

Aurora Parking & Mobility Enterprise

July 2015 • Final

Parking Management Policies

Includes best management practices and policies for parking management within the Parking and Mobility Program. This section includes discussions on enforcement, staffing, operations, and regulations.



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Expect More. Experience Better.

A decorative graphic consisting of a vertical green line on the left side. From the bottom of this line, a horizontal green arrow points to the right. From the top of the green line, a vertical orange line descends, then turns right into a horizontal orange arrow pointing to the right. The text is positioned between these two horizontal arrows.

Parking Management Policies and Practices



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It is imperative that the Parking and Mobility Program policies align with the vision, mission, and supporting strategies as well as with the larger community's goals. The Parking and Mobility Program is intricately connected to the success and growth of the community and therefore the policies and practices should be structured in a way that complements and supports the City of Aurora's economic development goals. The strategies presented in this section should be implemented to balance parking demands as well as achieve greater community goals. The intent of this section is to look at these strategies and how they might be used (collectively or individually) and at what thresholds their use should be considered.

The policies and strategies for the Parking and Mobility Program should have built-in flexibility, allowing it to grow and adapt to community changes over time. For instance, at the present time, paid parking may not be a necessity community-wide. However, this might change as the higher density vision of the community is realized. The early stages of the program should build the foundation for parking strategies that may be needed in future phases. As such, this Business Plan describes ways to implement parking strategies that are both flexible and phased over time based on benchmarks and trigger points and best management practices. This document lays the groundwork for setting up a fee-based parking system (permits, paid parking, etc.), and leveraging the potential of public/private partnerships for future facility needs.

Primary Program Policies

The parking management function should work closely with the planning and development groups (both City staff and the development community) to ensure that the introduction of new parking associated with development is consistent with the Parking and Mobility Program's vision and mission. Specifically, the review of new developments throughout the community should evaluate the ability of the Parking and Mobility Program to absorb parking demands without overbuilding private parking assets. This is especially important in and around the station areas that are defined to include transit-oriented design (TOD) principles in future development. The City should consider the combination of reduced or removed parking minimums, parking maximums, and parking fee in lieu programs that allow smaller businesses to reduce on-site parking needs through shared parking reductions and the purchase of public parking spaces in centralized shared parking facilities. Beyond these planning principles, the Parking and Mobility Manager (or associated staff members) should be involved in the development review process to ensure that future parking is compatible with the vision of the Parking and Mobility Program.

PARKING MANAGEMENT AND OPERATIONS STRATEGIES

The following parking management strategies have been identified as a means of balancing parking demands, providing access to transit stations, and increasing mobility of users.

Parking Regulation and Control

The impetus for implementing this strategy is customers and business owners complaining about a lack of available parking. Generally, the introduction of parking regulations and control can come from either the public or private sector (depending upon ownership of the spaces) and will either prohibit access to parking or more clearly delineate where or when parking is available. Most times, this can be accomplished through signage. However, prohibition of parking access may require additional efforts such as gate access control,

permits, and/or enforcement. Public-private collaboration can prove effective to balance demands of private facilities. The public sector can help with management of spaces and the sharing of costs and revenues with the private sector in exchange for making private spaces publicly available. The following tools are typically used as regulations and controls within a parking program.

- » **Time Restrictions** – Time restrictions should be implemented when the simple delineation of parking spaces does not remedy the situation. The application of time limited parking can help to redirect parkers to appropriate parking facilities based on their intended lengths of stay. In this scenario, longer term parkers (typically employees or commuters) are redirected to parking spaces that have less priority to serve business needs, especially short-trip retail and commercial parking needs. This type of regulation, when used in the setting of a transit station, helps to keep commuter parkers from parking in high-demand spaces all day long. This often needs to be coupled with effective enforcement to make sure that the parking time regulations are followed.
- » **Parking Citations** – Citations are issued for those who park illegally. Citation data can be used as a future metric as the program moves forward, measuring the number, type, and location of citations issued. This data can be used to identify where, when, and how people are parking illegally, which can indicate potential problems in the system.
- » **Neighborhood Parking Protections** – Neighborhood parking may have to be protected when the restrictions described above are implemented and motorists decide to park in nearby residential areas where parking is unrestricted. In these situations, it often becomes necessary to implement some type of protection for the residents who are being infringed upon. This is typically in the form of a neighborhood permit parking program, where residents can obtain a certain number of permits to park on neighborhood streets, while restricting unpermitted parkers from leaving a vehicle. This effort will need a certain level of enforcement to ensure that regulations and restrictions are followed.
- » **Introduce Paid Parking** – As parking demand in the area continues to grow and intensify challenges between public and private parking demands, it will likely be necessary to implement paid parking within the area. The typical threshold used to identify when this turning point occurs is when occupancies in the area consistently exceed 85% to 90%.

The implementation of paid parking is often viewed as one of the most challenging policy changes within a community, because patrons, residents, and business owners have an engrained feeling that free parking is essential to the success of a community or area. However, unrestricted and free parking can often be a detriment because there are no impactful parking management components to control parking behaviors and allocate parkers to appropriate facilities. While often seen as a revenue generating activity by the public, the true intent of paid parking is to alleviate congestion on the roads, make parking spaces available to intended/priority users, and encourage use of alternate modes of transportation. The City should clearly state through its public outreach efforts the intent of the paid parking program.

Because implementing paid parking is typically unpopular within the community, implementing agencies should strive to work extensively with the community when deciding to implement parking rates. This not only gives the public a chance to be heard, but provides an opportunity to educate the public on the complexities of parking and the need for paid parking.

- » **Transportation Demand Management (TDM)** – This category, TDM, intends to change the arrival patterns within the area, as well as promote a more active transportation network beyond the personal automobile. This type of solution promotes pedestrians, cyclists, and transit riders as the primary users



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of the area and de-emphasizes single-occupancy vehicles through policy, management practices, and price. TDM strategies that are relevant to transit stations include, but are not limited to, improved bicycle and pedestrian amenities, first and last mile amenities, improved connectivity with transit, financial incentives, commuter trip reduction programs, carpool programs, and transportation management associations.

- » **Introduce Additional Parking** – In the instance that regulations, policies, time limits, and paid parking do not alleviate parking demand issues, it may be necessary to build or identify additional parking supply to support the growing demands of an area. The construction of parking spaces is not an inexpensive endeavor, with surface lot spaces averaging \$3,000 to \$5,000 per space, above-ground garages ranging from \$10,000 to \$20,000 a space, and below ground garages ranging from \$25,000 to \$40,000 per space. All price ranges are independent of the cost of land, which further elevates the cost of building parking. So the decision to add parking should be made carefully, with the understanding that there must be both demand and appetite for a structure or lot.

Performance Monitoring and Benchmarks

The Aurora Parking and Mobility Enterprise System should be community driven, with the policies and practices of the program developed with the needs of adjacent development, business, transportation, and residential areas in mind. This means that policies and practices for specific areas will need to be tailored to the needs of that area. For example, the short- and long-term needs of the Florida and Iliff station areas are inherently different and the management practices and policies should be created with the needs of those areas in mind.

To understand how the system is operating and what policies and practices are best suited for individual areas, monitoring of the system must be done routinely and consistently. The following is a list of metrics that should be collected, analyzed, and used collectively or individually to indicate how the parking system is operating.

| Data Metric | What It Can Tell Us |
|---|--|
| Parking Occupancy Rate | Indicates how well the system is being used and when parking strategies need to be implemented or adjusted. Pricing and timing policies can be adjusted to either encourage or discourage use. The Technology Master Plan provides some example data collection practices that can be used to collect and monitor this data. |
| Spillover Parking Occupancy Rate | Parking occupancy evaluation should not be limited to paid or public parking. The City should also evaluate parking occupancy in neighborhoods adjacent to activity areas to monitor and manage spillover demands to ensure that residents and businesses aren't adversely impacted. |
| Parking Duration | Indicates how long people are staying in given locations. Pricing and timing policies can be adjusted to either encourage or discourage use. The Technology Master Plan provides some example data collection practices that can be used to collect and monitor this data. |
| Payment by Type | Provides an understanding of how people are using the system and what their preferences are. |

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| Data Metric | What It Can Tell Us |
|--|---|
| Number of Citations | Indicates how many citations are being issued over a given period of time. An analysis of this information can show whether citations are increasing and may lead to further analysis to figure out why that is happening and if an adjustment in the parking strategies needs to happen. |
| Location of Citations | This metric identifies whether violations are occurring in isolated areas, and as such if there is a specific parking problem in an area that must be addressed. |
| Type of Citations | This metric indicates whether a specific type of violation is occurring and would provide insight as to what parking strategy would be appropriate to implement. |
| Total operating cost per space | Useful for year to year comparisons and for comparisons with operations of peer jurisdictions. Divides total operating expenses by number of parking spaces. When comparing components of the system, the City should typically evaluate on-street and off-street separately. However, there will be instances where the City will want to analyze small areas of both on-street and off-street to evaluate total impacts for changes in an area. |
| Total revenue per space | Measures revenue to size of program in relation to spaces. When comparing components of the system, the City should typically evaluate on-street and off-street separately. However, there will be instances where the City will want to analyze small areas of both on-street and off-street to evaluate total impacts for changes in an area. |
| Facilities and equipment long-term debt per space | Measures total long-term debt to size of program in terms of spaces. |
| Percent of annual revenue committed to current principal and interest payment | Measures amount of revenue consumed by current debt payments. |
| Debt for facilities and equipment incurred for the last five years per space | Measures five year debt assumption for facilities and equipment against size of program in terms of spaces. Important in setting baseline measurement for comparison with multi-year parking improvement plans. |
| Average monthly permit revenue per space | Measures the monthly permit revenue to the number of spaces. |
| Total operating costs per Parking FTE | Useful for internal year to year tracking and comparisons to other operations with similar profiles. Divides total operating expenses by departmental FTE. |
| Total revenue per Parking FTE | Measures income to staffing level. |
| Parking spaces per Parking FTE | Measures total staffing to size of program in relation to parking spaces. |



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| Data Metric | What It Can Tell Us |
|--|---|
| Surface parking lot spaces as a percent of total spaces | For profile comparisons, this shows the balance between surface lot spaces and structured or on-street spaces. |
| On-street parking spaces as a percent of total spaces | Shows balance between on-street parking and surface lots or structured spaces. |
| Structured parking spaces as a percent of total spaces | Shows balance between structured spaces and street or surface lot spaces. |
| Administrative cost per space | Measures administrative costs to size of program in respect to number of spaces. |
| Administrative costs as a percent of total costs | Reflects the portion administrative costs represent as a part of the whole. Look for "norms" within your peer group. Compare to operations with similar management profiles. |
| Security costs per space | Measures security expenses to the size of the facility or operation. |
| Security costs as a percent of total costs | Reflects the portion security costs represent as a part of the whole. Look for "norms" within your peer group. Compare to operations with similar security profile. |
| Total enforcement process costs per space | Quantifies total enforcement process costs by measuring the number of spaces in the program. Compare with similar enforcement profiles. (Total enforcement includes: issuing warnings/citations, processing, adjudication and collections.) |
| Total maintenance costs per space | Measures total maintenance expense to the size of the program in respect to spaces. Compare to operations with similar maintenance profiles. Match weather characteristics and American Concrete Institute (ACI) "durability zones". |
| Total maintenance costs as a percent of total operating costs | Reflects the portion of total operating costs which all maintenance absorbs. Match weather characteristics and American Concrete Institute (ACI) "durability zones" when making comparisons. |
| Equipment maintenance cost per space | Measures equipment maintenance costs by size of program in respect to spaces. |
| Equipment maintenance costs as a percent of total maintenance costs | Measures what percent of maintenance costs are absorbed by equipment maintenance. |
| Equipment maintenance costs as a percent of total operating costs | Measures equipment maintenance costs as a percent of total operating costs. |
| Cashier station costs per space | Measures cost of cashier operations to size of program in relation to spaces. |
| Cashier FTEs per space | Measures cashier staffing levels to size of program in respect to spaces. |

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Using these metrics, a number of analyses can be performed to determine how the parking system is functioning and identify areas where and when changes may need to be implemented. The analysis of these metrics should be conducted routinely, preferably once a year if not more frequently. If conducted quarterly or twice a year, the analysis may shed light on whether there are seasonal fluctuations in the system that require a change in parking strategies to meet those demands.

The Parking and Mobility Manager should work closely with the stakeholders of each station or management area to develop data-driven and community-centric recommendations. Ongoing efforts should be made to monitor and adapt policies to continue to meet community needs as the City of Aurora develops.

A parking program is not stagnant—it needs to adapt and evolve to meet the changing needs of the community. As such, a typical progression of management strategies emerges based on revenue, operations, and management practices.

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The first step in the spectrum is to do nothing, which means it requires no public or private investment in parking, but rather lets the existing parking system absorb new demand as available. For this approach to be functional, parking has to be abundant with no concerns from the residents and businesses.

Once parking becomes constrained and residents and businesses start to feel the impacts, various forms of parking management strategies can be implemented to help remedy the situation. The trigger point for implementing parking regulations is sometimes a little ambiguous. The moment for change can occur because business owners are complaining that parking for their customers

and/or employees is not available, or when customers complain that they cannot find available parking and therefore make the decision not to come to the area anymore, or the number of citations issued increases because people decide to park illegally in order to find a space, or parking occupancy data indicates that the community parking is hitting an unsatisfactory threshold (usually 85% to 90%). Determining the point when these complaints becomes an issue is, a lot of times, reliant on the community and where their comfort level is with tolerating the lack of availability or the level of complaints.

When these types of issues start to surface, it may be necessary to implement parking regulations to manage these issues. Parking strategies are shown below that have been proven to manage and control parking demands. In relation to implementation of these strategies, they have been presented in the order of their typical progression; however it is not always necessary to follow this order, depending on the circumstances and what is appropriate at the time for the parking system. Following this graphic are more detailed descriptions of each strategy.



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Do Nothing

- » Parking is available and abundant
- » No concern from residents and business

Parking Regulation and Control

- » After parking constraints occur, segments of the parking supply become regulated
- » This could include private parking control, permits, or marked spaces/restrictions

Time Restrictions

- » Promote efficient use of parking through turnover, encouraging long-term parkers to look for other spaces or arrival options
- » Initial restrictions are managed through signage and enforcement

Neighborhood Parking Protections

- » The previous strategies could result in overflow parking into neighborhoods, which will likely result in frustrated residents
- » Introducing a permit parking system that restricts parking in neighborhoods can minimize impacts. Most cases include a permit application and fee process.

Introduce Paid Parking

- » After resources are exhausted and parking demand in area grows past an acceptable threshold (85-90% occupied consistently) paid parking should be introduced

Transportation Demand Management

- » Beyond the provision of additional parking is the concept of providing alternative vehicle access to the transit station and within the TOD node
- » Improvements to cycling, walking, and transit amenities are favored over parking improvements

Introduce Additional Parking

- » If these measures still do not abate the growth of parking demand, more parking is typically provided
- » This parking could be provided in non-convenient locations outside of the center of the district
- » Shuttling and transit connections are often provided

The parking management spectrum presented above provides the typical progression from introduction of a parking problem to its solution. When implementing solutions, it is not often necessary to work through the entire spectrum, as initial management strategies could prove fruitful at solving the area's parking issues. It is not also necessary to follow the spectrum in sequential order, because the most obvious solution might be toward the back end of the spectrum.

The analyses of the parking system will indicate how the system is currently operating and in turn lead to identification of when, where, and which strategies are appropriate to implement.

Prioritization of Needed Parking Management Tools

The parking system has some parking needs that should be addressed at the forefront of implementing this Parking and Mobility Program. These include the management of facilities, transition of the neighborhood parking program, and transition and imitation of enforcement of on-street and off-street facilities.

PARKING FACILITY MANAGEMENT

When the City assumes control over parking facilities, there needs to be a consistent approach to how they are managed. This is not to say that every facility in all areas must implement the same strategies or be managed in the same way, but principles that manage the decisions on how the facilities are managed must be consistent throughout the system. The management of current and future parking facilities should follow these key principles:

- » **Customer Service** – Customer service is the recurring theme throughout the Business Plan. Ensuring that the management of facilities keeps this as a main focus should be a top priority. As such, the facilities should be intuitive and easy to use and navigate for users. This can be accomplished with effective wayfinding systems to navigate users through the facility and to nearby facilities. Additionally, places for payment should be easily identifiable, easy to understand and use, and safely located. In the event of an issue, personnel should be available in-person or through a call-button intercom system to assist users.
- » **Assess and Implement Risk Management Practices** – To promote safety for users in all facilities, the City should adopt risk management practices, such as security cameras, patrol personnel, blue light systems, and strategies called for in Crime Prevention Through Environmental Design (CPTED) guidelines.
- » **Maintenance Practices** – Maintenance practices should be consistently handled throughout the parking system. Ongoing practices should include ensuring that the facilities are clean, adhere to the safety practices noted above, and that facilities are Americans with Disabilities Act (ADA) compliant. These ongoing practices should be reactive, responding as necessary to needs that arise. Additionally, there should be programmed maintenance for larger maintenance issues. Each year, maintenance plans should be developed that identify larger maintenance improvement projects and the associated budget.
- » **Promote Shared Parking Opportunities** – Parking facilities will work best when the access is not restricted to a singular user or group. For example, if the Iliff Garage is restricted only to light rail commuters, it will likely sit underutilized for large portions of the day or week. If, however, the management of the facility is designed to promote alternative use throughout the day, utilization and potential revenues will be maximized. As an example, if multi-family residential and commercial uses were to develop around the garage, shared parking of spaces within the garage should be explored between those uses and the commuter needs. The residential needs would be highest during the evening, the commuter needs highest during the early and middle portions of the day, and the commercial uses inter-mixed within each. Through the use of transient spaces, priority permits, and ongoing observation and management tweaks, the utilization of spaces should realize a consistent balance. To determine whether shared parking is appropriate and where it would be most beneficial, the City should take the following into consideration:
 - » If shopping centers are present near the transit area, work with the property owner or manager to make parking available to transit riders. Studies have indicated that transit riders will tend to shop in that area if they are already parked there¹.

¹ Center for Urban Transportation Research (CUTR), "Park-And-Ride Facilities In Retail Centers", Updated 10/24/2010.



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- » Evaluate the peak hours of demand for land uses surrounding the transit station to determine which land uses are busiest during the day and which are busiest at night to identify opportunities for sharing parking resources.
- » Encourage Shared Parking – The City should encourage the use of existing parking facilities as shared parking to make the best use of the parking resources. The City should develop a standard shared parking agreement that generally outlines the roles and responsibilities of each party entering into the agreement. The agreement, however, should also have some level of flexibility so that it can be adapted to the individual needs of an area or a particular lot. The agreement should ensure mutual benefit so that demands from all uses are accommodated. Here are a few strategies that should be used, when appropriate, to facilitate shared parking.
 - Determine the number of spaces that are to be designated to the City for use by transit riders and those that are to be used by the adjacent businesses. A study should be prepared by the applicant, identifying actual demand for each use.
 - The City may be able to lease parking spaces at a cost lower than market value per space in underutilized facilities. The garage owners will want to lease the spaces to maximize revenue possibilities from otherwise unused spaces.
 - Clearly establish the rules of the agreement. For instance, the leased number of spaces may be made available for a period of time in the morning (6 am to 10 am, Monday through Friday) to transit riders to capture the morning rush hour demands.
 - Control the spaces that are designated for transit riders and those that are for other uses. This can be accomplished with gate control, which can range from a simple chain to section off an area or an electronic gate that is opened with the swipe of a pass. Another form of control can be the use of permits. Those who are parking for the use of the transit station (or the other uses, depending on the needs of the area) may be issued a permit to distinguish between the parked vehicles. If permits are used, signage would also have to be installed, designating where users with those permits are allowed to park.
 - Agreements should be written to protect the public sector’s rights but also provide flexibility to shift management responsibilities to the private party when appropriate. This enables the private party to assume management, while allowing the City to focus on other matters.
 - In areas where there are multiple facilities that are underutilized, it may be beneficial to have a third party management entity assume management responsibilities to connect each of the facilities and balance the parking demands so that the resources are used more efficiently.
- » **Promote Mobility By Facilitating Pedestrian And Bicycle Travel** – Parking facilities should provide adequate and safe bicycle and pedestrian access through sidewalks, lighting, and connectivity to bike routes. Additionally, facilities should provide space for secure bicycle parking.
- » **Promote Ease of Use** – As with most of the other elements of the program, customer service and ease of use is important in facility management. Access and revenue control equipment should be easy to understand and accept multiple forms of payment. Signage should be clear and consistent. The facilities themselves should be clean and aesthetically pleasing. Lighting and paint should be used to promote a higher sense of safety and security. Overall the customer experience should be positive and promote a higher perception of the program as a whole.
- » **Promote Financial Sustainability** – The operation of the parking facilities should at the very least be revenue neutral and at best revenue positive. This will likely require the introduction of paid parking, along with the use of revenues from other components of the program (on-street parking and enforcement) to create an overall neutral or positive revenue for the program. Paid parking at the

facility should be introduced when the demand for the facility is at or projected to be at 85% or higher. The introduction of shared parking will likely create this demand scenario for the currently proposed garages. Paid parking rates should be evaluated and set so as to manage demands, but not discourage use of the garage. Commute costs and market rate analysis will provide a clear picture of that potential rate structure.

TRANSITION OF NEIGHBORHOOD PARKING PERMIT PROGRAM MANAGEMENT

The City of Aurora currently has a neighborhood permit parking program that is typically found around area schools or commercial districts. The use of this program is limited now, and the management of the program is under Traffic Engineering and Public Works. The City will move this program from that division to the new Parking and Mobility Program and re-evaluate the criteria for inclusion.

The following process should be adhered to in order to establish a neighborhood permit parking area.

- » **Overhaul** – When the City transitions the neighborhood permit parking program, the evaluation criteria will have to be re-evaluated. This evaluation should include:
 - » The initiation process – This should establish the percentage of residents signing a petition necessary to begin further evaluation of parking needs in the area. A typical range is between 50-75%.
 - » Evaluation criteria – The City must identify a threshold(s) for acknowledging a parking problem. The typical threshold is on-street occupancy for a neighborhood area, which should be between 65-85% consistently occupied.
 - » Budget – The City should evaluate the cost to cover the permits that will be issued, time and effort for evaluating the parking conditions, signs that will identify the area and the regulations, and enforcement. This cost should be worked into the budget and evaluated annually as part of ongoing management review of the program.
- » **Evaluate the Parking** – Once the City has established the criteria for implementing a neighborhood parking permit area, the parking itself in these areas needs to be evaluated. If a neighborhood petitions to have a neighborhood permit parking area established, the City will then conduct a study to determine the nature of the parking issues being experienced in that area. The City should clearly state what the evaluation criteria are so that residents have an understanding of the results of the study.
- » **Implementation** – If it is determined that a parking problem exists the City will determine an appropriate action with input from the public. The public has a critical role in not only identifying the problem, but identifying solutions that are appropriate for the area. In some instances, it may be appropriate to establish a Benefit District. Once a district is created, the surplus revenues from the parking program in that area are redistributed back into the community to fund improvement projects. A more in-depth discussion of Neighborhood Benefit Districts is held in the Special Area Strategies section of the Business Plan.
- » **Observe, Evaluate, Adjust** – Once the appropriate strategy has been implemented, the City should evaluate and analyze how the strategies are impacting the parking conditions. This evaluation will indicate whether the strategies need to be adjusted or not. The City should have the ability to dissolve existing NPP's based on neighborhood feedback and/or professional study, including but not limited to utilization of the permit program.



The program will require ongoing evaluation and management, in the form of both observed and collected parking data and feedback from the community.

INTEGRATION WITH STATION AREA TYPOLOGY PLANNING

The transit stations along I-225 each have their own unique community characteristics, ridership patterns, and user demands. As such, some strategies may work well at one location, but may not be necessary in another. The stations have been identified as origin stations, destination stations, or a mix of both origin and destination in character. Therefore, station area plans should be developed for each station that includes an evaluation of the parking and surrounding land uses to determine the parking conditions and patterns and identify what strategies would be most appropriate for each station area. The Station Area Parking Management Policies document, provided under a separate cover, provides a more in-depth discussion on station area planning and associated strategies and policies.

Enforcement Practices and Policies

As strategies are implemented to improve parking balance and mobility, a greater level of enforcement will be necessary to uphold the regulations. The level of enforcement will vary from area to area, depending on what strategies are implemented. For instance, an area with paid parking and time limits will experience a heavier enforcement presence than an area with simple designation of spaces to control parking. However, regardless of what type of strategies are used, enforcement practices should be consistently applied throughout the system. Enforcement staff should have the same training, present a customer-friendly and approachable demeanor, and represent the brand of the parking program accordingly.

The intent of the enforcement program should not be to cite every violator, but to provide enough enforcement so that parking regulations are complied with so that the parking program realizes the intended effects (e.g., increased turnover, balanced parking for short-term and long-term parkers, etc.)

Parking enforcement, although often viewed unfavorably, can be a great strength of the parking program. It reinforces all of the parking program strategies and ensures that users are adhering to the parking laws. Without enforcement, the intent behind implementing all of the parking strategies would not be realized. However, there is typically a negative public perception toward enforcement that is often difficult to overcome. It is the branch of the parking program that issues citations, and as a result, is not very popular with the public. There are a number of strategies that will improve enforcement practices, and, what's more, will improve the image of enforcement with the public.

The preferred approach to parking enforcement focuses on customer service and promoting the proper use of parking facilities. As such, the enforcement staff will be viewed as parking ambassadors (PA), rather than regulatory agents. Their role will be to create a better customer experience by being highly visible and approachable to customers who have questions, not only regarding parking but about the general area. Parking ambassadors will be the friendly face of the parking program. These staff members are likely the first (and sometimes only) interaction patrons have with the parking program.

The goals of the enforcement program should be to:

- » **Improve the Image of Parking Enforcement** – The parking ambassador approach focuses on compliance and customer service, not punishment with increased issuance of citations.
- » **Improve the Accuracy of Citations Issued** – Consistent parking enforcement practices and technology (e.g., handheld devices, use of photos, use of recorders, etc.) provides PAs with indisputable “evidence” of the violation which translates to improved conviction and collection rates. It also improves accountability for PAs by ensuring that they are enforcing parking regulations consistently and accurately.

PARKING ENFORCEMENT PRACTICES

All parking enforcement practices should be focused on customer service and promoting the PA model. The goal of the PA model is to promote compliance with parking regulations through education rather than strict enforcement and punishment. As such, parking enforcement officers, referred to as PAs, take on the role of not only enforcing parking regulations but also becoming a friendly resource for users. It is recommended that they are part of the parking program’s organization and not a function of the police department.

The PAs will be the face of the parking program. They will be on the street, interacting directly with customers and witnessing how the parking system functions. They will be responsible for knowing the ins and outs of the parking program should customers have questions. They should also be knowledgeable about the general area, and in particular the transit system (schedules, trains, where to go for information, etc.).

The enforcement program should go beyond having informed and approachable staff, and should promote an environment that educates through enforcement with simple restructuring of citation issuance practices. The following are strategies to implement either individually or collectively regarding the issuance and management of citations in order to maintain a positive public perception while enforcing the parking regulations. The citation and payment recommendations below are based on best practices being adopted throughout the parking industry. However, these values should be assessed over time to ensure that they are consistent with the way the City of Aurora and the Parking and Mobility Program intend to promote customer service and customer interactions with the parking and mobility system. These rates can and should be modified moving forward and their adjustment should be flexible over time.

- » **Graduated Ticket Structure** – A graduated ticket structure reinforces the parking regulations without necessarily punishing the offender. Under this strategy the parking fine for a first-time offender is relatively low or free. The low cost of the fine serves as a way to educate the offender rather than to punish them. However, the graduated ticket structure penalizes those who repeatedly park illegally with heavier fines. As a result, people are less likely to repeat the offense and obey the parking regulations. The following is the suggested citation ticket structure:
 - » 1st Offense: \$0 fine with a warning educating the user
 - » 2nd Offense: \$10 fine with an education component on the ticket
 - » 3rd Offense: \$25 fine
 - » 4th Offense: \$50 fine

The graduated rate structure should be applied to meter violations (e.g., exceeded the time limits). Citation rates for other violations can retain the flat fee. The intent is to focus on the larger issue, which



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is to curb repeated violations of the parking regulations while educating the first time offenders about parking regulations. As a result, users will learn how to park properly in the system without having a negative perception.

- » **Initial Warnings** – Another way to promote compliance, rather than cracking down on the regulations, is having PAs issue warnings for first-time offenses rather than tickets. The intent again is to educate users on how to park properly without penalization.
- » **Encourage Quick Payment of Citations** – To encourage timely payment of citations, the City should reduce the citation fine if the user pays within eight days of when the citation was issued. Assuming that the rates above are used, the following rates should be used if the citation is paid within eight days.
 - » 1st Offense: not applicable
 - » 2nd Offense: \$5 fine
 - » 3rd Offense: \$15 fine
 - » 4th Offense: \$30 fine

The first free citation would include minor parking violations, such as overtime violation or misparked vehicle. More impactful violations such as parking in a handicapped space, abandoned vehicle, or expired plates would carry a charge for the first and subsequent violations. The City of Fort Collins uses this type of structure to lessen the impact on first time offenders who might not understand how to access the program. After the first citation, the patron must remain citation free for 180 days to not trigger the increased violation rates.

Another community, Anchorage, Alaska, used this type of program to help transition their enforcement program from the police department to the downtown management group. For a short period, they waived first citations and asked patrons to take an online parking quiz in place of paying the citation. The quiz was intended to promote a better understanding of the parking regulations to ensure future compliance with rules and regulations.

Similarly, if the fine is not paid in a timely fashion, the rate will increase. Twenty days following issuance of the citation, the fee will increase if it remains unpaid. The following increases should be applied after 20 days of non-payment:

- » 1st Offense: not applicable
- » 2nd Offense: \$20
- » 3rd Offense: \$45
- » 4th Offense: \$75
- » **Maintain a Scofflaw List** – A list of all vehicles with a number of overdue parking tickets should be routinely developed and the vehicles on that list towed or booted as necessary. The owner of the vehicle will be responsible for paying a fine to cover the administrative costs of towing the vehicle.
- » **Special Promotions** – On certain days or for particular events throughout the year, the City can decide to not issue tickets. Instead, PAs would place a note on the vehicle letting the user know that their ticket has been paid by the City. Again this strategy provides an opportunity to educate the users on appropriate parking practices by letting them know they would have received a ticket, without the negativity of receiving a citation. Another aspect of this strategy is that it can be used to further thank the user for their patronage for visiting a certain area or visiting during a certain event or time of year. Customers will feel appreciated and will be encouraged to return.

First and foremost, ambassadors are representatives of the City, often the only representative that users will come in contact with, and as such they must conduct themselves in a professional and courteous manner, upholding the parking regulations while providing a friendly face. The following sections detail certain components of the parking enforcement program that will work in conjunction with each other to promote the PA model of enforcement.

PA Operating Practices

As part of the duties related to parking enforcement, PAs will have an assigned route and will identify vehicles that are parked illegally or have expired registrations and will issue a parking citation. To be efficient and successful at this main task, ambassadors must be proficient with the use of the enforcement technologies. From being able to operate a vehicle to operating a handheld device that links to the meter system, ambassadors need to know how to enter information quickly and correctly, and should also be able to perform basic maintenance on the devices should the need arise in the field.

Parking enforcement practices should be consistent, but not necessarily predictable. If enforcement becomes predictable, people will learn how to abuse the system without being cited. PAs should ideally be able to complete their route in an hour so that they can make a round every hour during their shift. Generally, this equates to 200-250 spaces or 12-15 standard block faces (depending on the size of the area and/or meter technology used). The number of spaces covered in a given route will increase with the use of License Plate Recognition (LPR) technology, which enables the PA to monitor the parked cars from a vehicle rather than on foot.

In general, that number of spaces typically works well in areas where the parking time limit is one hour or more. However, in areas where the time limit is less than an hour, it may be problematic. In theory, the PA should complete their route based on the parking time limits to be able to capture any non-compliant vehicles. However, in areas where the parking limit is less than an hour, it may not be feasible. For instance, it would be difficult for a PA to complete the route in less than an hour in order to effectively monitor the short-term parking, but it is not very efficient to have one officer assigned to a small area in order to monitor the short-term parking. In areas like this, it is important to focus on consistency rather than predictability. If the short-term parking is strictly enforced once a month or a few times a month, but on different days each month, then users will not be able to determine when enforcement will occur and will be more likely to comply with the parking regulations.

In addition to this main task, PAs may also be asked to make note of other aspects of the parking system that may need improvements, such as signage, pavement markings, and meters. They may also take note of traffic and community-wide concerns, such as accidents, traffic hazards, and other code violations. However, performance of these tasks will sometimes require coordination with the police department, since the police department will maintain authority over public safety-related violations.

Collection of meter revenues can often be part of the job description for PAs. One of the primary concerns for collection operations is safety. Therefore, collection operations should be conducted by at least two employees. On average, with collections being done in teams of two, a team can typically collect from approximately 6,000 coin-operated meters in a day. For electronic or multi-space meters, a team can collect from approximately 1,000-2,000 meters per day. However, multi-space meters and smart meters can notify



management staff when collections are needed, reducing the amount of time spent checking all meters.

Also, to ensure safety, there should not be an established, predictable collection pattern. Collection schedules should be staggered and irregular to maintain the safety of collections officers. However, collections should be conducted frequently so that the machines do not become overloaded or store excessive value. On average, the following are approximate coin holding capacities for various types of meters:

- » Single-space, coin-operated meter: \$30-\$35
- » Multi-space meter, coin box: approximately \$1,200
- » Multi-space meter, cash box: \$1,000 singles

There may be times when parking activity will be higher (events, seasonal fluctuations, etc.) and therefore a higher load will be in the meters. During these times it is important to adjust collection frequency so that meters do not reach excessive values.

Adjudication and Collection

Citation fees are part of the revenue for the Parking and Mobility Program and are important to capture. Citations can often go unpaid for a number of reasons, one such reason often being a lack of sufficient evidence that a violation occurred. Enforcement technology is advancing in relation to meter technology to link the two systems and make enforcement not only easier, but more accurate.

Meters linked to a back-end management system typically have the capability to indicate when time has expired or an insufficient payment has been made. PAs can use handheld devices that are linked with back-end management systems to access this information and quickly know where meter violations are occurring. This connectivity not only streamlines enforcement practices, but it also allows PAs a higher level of accuracy. In addition, handheld devices can often take notes and photos of the violation while in the field, further enhancing accuracy. Even with handwritten citations, accuracy can be enhanced with the use of cameras in the field and consistent training on how to properly complete citation forms. When a citation is contested, accuracy of the citation and supporting documentation is important to be able to settle the matter justly.

The following strategies and procedures should be implemented to improve consistency, efficiency, and accuracy of collection practices:

- » Make and document observations in the field – Encourage the use of cameras in the field as well as documentation at the time citations are issued
- » Document everything, electronically and hard copy – Once citations are issued, they should be entered into the back-end management system (if not done so automatically)
- » Count receipts daily
- » Conduct daily and trend-based analysis of revenue
- » Routinely and consistently check for maintenance issues on all equipment
- » Establish daily continuity of collection activity
- » Conduct post-collection audits

- » Develop comprehensive, preventative security procedures in a checklist and check daily for staff adherence
- » Develop an emergency response plan (e.g., assault or robbery, stolen truck, lost or malfunctioning equipment, etc.)

Citations will be contested, and when this occurs, PAs are expected to participate in the hearing process to provide testimony. Proper and consistent documentation of citations issued ensures that citations are upheld throughout these procedures. Additionally, proper and consistent documentation increases the likelihood that the citation will be paid, thus improving the collection rate on citations issued.

When a contested citation moves through the adjudication process, the focus should still be on customer service. The first step in the process should be handled through a neutral panel. If the matter is not settled, the case would move to a court hearing. The intent is to relieve some of the hassle of the process for customers, but also for the courts by weeding out those cases that are easily resolved.

Staff Training and Management

A critical component of the Parking and Mobility Program is upholding consistent goals and presenting consistent messages. This is especially true with the enforcement component and training of the PAs. It is imperative that PAs are knowledgeable of the program goals and objectives and that customer service is stressed. To accomplish this, PAs should receive consistent training where the overall intent of the Parking and Mobility Program is presented and parking practices that uphold this intent are learned.

To ensure that parking regulations are enforced consistently, it is important to establish a cohesive set of parking enforcement practices and compile these into a manual that is provided to parking program and enforcement staff. The goal is to have unified management and coordination of all enforcement components. The operations manual should detail the responsibilities, conduct, dress, and practices of PAs. This document would provide guidance on how PAs are expected to interact with the public while performing their duties.

As the face of the Parking and Mobility Program it is important that PAs present a consistent front and deliver consistent messages. This is not only with regard to how they enforce the parking regulations, but also in how they appear. The attire for PAs should be consistent with the branding of the Parking and Mobility Program. This further enforces the brand and makes PAs recognizable and approachable as part of the Parking and Mobility Program.

As part of the training procedures, PAs should be informed of and taught appropriate responses to emergencies that may occur in the field. An emergency response plan should be established and staff should be familiar with the procedures outlined in this plan. The plan should detail how PAs are to respond to emergencies that range from what to do with malfunctioning equipment to assaults. PAs should know who to call, when to call, and what actions are necessary in the case of an emergency, regardless of how big or small.

In a parking system where the enforcement is outsourced, a strong training program coupled with a clear training manual is key to maintaining consistency, which is crucial to a successful enforcement program. The training program ensures that all staff are receiving the same messages and learning the same practices.



It is also important to review staff productivity to determine whether adjustments need to be made regarding routes, timing, patterns, and shifts. The performance measures will vary greatly, depending on the goals of the community. However, there are some factors that can be looked at to gauge the level of productivity of the staff. These include:

- » **Number of citations issued** – some cities or agencies may want to see more or fewer tickets issued depending on the goals and character of that community
- » **First and last ticket issued by a Parking Ambassador** – this will indicate how long it takes an officer to get from the headquarters to start their patrol or whether they are able to patrol to near the end of their shift.
- » **Frequency of tickets issued** – this metric will indicate how often an officer issues tickets and can raise questions as to why there was a gap between tickets or why tickets are being issued so frequently. This can be an indicator of where there are parking issues in the system that should be addressed to help with compliance.

PROGRAM MONITORING AND EVALUATION

It is important to routinely collect a consistent baseline of data in order to monitor the system and maintain an acceptable level of efficiency. For enforcement purposes, the following is a list of ideal baseline data to collect that can help improve enforcement practices:

| Data To Be Collected | How It Is Collected | Purpose |
|-------------------------------------|------------------------------|---|
| Occupancy Rate | Meter/Pay Station Technology | Areas with higher occupancies will likely have more users, more turnover, a greater variety of time limits or other regulations, and more violations. More PAs can be assigned to these areas as appropriate to enforce the higher degree of complex parking regulations. |
| Payment by Type | Meter/Pay Station Technology | Affects collection efforts—if payment type is mostly cash/coin, the frequency and type of collections will change versus what is required for lesser cash/coin payments |
| Capture Rate | Citation Database | Measures PA productivity. The number of violations that are receiving citations. |
| Violation Rate | Citation Database | Measures PA productivity. The frequency at which violations are occurring. Can be compared to the Capture Rate and to determine how productive PAs are and if any adjustments need to be made. |
| Meter Revenue By Area | Meter/Pay Station Technology | Indicates how productive an area is and can inform the rate at which collection occurs. |
| Meter Maintenance Complaints | Meter/Pay Station Technology | Can improve efficiency of technology maintenance by indicating how frequently are complaints coming in and where are they located. |

From the baseline data that is collected, a number of analyses can be performed to determine how the parking system is functioning and identify areas where changes may need to be implemented (e.g., more or fewer PAs, what violations are most frequent and where, which can indicate a potential problem, etc.).

PROGRAM EVOLUTION

The level at which the Parking and Mobility Program is enforced relies on the type of parking management practices in place. As the Parking and Mobility Program evolves through its various stages (as described in the Overarching Policies Section), the parking enforcement program must also evolve. The graphic that was provided on page 7 illustrates the typical evolution of a parking program. The same principles also apply to a parking enforcement program and summarizes how the program would have to grow and adapt as the parking program changes. However, it does not have to be followed in sequential order, but rather as it is appropriate for the needs of the community at that time.

Changes to the enforcement program should also be made when there are substantial problems with the enforcement system. These problems may include considerable negative perception of parking enforcement from the public and/or businesses, and a reduction in citations being paid, which could be due to a lack of accurate data to prove the violation occurred, resulting in cases being thrown out and thus not being paid.

TRANSITIONING THE PROGRAM

The transitioning of the enforcement program will likely involve several parties. The enforcement component of parking regulations is currently conducted by the police department, the collections and adjudication is overseen by the Traffic Violations Bureau, and parking management will be housed under the Public Works department. However, as the strategies outlined in this Business Plan are implemented, the enforcement duties will be consolidated and transitioned to the Public Works Department, parking program, and ultimately outsourced to the selected third-party management firm. To facilitate the transition of the program, a plan should be established to ensure a smooth transfer with no noticeable disruption of services.

Development of the plan will require extensive communication between the outsourced management firm, various City departments, and the police department. The plan should outline a schedule for when different management responsibilities of the parking program will be transferred. The steps for transitioning the program will be dependent upon when other aspects of the parking program are implemented.

PRIVATE PARKING ENFORCEMENT

While much of this section has been focused on enforcement of public parking assets, there is a need to discuss the enforcement options for private parking assets, including businesses, offices, and medical centers. In general, there are two options for approaching private parking enforcement.

1. **Public Enforcement of Private Parking Assets** – in some situations, the City of Aurora may find itself in a position to enforce private parking assets. In all likelihood, this will be the result of a management agreement between the business and the City. In most cases, this would occur because the City is proposing to manage private spaces as a public assets. An example would be spaces near the Florida Avenue RTD station, which could potentially be used for commuter parking during the day and



business parking in the evenings. In this case, the City of Aurora Parking and Mobility Services group could manage and enforce the parking, based on the ordinances defined in City code. In other cases, cities will allow private businesses to call in parking citations and have an ambassador come to their site to initiate a parking citation. Milwaukee, WI has such an ordinance that defines the process and results of such a practice².

2. **Private Enforcement of Private Parking Assets** – in other situations, businesses may intend to manage their own parking and prohibit unauthorized parkers from using their spaces. In most cases, this will include signage that defines who is prohibited from parking in private spaces, and the penalty, which is traditionally booting or towing by a private impound company. The City should adopt ordinance policies that discourage or prohibit predatory booting or towing on private sites, but allows for private business owners to protect their property. The ordinance should require proper signage warning motorists of the potential booting or towing as well as define who should be allowed to operate towing/impounding services. The City of Denver code (Section 54-811) provides a good example of these stipulations.

Personnel Education & Development

A high-quality staff is critical to the success of any parking program. The parking program staff includes management staff that is responsible for management-level decisions, administrative staff who oversee the logistics of the parking system, and enforcement, maintenance, and collections personnel. The ability to hire the best people, develop them with internal training and educational programs, properly evaluate individual performance, and offer growth opportunities are the keys to ultimately providing the best possible and consistent customer service.

Often, parking programs face predictable challenges including a high turnover of personnel (particularly for enforcement), lack of an opportunity for advancement, technological needs, or just a general lack of having enough personnel to properly cover the parking area. Addressing these issues is vitally important to maintain a consistent level of customer service, promote the high-quality services that are provided, represent the values of the organization, and enhance the user experience. This section details the important components of personnel development including hiring, internal training, performance evaluation, advancement, and customer service.

GOALS AND OBJECTIVES OF PERSONNEL DEVELOPMENT

The City is planning to outsource the daily operations of the Parking and Mobility Program. In order to ensure the program is operated in line with the vision of the City, clear goals and objectives must be established. These goals and objectives will help guide organizational structure and operational decision making through the life of the program.

- » **Goal 1: Create an environment for staff to succeed**
 - » Develop clear job descriptions for every individual in the program
 - » Involve supervisory staff in the hiring process
 - » Target individuals with characteristics of successful employees and utilize a strong training program for skills development
 - » Provide career advancement opportunities

¹ http://city.milwaukee.gov/mpw/divisions/administrative/parking/ParkingCitations/Private-Parking.htm#.VUqcXqPn_cs

- » **Goal 2: Establish a standard of quality, effectiveness, and consistency in operations**
 - » Develop a well-organized training program
 - » Conduct periodic ongoing educational courses for experienced employees
 - » Compile educational materials that standardize relevant information
 - » Conduct regular check-ins with staff
- » **Goal 3: Prioritize customer service and user experience**
 - » Develop objective evaluation measures to gauge employee performance and areas for improvement
 - » Compile important operational and job procedure reference information into an employee handbook

HIRING STAFF

A good parking program begins with good employees. When creating a parking program, ensure quality and dedicated staff members are hired and invested in the program. To ensure the parking program operations and management run smoothly, develop a strong organization by investing in quality employees who will be dedicated to running, maintaining, and improving the parking program. Expectations of high-level customer service should be communicated and reinforced through the hiring process. The following should be utilized through the hiring of employees:

- » **Formal job descriptions** – Job descriptions should be established, documented, and clearly advertised. These descriptions serve an integral part of initial training, evaluations, and promotion opportunities.
- » **Interview criteria** – Criteria should be developed to evaluate candidates in a formalized process. Management and senior staff should conduct the interviews and evaluate potential hires based on characteristics that will likely lead to successfully fulfilling the job. The presence of supervisor staff in the hiring process will begin a working relationship early and ease the transition into the training program.
- » **Hiring methods and practices** – These practices should be transparent in facilitating and promoting equal opportunity based on job responsibilities and requirements. Hiring employees with skills and values in line with that of the organization and the expectations of consistency and good customer service. It is less important to find individuals with parking program experience when coupled with a strong training program. New hires should be eager to learn and driven to implement the program's goals and vision.

INTERNAL STAFF TRAINING AND EDUCATION

Cashiers, parking ambassadors (PAs), and enforcement officers are typically the only face-to-face interactions customers have with the Parking and Mobility Program. It is essential that quality employees are given the proper training and educational opportunities to become a quality representation of the Parking and Mobility Program and be able to properly educate the public on the parking system. Training should be well-organized, effective, and ongoing. Benefits of a strong training program include:

- » Shorter learning curves
- » Consistency in the application of policies
- » Consistency in the promotion of the brand and parking services
- » More confident employees



- » Higher level of professional performance
- » Better customer service

New hire training is the first step in delivering quality customer service and consistent representation of program policies. New employees must build an early foundation and core competency to perform job responsibilities at an immediately high level after the conclusion of the new hire training program. Key elements of new hire training include:

- » Appropriate materials to support the training process. One such training material is the enforcement training manual that specifies how PAs will conduct themselves, dress, and perform their duties.
- » A broad orientation to facilities, organization, operations, and lines of authority
- » Introduction to key management and support staff members
- » A thorough review of personnel policies
- » Comprehensive initial instruction on functional responsibilities and procedures in an environment that is conducive to the learning process and building confidence prior to exposure to actual operational situations
- » Trainee feedback methods to test absorption of training concepts and essential information
- » Field trainers who are knowledgeable, effective, and good examples of the organization's performance expectations
- » Supervised experience with operational activity prior to independent operation
- » Thorough documentation of each phase of the training process, including identification of areas needing additional attention

Supervisory staff should be actively involved throughout the new hire training process to monitor progress and to establish an initial working relationship with trainees. These relationships will promote trust, make learning opportunities less confrontational, and promote open lines of communication.

Continuing education is critical to maintain consistency and customer service. After an initial training period, follow-up training is used to address identified weak areas and includes documentation of eventual competency. Spaced "refresher" training is helpful to reinforce or correct initial training and expand knowledge in areas where additional training is enhanced by an initial period of field experience. Ongoing training and development is the keystone of the overall staff training and development program. Key elements of continuing education include:

- » Specific relevant resources are made available for all positions or position groups as appropriate
- » Employees are actively encouraged to participate in ongoing training activities
- » The program is flexible in allowing employees to participate in relevant training without unnecessary delays
- » The program provides an opportunity for regular feedback from participants on the relevance of the subject matter, the effectiveness of training methods, and the quality of training materials
- » Ongoing training methods and materials represent the organization well. They support the level of importance and attention that the training effort warrants. They are effective in extending the learning process beyond the on-the-job time dedicated specifically to the training process.
- » Development of "Cheat Sheets" about frequent questions, customer assistance, employee support, community and transit information

PERFORMANCE EVALUATIONS

Regular staff evaluation is an important tool to maintain consistency in operations, policy adherence, and ongoing training. By setting objective, measurable, and achievable goals, the Parking and Mobility Program can establish a standardized process to identify strengths and weaknesses of individual personnel. Armed with this information, the Parking and Mobility Program can institutionalize an accountable method for ensuring high levels of customer service. The Parking and Mobility Program must set measures that are responsive to the specific conditions in Aurora including number of facilities, spacing of facilities, and the types of services provided.

In regards to productivity and service, the performance measures will vary greatly, depending on the goals of the City. However, there are some factors that can be looked at to gauge the level of productivity and service of the staff. These include:

- » **Number of citations issued** – Some cities or agencies may want to see more or fewer tickets issued depending on the goals and character of that community.
- » **First and last ticket issued by an officer** – This will indicate how long it takes an officer to get from the headquarters to start their patrol or whether they are able to patrol to near the end of their shift.
- » **Frequency of tickets issued** – This metric will indicate how often an officer issues tickets, identifying whether there was a gap between tickets or why tickets are being issued so frequently. This can be an indicator of where there are parking issues in the system that should be addressed to help with compliance.
- » **Customer service responses and complaints** – These are useful in identifying user satisfaction and potential re-educational needs of staff.
- » **Meters per round** – To ensure that enforcement staff is able to complete their rounds in a timely fashion, 200 to 250 meters per officer is a general rule-of-thumb.

PROMOTION OPPORTUNITIES

Parking is a specialized area of expertise that has many opportunities for career development. Parking professionals learn skills from facilities management to public administration that are applicable in a diverse set of environments ranging from municipalities to amusement parks. Management of the Parking and Mobility Program should provide training and other opportunities that promote advancement within their staff. Training should cultivate diligence, hard work, creativity, communication skills, and a drive to succeed. These skills will afford employees the opportunity to advance internally and will impart a level of career satisfaction where employees know that opportunities are available to them.

Job vacancies in the parking program organizational chart should be chosen through a transparent, public, and competitive application process. Minimum experience and skills requirements should be set based on industry standards for the open position. Qualified candidates should be interviewed and ranked based on their ability to fulfill the components specifically noted in the job description.



CUSTOMER SERVICE

Customer service is a primary cornerstone of the Aurora Parking and Mobility Program. The Vision and Mission statements that define the program are centered upon providing positive customer experiences for the user. The goal of the program should be to provide an easy-to-use, easy-to-find, and easy-to-navigate parking system. This program and business plan identify a number of touch points that will help influence the customer experience, including continued outreach, website and smart phone informational presence, payment platforms, branding and signage, and in-person connections.

However, the City should work under the assumption that none of these touch points is being realized and the first experience the customer has with the system is at the point of looking for and/or paying for parking. That is why it is imperative that the street-level and facility management staff are trained and well versed in customer service, program education, and facilitation practices. The most basic communication method that will promote good customer service is the signage and program branding elements that identify City parking assets. These should be easy to read and understand, clearly state when and how to park, and actively promote a positive perception of the parking system. The implementation of multiple education and communication initiatives will help support a strong understanding of the rules, regulations, and how to use the parking system, which is essential to provide a positive parking experience.

The City should structure the program to focus on parking regulation compliance rather than heavy regulatory policies. This is addressed specifically in the enforcement section of the business plan, but should be reinforced in every element of the program and in every action the Parking and Mobility Manager and City/outsourced staff make. The program's primary goal should be to promote positive experiences through ease-of-use payment and communications technologies, friendly and informative staff, easy to access and navigate parking assets, and policies and practices structured to make the parking environment compatible with the uses and needs around the parking assets.