wichita Downtown Development Corporation (WDDC).

- Develop strategies for regular contact with customers and downtown stakeholders. Strategies could include (but are not limited to) regular website

SmartPark Logo: City of Portland, OR

Parking Division Logo: City of Norfolk, VA

ParkSmart Logo: City of Toledo, OH

updates, periodic newsletters, email and print notices, signage at parking lot/facility entrances, press releases, radio announcements, periodic stakeholder meetings, parking system "hot-line", list of frequently asked questions (FAQ), surveys of parking customers, and parking system annual reports.

- Look for practical opportunities to connect the parking program to community initiatives, for example: develop parking deck floor identification (themed graphics, music, etc.) as an extension of a local public arts program.

- Parking staff should be involved in appropriate downtown organizations, such as WDDC, Go Wichita, and the Chamber of Commerce.

All of these options provide opportunities for the parking system to provide information concerning downtown parking conditions to stakeholders, in addition to gaining valuable public input.

The following recommendations are provided to improve downtown parking and mobility marketing and communications:

1. Continue development of an interactive downtown parking map (WDDC is currently working on this) and develop a printed downtown parking map/brochure (see Figure 4 on page 59). This map/brochure would be available online and in downtown businesses/offices. Also, separate maps could be developed for each downtown district. The map/brochure would provide the following information:

    a. public parking lot/facility locations in a simple to understand format;
    b. parking rates and validation programs (city-owned facilities);
    c. hours of operations (city-owned facilities);
    d. basic parking system policies and regulations;
    e. parking citation types and fine schedule;
    f. list of FAQs; and,
    g. parking system contact information.

The downtown parking system needs to be an active part of downtown-related groups and organizations

2. Continue efforts to upgrade parking information provided on the Internet. WDDC is currently working on developing an interactive downtown parking map using GIS that will be available to parking customers on the Internet. Downtown employees and visitors will be able to find information for parking facilities close to their destinations, making parking in downtown easier and more predictable. While this is a great start, ideally a distinct downtown parking system website using a unique web address should be created. This website would provide one-stop for up-to-date parking and TDM information including (but not limited to):

    a. parking lot/facility locations;
    b. parking rates and fees;
    c. parking system policies and regulations;
    d. contact information;
    e. FAQs;
    f. parking enforcement information;
    g. ability to pay citations online;
    h. parking validation programs;
    i. special event parking policies and guidelines;
    j. special event parking maps and rates;
    k. ability to purchase parking passes and/or permits;
    l. pre-paid parking reservations;
    m. monthly permit programs and locations;
    n. residential permit programs;
    o. customer services;
    p. amenity programs;
    q. news releases and system updates;
    r. road construction notices;
    s. latest parking system annual report;
    t. links to downtown groups and organizations; and,
    u. TDM programs/initiatives.

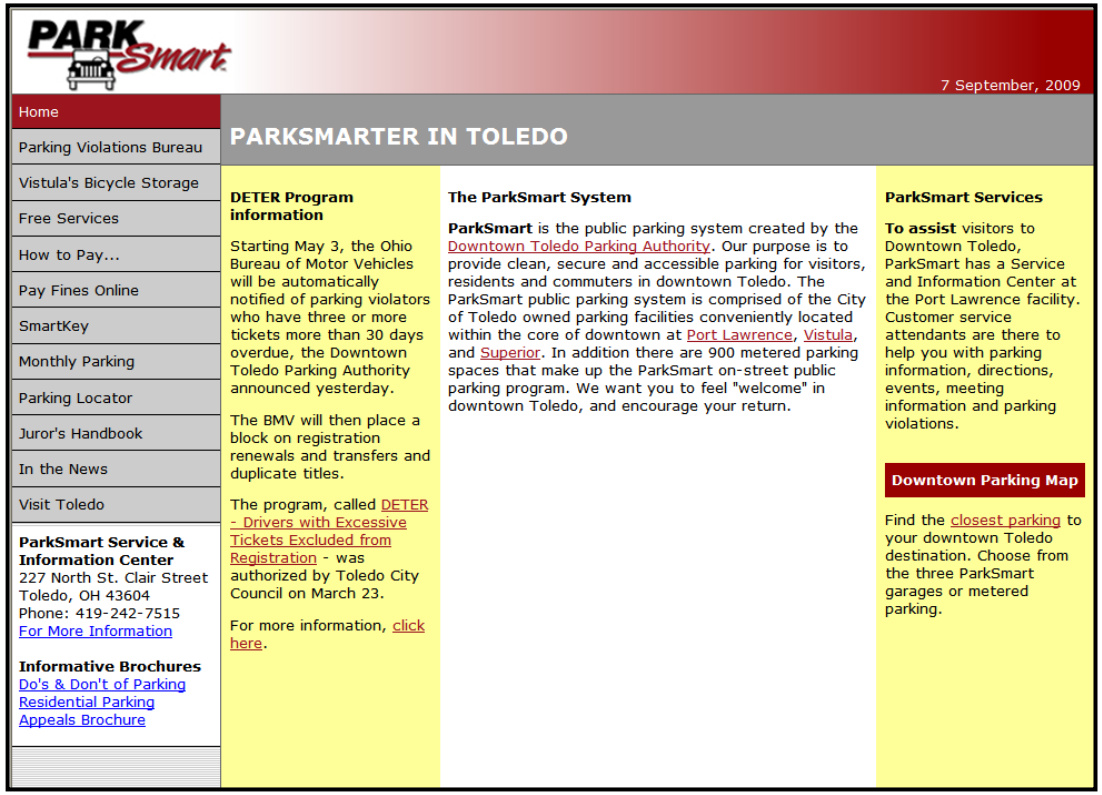


Figure 5. Sample Parking Website (Toledo, OH)

3. Develop a marketing campaign for special event parking – both current event venues and INTRUST Bank Arena.

    a. Regular press releases concerning special event preparations sent to local media outlets. This information should also be available online.

    b. Information sent with monthly parking invoices and special event tickets.

    c. Responses to FAQs available online and printed in existing downtown newsletters (e.g., WDDC, Go Wichita, city employee, and/or other business and community newsletters).

    d. Signage posted at the entrance to public parking lots/facilities and other lots/facilities that will be used for special event parking.

    e. Provide designated spokespeople to local media outlets and community groups/organizations to answer questions and describe preparations.

    f. Provide information and notices at existing event venues.

    g. Print informational fliers that can be distributed downtown or placed on parked vehicles. The fliers would provide current information about special event parking, including locations, rates, and FAQs.

    h. Consider placing a large advertisement in the Wichita Eagle and/or other community publications that provides a brief synopsis of current parking plans and a map showing the locations of special event parking lots/facilities.

    i. Consider using radio broadcasts to provide parking information.

4. In order to help encourage people to visit downtown during off-peak times (e.g., Sundays or in some areas evenings) advertise periods of free parking. This will help people understand when free parking is available.

Consider advertising periods when free parking is available to encourage use during off-peak times

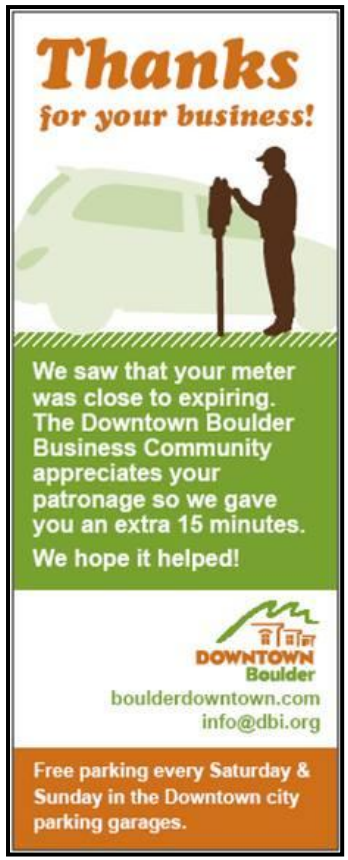
5. Conduct periodic stakeholder input meetings (twice a year or as needed). These meetings, similar to the public input sessions conducted as part of this management plan, would provide an opportunity for community education and input.

6. Consider conducting a "know the numbers" campaign to educate the community about the availability of parking in downtown, where it's located, and how to use it.

7. Consider developing a downtown parking system annual report each year to detail goals, objectives, accomplishments, and system changes.

8. Develop a brand and logo for the downtown parking system, and incorporate the branding effort into all parking marketing/communication materials, employee uniforms (e.g., cashiers, maintenance staff, and Downtown Ambassadors), and signage.

9. Consider providing limited "meter amnesty" or "meter angel" programs where vehicles are provided a warning or additional time instead of receiving a ticket immediately (see adjacent graphic). Notices could be placed on vehicles to let visitors know the parking system or sponsoring organization tried to help. Some communities use these programs only during certain times of the year (e.g., Christmas season). This could also apply to time-limited parking spaces.



Meter Amnesty and Meter Angel programs let the community know you value their patronage

5.0 SPECIAL EVENT PARKING OPERATIONS AND MANAGEMENT

5.01. Introduction

The City of Wichita currently hosts a range of events at Century II, downtown hotels and within Old Town. However, with the projected opening of INTRUST Bank Arena in January 2010, the City of Wichita is expecting to host an additional 128 events per year. These events will range in size from 4,000 to 15,000 attendees. These additional events, along with current events, will generate extra parking demand within the Arena, Old Town and Century II area.

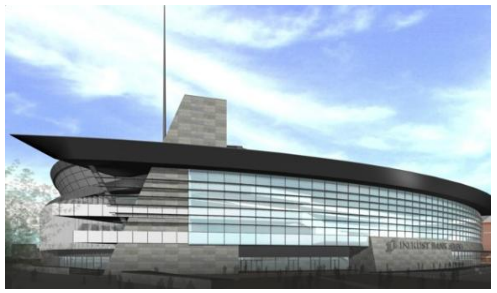
The project team's goal is to provide a solid overview of parking demands and available supply for events based on event size, location and event overlap. In addition to the supply and demand overview, the project team will provide single and multiple venue event operations management procedures, shuttle implementation recommendations, and event-based transportation demand management.

Since the 2007 Parking and Mobility Master Plan (PMMP) does not project parking deficiencies for small events and medium weekend events, the project team will provide more focus on weekday medium sized arena events, all large arena events, and multiple venue events. At the end of this section, the city should have a comprehensive plan to build an effective event parking management program.

5.02. Event Parking Supply

In this section, the project team will address parking for the two venues that will generate the largest parking demands: INTRUST Bank Arena and Century II. For each venue, the parking supply and demand, parking facility options, and shuttle lots (remote parking) will be addressed. The INTRUST Bank Arena and Century II sections will address different size events at each venue without events at other venues. Additionally, this section will separately analyze parking supply and demand, parking facility options and shuttle lots (remote parking) for events occurring simultaneously at multiple venues.

For each of the venues, potential parking within five blocks will be included within the supply. Potential parking is defined as privately or publicly owned parking spaces that are not currently utilized and have the potential to be utilized by event venue patrons. Ultimately, the available supply will be dependent on the parking facility owners' willingness to allow patrons to utilize parking, for a fee or free, and the parking agreements that the city is able to solidify with property owners.



INTRUST Bank Arena

As indicated in Table 1, 64 small events and 52 medium events at the arena, or 91%, will generate a demand for approximately 2,600 or fewer vehicles per event. Only 12 events are anticipated to generate a demand for 5,000 parking spaces.

	Event Size		
	Small	Medium	Large
Number of Events [1]	64	52	12
Attendance per Event [1]	4,000	8,000	15,000
Vehicles per Event [2]	1,333	2,667	5,000

Note: 1. Based on data provided by City of Wichita
2. Based on 2007 Parking and Mobility Master Plan

Table 1. Arena Events by Size and Quantity

Based on the inventory and occupancy numbers provided in the 2007 PMMP, the city has an available weekday parking supply at peak of approximately 3,040 spaces within the Arena District. This supply is sufficient to cover the projected demand for both small and medium events.

During large events the city would need to utilize available parking that surrounds the Arena District. According to the 2007 PMMP, there are several surrounding districts that have available parking spaces during the weekday peak. On non-event weekdays, the Century II District may be able to provide approximately 860 available spaces. This only includes spaces to the south of Douglas Avenue. The Waterwalk District may be able to provide approximately 400 available spaces on a typical weekday. For this analysis, the Waterwalk District includes blocks 152 and 162 from the 2007 PMMP. The three districts combined would provide approximately 4,300 spaces at peak during a weekday. The Project team would recommend that the city investigate the use of these spaces prior to considering the use of remote lots and shuttles. Potential arena parking lots/facilities are shown in Figure 6 (next page).

When large events are held during a weekday, the city will need to utilize the Q-line and shuttles to accommodate the additional parking demands. Initially, the city should plan on utilizing the 827 spaces at Lawrence Dumont.

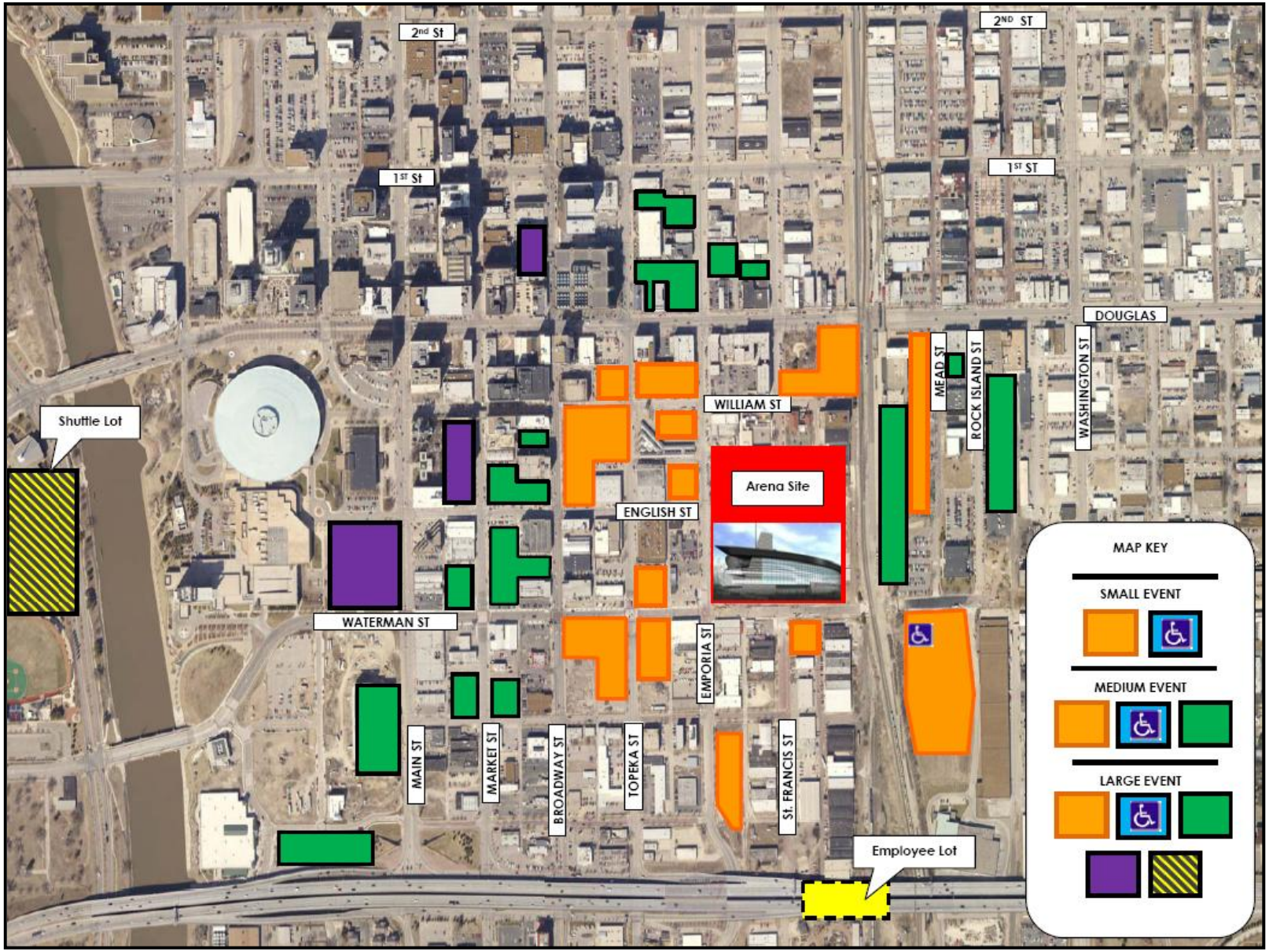


Figure 6. Potential Arena Parking Lots/Facilities

Inventory of Spaces

- Small Event:
  - 1,994 spaces
- Medium Event:
  - 3,671 spaces
- Large Event:
  - 5,650 spaces

Figures do not include on-street parking

In an effort to establish an efficient route the project team would recommend utilizing the shuttle route illustrated in Figure 7. The city will need to utilize a sufficient number of buses to allow a quick egress of passengers at the conclusion of the arena event. The round trip distance from Lawrence Dumont to the corner of Topeka and Waterman and back is less than two miles. This trip should require approximately 15 minutes per round trip including loading and unloading. To transport 2,233 passengers within the one and one-half hour load-in period prior to the event will require seven buses with a fifty passenger capacity (see Table 2). Table 3 provides the calculations for the minimum number of buses required to transport all passengers back to Lawrence Dumont within a one-hour window. The load-out period after the event will require twelve buses with a fifty passenger capacity to transport shuttle patrons back to the lot within one hour. The additional five buses do not need to arrive until load-out staging time.

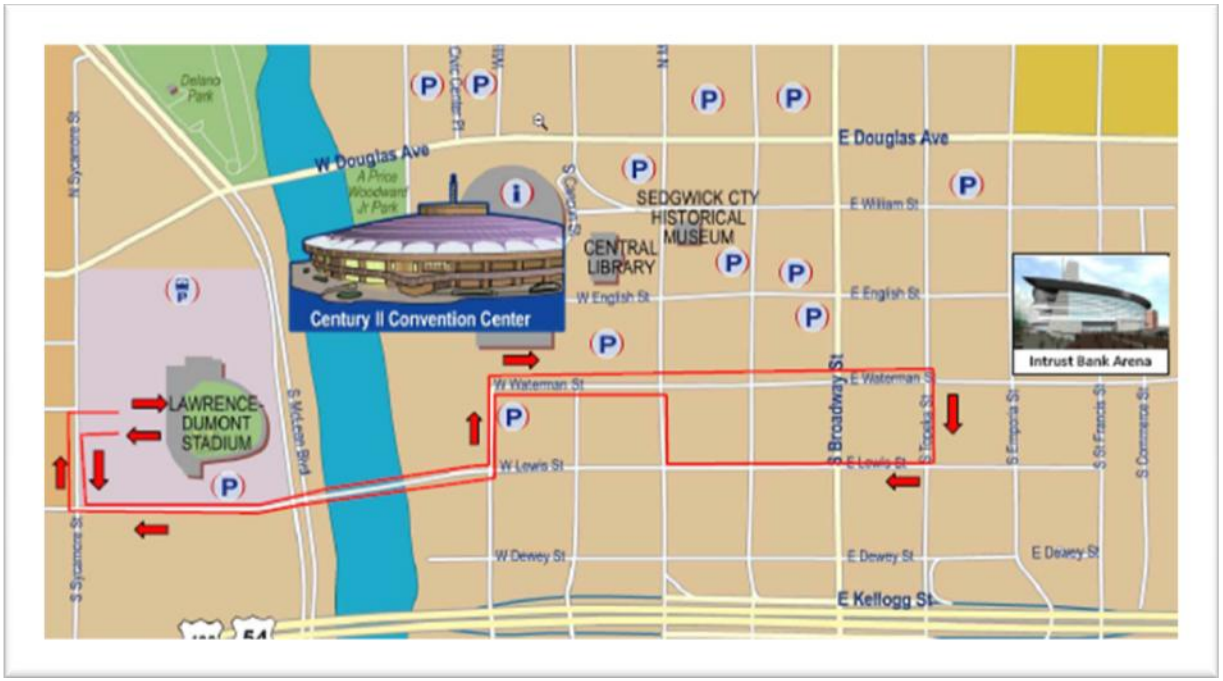


Figure 7. Recommended Shuttle Route for Ingress

Shuttle All Passengers to Arena Event	
Parking Capacity	827
Peak Capacity	90%
Parking Utilized	744
Passengers per Vehicle	3
Total Patrons	2,233
Bus Capacity	56
Round Trip Length (Miles)	1.8
Average Bus Speed for Route (MPH)	12
Trip Travel Time (Minutes)	9
Load/Unload/Dwell (Minutes)	6
Total Round Trip Time (Minutes)	15
Round Trips per Bus per Hour	4
Passengers per Bus	53
Passengers Moved per Bus per Hour	212
Time Period Used to Shuttle Passengers (Hours)	1.5
Buses Required	7

Table 2. Buses Required for Load-In

Shuttle All Passengers from Arena Event	
Parking Capacity	827
Peak Capacity	90%
Parking Utilized	744
Passengers per Vehicle	3
Total Patrons	2,233
Bus Capacity	56
Round Trip Length (Miles)	1.8
Average Bus Speed for Route (MPH)	12
Trip Travel Time (Minutes)	9
Load/Unload/Dwell (Minutes)	6
Total Round Trip Time (Minutes)	15
Round Trips per Bus per Hour	4
Passengers per Bus	53
Passengers Moved per Bus per Hour	212
Time Period Used to Shuttle Passengers (Hours)	1
Buses Required	11

Table 3. - Buses Required for Load-Out

At least thirty minutes prior to the end of the event, the buses should be staged next to the arena in preparation for the load-out period. If possible, the city should utilize east bound Waterman Street between St. Francis and Emporia Streets for the staging area. One lane should be able to accommodate seven forty-five foot buses. To accommodate all twelve buses the city should stage additional rows along Waterman Street or continue staging back towards the railroad overpass.

Staging prior to the end of the event would allow the shuttle patrons to exit the arena and begin loading on the buses. The city will need to utilize sufficient signage to identify the shuttle loading area. Staff should be utilized to direct shuttle patrons to the lead buses and work back down the line. Once a bus is loaded a police officer would stop pedestrian traffic and allow the bus to exit the staging area.

Based on the costs per bus hour from the 2007 PMMP adjusted 5% annually, it will cost the city approximately $85 per hour, per bus. Assuming seven buses arrive two hours prior to the event, stay three hours during the event, and leave one hour after the event, it will cost the city $3,570 for the initial seven buses. The additional 4 buses required for load-out will cost the city an additional $680. This assumes the four additional load-out buses arrive and stage approximately one hour before the end of the event and leave one hour after the event. The total costs per event would be approximately $4,250. This equates to $5.71 per vehicle ($4,250 divided by 744 vehicles). To offset the expense of the shuttle service, the city could charge a minimal fee per vehicle at entrance or distribute shuttle cost throughout the event parking system.

Century II

As indicated in Table 4, there are two estimated event sizes at Century II per the 2007 PMMP: medium and large. Medium sized events generate a demand for approximately 1,200 or fewer vehicles per event. Large events generate a demand for approximately 2,000 or fewer vehicles per event.

Based on the inventory and occupancy numbers provided in the 2007 PMMP, the city has an available weekday parking supply at peak of approximately 1,518 spaces within

	Century II Event Size	
	Medium	**Large**
Parking Demand	1,200	2,000
Weekday Available Parking [1]	1,518	1,518
weekday Overage/(Shortage)	318	(482)
Weekend Available Parking [1]	2,126	2,126
weekend Overage/(Shortage)	926	126

Note: 1. Based on 2007 Parking and Mobility Master Plan. Includes only available spaces specifically within the Century II district.

Table 4. Century II Parking Supply and Demand

the Century II District. This supply is sufficient to cover the projected demand for medium sized events; however, during large events, there is a 482-space deficiency.

During large events the city would need to utilize available parking that surrounds the Century II District. The Waterwalk District would be able to provide approximately 400 available spaces on a typical weekday. For this analysis, the Waterwalk District includes blocks 152 and 162 from the 2007 PMMP. According to the 2007 PMMP, one block to the east of the Century II District there are four blocks (120,136,142,149) that have 472 available spaces at peak. The inclusion of the additional blocks would provide approximately 2,400 spaces at peak during a weekday. The project team would recommend that the city investigate the use of these spaces prior to considering the use of remote lots. To effectively utilize these spaces, the city and Century II will need to use additional signage, staff and marketing to communicate the availability to event patrons. Potential Century II parking lots/facilities are shown in Figure 9 (next page).

If parking space in the recommended additional blocks is not available or considered unattractive to the event promoter (due to distance, costs, etc.) the city can evaluate the use of running the Q-Line during the day for that event and/or shuttles to accommodate the additional parking demands. The city would need to provide the event promoter with a cost estimate to run the Q-Line during the event. It is recommended that the Q-Line route be customized for the event to increase the passenger capacity per hour.

In an effort to establish an efficient route, the project team would recommend utilizing the shuttle route illustrated in Figure 8. Depending on the event, the city may need to utilize a sufficient number of buses to allow a quick egress of passengers at the conclusion of the event. If the event does not have a large egress of patrons at one time, Century II can utilize fewer buses since patron egress will be staggered.

Figure 8. Century II Proposed Shuttle Route

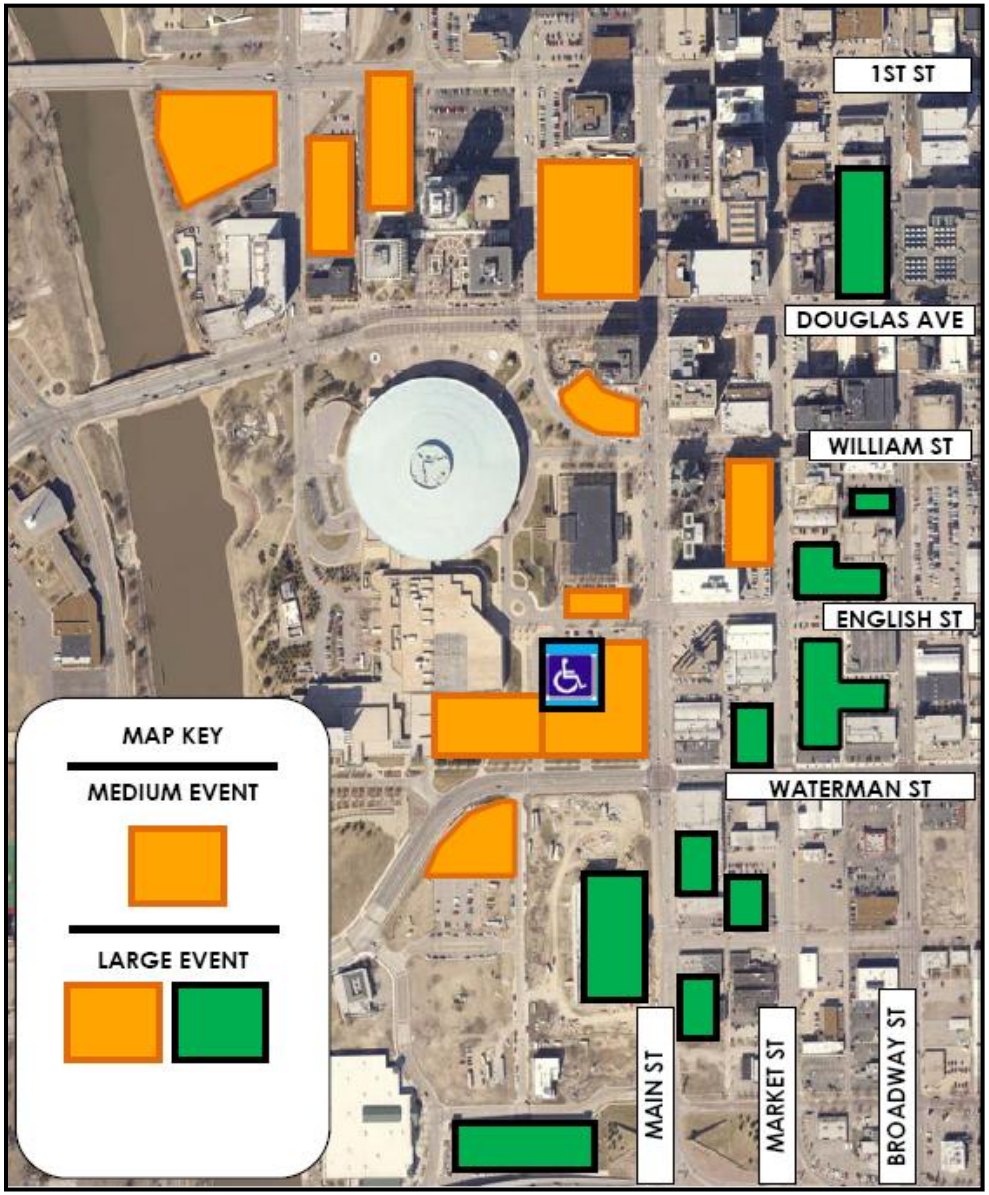


Figure 9. Potential Century II Parking Lots/Facilities

Inventory of Spaces

- Medium Event:
  - 1,943 spaces
- Large Event:
  - 2,768 spaces (not including the 827 spaces at Lawrence Dumont)

Figures do not include on-street parking

The round trip distance from Lawrence Dumont to the front door of Century II and back is less than one and one-half miles. This trip should require approximately 13 minutes per round trip including loading and unloading. The project team would recommend that Century II utilize two buses to move all remote lot patrons to and from the event. Two buses, with a headway time of less than nine minutes between buses, would be able to transport between 353 and 489 patrons per hour. This will more than satisfy the shuttle lot demand per hour.

Based on the costs per bus hour from the 2007 PMMP adjusted 5% annually, it will cost the city approximately $85 per hour per bus. Assuming two buses work the event from 8:00AM until 6:00PM, it will cost the city $1,700 per event to accommodate 500 vehicles on a remote, shuttle lot. Obviously, this does not include any cost to have staff provide vehicle security or collect any parking fees, if applicable.

Arena Event Size	Vehicles per Event	Century II Event Size: Medium	Century II Event Size: Large
	Vehicles per Event	1,200	2,000
Small	1,333	2,897	2,097
Medium	2,667	1,563	763
Large	5,000	(770)	(1,570)
		Surplus (Deficit) Spaces	

Table 5. Multiple Venue Events Parking Surplus (Deficit) - Weekdays

Multiple Venues

On occasion there will be medium to large events held simultaneously at the arena and Century II. During certain simultaneous events the city, along with Century II, will need to secure remote lots and provide shuttle service to and from one or both of the venues. Table 5 provides the details regarding parking surpluses and deficits during different event size combinations. These figures are based on the net available parking (5,430 spaces) for those areas that service Century II and the arena.

Arena Event Size	Vehicles per Event	Century II Event Size: Medium	Century II Event Size: Large
	Vehicles per Event	1,200	2,000
Small	1,333	5,191	4,391
Medium	2,667	3,857	3,057
Large	5,000	1,524	724
		Surplus (Deficit) Spaces	

Table 6. Multiple Venue Event Parking Surpluses (Deficits) - Nights & Weekend

As shown in Table 6, any weekday the arena is having a large event and Century II is having an event simultaneously there is the potential for parking shortages within these two districts and the Waterwalk District. Based on data from the 2007 PMMP, the worst case scenario shows that there will be a 1,570 space deficit when a large event occurs simultaneously at the arena and Century II. According to the 2007 report this will occur only a few times per year.

The greater the distance a remote lot is from the arena and Century II, the greater the number of buses that will be required to transport patrons within a specific time frame. For this reason it would best to select lots that are close to the two venues. When

available, it would be advantageous to utilize the following lots in this order: Lawrence Dumont (827 spaces), Exploration Place (480 spaces), Government Center (1,200 spaces), Friends University (600+ spaces), Newman University (500+ spaces), and either Towne East Square Mall or Towne West Square Mall (both have 1,000+ spaces).

In an effort to maximize bus efficiencies and reduce confusion the city should:

1. Assign a bus to service one remote lot and one venue. This will maximize the number of patrons that the system can transport per hour. Also, the route can be changed once that lot is full before the event or empty after the event.

2. A bus should only pickup at one venue. Multiple venues will require more time for loading and drive time. This reduces the number of patrons a bus can transport per hour.

3. A bus should only drop-off at one remote lot and then return to the venue for additional patrons. Multiple remote lots will require more time for unloading and add drive time.

4. Select locations that are close and have the fewest traffic issues along the route (numerous traffic lights or stop signs, multiple one way streets, heavy rush hour traffic, etc.). This will decrease the route time and increase the number of round trips per hour.

5. Attempt to utilize a single remote lot per venue. This does not require patrons to remember which remote lot they parked on or get on the proper bus back to the lot.

6. If more than one remote lot is utilized, clearly identify on the bus the venue and remote lot that it is servicing. Signs posting the proper shuttle bus waiting area and staff may be necessary to assist patrons and speed up the loading process.

7. In addition to shuttles, consider working with local pedicab companies (if any) to move people between parking areas and event venues.

5.03. Event Parking Operations and Management

This section shall provide an overview of the following event parking operations management issues for Century II, INTRUST Bank Arena, and multiple venues:

1. Pre-event planning
2. Rates
3. General operations
4. Revenue control, auditing, and reconciliation
5. Reporting
6. Post-event planning

This section will also include sample forms and diagrams to assist the city and its potential parking operator in establishing an event parking program. In addition to this overview, Appendices A and B provide a step-by-step process for each of the issues addressed in this section. Additionally, the appendices include an Event Planning Checklist (Appendix C) with an associated time-line. This will allow the city to insure that the main issues are assigned to a responsible party, deadlines are established, follow-up is performed, and the necessary parts are in place by the time the arena opens. As with any checklist, items may be added or modified as time and experience dictate.

Pre-Event Planning

Prior to determining operational issues, the city will need to focus its resources on solidifying several issues. Each of these issues will provide for the basic structure for event parking. These items need to be addressed starting at least two months prior to the first arena event.

These items include:

1. Solidify parking agreements with property owners (see text at right).

2. Finalize agreement with parking operator (if city does not plan on directly managing the parking operation). The project team would recommend using an hourly operations agreement based on the hourly rate of $15.69 previously

A sample parking agreement for city use/management of private parking facilities is included in Appendix G (separate document).

A parking operator agreement for special events is typically part of the overall parking operations agreement, or a smaller agreement with the private parking agreement between the city and the facility owner as an attachment. The estimated costs for event parking operations based on the five current event parking areas (as of 10/2009: Lots A through D and the Employee Parking Lot) is also included in Appendix G. Event parking operations costs have been estimated as follows (based on an hourly arrangement):

- Small Events (64 events): $2,364 or $1.72 per space.
- Medium Events (52 events): $2,588 or $1.88 per space.
- Large Events (12 events): $3,002 or $2.18 per space.
- Total: $321,904 (128 events)

identified by Ampco. This arrangement would provide an all inclusive price relative to staffing and management (e.g., fees and taxes), it would not force the city to pay a management fee for parking spaces that are not used (e.g., no events parked in a lot during a given month), and it would likely be less expensive than a management fee plus expenses arrangement (based on ***Carl Walker*** modeling).

3. Establish an event parking committee.

4. Coordinate pre-sold parking permit/pass allocations. Initially, pre-paid parking passes could be made available in the larger parking areas such as Lots A, B, C, and D. Other large lots could be included as well (e.g., Union Station) if the city is able to secure parking agreements. This step will establish standards for:

    a. Rates
    b. Number of permits/passes to be sold
    c. Which facilities accept permits/passes
    d. How the permits are sold
    e. Handling and issuance
    f. Establishes inventory audit and reconciliation
    g. Develops audit procedures and forms

5. Coordinate shuttle and transit needs and issues.

6. Establish agreements for remote parking lots and shuttle operators.

7. Decide location of money counting room and event parking office.

8. Set up the necessary banking accounts and internal accounting classifications.

9. Determine street closures during arena events. Ideally, it would be preferable to create a pedestrian buffer around the arena by closing both Emporia Street and Waterman adjacent to the arena. This buffer would mitigate vehicle/pedestrian conflicts and reduce the risk of injuries as arena patrons leave after an event.

However, this is not feasible due to the need to access the transit station, the arena parking lot, and Lot A, as well as maintain access to St. Francis Street and Commerce Street. Therefore, for certain large events, a "soft road closure" is recommended for Waterman Street from Emporia Street to Mead Street that would allow access to local traffic (e.g., business related and residents) and city transit vehicles only. The portion of Waterman Street that is closed to vehicular traffic will be used as a pedestrian pathway from parking areas to the east of the arena. Since the sidewalks under the train overpass are narrow, it is possible that pedestrians will spill out on to Waterman Street when heading to/from the arena. Traffic restrictions for small and medium events could occur on an as needed basis. This road closures would be set between two and four hours prior to the start of the event (depending on anticipated traffic flows, parking demand, and staff availability).

10. Determine locations for drop-off and pick-up (including taxis). Initially, drop-off and pick-up could occur on Waterman Street between Emporia Street and St. Francis Street (within the soft road closure area) or on Emporia Street immediately west of the arena (using one of the northbound traffic lanes). The area(s) would be signed and controlled during events (any size event) to provide up to 300 feet of drop-off/pick-up space. Vehicles would enter the drop-off/pick-up zone by traveling eastbound on Waterman Street. After dropping-off or picking-up, vehicles would then exit the area(s) using local streets.

11. Determine areas where on-street parking spaces will be restricted (no parking permitted). In some areas, such as Douglas Avenue, on-street parking may need to remain open to support nearby businesses. In other areas, such as Lewis Street, closing on-street parking may not be feasible. Therefore, the project team recommends closing a minimum amount of on-street parking for arena events. Initially, on-street parking restrictions could be utilized on Emporia Street (between Lewis Street and Douglas Avenue), St. Francis Street (between Waterman Street and Lewis Street), and Lewis Street (between St. Francis Street and Emporia Street). Closing on-street parking in these areas will help reduce traffic delays during entering and exiting traffic, reduce potential vehicle and pedestrian conflicts immediately around the stadium, and improve the traffic

flow for the drop-off/pick-up area. Ideally, arena parking should be discouraged in on-street areas with high levels of existing demand (e.g., on Douglas Street). In these areas, parking time limits could be enforced during arena events to discourage arena patron parking.

12. Establish ADA parking areas. The city will need to determine:

    a. Locations: Typically, the ADA supply is provided at locations nearest to the venue. It is currently anticipated that the necessary ADA parking will be provided in Lot D. When necessary, the city could also designate additional ADA parking in other public parking facilities.

    b. Number of spaces per event size: The current ADA guidelines are provided in Table 7. The city should calculate the number the total number of ADA spaces based on the total number of spaces the city is providing per event (by lot/facility).

    c. Accommodation procedures when ADA spaces are fully utilized.

    d. Whether to charge for ADA parking: ADA guidelines do not mandate that accessible parking should be free. The project team recommends setting an ADA parking rate that is consistent with parking rates charged in similarly situated parking areas (e.g., similar distance from the event venue). Providing discounted or free ADA parking can increase the possibility of people improperly using accessible spaces (e.g., using someone else's disabled permit/placard) and negatively impact parking revenue control.

13. Purchase event supplies. Some of the items are:

    a. Cones
    b. Signs
    c. Safety vest
    d. Flashlights with wand

Minimum Number of Accessible Parking Spaces
ADA Standards for Accessible Design 4.1.2 (5)

Total Number of Parking Spaces Provided (per lot)	Total Minimum Number of Accessible Parking Spaces (60" & 96" aisles)	Van-Accessible Parking Spaces with min. 96" wide access aisle	Accessible Parking Spaces with min. 60" wide access aisle
	Column A		
1 to 25	1	1	0
26 to 50	2	1	1
51 to 75	3	1	2
76 to 100	4	1	3
101 to 150	5	1	4
151 to 200	6	1	5
201 to 300	7	1	6
301 to 400	8	1	7
401 to 500	9	2	7
501 to 1000	2% of total parking provided in each lot	1/8 of Column A*	7/8 of Column A**
1001 and over	20 plus 1 for each 100 over 1000	1/8 of Column A*	7/8 of Column A**

* one out of every 8 accessible spaces ** 7 out of every 8 accessible parking spaces

Table 7. Federal ADAAG Guidelines

e. Two-part event parking tickets
f. Uniforms

14. Secure Parking Staff. The city will need to determine:

    a. Number of staff required per event size. For arena events, the project team estimates the need for approximately 17 parking employees (attendants, cashiers, supervisors, barricade crew, etc.) for small events, 18 employees for medium-sized events, and 21 employees for large events (based on the current five city parking locations only).

    b. Temporary staff or permanent

    c. Hiring process (job fair, interview questions, etc.)

    d. Training content and schedule

15. Determine how Old Town parking will be managed. Old Town will need to evaluate how it wants to control its parking facilities during medium and large arena events. According to data in the 2007 study, there is ample parking outside of Old Town to satisfy the arena's parking needs; however, since it is free, if Old Town does not control access to the parking facilities and/or charge for parking there will be arena patrons that park in Old Town. The biggest difficulty in controlling the lots will most likely be determining which parkers are Old Town patrons. Some people will park at Old Town, enjoy a meal or drinks, and then walk over to the arena. Old Town needs to decide if it wants to 'push' these patrons to park elsewhere once they have finished visiting Old Town businesses.

    Old Town may want to consider limiting parking to two to three hours. If Old Town wants to enforce the time limit it may have the option to ticket, boot, or tow (depending on city code) the vehicles that are violating the time limit. This would require Old Town to either enforce the time limits themselves, hire an outside company to provide enforcement, or use Wichita Ambassadors (depending on city ordinances). The biggest concern under this scenario is that

a legitimate Old Town guest's vehicle may be ticketed, booted, or towed. This policy may be viewed as less customer friendly.

Other alternatives could include charging all customers that park in the Old Town parking areas a flat fee (e.g., $8.00 or more) that could be refunded through a reduction in the purchase price of a meal, drinks, etc. or encouraging people to park in arena lots and then visit Old Town (e.g., coupons, shuttles, etc.). If this option is used, the price for parking must equal or exceed parking prices in the area to discourage people parking for the arena only.

Parking Rates

The determination of parking rates will play an important role in determining where people park. If the city establishes rates for facilities close to the venue that are too low, parking demand and traffic congestion will increase. Obviously, everyone wants to park as close to their destination as possible; but, rates will help to push some parkers to lots that are two to five blocks away. The desire of some parkers to pay less for parking will decrease congestion around the event venue.

During small events it will be appropriate to have lower rates since the number of spaces near the event venue will generally far outstretch the demand. However, during large events or multiple venue events the demand could exceed supply. The city should establish rates based on the event(s) size. The closer a parking facility is to the venue, and the more convenient, the higher the parking rate should be in relationship to facilities further away. For smaller events parking may be free by the time the parker is three or more blocks away from the venue. However, during a large event those same facilities may be $4.00 or more. See Section 3.03 for recommended parking rates.

General Operations

Once the parking operator has been hired, agreements to operate private parking facilities are finalized, and event staff is hired, the city and the operator can begin the work of preparing for event day operations. There are numerous steps that must be

Based on the special event parking rates detailed in Section 3.03 and the five current city event parking locations, ***Carl Walker*** would preliminarily estimate total event parking revenues of between $347,853 and $489,856 for INTRUST Bank Arena events.

*Note: **Carl Walker** cannot guarantee that the financial projections contained herein will be realized, as actual performance will be determined by many factors including: price and demand fluctuations in the market, development timetables and occupancies, managerial decisions made by the owner, and other political decisions made by local, county, state, and national government officials.*

taken in order to insure the operator and the city are properly prepared. More detail on these issues is provided in Appendices A and B.

The following areas must be addressed and formalized:

1. Training

    a. Establish training documents
    b. Set-up training dates
    c. Perform a dry run of event day parking operations. This allows each staff member to get familiar with locations, setup procedures, traffic control and break down procedures.

2. Event day parking ticket sales

    a. Discuss cash handling
    b. Demonstrate placement of ticket in vehicle
    c. Cash handling procedures and associated paperwork

3. Customer service

    a. Establish a script for each staff to memorize. The script will insure that staff address event patrons properly and use appropriate manners.

4. Event day pre-event meeting – Parking operator will meet with staff a few hours prior to event and discuss event specifics (e.g., event size, rates per lot, whether permits will be accepted, etc.).

5. Lot and street closure – Discusses proper procedures for requesting authorization to close a lot or street, notification of other staff that a lot or street is being closed, and implementation of a lot or street closure.

6. Arena event traffic direction – At this point, only one portion of Waterman Street may be restricted during special events and no existing traffic flow

patterns/directions would be altered during events. Therefore, street-level traffic direction requirements would be minimal as event patrons can use any street (except possibly one portion of Waterman). Ultimately, traffic direction will depend on which lots are available for event parking. However, initial plans could include directions, maps, and signage to direct patrons toward preferred streets as follows:

a. Patrons traveling from the west – Patrons would be directed to use Kellogg (54), Waterman Street, English Street, Douglas Avenue, or possibly Lewis Street. Then, patrons would be directed to use Main Street, Market Street, Broadway Street, Topeka Street, or Emporia Street to find parking (depending on parking availability).

b. Patrons traveling from the east – Patrons would be primarily directed to use Kellogg (54), Waterman Street or Douglas Avenue. Then, patrons would be directed to use Rock Island Street or Mead Street to find parking (depending on parking availability). Patrons using Douglas Avenue, or patrons directed to Douglas Avenue from Rock Island Street or Mead Street once the eastside parking areas have filled, could be directed further west to access parking areas on the westside of the arena using Main Street, Broadway Street, or Topeka Street to find parking or could be directed to parking areas north of Douglas Avenue (depending on parking availability).

c. Patrons traveling from the south – Patrons could be directed to use Main Street, Market Street, Broadway Street, Emporia Street, or Washington Street and then to Waterman Street, English Street, or Douglas Avenue to find parking (depending on parking availability). Other streets located further away from the arena could be utilized to get patrons to Douglas Avenue or Waterman Street.

d. Patrons traveling from the north – Patrons could be directed to use Main Street, Broadway Street, Topeka Street, or Washington Avenue and then to Waterman Street, English Street, or Douglas Avenue to find parking

(depending on parking availability). Other streets located further away from the arena could be utilized to get patrons to Douglas Avenue or Waterman Street.

7. Inter-agency coordination – Development of cooperative relationships with agencies that are needed to make event parking a success.

8. Safety and security – The parking operator must insure that all staff are properly outfitted with safety equipment (e.g., flashlights, safety vest, radios) and understand emergency procedures. Additionally, cash on hand must be minimized so that staff does not become a robbery target.

9. Communications – The parking operator must develop procedures for contacting staff, managers, and other entities (police, traffic, etc.) during the event. The parking operator should identify key contacts for each party on the event parking committee.

10. ADA – Establishment of ADA-specific parking facilities near venues. This may involve event day conversion of standard striped lots into accessible lots. It is important that a manager handle any ADA issues or concerns.

Revenue Control, Auditing, and Reconciliation

Due to the cash nature of event parking, it will be necessary for the parking operator to establish and enforce strict cash handling procedures, auditing guidelines and reconciliation processes. If these processes are not appropriate or adequate, the city may experience lower than projected revenue collection. The parking operator needs to have progressive disciplinary procedures that are strictly enforced when cash handling procedures are violated.

The parking operator should:

1. Perform random lot audits every event

2. Document each audit

3. Minimize cash held by cashier (may require cash pickups through out event)

4. Maintain chain of custody for all cash. This means that at any given moment one individual has signed for and is responsible for the cash. If the cash is short or missing, that individual can be held accountable.

5. Pre-count lots

6. Post-count lots

7. Reconcile all revenues received with tickets and vehicle counts

Currently, the city can manage the event parking operation without using any of the currently available event parking technologies. However, in the future, the city may want to evaluate different handheld technologies. The key advantages to using handheld technologies are:

1. The ability to issue tickets on demand. No need for the city to purchase tickets in advance, store the tickets, issue tickets to cashiers, and reconcile the ticket inventory. Every ticket that is issued is documented and is identified by system reports.

2. The ability to accept credit cards at entrance. Credit card acceptance reduces the amount of cash handled by the cashiers and reduces potential losses due to cash handling errors.

3. The ability to verify and accept pre-sold parking passes. The city could allow event patrons to purchase parking passes on line, print off at home with a barcode, present the ticket to the cashier at entrance, and the cashier reads the barcode using the handheld system.

Handheld event parking units could assist with parking revenue control in the future

4. Capable of providing real – time parking data. The system can provide real-time data on parking tickets sold, permits/passes utilized, cash and credit card collections, and lot occupancy.

Reporting

The parking operator and the city should agree on the reports that are necessary before and after the event. The number of reports required may be dependant on the size of event, whether cash was collected, which locations were utilized, and the management agreement with the parking operator. At a minimum, the following reports should be provided per parking facility:

1. Number of tickets sold
2. Cash collected
3. Variance explanations
4. Number of permits issued
5. Number of permits used
6. Customer complaints or concerns (if possible get in writing)
7. Accidents, maintenance issues, staff notes
8. Starting ticket number and closing ticket number
9. Audit reports

Post-event planning

Once an event ends, and the parking facility clean-up is completed, there are still many issues to be addressed. It is important that the parking manager meets the next business day with the parking supervisors. This will be each team member's opportunity to walk through the operations of each facility and discuss strengths and weaknesses. Once an issue has been identified, the manager will discuss the procedures that need to be implemented to strengthen operations. The procedural changes should be added to the standard operating procedures. Any strengths that are identified should be evaluated for opportunities to implement at other facilities.

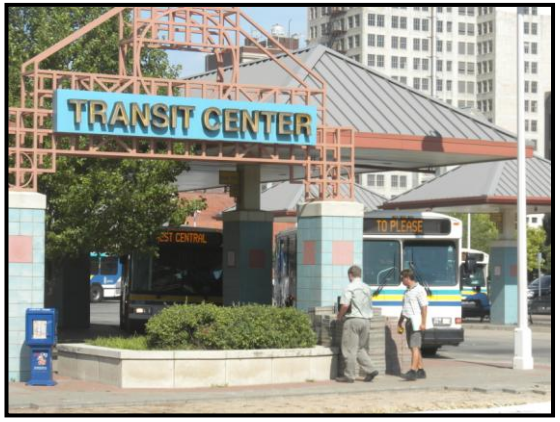
6.0 TRANSPORTATION DEMAND MANAGEMENT STRATEGIES

6.01 Introduction

The City of Wichita is currently experiencing significant redevelopment within its downtown core: the INTRUST Bank Arena will open in January 2010 and the $135 million WaterWalk redevelopment project is currently underway. The completion of these two items is likely to spur additional development, the sum of which will result in significantly more individuals working, visiting, and living in Downtown Wichita.

Transportation demand management (TDM) utilizes education, incentives, and disincentives to encourage the use of sustainable modes of transportation such as walking, biking, carpooling, and transit and to distribute peak-hour trips over longer periods of time thereby reducing congestion. TDM strategies can focus on changing the travel behavior of employees, residents, and visitors. Current demand for parking in Downtown Wichita is generated primarily by employees and visitors, the two groups on which this plan focuses.

A previous study by Walker Parking Consultants found that parking demand in Downtown Wichita will exceed supply when large events occur during the workday. Community comments also indicate that parking concerns are primarily event related. For this reason the TDM strategies discussed in this document focus on event-based programs. However, employee-based TDM strategies are discussed; the implementation of which can make additional parking spaces available to event attendees and will also help the downtown meet parking demand as new development occurs.



The TDM recommendations contained in this report were developed using data collected from the following sources:

1. A review of applicable local planning documents
2. Stakeholder meetings
3. Review of TDM best practices
4. Survey of event attendees

5. A review of downtown commute behavior

The information obtained from the five sources listed above was combined with professional knowledge to develop a series of TDM recommendations that, if implemented, will reduce the number of vehicles parking in the downtown area.

6.02 Review of TDM Best Practices

The project team conducted a best-practices review of event- and employer-based TDM programs to identify TDM strategies that can successfully reduce vehicle trips to Downtown Wichita. Programs were selected for inclusion in the best practices review based on the following criteria:

1. Applicability to Wichita
2. Level of innovation
3. Program ability to reduce vehicle trips
4. Cost of implementation

All programs included in this review are applicable to Wichita and, if implemented within Wichita, have the ability to reduce vehicle trips and parking demand. The programs are divided into two categories: (1) Event-Based TDM and (2) Employer-Based TDM. Event-based TDM programs are primarily applicable to event attendees and could be implemented to reduce the parking demand generated by INTRUST Bank Arena and Century II. Employer-based TDM programs are targeted toward employees who work within the study area and could be implemented to reduce parking demand generated by downtown employers.

Event-Based TDM Programs

The event-based best practices are divided into three groups: (1) carpool programs, (2) bicycle programs, and (3) transit programs. In certain cases a cited best practice will implement multiple TDM programs that may cover more than one of the previously listed groups.

Carpool Programs

Urban Wildland Half Marathon: This annual race in Richland, MN has always provided carpool-only parking at the closest lot to the race starting spot (the Ice Arena in Veteran's Memorial Park in downtown Richfield). Richfield is a suburban community located just south of Minneapolis. In addition to this program, Metro Transit provides free bus service to race participants within the "Go Greener" program. Details about the race and carpool preferential parking program can be found at www.urbanwildland.com. Details about the Go Greener program with Metro Transit can be found at http://www.metrotransit.org/gogreener/.

Sullivan Arena, Anchorage, AK: This arena in Anchorage has 1,300 parking spaces. Individuals who carpool are not provided with preferential spaces but do receive a discount on parking equal to $1.00. This reduces the cost of parking from $5.00 to $4.00, or 25 percent.

Key Center, Seattle, WA: The Key Center in downtown Seattle offers a Traffic Hotline phone number with information on traffic conditions and parking availability. Also, carpools with 3 or more occupants receive a special rate on parking, typically one dollar less per vehicle.

PickupPal OnLine, Inc: This company developed a Web site that integrates social networking tools to match willing carpoolers (www.pickuppal.com). The PickupPal Web service was originally developed to help match individuals attending special events with others wanting to carpool. The service is used for events like the USA Triathlon, ReverbRock, Live Nation and specific event complexes like the Toyota Pavilion in Scranton, PA. Wichita State University (WSU) is currently a group with PickupPal and allows interested alumni, faculty, students, and staff to find carpool partners for WSU events. The site goes further than traditional ridematching Web sites by allowing participants to create profiles, similar to Facebook, and providing real-time updates on ride status.

Organizations and events can pay to partner with the programs. Partnerships allow organizations and events to have personalized pages on the Web site and to track participation in the program by event attendees.

Bicycle Programs

BikeDenver, Denver, CO: BikeDenver, a non-profit bicycle advocacy organization in Denver, Colorado, provides free bicycle parking at community events throughout Denver. The organization recruits volunteers to help staff parking locations where people drop off their bicycles, receive a claim ticket, and pick them up at the end of their events. Volunteers are motivated to participate in the program out of a desire to help their community or promote their own organizations. BikeDenver was able to secure enough volunteers to staff 11 events and park more than 6,000 bicycles between February and October 2008. Every year they participate in the Taste of Colorado where they are able to meet the bicycle parking demand created by more than 200,000 event attendees. Their activities help assure that adequate bicycle and vehicle parking is available to event attendees.

Australia Grand Prix Corporation, Melbourne, Australia: This organization has developed two secure, supervised parking compounds for motorbikes and bicycles. The compounds are supervised all day during grand prix events and also allow people to leave their bags. In addition, event promoters have worked with MetLink Melbourne, the local public transit agency, to provide free bus and tram services on the day of the event.

Transit Programs

San Francisco Giants, PacBell Park, San Francisco, CA: In 2000, the *Your Ticket Home* program was a set of transit promotional activities and incentives funded by the Giants, the Metropolitan Transportation Commission, and several corporate sponsors. Specifically, the campaign:

- Distributed a pocket-size information guide for fans and all season ticket holders with travel information.

- Staffed a transit information hotline answered by the regional ridesharing organization.
- Enabled participants to purchase transit tickets by mail resulting in over $100,000 in advanced fares purchases (today, purchases could be made via the Internet).
- Rewarded Giants fans that purchased transit tickets with points towards the Giants Appreciation Program.
- Promoted the *Your Ticket Home* campaign on Bay Area trains and buses serving the ballpark.
- Deployed "Transit Ambassadors" to answer questions and guide new riders through transfers and fare collection particulars.

The primary measures of success were the proportion of fans arriving by transit and the severity of traffic and parking congestion. During the first year in PacBell Park (renamed SBC Park in 2004), the ballpark and its transportation management plan achieved a 50 percent non-auto mode split and the dedicated parking lots never reached capacity.

Summerfest, Milwaukee, WI: Summerfest is one of the largest musical festivals in the world. In 2009, 835,679 people attended the festival over an 11-day period. Parking demand is managed primarily with off-site parking and several free shuttles running between parking lots and event entrances. In addition, Milwaukee County Transit operates additional express transit services from 11 regional park-n-ride lots into the Summerfest grounds. These routes are not provided free, but there is no charge to park at the regional lots. Also, travelers only pay once when they board to travel to the event and there is no fare for the return trip. This policy greatly expedites passenger loading for the return trip.

Free bicycle parking is provided at the main gate to Summerfest and local organizations promote bicycling to the event, including distributing the city bike map.

To improve transit access during the event, several transit enhancements have been tried in the past with Summerfest. These include bus-only access to closed

freeway ramps, bus only lanes, and one-way traffic patterns along key transit corridors to increase transit effectiveness and reliability during the festival. Also, separate staging areas are used for the many express bus routes, increasing vehicle turnover and enabling more frequent service.

Ridership and parking demand is not regularly measured by the Summerfest organization. Milwaukee County Transit reported that in 2000, approximately 25 percent of the total attendees at Summerfest used bus transportation to access the festival.

Employer-Based TDM Programs

The employer-based best practices are divided into two groups: (1) comprehensive employee benefit programs and (2) employee transit pass programs.

Comprehensive Employee Benefit Programs

SAFECO, Redmond, WA: This large headquarters office building is located adjacent to an interchange with a major state freeway and a four-lane regional arterial. The TDM programs implemented onsite include transit passes offered to employees at no cost to them; preferential carpool and vanpool parking; ridematching services to help employees find carpool partners; and a guaranteed ride home program that provides employees who walk, bike, carpool, or ride transit to work with a free taxi ride home in emergencies. When this program was monitored on its tenth anniversary in 2006, the percentage of drive alone trips had decreased to 59 percent. In comparison, the average drive alone rate is 81 percent for eastern King County.

Downtown Commuter Program, Olympia, WA: About 4 percent of the downtown Olympia commuting population is engaged in Olympia's *Downtown Commuter Program.* This program provides several financial incentives to commuters who pledge to use transportation alternatives:

- 200 free bus passes per month

- Walk and bike incentives in the form of $25 gift certificates to commuters who pledge to walk or bike to work. This one-time gift certificate is redeemable at local downtown businesses and commuters earn the certificate by recording their trips in a trip log.
- Vanpool incentive of $50 towards a vanpool subscription to first time vanpoolers.
- Carpooling incentives of $20 per month for carpoolers who pledge to carpool for a full month. In addition, carpoolers can park at downtown on-street meters for free.

The *Downtown Commuter Program* is reducing 5,000 to 6,000 AM peak drive alone trips per month by shifting those trips to alternative modes. Using 22 workdays in an average month, this equates to 227 to 273 trips on an average day.

Employee Transit Pass Programs

Santa Clara Valley Transportation Authority, Mountain View and Palo Alto, CA: The Valley Transportation Authority operates the transit services in this part of the Bay Area and provided free "Eco Transit" passes to a select number of worksites. Measurements found that the number of people driving alone dropped from 76 to 60 percent. Conversely, transit's mode share increased by 16 percentage points and parking demand decreased by approximately 19 percent.

Lessons Learned

A number of lessons can be taken from the best practices assembled for this report and applied to TDM recommendations for downtown Wichita. These lessons include:

- Event-based carpool parking programs can be successfully implemented and reduce parking demand.

- No cost bicycle parking programs can be implemented that provide a high level of service to bicycle travelers.

- Education is a key component of any successful event-based TDM program.
- Event attendees will use transit and shuttles if they can park for free at transit and shuttle stations.

Incentives in the form of free transit passes and rewards can reduce vehicle trips associated with employee commutes.

6.03 Event Attendee Survey

The project team, in coordination with SMG, conducted a survey of individuals who are likely to attend events at INTRUST Bank Arena. The purpose of the survey was to determine in what TDM programs event attendees would likely participate, attendee preferences to various parking scenarios, and transportation-related concerns that event attendees have. The survey results were used to provide input into this and the parking report.

Survey Approach

The survey process included four main steps: (1) survey instrument design; (2) survey distribution; (3) data processing; and (4) data summary. These steps are described below.

Survey Instrument Design

The survey questions and layout were designed by the project team and approved by staff at the City of Wichita. Survey questions were developed to obtain analyzable data from survey participants that could be used to design TDM and parking programs and estimate the potential benefits associated with both. The survey instrument is shown in Appendix D.

Survey Distribution

The survey was distributed via e-mail to more than 14,000 individuals on SMG's mailing list. To incentivize participation, all individuals who completed the survey

were entered into a prize drawing to win one of four $50 gift cards to the downtown restaurant of their choice.

Shortly after being distributed to individuals on the SMG distribution list, the survey was picked up by the local media, which broadcast stories about the survey and provided individuals with the survey Web address. The email sent to individuals on SMG's distribution list was carefully designed to avoid encouraging one type of individual to respond to the survey and thereby bias survey results. Unfortunately, the project team was not able to similarly control the messaging used by the local media when it encouraged participation in the survey. For this reason survey results could be biased due to participation by the local media; however, due to the very large response rate this concern is limited.

Data Processing

All data submitted by survey participants was automatically collected in a computer database where it was analyzed and data integrity checks were made.

Data Summary

The online tool used to collect survey data was used to develop an initial summary of the survey information. The results of that summary are shown in the following section.

Survey Results

A total of 3,178 individuals responded to the survey resulting in a confidence of +/- 1.75 at the 95 percent confidence level assuming a normal distribution. As noted earlier, it is possible that the survey results suffered from sample bias due to the involvement of the local media in distribution of the survey URL.

Mode Split Data

Survey respondents were asked to report how they traveled to the most recent event they attended at either the Kansas Coliseum or Century II. The following

two figures (Figures 8 and 9) show response information for both questions. The data indicate that event attendees do not plan to significantly change their travel behavior when the new arena opens; however, there does appear to be a greater willingness to bike and walk to events at INTRUST Bank Arena than at the Kansas Coliseum or Century II.

Individuals who carpooled to the last event they attended were asked to report how many individuals were in the vehicle. Average occupancy was 2.9 people.

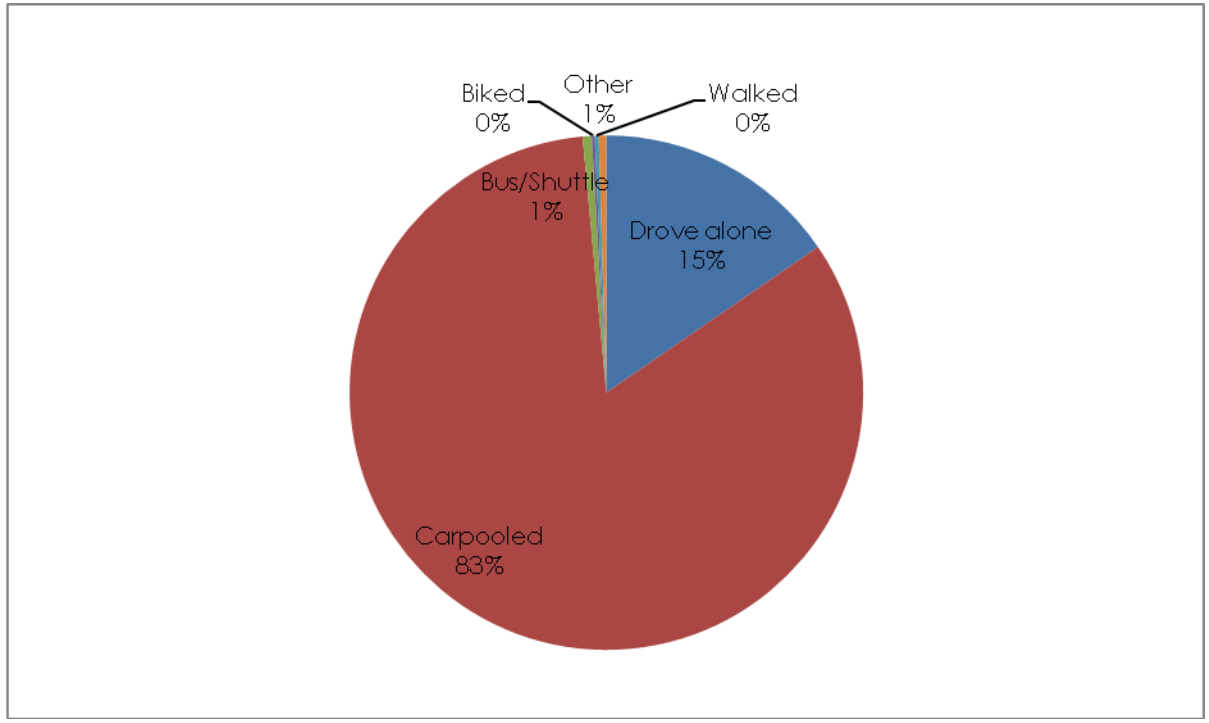


Figure 10. Event Attendee Mode Split for Last Event

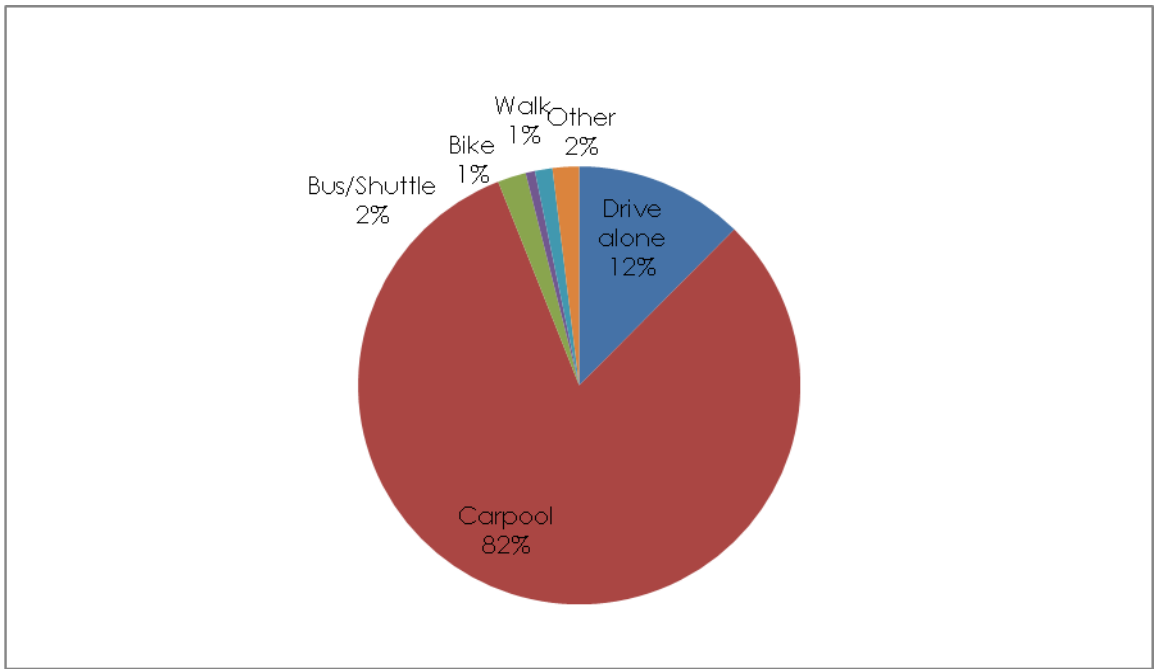


Figure 11. Anticipated Event Attendee Mode Split for INTRUST Bank Arena Events

Transportation Related Concerns

Survey respondents were provided with a list of transportation issues and asked to report how concerned they were with the various issues using a five-point scale that ranged from concerned to unconcerned. The results from this question can be used for program design and development of marketing messages that encourage people to leave their cars at home when attending events in downtown Wichita.

The results indicate that event attendees are most concerned with being able to find a parking space followed very closely by the cost of parking and the distance of parking from the arena.

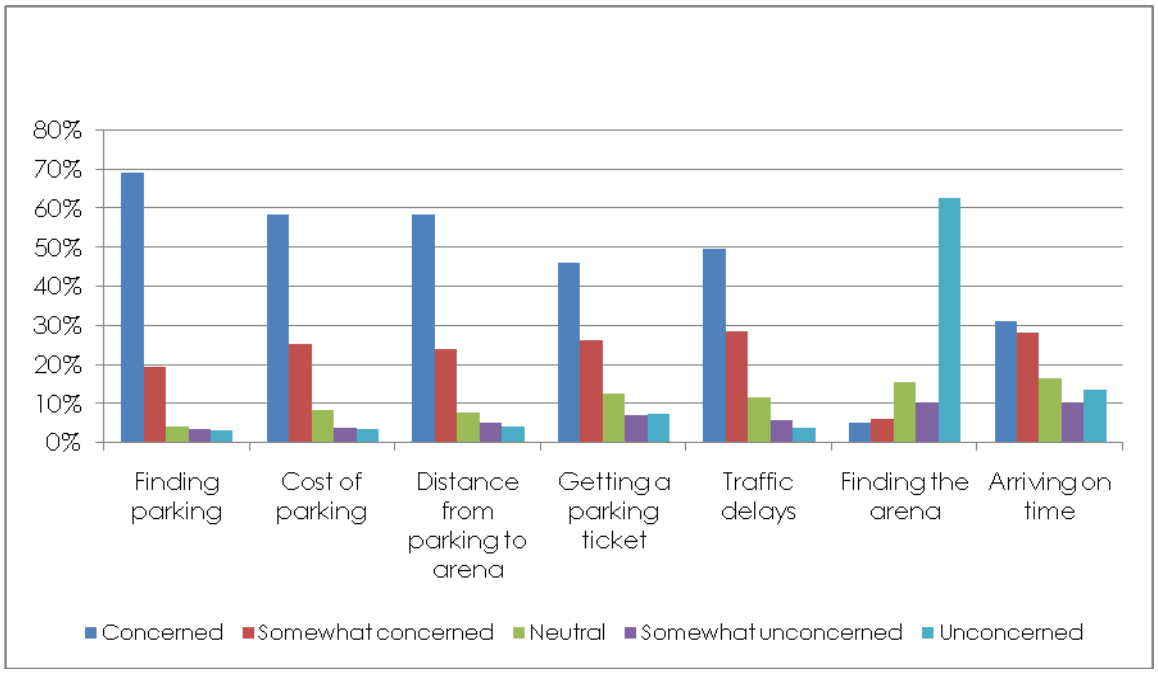


Figure 12. Level of Concern with Various Transportation Related Issues

Willingness to Bicycle

Survey respondents were asked to report how likely they are to bicycle to events at INTRUST Bank Arena if secure, free bicycle parking is offered within one block of the arena. Ten percent of respondents indicated that they would be either very likely, likely, or somewhat likely to bicycle, which compares to an anticipated bicycle mode share of only 1 percent (based on the results shown in Figure 8).

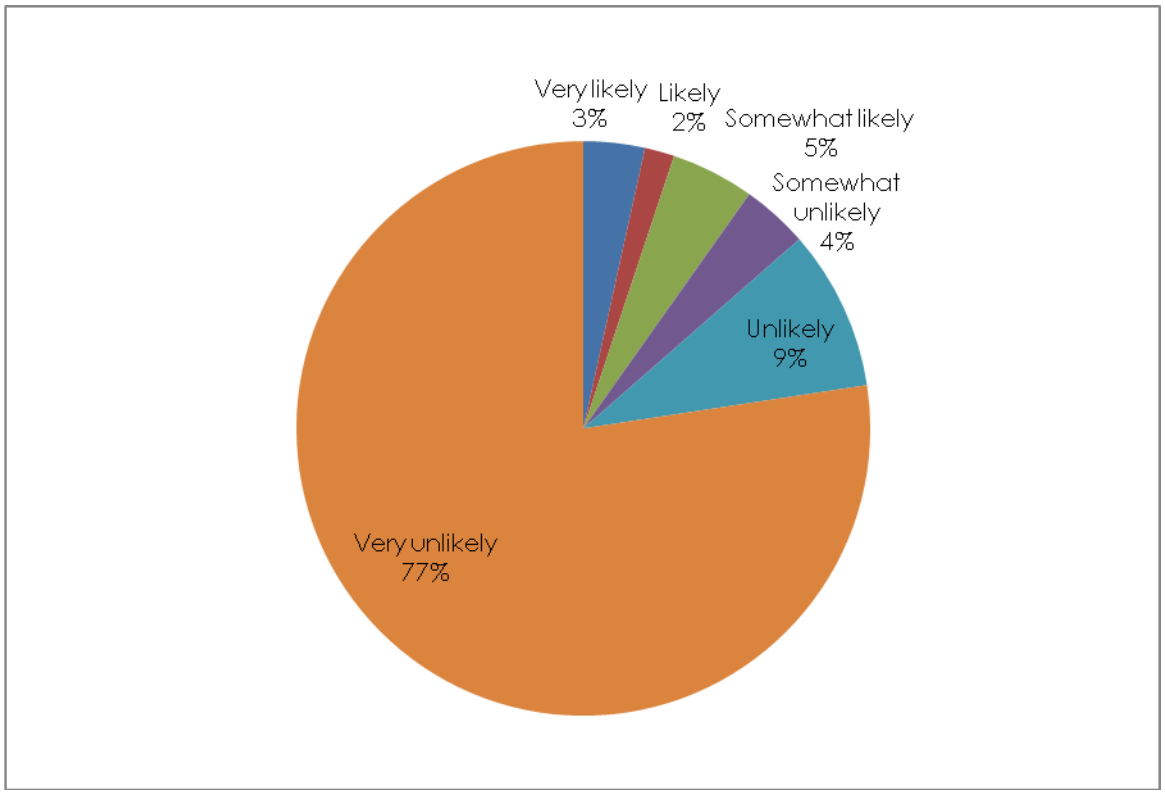


Figure 13. Likelihood Event Attendees Will Bike

Paired Samples

Survey respondents were presented with a series of paired samples that described two options for traveling to events at INTRUST Bank Arena. Respondents were asked to select the option that most appealed to them. The responses are shown below. While the responses provide an indication of the decisions people would make in various circumstances, actual behavior is likely to vary.

Table 8. Paired Samples Responses

Pair A

1. Drive alone or with one other person and pay $10 to park	28 %
2. Drive with 2 or more people (3 or more in the vehicle) and pay $5 to park	72 %

Pair B

1. Drive and pay $10 to park	83%
2. Bike and pay nothing to park	17%

Pair C

1. Drive and pay $10 to park	62%
2. Ride the bus for free	38%

Pair D

1. Park within 2 blocks of the arena and pay $10 to park	35%
2. Park 3 or 4 blocks from the arena and pay $5 to park	65%

Pair E

1. Park within 2 blocks of the arena and pay $10 to park	48%
2. Park 5 or more blocks from the arena and pay nothing to park	52%

Pair F

1. Drive and pay $10 to park	64%
2. Walk and pay nothing to park	36%

Pair G

1. Drive and pay $10 to park within 2 blocks of the arena	34%
2. Drive, park at a remote shuttle lot, and pay $2 to park	66%

Pair H

1. Drive and pay $10 to park within 2 blocks for the arena	28%
2. Drive, park at a remote lot, and pay nothing to park	72%

Pair I

1. Drive and pay $5 to park within 3 to 4 blocks of the arena	53%
2. Drive, park at a remote shuttle lot, and pay $2 to park	47%

Pair J

1. Drive and pay $5 to park within 3 to 4 blocks of the arena	42%
2. Drive, park at a remote shuttle lot, and pay nothing to park	58%

Lessons Learned

A number of lessons can be taken from the survey results obtained for this study and applied to the event-based TDM recommendations for downtown Wichita. These lessons include:

- Respondents did not anticipate making significant changes to the manner in which they travel to events prior to considering parking pricing. Consideration of parking pricing resulted in significant changes in anticipated behavior, which indicates that use of walking, biking, and transit are likely to be higher than respondents reported in Chart 2.

- Event attendees are likely to be price sensitive and respond to TDM programs that result in personal cost savings. The ability of parking pricing to encourage the use of walking, biking, and transit appears strong, as does willingness to walk three to four blocks to reduce parking costs.

- Without consideration of parking pricing, walking, biking, and transit use are likely to increase 3 percentage points over current behavior when respondents attend events at INTRUST Bank Arena.

- The almost identical level of concern that attendees report regarding parking distance and price indicates that programs that incentivize carpooling through pricing and parking location are likely to be successful.

- Concern about finding parking, cost of parking, and distance of parking from the arena offer marketing opportunities. TDM strategies should work to address these concerns.

- A well-implemented bicycle program has the potential to increase the percentage of individuals arriving at events by bicycle to 10 percent.

6.04 Downtown Commute Behavior

Multiple analyses were conducted to understand the commute behavior of downtown employees, their needs, and the desires of employers. The analysis included a review of Census Journey to Work data, employee commute mode data, and an employer survey. Unfortunately, no businesses participated in the employer survey, which strongly indicates that securing employer participation in a TDM program would be very difficult.

Employee Mode Split

The following table presents mode split data for individuals who commute to downtown Wichita. The data are based on information from the 2000 Census, the most recent data available at the analysis level needed for this study.

Mode	Mode Share
Drive Alone	88.0%
Carpool	9.3%
Bus	0.7%
Bike	0.3%
Walk	0.9%
Work from Home	0.1%
Other	0.5%

Table 9. Current Downtown Commuter Mode Split

Almost 90 percent of employees who work in downtown Wichita drive alone to work. When carpools are considered, more than 97 percent of employees arrive at work via a private vehicle. If the use of alternative transportation modes increased by 50 percent, a very unlikely scenario, the number of commute related automobile trips would decrease by approximately 4 percent. These numbers indicate that implementation of employer-based TDM programs would be difficult and take many years to generate significant benefits.

Commute Trip Origin Data

The following map shows the home locations of individuals who work in downtown Wichita. The map information is derived from an analysis of 2000 Census Transportation Planning Package data.

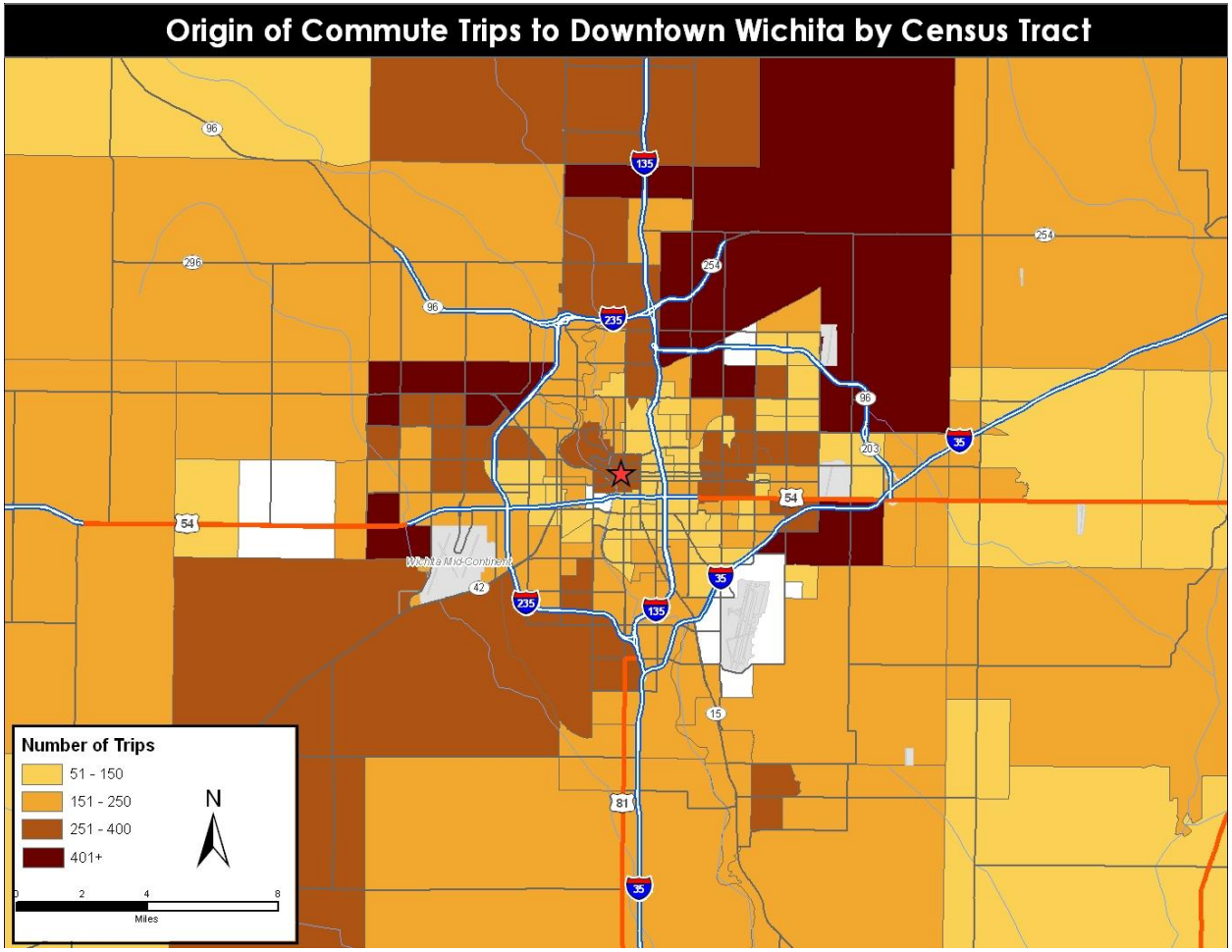


Figure 14. Origin of Commute Trips to Downtown Wichita by Census Tract

The analysis indicates that the origins of trips to downtown are spread relatively evenly throughout the region. Ideally trip origins are concentrated in specific geographic areas, along major transit or transportation routes, or near final destinations. Such concentrations support transit service, walking, biking, and carpooling.

The commute-origin analysis also indicates that most workers live relatively close to downtown. Longer commute distance of 10 or more miles, one-way are generally required to support a strong carpool program.

The analysis does indicate that many people live within walking and biking distance of downtown. A program that provides strong support for biking and walking through the use of incentives and infrastructure improvements could prove successful.

6.05 TDM Program Recommendations

The project team has developed a series of recommendations to help reduce parking demand in downtown Wichita. The recommendations are based on information obtained from a review of applicable planning documents, stakeholder meetings, best practices review, event attendee survey, employee commute behavior, and professional experience. The recommendations are divided into two primary categories: (1) programs targeted at event attendees and (2) programs targeted at downtown employees.

Programs for Event Attendees

1. Bicycle Parking: Coordinate with a local bicycle group or other non-profit to provide secure bicycle parking at INTRUST Bank Arena. The parking location should be within one-block of the arena and highly visible to event attendees. The organization staffing the parking location can collect tips to raise funds and encourage volunteer participation. Due to the need to obtain volunteers this program is applicable to large events only. Depending on program success and bicycle parking demand, this service should be expanded to include larger events at Century II and medium-sized events at INTRUST Bank Arena. To support bicycle parking, bike lanes should be striped along appropriate roadways leading to the area.

2. Carpool Parking: Provide discounted parking to individuals who carpool to events at INTRUST Bank Arena. Discounted parking can be provided to vehicles carrying four or more individuals. Based on survey data approximately 25 percent of event attendees will qualify for the carpool-parking discount. Because average vehicle occupancy can change depending on the type of event being held, it may be necessary to occasionally adjust the vehicle occupancy requirement.

   If a desire or need exists to increase carpool utilization, the spaces closest to the arena can be reserved for carpools or for carpools with five or more individuals. Event attendees should also be directed to a service such as PickupPal.com to help them locate potential carpool partners.

   Due to the meter parking in place at Century II, close-in spaces should be reserved for carpools but no discount on parking rates should be applied.

   This program should be used only if parking demand cannot be adequately met with existing facilities and the other programs recommended within this section. A carpool-parking program creates revenue control issues and reserving spaces for carpools can create operational difficulties.

3. Transit Passes: Free transit passes should be provided to event attendees wishing to travel via bus. Bus passes could be ordered and printed online, mailed to recipients, or provided with tickets. Any bus passes provided should be valid on the day of the event for which a ticket was purchased. Program costs can be limited by allowing only one pass per individual per year. No more than 5 percent of event attendees are likely to use free transit passes.

4. Program Marketing: To support event-based TDM program recommendations, a marketing program that easily explains the benefits of carpooling, biking, and taking transit should be implemented. Such a program will increase awareness and usage of alternative ways of getting to the INTRUST Bank Arena. A program

entitled "Win in Wichita" could be implemented to reward and highlight people who bike, carpool, or take transit to downtown events.

Working with downtown event venues, select carpools of five or more, bicyclist, and transit riders can be given tickets by specially-placed attendants. The value of the tickets can vary and may be for sporting events, concerts, and shows at select downtown event venues. Additionally, users of alternative modes of transportation attending events could be rewarded with free transit passes and a special thank you, such as a gift card to a downtown restaurant or promotional merchandise. This program awards individuals who use alternative modes of transportation to access events in a cost-effective manner.

5. Pre-event Parking: A parking program should be implemented to encourage event attendees who visit Old Town restaurants and bars prior to events to park near INTRUST Bank Arena. A special parking lot can be designated on the north side of the arena for these individuals. Cars arriving at the lot at least one hour prior to an event's start should be provided with discount coupons for use at Old Town businesses. Pedicabs and/or a shuttle can be used to move event attendees between Old Town, the designated parking lot, and INTRUST Bank Arena. Only individuals who parked at the designated lot should be able to use the shuttle to go from Old Town to the INTRUST Bank Arena. This requirement will discourage individuals from parking in Old Town and using the shuttle to access the arena.

Effective marketing of this program will be a key to its success. To integrate with the other Win in Wichita marketing campaigns described above, this program can be called "Early Birds Win in Wichita." Information about how early birds can win should be sent to season ticket holders with their ticket packages, distributed with tickets, posted on ticket purchasing Web sites, and advertised by businesses in Old Town.

In addition to encouraging event attendees to park outside of Old Town, this program will encourage individuals to arrive early for events thereby helping to reduce pre-event congestion.

Programs for Downtown Employees

At this time very limited support or demand exists for a full-scale employee-focused TDM program. Implementation of such a program would likely result in failure and limit the potential success of future TDM efforts. However, a targeted and small-scale program could achieve success while also reducing parking demand around INTRUST Bank Arena and Century II. Businesses that are located in areas likely to be impacted by event parking will be more motivated to participate in a TDM program and the benefits associated with their participation will have a significant impact on parking availability.

1. Focused Incentive Program: Large businesses whose employees create demand for parking around INTRUST Bank Arena and Century II should be targeted for participation in an employee-focused TDM program. The program should consist of incentives and tracking. On designated days employees at the targeted businesses should receive incentives to leave their cars at home. Incentives can vary based on employee interest but could include free transit passes, $5 discounts for lunch at local eateries, entry into prize drawings for gift cards to local business, and free tickets to events at Century II and INTRUST Bank Arena. Reward programs have been found to be very effective at encouraging employees to use alternative modes of transportation.

2. Walk and Win Program: Many events are likely to draw downtown workers who, if located more than five or six blocks from the arena, may choose to drive to a parking location closer to the arena. These individuals are close enough to the arena to walk and should be encouraged to do so. By leaving their cars near their work locations workers can help reduce congestion and parking demand near INTRUST Bank Arena or Century II.

   The *Walk and Win* program can utilize education and small incentives to encourage downtown employees to walk to events. An information packet with a walking map, information on the health benefits associated with walking, and cost savings information should be distributed to downtown employees through their employers. In addition, giveaways such as umbrellas, pedometers, and hats

can be distributed to employees with the program message. Participants can also be eligible for the incentives described in the *Focused Incentive* program.

Participation in the above programs can be tracked through a Web site where employees report how they commuted to work or events and register for their incentive.

Depending on the programs' success, they can be extended to smaller employment sites within entertainment-related districts. If expanded outside the entertainment-related districts, the program should focus on the Government District, which is reported to have the highest level of parking space utilization in the downtown study area.

TDM Program Recommendation Summary

The following table contains a list of recommended TDM programs, a description of the programs, their target markets, and an estimate of the percentage of vehicle trips that could be achieved through the implementation of the program. Vehicle trip reductions were estimated using data from the survey of event attendees and the Environmental Protection Agency's COMMUTER Model. The COMMUTER Model is designed to estimate the effects of TDM programs on commute trips.

Strategy	Description	Target Market	Event Size	Potential Parking Reduction (%)
Bicycle Parking	Valet parking for event attendees who bicycle	Event Attendees	15,000 (Initially)	3
Carpool Parking	Reduced cost parking for carpoolers	Event Attendees	All	3
Free Transit Passes	Free transit passes for individuals who ride transit to events	Event Attendees	All	2
Pre-event Parking	Designated parking and discounts for individuals who plan to visit Old Town	Event Attendees	8,000+	N/A[1]
Focused Incentive Program	Discounts and prizes for employees who leave their cars at home on large event days	Employee	8,000+	2 – 7[2]

Table 10. TDM Program Recommendation Summary

[1] This program is designed to reduce parking demand in Old Town and congestion around the arena. It is not anticipated to reduce total vehicle trips.
[2] Program benefits vary based on the level of incentive provided. The low range is based on an incentive value of $0.75 per trip reduced. The high range is based on an incentive value of $2.00 per trip reduced.

7.0 RECOMMENDATIONS SUMMARY AND ACTION PLAN

7.01. Near-Term Recommendations (Next Three to Six Months)

1. Determine event parking locations using the potential locations provided in Section 5.02. Finalize private parking agreements.

2. Develop and finalize event parking operations and management plans as provided in Section 5.03, Appendix A, and Appendix B. This would include:

    a. Pre-event Planning

    b. Event Parking Rates

    c. General Parking Operations

    d. Revenue Control, Auditing, and Reconciliation

    e. Event Parking Reporting

    f. Post-Event Planning

3. Event parking fees need to be developed for downtown special events at Century II and INTRUST Bank Arena (or other event venues as necessary). The revenues from event parking will be used to provide the necessary parking services for each event (e.g., event attendants, traffic control, barricades, signs, marketing, agreement payments, and lot/facility clean-up). Recommended event parking fees as shown in Section 3.03.

4. Develop a marketing campaign for event parking (current venues and INTRUST Bank Arena) as shown in Section 4.0.

    a. Regular press releases concerning special event preparations sent to local media outlets. This information should also be available online.

    a. Information sent with monthly parking invoices and special event tickets.

b. Responses to FAQs available online and printed in existing downtown newsletters (e.g., WDDC, Go Wichita, city employee, and/or other business and community newsletters).

c. Signage posted at the entrance to public parking lots/facilities and other lots/facilities that will be used for special event parking.

d. Provide designated spokespeople to local media outlets and community groups/organizations to answer questions and describe preparations.

e. Provide information and notices at existing event venues.

f. Print informational fliers that can be distributed downtown or placed on parked vehicles. The fliers would provide current information about special event parking, including locations, rates, and FAQs.

g. Consider placing a large advertisement in the Wichita Eagle and/or other community publications that provides a brief synopsis of current parking plans and a map showing the locations of special event parking lots/facilities.

5. Continue development of an interactive downtown parking map (WDDC is currently working on this) and develop a printed downtown parking map/brochure for events and day-to-day parking.

6. Coordinate with a local bicycle group or other non-profit to provide secure bicycle parking at INTRUST Bank Arena.

7. The city needs to ensure sufficient accessible parking is available in each public parking lot/facility. In order to ensure sufficient parking is available, the city should monitor space utilization to see if demand exceeds supply. If demand regularly exceeds supply, the city should add additional accessible spaces. Also, the city will need to ensure pedestrian paths to and from the public parking facilities are well-maintained and ADA accessible.

7.02. Short-Term Recommendations (Next Six Months to Three Years)

1. The city should conduct a condition appraisal of all public parking lots/facilities. This analysis would identify the work needed to address current maintenance concerns and provide a means to determine maintenance expenses. A priority should be placed on repairing existing surface lot cracks.

2. On-street and off-street parking fees need to be brought into proper alignment (Section 3.03). The first step should be to at least charge the same rate for both on-street parking and off-street parking. This would mean increasing short-term meter rates to at least $.75 per hour and long-term meters to at least $2.00 per day. In the future, on-street parking should be set at 25% to 30% higher than off-street parking rates (rounded to the nearest appropriate $.05 increment).

3. In order to ensure all parking-related expenses are adequately covered, the city should reevaluate the current monthly parking fee arrangement in Old Town (if allowed by the current contract) – see Section 3.03.

4. Consider raising parking enforcement fines as shown in Section 3.03. Assuming a 3% increase per year in system expenses, and rounding the result to an even $5.00 increment, parking citation fines should be approximately $15.00 (for meter and overtime violations) to $150.00 (for improperly parking in an accessible parking space).

5. Consider instituting a tiered fine structure to mitigate negative impacts on visitors. The first parking citation received for a particular offense (not including major offenses such as illegally parking in an ADA stall) within a six-month period would be a warning. A second citation for the same offense would be the base fine (e.g., the second meter violation would be $15.00 using the recommended fine). A third citation for the same offense would be double the base fine (e.g., the third meter violation would be $30.00). Subsequent citations for the same offense would be three times the base fine (e.g., the fourth meter violation or more would be $45.00 each).

6. It is recommended that the city adopt the policy of adjusting parking rates, or instituting pay parking in areas where parking is currently free, based on parking utilization levels exceeding 85% (Section 3.03). Also, the city should adopt a policy of reviewing all parking system fees and fines on an annual basis to ensure parking system expenses are adequately met.

7. Approve a set of parking and mobility management guiding principles (see Section 1.03). The downtown community (e.g., designated downtown community stakeholders) should be involved in developing the final set of guiding principles.

8. Determine the preferred parking and mobility management program structure (see Section 2.0). Initially, the project team would recommend maintaining the parking and mobility management program as a part of city government. Day-to-day parking operations and maintenance would continue to be outsourced to a contracted parking operator.

9. Create the position of Downtown Parking Director and hire a qualified candidate. Additional parking management staff will be necessary as the downtown parking system develops over time.

10. Officially create a Downtown Parking District and define the boundaries of the district as discussed in Section 2.0 (initially considering the boundaries of the study area used in this report).

    a. Consolidate downtown parking and mobility management into one city department – complete a vertical integration of the system. This would include (but not be limited to) all on-street and off-street operations, special event parking management, facility maintenance, parking enforcement (Downtown Ambassador Program), and parking system planning.

    b. Consolidate all parking-related financial data (e.g., revenues and expenses from on-street and off-street parking operations).

    c. Allocate all parking-related revenues to the Downtown Parking District.

    d. Provide authority and guidance concerning possible parking and mobility management program funding strategies.

    e. Set appropriate guidelines for instituting pay parking in currently free areas and setting overall parking rates.

    f. Set flexible parking requirements for new developments located within the Downtown Parking District.

    g. Define TDM as an integral part of downtown access management.

    h. The overall study area would serve as the initial Downtown Parking District, but individual sub-districts would be designated using the currently designated districts shown in Figure 2 on page 3. Parking and mobility management/operational strategies employed in each sub-district may be similar to those implemented in other sub-districts or they could be unique.

11. Continue efforts to upgrade parking information provided on the Internet. Ideally, a distinct downtown parking system website using a unique web address should be created. This would include the information detailed in Section 4.0.

12. Consider conducting a "know the numbers" campaign to educate the community about the availability of parking in downtown, where it's located, and how to use it.

13. Consider updating parking system signage and wayfinding using the following ideas (Section 3.04):

a. All downtown public parking lot/facility signs should be perpendicular to the roadway.

b. All downtown public parking lot/facility entry signs should include a lot name or other identification.

c. The "no unauthorized parking" signs located in public parking lots/facilities should be removed or "unauthorized parking" should be defined on the sign (e.g., no loitering, no parking over two hours, etc.).

d. Where possible, the city should encourage private parking lot owners to provide parking signage that denotes the intended user groups instead of simply stating "no parking" or "no authorized parking."

e. Where necessary, add additional public parking directional signage on major roadways (e.g., Douglas Avenue and Main Street) to help direct visitors to available public parking supplies.

f. A parking system logo should be included on all parking signs once a logo has been developed.

g. In areas where parking usage is more significant during evening hours or for special events, consider purchasing and installing illuminated parking signs.

h. While the signage for the public parking lots/facilities has been improved, signage is still poor at several monthly parking lots. This parking should clearly denote monthly parking, provide a lot/facility identifier, match the existing signage scheme, and incorporate a parking system logo.

i. Future signage packages could include variable message signs (VMS) that denote whether or not a lot/facility is open and/or current space availabilities.

14. Develop a brand and logo for the downtown parking system, and incorporate the branding effort into all parking marketing/communication materials, employee uniforms (e.g., cashiers, maintenance staff, and Downtown Ambassadors), and signage (Section 4.0).

15. Update Ambassador program practices to return/improve the focus on customer service. This could be accomplished by refocusing program goals and objectives, updating policies/procedures, encouraging Ambassadors to travel their assigned sectors by foot or by bike, increasing the number of Ambassadors on duty to reduce the size of sectors, providing

additional customer service training, and/or incentivizing Ambassadors to increase public contact (e.g., employee recognition programs).

16. Using the parking enforcement program performance measurements outlined in Section 3.02 as a starting point, refine goals related to parking occupancy, duration, and enforcement. Regularly monitor these key metrics and adjust enforcement and pay parking implementations as necessary.

17. Consider hiring more Ambassadors to reduce patrol areas and provide coverage for evenings and special events. With more Ambassadors, it should also be possible for downtown parking enforcement to improve the overview and enforcement of accessible parking space infractions.

18. In order to help ensure the parking operator provides a high level of service, incorporate the following performance standards, used by parking systems across the country, into the next management agreement (see Section 3.02):

    a. Include penalties if the parking operator fails to adequately reconcile all daily facility activities.

    b. Failures by the parking operator to provide complete monthly or annual parking system reports should result in warnings, fines, liquidated damages, and/or termination of the contract.

    c. Periodic parking operator financial audits should be performed by city staff or outside consultants to ensure parking revenues and expenses are accurately recorded.

    d. City staff could consider conducting "spot audits" of the parking operator to ensure all daily activities are reconciled. This could also include the use of mystery shoppers.

    e. Conducting periodic customer surveys can help ensure customer service levels are acceptable.

    f. Improved customer service training.

    g. Conducting periodic facility reviews (using a mutually agreed upon checklist that is consistent with the contract requirements detailed in the parking operator agreement).

h. All parking facilities should include signage that provides a phone number to report problems. This number could go directly to city or parking system staff so that the information could be recorded and then distributed to parking operator staff for resolution.

i. The city should conduct reviews of parking operator logs, including maintenance and customer complaint logs.

19. The city should attempt to better utilize available parking supplies. This would mitigate the need to construct additional parking. In order to help downtown businesses find the parking they need, the city should develop a "monthly parking clearinghouse" that would assist businesses needing monthly parking by consolidating public and private monthly parking availabilities in each district (Section 3.01, page 31).

20. In order to address capital costs associated with facility maintenance, the city should establish a parking facility maintenance reserve of approximately $263,000 per year. This could be accomplished by diverting all parking-related revenues to the parking system, moderate parking rate/fine increases, instituting special event parking fees, and/or implementing pay parking in currently free areas. This fund would provide the opportunity for the parking system to adequately address large-scale maintenance needs in the future, but would not address current maintenance issues that have been deferred in the past.

21. Update the parking zoning code per the 2007 Parking and Mobility Master Plan (Section 2.02). This would include removing the zero parking requirement in favor of a more flexible approach to addressing required parking including updated requirement ratios, shared parking, reductions for TDM initiatives, and in-lieu fees set to support parking construction.

22. Encourage the use of alternative modes of transportation and use parking demand management strategies to reduce parking demands. Encouraging the use of alternative modes of transportation could include providing adequate pedestrian and bicycle linkages, providing sufficient mass transit alternatives, encouraging the use of carpools/vanpools, guaranteed ride home programs, telecommuting, parking cash-out programs (in future), etc. This would include the recommendations included in Section 6.0.

23. In order to ensure parking rates are consistent with market rates, the city or the contracted parking operator could conduct periodic rate surveys of other downtown parking facilities.

24. Conduct periodic stakeholder input meetings (twice a year or as needed). These meetings, similar to the public input sessions conducted as part of this management plan, would provide an opportunity for community education and input.

25. A detailed parking lot/facility standard operating procedures manual should be produced by either the parking operator or city staff.

26. Using the basic maintenance categories outlined in this Section 3.06, the city should work with the parking operator to develop a lot/facility maintenance schedule.

27. In order to help encourage people to visit downtown during off-peak times (e.g., Sundays or in some areas evenings) advertise periods/locations of free parking. This will help people understand when free parking is available.

7.03. Long-Term Recommendations (After Three Years)

1. The city could investigate options to improve parking safety and security including (see Section 3.05):

    a. The city could investigate options for installing emergency call boxes in public parking lots.

    b. Ensure existing parking facilities meet appropriate CPTED design guidelines, and work with local law enforcement to improve passive security conditions.

    c. Consider painting or staining parking structure internal spaces (ceilings and possibly walls) white. White interiors would improve lighting conditions without adding more lights.

    d. Consider conducting a downtown lighting study to ensure lighting levels in the public parking lots/facilities meet appropriate standards.

    e. The parking system could develop a parking safety campaign that provides tips and strategies parkers can use to park downtown safely (awareness of an individual's surroundings, parking in well-lit areas, having vehicle keys/fobs ready, walking with others during evenings, etc.).

    f. The downtown parking system could work with local law enforcement to indentify areas with safety/security challenges. Then, targeted strategies could be employed to deal with the identified issues.

2. Ensure sufficient management information is available by improving technology and conducting regular updates of downtown parking supply and demand data. Overall counts should be conducted at least once every two years or more

frequently if required by the level of downtown development. More frequent occupancy counts could be needed in high demand areas (e.g., Old Town). Also, conduct periodic counts during special events to help plan for future events.

3. In order to help ensure revenue control is adequate, and help make the parking operator more successful, the city should investigate opportunities to improve parking access and revenue control systems.

4. In order to address parking demands related to additional future development projects or demand changes, utilize the methodology provided in Section 2.02 of this report (page 23) to determine parking needs.

5. The city should investigate opportunities to purchase strategically located parcels of land for future public parking facilities.

6. Develop a set of design guidelines to govern the design and construction of future parking lots and facilities. These guidelines would go beyond typical functional design issues such as stall dimensions, aisle widths, and landscaping requirements.

7. Consider developing a downtown parking system annual report each year to detail goals, objectives, accomplishments, and system changes.

8. The city could consider providing (through the contracted parking operator) or allowing valet parking in public parking lots/facilities or valet staging in public on-street spaces. Valet parking would provide an additional amenity for downtown parkers, especially in entertainment-related developments such as Old Town, and help reduce walking distances for downtown visitors.

9. Consider working with an outside consultant to provide parking enforcement specific training. A significant component of this training would include dealing with upset individuals and diffusing conflicts.

APPENDIX A – ARENA AND MULTI-VENUE PARKING MANAGEMENT PROCEDURES

Two months before first event

1. Solidify parking facility agreements with private facility owners.

2. Finalize city's agreement with parking operator.

3. Establish downtown event parking committee.
   i. Recommended parties:
      1. City parking coordinator
      2. Police
      3. Traffic
      4. Venue representatives (Century II, Arena, etc.)
      5. City parking operator
      6. Go-Wichita representative
      7. Old Town representative
      8. WDDC representative
      9. Transit representative

4. Coordinate pre-sold parking pass/permit allocations.
   i. Determine which city parking facilities will allocate space to pre-sold event passes/permits.
   ii. If selling passes/permits, determine:
      1. Number of passes to be sold at each facility
      2. Rate(s)
      3. Season pass or event pass
      4. How pass/permit will be sold
      5. How passes/permits will be issued:
         a. Purchased online – Mailed to purchaser
            i. Stop selling 7 days prior to event to allow time for pass/permit to arrive in mail.
         b. Purchased online – Printed at home/business (bar-coded or unique serial numbering)
            i. Need to determine what technology or audit process will be used to deter pass/permit counterfeiting. Initially utilize unique serial numbers. In future, bar code technology could be implemented.
            ii. Initially, use a serialized checklist that parking pass numbers can be checked against.
         c. Purchased through store front location (parking operator's office(s), city office, etc.)

iii. Establish pass/permit handling and issuance procedures.
    1. All permits recorded on inventory sheets when received.
    2. Shipping invoices kept in notebook with inventory.
    3. Permits stored in locked room. Only the event parking manger should have access to this room.
    4. Permits are removed from inventory in serial order and signed out by event parking manager as they are sold.
    5. Permit revenue should be deposited separately.
    6. Log book should be kept that tracks permit number, date sold, customer name, permit location, and method of payment.

iv. Establish inventory audit and reconciliation procedures.
    1. End of each month event parking manager should provide city with ticket inventory listing. Listing should include:
        a. Ticket series in stock
        b. Tickets issued
        c. Total number of tickets sold per parking facility per event
        d. Total permit revenue for the month by facility
    2. City parking coordinator or operator's general or regional manager should physically count inventory and compare to inventory logs.
    3. Sales should be reconciled against cash collected

v. Establish parking facility permit audit procedures/forms
    1. Utilize a form similar to Figure A2 on page 15. The event manager's supervisor or city parking coordinator should physically audit parking facilities to verify permits utilized match the range of permits issued.

5. Coordinate remote parking shuttles and other transit needs/issues using recommendations in the report as a starting point.

i. Discuss shuttle requirements for each event type (small, medium, and large) with city and Arena staff.
ii. Identify remote shuttle lots
iii. Determine number of expected shuttle patrons and establish number of shuttles to satisfy projected need.
iv. Determine shuttle/transit routes:
    1. In and out of event corridor
    2. Before and after event
v. Determine shuttle provider and establish agreement.
vi. Determine when shuttles/transit will begin staging for exit.

vii. Determine where shuttle staging will occur.
viii. Coordinate with city police to provide preferential ingress/egress.
ix. Provide staffing to control pedestrian flow during shuttle and transit ingress/egress to/from drop-off/pick-up zone.

6. Money counting room and parking event office
i. Determine location
ii. Set-up secure counting room (door locks from inside, cameras with recording capability, electronic access to track access to room, alarm system, motion detectors to turn on lights, etc.).
iii. Establish cash handling procedures (require employees to wear aprons that tie in the back and are long enough to cover any pockets, two people must be in counting room at all times when money is counted, information on outside of tamper-proof envelope must be written down prior to opening, etc.).
iv. Install floor safe with electronic lock

7. Banking
i. Establish separate event revenue bank account(s) and internal accounting classifications.
ii. Establish armored car agreement and schedule.
iii. Secure sufficient funds for cashier change banks and event change fund.

8. Purchase event supplies
i. Order lot signs (wind master signs with magnetic additions). Order base signs that allow use of magnetic lettering to change event specifics. Magnetic additions will include:
    1. 'Full"
    2. Rate values ($3.00 through $10.00)
ii. Two-part event tickets
iii. Cashier aprons
iv. Uniforms (at a minimum shirts and hats identifying the staff)
v. Cones
vi. Traffic barricades
vii. Traffic flags
viii. Flashlights with wands
ix. Safety vests
x. Two-way radios
xi. Flares

9. Staffing
   i. Determine how staff will be provided
      1. Direct hire (parking operator or city)
      2. Temporary staff
   ii. Advertise for staff
   iii. Hold staffing job fair/interviews
   iv. Complete employment paperwork
   v. Issue uniforms
   vi. Training (see staff training section at end of document)

One month before event

10. Initial progress meeting for downtown event parking committee (additional meetings may be required). It is anticipated that the downtown event parking committee will meet on a monthly basis.

One week before event

11. Pre-event meetings with event-related groups, promoters, city staff, etc.
   i. Small events - the following groups should meet:
      1. City traffic
      2. City police
      3. Arena staff
      4. Parking management (city and operator)
      5. Transit

   Weekly meetings should only be required during the initial start-up months. After the team becomes comfortable with the small event process the meetings can be handled at a monthly team meeting.

   ii. Medium and Large Events - the following groups should meet:
      1. City traffic
      2. City police
      3. Arena staff
      4. Event promoter
      5. Parking management (city and operator)
      6. KDOT (highway traffic control)

7. State Police (highway traffic control)
8. Old Town representative
9. Century II representative
10. Transit
11. Shuttle operator(s)

12. Event load-in and load-out needs
   i. Arena staff will handle this item

13. Create event parking instruction/information sheet for staff. At a minimum, instruction sheets should include the following information. The sheets should be LOT specific:

1. Event start time
2. Lot staffing levels (e.g., one cashier and one traffic director)
3. Emergency procedures (robbery, accident, injury, etc.)
4. Diagram for barricade placement
5. Event parking rates by city managed parking facility
6. Color picture of permits, if any (only necessary if permits are different event to event)
7. Provide alternate parking location information
8. Location of ADA lots
9. State whether parking facility accepts monthly parking permits/passes during evening or weekend events
10. Walking directions to Arena
11. Supervisor for event

14. Staffing (coordinate needs with parking operator) – Estimate costs

15. Check possible weather conditions and prepare contingency plans (e.g., prepare for snow removal and deicing)

Eight hours before event

16. Securing lots
   i. All event lots should be secured at least eight hours prior to start of event. This will vary based on day, time of event, and lot agreement.

1. Weekday event: Lots should be secured on the evening prior to event. This will eliminate issues that would be caused by all day transient parkers.

17. Event set-up (barricades, signs, etc.)

i. Set-up crew clocks in
ii. Two employees with equipment loaded on a truck will deliver signs and barricades to each city managed parking location
iii. Staff will setup barricades and signs according to location specific instructions/diagrams
iv. Event parking directional signage should be located on Main Street, Washington Street, Waterman Street and Douglas Avenue to direct people to parking locations on Broadway Avenue, Topeka Street, Emporia Street, etc.

18. Set-up ADA parking locations and loading areas

i. Use diagram below to place cones to establish appropriate ADA unloading/loading space. See Figure A1.

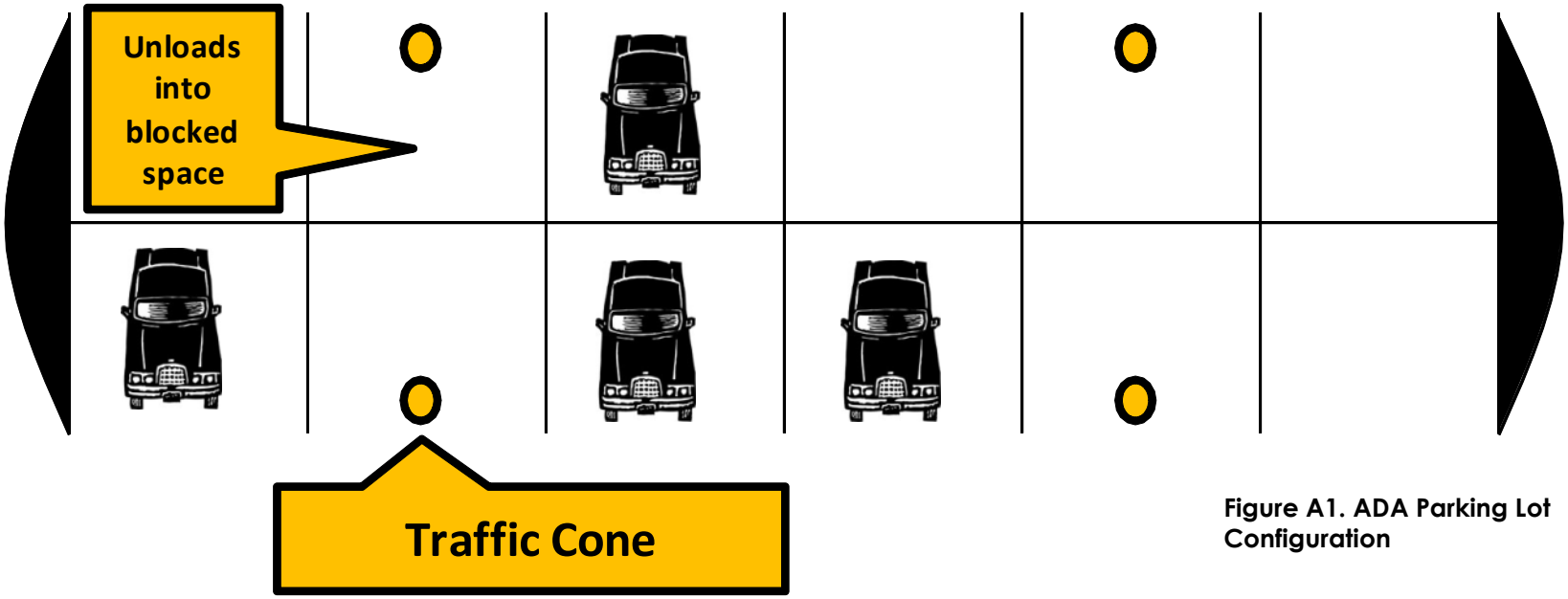


Figure A1. ADA Parking Lot Configuration

Five hours before event

19. Pre-event briefing for parking staff
- i. Pre-event briefing should be held one hour prior to event set-up time. Include all event parking staff. Staff will:
    1. Clock in
    2. Review the overall operation
    3. Review customer service
    4. Review cash handling
    5. Address any questions on lot specific instructions
    6. Issue uniforms and safety gear
    7. Issue tickets and cash banks
        a. Each set of tickets (two-part event tickets) and cash must be signed for when issued
        b. Cashier should also be issued cashier report to record cash pickups and sales
        c. Tickets and cash should be counted/verified by both the issuer and cashier at time of issuance
        d. The number of tickets issued should not exceed number of spaces on lot.
        e. Each location should have a specific series of tickets assigned for use only at that parking facility. This will allow for sequential tracking from one event to the next at a specific location.

20. Uniforms
- i. Some staff will already have uniforms. Temporary staff will need to be issued uniforms.
- ii. Uniforms must be signed for when issued.
- iii. Issued during pre-event briefing

21. Safety gear (lights, flags, vests, radios, etc.)
- i. Issued during pre-event briefing
- ii. All equipment must be signed for when issued. Each piece of equipment should be numbered.

22. Get staff to locations
- i. Staff will be sent to locations at the conclusion of the pre-event briefing. Staff with vehicles will drive to locations. In some instances, a supervisor could drive the staff to locations. This is done to reduce risk of robbery during transit to location.
- ii. Supervisor, along with cashier, should count vehicles already on lot and note license plate information on cashier report (when feasible)

iii. Alternate cashiers between parking locations. Never let same cashier work a specific lot more than twice in a row.

23. Supervision

i. Supervisors will carry a cell phone and radio at all times during events
ii. Supervisors will continually move throughout the Arena corridor visiting each parking facility and observing traffic flow and facility utilization
iii. Supervisors will handle all customer service issues either by phone, radio or in person (when possible)
iv. Supervisors will be responsible for providing cashiers with change (if necessary), overseeing traffic redirection, and auditing lots
v. One supervisor (or manager) will work in the event control center during medium or large events
vi. Supervisor (or manager) will coordinate issues with other agencies

24. Provide customer service during events

i. Addressed during pre-event briefing.
ii. Staff is strongly encouraged to follow "script"
iii. Always:
    1. Say 'yes sir or ma'am'
    2. Say 'Welcome to Lot D, Lot B, etc.'
    3. Say "Enjoy the game, circus, show, etc."
    4. Say "Thank you"

25. Assist with pedestrian control at some lot entrances

i. If pedestrian traffic creates issues at a specific lot it may be prudent for the city to provide additional staff to assist with pedestrian traffic
ii. Staff would control vehicle and pedestrian traffic in an effort to minimize problems
iii. In some case, staff may try to redirect pedestrian traffic to avoid pedestrian/vehicle interactions. If problems persist, it may be necessary to utilize police officers to control pedestrian traffic

26. Set up the designated drop-off/pick-up area

i. Initially, drop-off and pick-up could occur on Waterman Street between Emporia Street and St. Francis Street (within the soft road closure area) or on Emporia Street immediately west of the arena. This area should be signed and controlled during events to provide up to 300 feet of drop-off/pick-up space. Vehicles would enter the drop-off/pick-up zone by traveling eastbound on Waterman Street. The drop-off/pick-up area should be

designated using appropriate signage, barricades, and one parking attendant. The attendant will ensure vehicles do not park in the zone.

27. Coordinate lot closures (full) and alternate parking direction
- i. Coordinate through manager in event control center
- ii. As a parking area nears capacity, parking staff will closely monitor traffic to ensure parking capacity is not exceeded
- iii. Once full, parking lots/facilities will be closed using signage and cones and patrons will be directed to the next available parking area
- iv. Parking attendants will remain in the parking lot/facility to ensure the facility remains closed and help direct patrons

28. Coordinate traffic control
- i. Coordinate through event control center
- ii. Expected issues should be discussed in pre-event meeting
- iii. Involve city traffic, city police and city parking staff
- iv. On event day, contact designated police officer for traffic and city staffer for traffic
- v. Where appropriate, direct staff to assist city in directing traffic through use of barricades/signs/cones/flagging
- vi. Parking staff should not direct traffic in roadways, only in parking lots and driveways. As necessary, police can direct traffic in roadways.
- vii. Initially, traffic direction requirements inside each parking lot/facility would be minimal. As each parking area begins to fill, parking attendants will need to help direct patrons to available parking spaces.

29. Coordinate with Arena management
- i. Coordinate through event control center
- ii. Expected issues should be discussed in pre-event meeting

30. Coordinate street and on-street parking space closures
- i. Coordinate through event control center
- ii. Expected issues should be discussed in pre-event meeting
- iii. On event day, contact designated police officer for traffic
- iv. Where appropriate, direct staff to assist police in closing streets through use of barricades/signs/cones
- v. For certain large events, a "soft road closure" is recommended for Waterman Street between Emporia Street and Mead Street that would allow access to local traffic and city transit vehicles only. The portion of Waterman

Street that is restricted would be used as a pedestrian pathway from parking areas to the east of the arena. Traffic restrictions for small and medium events could occur on an as needed basis. These road closures would be set between two and four hours prior to the start of the event. The road would be closed using traffic barricades and road closed signs.

vi. Initially, on-street parking restrictions could be utilized on Emporia Street (between Lewis Street and Douglas Avenue), St. Francis Street (between Waterman Street and Lewis Street), and Lewis Street (between St. Francis Street and Emporia Street).

31. Water/Cocoa distribution

i. When staff is dropped off they should be left with a couple waters to start the shift.
ii. On extremely hot days, leave several bottles of waters for each staff member since it may be a while before the water is delivered again.
iii. Encourage staff to bring their own cooler

32. Breaks

i. Discussed in pre-event briefing and clarified in event information sheet
ii. Be sure that staff is clear that a parking facility is never to be left unattended. Staff must wait for relief staff to arrive prior to leaving for a break

33. Code-10's (bread runs)

i. Staff is never to announce that money needs picking up over the radio or in public
ii. When staff has collected enough money to warrant a collection, the staff member must notify the parking supervisor over the radio using the pre-set code words (e.g., need to have a bread run, code-10, bagel time, etc.)
iii. Money pick-up should be done by supervisors or above
iv. Money should be placed in a tamper-proof envelope by the cashier
v. Cashier writes on the outside the amount of the drop and hands to supervisor.
vi. Supervisor tears off receipt label and hands to cashier
vii. Supervisor signs cashier paperwork verifying that tamper proof envelope was picked up. Signs next to receipt number
viii. Cashier writes receipt number on cashier report paperwork and dollar value reported in envelope
ix. Cashier retains receipt label to turn in with closing paperwork
x. Sealed envelope is delivered to event counting room. At least two staff must be present in counting room at all times

xi. Envelope must never be opened outside of counting room
xii. Counting room staff verifies envelope is sealed and has not been tampered with and then signs for receipt of envelope
xiii. Counting room staff opens envelope and verifies cash. Records receipt number, cashier name, parking facility number and cash in envelope

34. Coordinate patron assistance services (e.g., flat tires, lock-outs)
i. Cashier notifies supervisor that patron needs assistance
ii. Supervisor should maintain supplies in vehicle used during event
iii. Supervisor will notify cashier about time of arrival
iv. Cashier will relay information to patron
v. Supervisor will deliver needed supplies to patron
vi. Due to liability concerns, city may want to require patron to utilize supplies not the supervisor or staff

35. Audit lots (lot counts)
i. Develop lot audit form(s). Figure A2 provides an example
ii. Where possible, audits should be performed during an event and immediately after ticket sales have ceased
iii. Supervisor approaches cashier and request bottom stubs from all sold event parking tickets and cashier report.
iv. Cashier hands all tickets and cashier report to supervisor
v. Cashier shows supervisor the number for the next ticket to be sold (should be in sequence). Supervisor notes next ticket in sequence on audit form
vi. Should be checking for several items:
    1. Number of vehicles on lot should match ticket sales to that point in time. (If necessary, subtract number of vehicles with event permits/passes from vehicle count)
    2. Every vehicle should have a ticket and it should be displayed face up on vehicle dash or on rearview mirror (if permit/pass)
    3. Note each ticket number on audit form. This allows supervisor to identify if a the top and bottom section of a ticket has been sold or if tickets are being sold out of sequence
    4. Note on audit form every vehicle that does not have a ticket or permit/pass displayed. If ticket is displayed but upside down this should be noted also.
    5. At conclusion of audit, supervisor returns the cashier report and tickets to the cashier.

30 minutes to one hour after event start

36. Pick-up staff at end of event and close out cashiers

i. If a cashier does not drive their own vehicle, the cashier should be picked up and taken to the counting room to close out

ii. Once lot is full or tickets are no longer being sold, the supervisor should make one last run to pick up cashiers and return to the counting room to close out. If possible, supervisor should bring back a couple of cashiers at a time.

iii. Cashier should remain in counting room until cashier report is finalized by the supervisor and all cash and tickets are reconciled

1. If the cashier was issued manual two-part tickets, the cashier will present the remaining, unsold tickets back to one of the counters.
2. The cashier will write on the cashier report the number of tickets returned
3. The counter will verify the number of tickets issued by looking at the cashier report
4. The counter will then count the cash and reconcile to number of tickets sold
5. The counter will then verify the number of tickets returned by the cashier
6. The counter will make sure that the number of issued tickets minus number of sold tickets equals the number of tickets returned
7. If there are any discrepancies they must be handled immediately in the presence of the cashier and a supervisor
8. The counter will initial the cashier report if the actual number of tickets matches the cashier's number

iv. A security officer must escort the supervisor anytime cash is going to be picked up. The officer should stay with the supervisor until the cash is safely delivered to the counting room

37. Conduct initial parking revenue reconciliation and securely store funds (need safe place for counting and reconciliation)

i. All counting and reconciliation is performed inside of the counting room

ii. A supervisor should always be present during counting and reconciliation (counting and reconciliation staff should not be involved in collecting revenue during the event)

38. Prepare event deposit

i. This will be prepared by the counting room staff and verified by the parking manager/supervisor

ii. To insure chain of custody for cash only one person should have access to/custody of the cash at any given moment. Custody should always be documented in writing

iii. Deposit will be stored in a floor safe with an electronic lock or delivered to appropriate city-owned bank for deposit in night safe. If night safe is used, police officer must escort and verify deposit is placed in night drop safe.
iv. If not taken at end of event, the money is to be delivered to a bank the next business day either by armored car service or security/police escort

39. Tickets entered back into inventory
i. Counters give the returned and reconciled tickets to the event parking manager
ii. Event parking manager verifies and signs for tickets
iii. Event parking manager signs all the tickets back into inventory and stores in the locked ticket inventory room

40. Collect uniforms and supplies
i. At the end of the cashier shifts, each cashier member must return to the parking office/staging area to return uniforms and supplies
ii. Also, the staff will punch out at this location

41. Pick-up barricades and signage utilized for entering traffic (some barricades may be left out for exiting traffic and pedestrian control)

One hour after end of event

42. Pick-up all remaining barricades/signs

43. Lot/facility clean-up
i. City needs to designate a location to dispose of all the trash collected after an event
ii. Clean up can begin as soon as parking facility is significantly empty.
iii. Staff should remove all trash and personal items that are left on the parking facility
iv. The parking facility should look as good or better than it did prior to the start of the event set-up

Following business day

44. Post-event debrief (Parking staff only)
i. This should include supervisors, manager(s) and city parking personnel
ii. Held immediately after event or the following day.

iii. Discuss what went well and what needs improvement
iv. Establish a plan for implementing changes to operations

45. Generate activity reports and deliver to city staff
i. The required reports will depend on the operating agreement between the city and the private operator.
ii. However, at the very minimum, the operator must provide the city with the following information for each parking facility:
1. Number of tickets sold
2. Revenue generated
3. Customer service issues/complaints
4. Starting ticket numbers/ending ticket numbers
5. Staff hours
6. Misc: accidents, maintenance issues, staff notes
7. Permit utilization

46. Armored car pick-up or police/security escort to bank (next day)
i. All event money must be delivered to the bank the following business day or picked up by an armored car service
ii. Prior to delivery or pick-up the money must be stored in a locked floor safe that is only accessibly by the manager.
iii. To insure chain of custody for cash only one person should have access to the cash at any given moment. Custody should always be documented in writing

One week following event

47. Post-event debrief meeting (medium and large events only)
i. Held within one week following event
ii. At a minimum, meeting should include all of the parties included in the pre-event meeting(s)
iii. Discuss strengths and weaknesses of the event's parking
iv. Discuss any customer complaints/compliments
v. Discuss ways to improve parking/shuttle/transit experience
vi. Implement plan(s) of action to implement agreed upon improvements

48. Pay private parking leases (monthly)

i. City will issue check within time frame specified in each parking facility lease agreement
ii. The information required by each owner will be dependent on the lease agreement terms
iii. At a minimum, the city will provide the following information:
    1. Event date
    2. Name of event
    3. Owners share of revenue per event

Date 9/25/2009
Location Lot D

Number of Vehicles on Lot at Pre-Event Set-u 3

Starting Ticket Number 3,456
Ending Ticket Number 3,721
Total Tickets Issued 265

Last three Digits on Ticket

Starting Series Number # *nding Series Numbe 700*

00	100	200	300
400	500	600	700
800	900		

00	25	50	75
1	26	51	76
2	27	52	77
3	28	53	78
4	29	54	79
5	30	55	80
6	31	56	81
7	32	57	82
8	33	58	83
9	34	59	84
10	35	60	85
11	36	61	86
12	37	62	87
13	38	63	88
14	39	64	89
15	40	65	90
16	41	66	91
17	42	67	92
18	43	68	93
19	44	69	94
20	45	70	95
21	46	71	96
22	47	72	97
23	48	73	98
24	49	74	99

Vehicles Missing Ticket (*enter license plate information*)

INSTRUCTIONS

1. Input Starting Series Number (e.g., if starting ticket number is 3,456 the series number will be 400.
2. Place an 'X' on the series number of reach column until the proper number of columns are utilized to reach the ending series number
3. Place an 'S' on the starting number. In this example it would be 56 under the 400 column.
4. Place an 'E' on the ending number. In this example it would be 21 under the 700 column.
5. Mark out each number as you locate it on the parking facility. Be sure to mark out underneath the appropriate series column. 500's un

Things to look for:
1. The same number twice (e.g., number 505 showing up on two different vehicles)
2. Tickets that are outside of the sequence

Figure A2. Event Lot Audit Form

APPENDIX B – CENTURY II PARKING MANAGEMENT PROCEDURES

Two months before beginning implementation of parking management plan

1. Establish Century II event parking committee.
    i. Recommended parties:
        1. City parking coordinator
        2. Police
        3. Traffic
        4. Venue representatives (Century II, Arena, etc.)
        5. City parking operator
        6. WDDC representative
        7. Transit representative

2. Coordinate remote parking shuttles and other transit needs/issues using recommendations in the report as a starting point.
    i. Discuss shuttle requirements for each event type (medium, large, and multiple venues).
    ii. Identify remote shuttle lots
    iii. Determine number of expected shuttle patrons and establish number of shuttles required to satisfy projected need.
    iv. Determine shuttle/transit routes:
        1. In and out of event corridor
        2. Before and after event
    v. Determine shuttle provider and establish agreement.
    vi. Determine when shuttles/transit will begin staging for exit.
    vii. Determine where shuttle staging will occur.
    viii. Coordinate with city police to provide preferential ingress/egress.
    ix. Provide staffing to control pedestrian flow during shuttle and transit ingress/egress to/from drop-off/pick-up zone.

3. Purchase event supplies
    i. Order lot signs (wind master signs with magnetic additions). Order base signs that allow use of magnetic lettering to change event specifics. Magnetic additions will include:
        1. 'Full"
        2. Rate values ($3.00 through $10.00)
    ii. Cones
    iii. Traffic flags

iv. Flashlights with wands
v. Safety vests
vi. Two-way radios
vii. Flares

4. Staffing
i. Determine how staff will be provided
1. Direct hire
2. Temporary staff
ii. Advertise for staff
iii. Hold staffing job fair/interviews
iv. Complete employment paperwork
v. Issue uniforms

One month before event

5. Initial progress meeting for Century II event parking committee (additional meetings may be required).

One week before event

6. Pre-event meetings with event-related groups, promoters, city staff, etc.
i. Medium and Large events - the following groups should meet:
1. City police
2. Century II staff
3. Surrounding parking management companies
4. Transit

Weekly meetings should only be required during the initial start-up months. After the team becomes comfortable with the Medium and Large event process the meetings can be handled at a monthly team meeting.

7. Multiple Venues- the Century II staff should be part of the Arena parking event team.

8. Create event parking instruction/information sheet for staff. At a minimum, instruction sheets should include the following information. The sheets should be LOT specific:

1. Event start time
2. Lot staffing levels (e.g., one cashier and one traffic director)
3. Emergency procedures (robbery, accident, injury, etc.)
4. Diagram for barricade placement
5. Event parking rates (if applicable)
6. Color picture of permits, if any (only necessary if permits are different event to event)
7. Provide alternate parking location information
8. Location of ADA lots
9. State whether parking facility accepts monthly parking permits/passes during evening or weekend events
10. Walking directions to Century II
11. Supervisor for event

9. Check possible weather conditions and prepare contingency plans (e.g., prepare for snow removal and deicing)

Eight hours before event

10. Securing lots (if applicable)

i. All event lots should be secured at least eight hours prior to start of event. This will vary based on day, time of event, and lot agreement.
    1. Weekday event: Lots should be secured on the evening prior to event. This will eliminate issues that would be caused by all day transient parkers.

11. Event set-up (barricades, signs, etc.)

i. Set-up crew clocks in
ii. Two employees with equipment loaded on a truck will deliver signs and barricades to each city managed parking location
iii. Staff will setup barricades and signs according to location specific instructions/diagrams

12. Set-up ADA parking locations and loading areas

i. Use facility diagram to properly place cones to establish appropriate ADA unloading/loading space. See Figure B1.

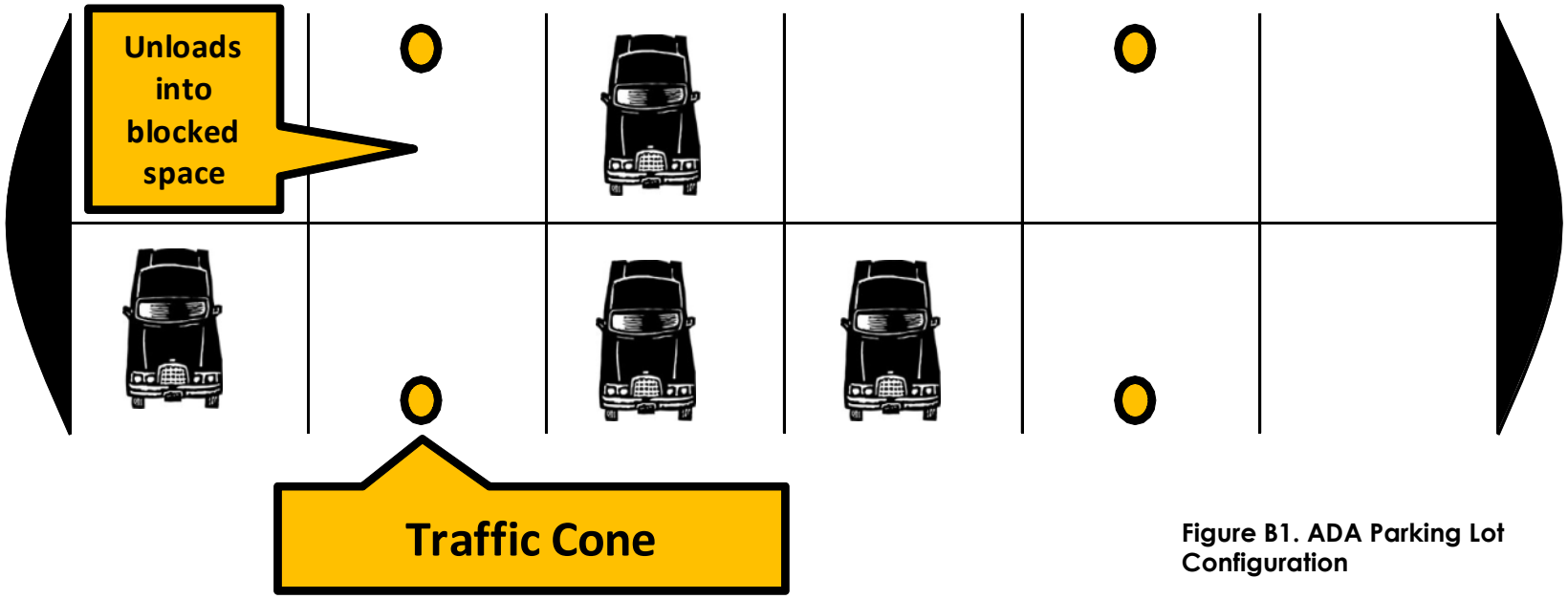


Figure B1. ADA Parking Lot Configuration

Five hours before event

13. Pre-event briefing for parking staff

i. Pre-event briefing should be held one hour prior to event set-up time. Include all event parking staff. Staff will:

1. Clock in
2. Review the overall operation
3. Review customer service
4. Review cash handling (if applicable)
5. Address any questions on lot specific instructions
6. Issue uniforms and safety gear
7. Issue tickets and cash banks (if applicable)
    a. Each set of tickets (two-part event tickets) and cash must be signed for when issued
    b. Cashier should also be issued cashier report to record cash pickups and sales (if applicable)

c. Tickets and cash should be counted/verified by both the issuer and cashier at time of issuance
d. The number of tickets issued should not exceed number of spaces on lot.
e. Each location should have a specific series of tickets assigned for use only at that parking facility. This will allow for sequential tracking from one event to the next at a specific location.

14. Uniforms
i. Some staff will already have uniforms. Temporary staff will need to be issued uniforms.
ii. Uniforms must be signed for when issued.
iii. Issued during pre-event briefing

15. Safety gear (lights, flags, vests, radios, etc.)
i. Issued during pre-event briefing
ii. All equipment must be signed for when issued. Each piece of equipment should be numbered.

16. Get staff to locations
i. Staff will be sent to locations at the conclusion of the pre-event briefing. Staff with vehicles will drive to locations. In some instances, a supervisor could drive the staff to locations. This is done to reduce risk of robbery during transit to location.
ii. Supervisor, along with cashier, should count vehicles already on lot and note license plate information on cashier report (when feasible)
iii. Alternate cashiers between parking locations. Never let same cashier work a specific lot more than twice in a row.

17. Supervision
i. Supervisors will carry a cell phone and radio at all times during events
ii. Supervisors will continually move throughout the Century II corridor visiting each parking facility and observing traffic flow and facility utilization
iii. Supervisors will handle all customer service issues either by phone, radio or in person (when possible)
iv. Supervisors will be responsible for providing cashiers with change (if necessary), overseeing traffic redirection, and auditing lots

18. Provide customer service during events
i. Addressed during pre-event briefing.
ii. Staff is strongly encouraged to follow "script"

iii. Always:
    1. Say 'yes sir or ma'am'
    2. Say 'Welcome to Lot D, Lot B, etc.'
    3. Say "Enjoy the convention, show, etc."
    4. Say "Thank you"

19. Assist with pedestrian control at some lot entrances
- i. If pedestrian traffic creates issues at a specific lot it may be prudent for Century II to provide additional staff to assist with pedestrian traffic
- ii. Staff would control vehicle and pedestrian traffic in an effort to minimize problems
- iii. In some case, staff may try to redirect pedestrian traffic to avoid pedestrian/vehicle interactions. If problems persist, it may be necessary to utilize police officers to control pedestrian traffic

20. Coordinate lot closures (full) and alternate parking direction
- i. Coordinate through manager in event control center
- i. As a parking area nears capacity, parking staff will closely monitor traffic to ensure parking capacity is not exceeded
- ii. Once full, parking lots/facilities will be closed using signage and cones and patrons will be directed to the next available parking area
- iii. Parking attendants will remain in the parking lot/facility to ensure the facility remains closed and help direct patrons

21. Water/Cocoa distribution
- i. When staff is dropped off they should be left with a couple waters to start the shift.
- ii. On extremely hot days, leave several bottles of waters for each staff member since it may be a while before the water is delivered again.
- iii. Encourage staff to bring their own cooler

22. Breaks
- i. Discussed in pre-event briefing and clarified in event information sheet
- ii. Be sure that staff is clear that a parking facility is never to be left unattended. Staff must wait for relief staff to arrive prior to leaving for a break

23. Code-10's (bread runs) – If Applicable

i. Staff is never to announce that money needs picking up over the radio or in public
ii. When staff has collected enough money to warrant a collection, the staff member must notify the parking supervisor over the radio using the pre-set code words (e.g., need to have a bread run, code-10, bagel time, etc.)
iii. Money pick-up should be done by supervisors or above
iv. Money should be placed in a tamper-proof envelope by the cashier
v. Cashier writes on the outside the amount of the drop and hands to supervisor.
vi. Supervisor tears off receipt label and hands to cashier
vii. Supervisor signs cashier paperwork verifying that tamper proof envelope was picked up. Signs next to receipt number
viii. Cashier writes receipt number on cashier report paperwork and dollar value reported in envelope
ix. Cashier retains receipt label to turn in with closing paperwork
x. Sealed envelope is delivered to event counting room. At least two staff must be present in counting room at all times
xi. Envelope must never be opened outside of counting room
xii. Counting room staff verifies envelope is sealed and has not been tampered with and then signs for receipt of envelope
xiii. Counting room staff opens envelope and verifies cash. Records receipt number, cashier name, parking facility number and cash in envelope

24. Coordinate patron assistance services (e.g., flat tires, lock-outs)

i. Cashier notifies supervisor that patron needs assistance
ii. Supervisor should maintain supplies in vehicle used during event
iii. Supervisor will notify cashier about time of arrival
iv. Cashier will relay information to patron
v. Supervisor will deliver needed supplies to patron
vi. Due to liability concerns, city may want to require patron to utilize supplies not the supervisor or staff

25. Audit lots (lot counts)- If Applicable

i. Develop lot audit form(s). Figure B2 provides an example
ii. Where possible, audits should be performed during an event and immediately after ticket sales have ceased
iii. Supervisor approaches cashier and request bottom stubs from all sold event parking tickets and cashier report.
iv. Cashier hands all tickets and cashier report to supervisor

v. Cashier shows supervisor the number for the next ticket to be sold (should be in sequence). Supervisor notes next ticket in sequence on audit form
vi. Should be checking for several items:
    1. Number of vehicles on lot should match ticket sales to that point in time. (If necessary, subtract number of vehicles with event permits/passes from vehicle count)
    2. Every vehicle should have a ticket and it should be displayed face up on vehicle dash or on rearview mirror (if permit/pass)
    3. Note each ticket number on audit form. This allows supervisor to identify if a the top and bottom section of a ticket has been sold or if tickets are being sold out of sequence
    4. Note on audit form every vehicle that does not have a ticket or permit/pass displayed. If ticket is displayed but upside down this should be noted also.
vii. At conclusion of audit, supervisor returns the cashier report and tickets to the cashier.

30 minutes to one hour after event start

26. Pick-up staff at end of event and close out cashiers- If Applicable
i. If a cashier does not drive their own vehicle, the cashier should be picked up and taken to the counting room to close out
ii. Once lot is full or tickets are no longer being sold, the supervisor should make one last run to pick up cashiers and return to the counting room to close out. If possible, supervisor should bring back a couple of cashiers at a time.
iii. Cashier should remain in counting room until cashier report is finalized by the supervisor and all cash and tickets are reconciled
    1. If the cashier was issued manual two-part tickets, the cashier will present the remaining, unsold tickets back to one of the counters.
    2. The cashier will write on the cashier report the number of tickets returned
    3. The counter will verify the number of tickets issued by looking at the cashier report
    4. The counter will then count the cash and reconcile to number of tickets sold
    5. The counter will then verify the number of tickets returned by the cashier
    6. The counter will make sure that the number of issued tickets minus number of sold tickets equals the number of tickets returned
    7. If there are any discrepancies they must be handled immediately in the presence of the cashier and a supervisor
    8. The counter will initial the cashier report if the actual number of tickets matches the cashier's number

iv. A security officer must escort the supervisor anytime cash is going to be picked up. The officer should stay with the supervisor until the cash is safely delivered to the counting room

27. Conduct initial parking revenue reconciliation and securely store funds (need safe place for counting and reconciliation)- If Applicable
   i. All counting and reconciliation is performed inside of the counting room
   ii. A supervisor should always be present during counting and reconciliation (counting and reconciliation staff should not be involved in collecting revenue during the event)

28. Prepare event deposit- If Applicable
   i. This will be prepared by the counting room staff and verified by the parking manager/supervisor
   ii. To insure chain of custody for cash only one person should have access to/custody of the cash at any given moment. Custody should always be documented in writing
   iii. Deposit will be stored in a floor safe with an electronic lock or delivered to appropriate city-owned bank for deposit in night safe. If night safe is used, police officer must escort and verify deposit is placed in night drop safe.
   iv. If not taken at end of event, the money is to be delivered to a bank the next business day either by armored car service or security/police escort

29. Tickets entered back into inventory- If Applicable
   i. Counters give the returned and reconciled tickets to the event parking manager
   ii. Event parking manager verifies and signs for tickets
   iii. Event parking manager signs all the tickets back into inventory and stores in the locked ticket inventory room

30. Collect uniforms and supplies
   i. At the end of the cashier shifts, each cashier member must return to the parking office/staging area to return uniforms and supplies
   ii. Also, the staff will punch out at this location

31. Pick-up barricades and signage utilized for entering traffic (some barricades may be left out for exiting traffic and pedestrian control)

One hour after end of event

32. Pick-up all remaining barricades/signs

33. Lot/facility clean-up
i. City needs to designate a location to dispose of all the trash collected after an event
ii. Clean up can begin as soon as parking facility is significantly empty.
iii. Staff should remove all trash and personal items that are left on the parking facility
iv. The parking facility should look as good or better than it did prior to the start of the event set-up

Following business day

34. Post-event debrief (Parking staff only)
i. This should include supervisors, manager(s) and city parking personnel
ii. Held immediately after event or the following day.
iii. Discuss what went well and what needs improvement
iv. Establish a plan for implementing changes to operations

35. Post-event debrief meeting (multiple venue events only)
i. Held within one week following event
ii. At a minimum, meeting should include all of the parties included in the pre-event meeting(s)
iii. Discuss strengths and weaknesses of the event's parking
iv. Discuss any customer complaints/compliments
v. Discuss ways to improve parking/shuttle/transit experience
vi. Implement plan(s) of action to implement agreed upon improvements

Date 9/25/2009
Location Lot D

Number of Vehicles on Lot at Pre-Event Set-u 3

Starting Ticket Number 3,456
Ending Ticket Number 3,721
Total Tickets Issued 265

Last three Digits on Ticket

Starting Series Number # ***nding Series Numbe 700***

00	100	200	300
400	500	600	700
800	900		

00	25	50	75
1	26	51	76
2	27	52	77
3	28	53	78
4	29	54	79
5	30	55	80
6	31	56	81
7	32	57	82
8	33	58	83
9	34	59	84
10	35	60	85
11	36	61	86
12	37	62	87
13	38	63	88
14	39	64	89
15	40	65	90
16	41	66	91
17	42	67	92
18	43	68	93
19	44	69	94
20	45	70	95
21	46	71	96
22	47	72	97
23	48	73	98
24	49	74	99

Vehicles Missing Ticket (*enter license plate information*)

INSTRUCTIONS

1. Input Starting Series Number (e.g., if starting ticket number is 3,456 the series number will be 400.
2. Place an 'X' on the series number of reach column until the proper number of columns are utilized to reach the ending series number
3. Place an 'S' on the starting number. In this example it would be 56 under the 400 column.
4. Place an 'E' on the ending number. In this example it would be 21 under the 700 column.
5. Mark out each number as you locate it on the parking facility. Be sure to mark out underneath the appropriate series column. 500's un

Things to look for:
1. The same number twice (e.g., number 505 showing up on two different vehicles)
2. Tickets that are outside of the sequence

Figure B2. Event Lot Audit Form

APPENDIX C – EVENT PLANNING CHECKLIST

City of Wichita - Event Parking Operations Management Checklist

		October				November				December				Day Of Event				
TASKS	Assigned To:	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	8 Hours Before	5 Hours Before	During Event Time	1 Hr after Event Start	Post-Event
1. Solidify parking facility agreements with private facility owners																		
2. Finalize city's agreement with parking operator																		
3. Establish downtown event parking committee																		
i. Contact the recommended parties:																		
1. City parking coordinator																		
2. Police																		
3. Traffic																		
4. Venue representatives (Century II, Arena, etc.)																		
5. City parking operator																		
6. Go-Wichita representative																		
7. Old Town representative																		
8. WDDC representative																		
9. Transit representative																		
4. Coordinate pre-sold parking pass/permit allocations																		
i. Determine which city parking facilities will allocate space to pre-sold event passes/permits.																		
ii. If selling passes/permits, determine:																		
1. Number of passes to be sold at each facility																		
2. Rate(s)																		
3. Determine if season pass or event pass will be sold																		
4. Determine how pass/permit will be sold																		
5. Determine how passes/permits will be issued:																		
iii. Establish pass/permit handling and issuance procedures																		
1. Establish inventory audit and reconciliation procedures																		
3. Establish parking facility permit audit procedures/forms																		
5. Coordinate remote parking shuttles and other transit needs/issues using recommendations in the report as a starting point.																		
i. Discuss shuttle requirements for each event type (small, medium, and large) with city and Arena staff																		
ii. Identify remote shuttle lots																		
iii. Determine number of expected shuttle patrons and establish number of required shuttles to satisfy projected need																		
iv. Determine shuttle/transit routes:																		
1. In and out of event corridor																		
2. Before and after event																		
v. Determine shuttle provider and establish agreement																		
vi. Determine when shuttles/transit will begin staging for exit																		
vii. Determine where shuttle staging will occur																		

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		Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	8 Hours Before	5 Hours Before	During Event Time	1 Hr after Event Start	Post-Event
vii. Coordinate with city police to provide preferential ingress/egress																		
ix. Provide staffing to control pedestrian flow during shuttle and transit ingress/egress to/from drop-off/pick-up zone																		
6. Money counting room and parking event office																		
i. Determine location																		
ii. Set-up secure counting room (door locks from inside, cameras with recording capability, electronic access to track access to room, alarm system, motion detectors to turn on lights, etc.)																		
iii. Establish cash handling procedures																		
iv. Install floor safe with electronic lock																		
7. Banking																		
i. Establish separate event revenue bank account(s) and internal accounting classifications																		
ii. Establish armored car agreement and schedule																		
8. Purchase event supplies																		
i. Order lot signs (wind master signs with magnetic additions). Order base signs that allow use of magnetic lettering to change event specifics. Magnetic additions will include:																		
1. "Full"																		
2. Rate values ($3.00 through $10.00)																		
ii. 2-part event tickets																		
iii. Cashier aprons																		
iv. Uniforms (at a minimum shirts and hats identifying the staff)																		
v. Cones																		
vi. Traffic barricades																		
vii. Traffic flags																		
viii. Flashlights with wands																		
ix. Safety vests																		
x. Two-way radios																		
xi. Flares																		
xii. Electric carts (minimum of 2)																		
9. Staffing																		
ii. Advertise for staff																		
iii. Hold staffing job fair/interviews																		
iv. Complete employment paperwork																		
v. Issue uniforms																		
vi. Training (see staff training section at end of document)																		
10. Create event parking instruction/information sheet for staff. At a minimum, instruction sheets should include the following information. The sheets should be LOT specific:																		
1. Event start time																		
2. Lot staffing levels (e.g., one cashier and one traffic director)																		
3. Emergency procedures (robbery, accident, injury, etc.)																		
4. Diagram for barricade placement																		
5. Event parking rates by city managed parking facility																		
6. Color picture of permits, if any (only necessary if permits are different event to event)																		
7. Provide alternate parking location information																		

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Assigned To:	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	8 Hours Before	5 Hours Before	During Event Time	1 Hr after Event Start	Post-Event
8. Location of ADA lots																	
9. State whether parking facility accepts monthly parking permits/passes during evening or weekend events																	
10. Walking directions to Arena																	
11. Supervisor for event																	
11. Secure lots																	
12. Event set-up (barricades, signs, etc.)																	
13. Close specified on-street spaces																	
14. Set-up ADA parking locations and loading areas																	
15. Pre-event briefing for parking staff																	
16. Issue Safety gear (lights, flags, vests, radios, etc.)																	
17. Water/Cocoa distribution																	
18. Breaks																	
19. Code-10's (bread runs)																	
20. Audit lots (lot counts)																	
34. Pick-up staff at end of event and close out cashiers																	
35. Conduct initial parking revenue reconciliation and securely store funds (need safe place for counting and reconciliation)																	
36. Prepare event deposit																	
37. Tickets entered back into inventory																	
38. Collect uniforms and supplies																	
39. Pick-up barricades and signage utilized for entering traffic (some barricades may be left out for exiting traffic and pedestrian control)																	
40. Pick-up all remaining barricades/signs																	
41. Lot/facility clean-up																	
42. Post-event debrief (Parking staff only)																	

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43. Generate activity reports and deliver to city staff																		
44. Armored car pick-up or police/security escort to bank (next day)																		
45. Post-event debrief meeting (medium and large events only)																		
46. Pay private parking leases (monthly)																		

APPENDIX D – EVENT ATTENDEE SURVEY

Wichita Events Survey

The City of Wichita is conducting a survey to determine how we can best meet the travel needs of event attendees at INTRUST Bank Arena. Individuals who complete the survey will be entered into a prize drawing for one of four $50 gift cards to the downtown restaurant of your choice.

1. If you have attended an event at the Kansas Coliseum or Century II, how did you get to the venue the last time you attended an event?

- ❑ Drove alone
- ❑ Drove or rode with others
- ❑ Bus/shuttle
- ❑ Biked
- ❑ Walked
- ❑ Other _____
- ❑ I have never attended events at the Kansas Coliseum

2. Approximately how many people were in the vehicle you drove or rode in? _____
<This question will only appear if "Drove or rode with others" is selected above>

3. If you attend events at the INTRUST Bank Arena, which of the following transportation options do you think you will use the most?

- ❑ Drove alone
- ❑ Drove or rode with others
- ❑ Bus/shuttle
- ❑ Biked
- ❑ Walked
- ❑ Other _____
- ❑ I will not attend events at the INTRUST Bank Arena <Show 4 and then skip to 7>

4. When thinking about attending events at the new INTRUST Bank Arena, how concerned are you about the following items?

	Concerned	Somewhat Concerned	Neutral	Somewhat Unconcerned	Unconcerned
Finding parking	❑	❑	❑	❑	❑
Cost of parking	❑	❑	❑	❑	❑
Distance from my parking space to the arena	❑	❑	❑	❑	❑
Getting a parking ticket for parking in the wrong lot or incorrect location	❑	❑	❑	❑	❑
Traffic delays	❑	❑	❑	❑	❑
Finding the arena	❑	❑	❑	❑	❑
Getting to my event on time	❑	❑	❑	❑	❑

5. Below are a series of options for getting to events at the INTRUST Bank Arena. From each pair, select the option that you would most likely choose.

Pair A:

- ❑ Drive alone or with one other person and pay $10 to park.
- ❑ Drive with 2 or more people (3 or more in the vehicle) and pay $5 to park.

Pair B:

- ❑ Drive and pay $10 to park
- ❑ Bike and pay nothing to park

Pair C:

- ❑ Drive and pay $10 to park
- ❑ Ride the bus for free

Pair D:

- ❑ Park within two blocks of the arena and pay $10 to park
- ❑ Park three or four blocks from the arena and pay $5 to park

Pair E:

- ❑ Park within two blocks of the arena and pay $10 to park
- ❑ Park five or more blocks from the arena and pay nothing to park

Pair F:

- ❑ Drive and pay $10 to park
- ❑ Walk and pay nothing to park

Pair G:

- ❑ Drive and pay $10 to park within two blocks of the arena
- ❑ Drive and park at a remote shuttle lot and pay $2 to park

Pair H:

- ❑ Drive and pay $10 to park within two blocks of the arena
- ❑ Drive and park at a remote shuttle lot and pay nothing to park

Pair I:

- ❑ Drive and pay $5 to park within 3 to 4 blocks of the area
- ❑ Drive and park at a remote shuttle lot and pay $2 to park

Pair J:

- ❑ Drive and pay $5 to park within 3 to 4 blocks of the arena
- ❑ Drive and park at a remote shuttle lot and pay nothing to park

6. How likely would you be to bike to events at the INTRUST Bank Arena if we offered secure, free bicycle parking within one block of the arena?

- ❑ Very likely
- ❑ Likely
- ❑ Somewhat likely
- ❑ Somewhat unlikely
- ❑ Unlikely
- ❑ Very unlikely.

7. What is your home ZIP code? _____

8. Please provide your name and contact information if you would like to be entered into our prize drawing for one of four $50 gift cards to the downtown restaurant of your choice.

Name _____

Phone _____

E-mail _____